

STRATEGIC PLAN

BUDGET DEPARTMENT

FY 2023



**STATE OF WYOMING
2022-2023 SUPPLEMENTAL BUDGET**

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**Secretary of State’s Office
Strategic Plan**

Introduction

The Wyoming Secretary of State’s strategic plan is submitted in compliance with the statutory requirements regarding state agency plans under W.S. 28-1-115. The strategic plan represents office management’s future direction for the Secretary of State’s Office and its programs.

Office Overview

Number of Employees: 31 positions (authorized 2022 Budget Session)

Clients Served:

- Elected Officials and those seeking office
- Service Companies
- Financial Institutions
- Lending Institutions
- Businesses
- General Public
- Attorneys and Paralegals
- Federal, State, and Local Governmental Agencies
- Private Investigators
- Title Companies

Budget: For the Biennium ending June 30, 2024

General Fund	\$8,580,935
Federal Fund	\$224,149
Other Fund	\$670,798
Total Funds	\$9,475,882

Core Business / Primary Functions

Executive Division (Secretary of State, Deputy Secretary of State and 3 staff)

The Executive Division provides leadership and direction for the Office. The Secretary serves on five state Boards and Commissions as one of Wyoming’s five statewide elected officials. The Executive Division provides policy and operational control of the Office. The Division also preserves the Great Seal of the State, legislative journals, and other vital state documents. The Division affixes the Great Seal of the State to proclamations and extraditions, files oaths of office, handles all correspondence and communication with constituents, and welcomes visiting dignitaries. Additionally, the Division provides general counsel services, press services, and responds to public records requests.

Business Division (11 Staff Members)

The Business Division is the largest division serving all business entities. The Division files registrations for the following business entity types: Profit Corporations, Non-Profit Corporations, Limited Liability Companies, Limited Partnerships, Trade Names, Trademarks, Reserved Names, Statutory Trusts, Unincorporated Non-Profits, General Partnerships, Registered Limited Liability Partnerships, Statutory Foundations, Commercial Registered Agents, Decentralized Autonomous Organizations, and various miscellaneous filings. The Division is also responsible for filing Uniform Commercial Code liens and Effective Financing Statement filings.

Compliance Division (5 Staff Members)

The Compliance Division oversees Wyoming’s securities industry and regulates activities regarding utility tokens. This Division is responsible for registering securities offered or sold in Wyoming as well as the individuals working for those

firms selling securities and advising investors. This Division provides investor protection education to the public, commissions notaries, and issues apostilles and authentication documents which authenticate signatures of state officials for use in foreign countries.

Elections Division (3 Staff Members)

The Elections Division ensures uniformity in the application and operation of Wyoming's elections. The Division assists with general, primary, bond, municipal, and special district elections. It also files campaign finance disclosure reports, verifies petitions for independent candidates, initiatives, referendums, and new political parties. Additionally, the Division generates voter registration lists, processes candidate applications, produces election publications, and registers lobbyists.

Administrative Division (3 Staff Members)

The Administrative Division provides all accounting and office support functions for the Office. The Division is also charged with being the registrar of Wyoming Administrative Rules for state agencies and administers the use of the iconic Bucking Horse and Rider trademark.

Technology Division (4 Staff Members)

The Technology Division provides information technology resources and support to the Office, as well as project management, maintenance and support for the Office's applications which include business registration and reporting, UCC/EFS lien filing, securities, elections, statewide voter registration, campaign finance, notaries public, state rules, fiscal, lobbyists, and the Office's websites.

The Office is derived from the Wyoming Constitution:

1. Wyo. Const. Art. 3 Sec. 52 (Initiatives and Referenda)
2. Wyo. Const. Art. 4. Sec. 6, 11-13, 15 (Secretary of State as Member of Executive Branch)
3. Wyo. Const. Art. 7 Sec. 21 (Filing of Oaths of Office)
4. Wyo. Const. Art. 10. Sec. 16 (Filing of Acceptance of Wyoming Constitution by Railroads)
5. Wyo. Const. Art. 13 Sec. 1 (Filing of Ordinances)
6. Wyo. Const. Art. 16 Sec. 8 (Filing of Bonds)
7. Wyo. Const. Art. 18 Sec. 3 (Board of Land Commissioners)
8. Wyo. Const. Art. 21 Sec. 13 (Attestation of Certificates of Election)

The Office acts in accordance with the following statutes:

1. 7-3-223 Criminal Procedure: Extraditions
2. 7-3-909 Law Enforcement Mutual Aid Agreement
3. 7-13-105 Criminal Procedure: Restoration of Rights
4. 8-3-117 Bucking Horse and Rider
5. 9-1-102 Administration of Government
6. 9-1-301 through 9-1-308: Secretary of State
7. 9-13-101 through 9-13-109 Ethics Disclosure
8. 16-2-102 City, County, State and Local Powers
9. 16-3-101 through 16-3-115: State Agency Rules
10. 17-3-101 through 17-3-104 Professional Corporations
11. 17-4-101 through 17-4-701 Wyoming Uniform Securities Act
12. 17-8-101 through 17-8-117 Churches and Religious Societies
13. 17-10-101 through 17-10-126 Cooperative Marketing Associations
14. 17-10-201 through 17-10-253 Processing Cooperative
15. 17-11-101 through 17-11-120 Industrial Corporations
16. 17-12-101 through 17-12-107 Miscellaneous Companies
17. 17-14-201 through 17-14-1104 Uniform Limited Partnership Act
18. 17-16-101 through 17-16-1810 Wyoming Business Corporation Act
19. 17-17-101 through 17-17-151 Close Corporation Supplement

20. 17-18-101 through 17-18-403 Wyoming Management Stability Act
21. 17-19-101 through 17-19-1807 Nonprofit Corporation Act
22. 17-20-101 through 17-20-1801 Wyoming Cooperative Utilities Act
23. 17-21-101 through 17-21-1107 Uniform Partnership Act
24. 17-22-101 through 17-22-115 Uniform Unincorporated Nonprofit Association Act
25. 17-23-101 through 17-23-302 Wyoming Statutory Trust Act
26. 17-24-101 Business Names
27. 17-25-101 through 17-25-111 Close Limited Liability Company Supplement
28. 17-26-101 Conversion
29. 17-27-101 Electronic Annual Reports
30. 17-28-101 through 17-28-111 Commercial Registered Agents
31. 17-29-101 through 17-29-1105 Limited Liability Companies
32. 17-30-101 through 17-30-1102 Statutory Foundation
33. 17-31-101 through 17-31-116 Decentralized Autonomous Organization Supplement
34. 18-7-105 Counties: Libraries
35. 18-8-104 Counties: Memorial Hospitals
36. 18-9-102 Counties: Fairgrounds, Airports, Parks, Pleasure Grounds and Recreational System
37. 22-1-101 through 22-29-601 Elections and Campaign Finance Disclosure
38. 28-2-116 Legislature: Apportionment of Members
39. 28-7-101 through 28-7-201 Lobbyists Registration and Disclosure
40. 29-7-101 through 29-7-106 Personal Property
41. 29-7-201 through 29-7-207 Breeders
42. 29-8-101 through 29-8-109 Agricultural Producers Liens
43. 32-3-101 through 32-3-131 Wyoming Revised Uniform Law on Notarial Acts
44. 32-3-110 Certificate of Authentication
45. 34-21-1101 through 34-21-1107 Central Filing System
46. 34-29-201 through 34-24-209 Registered Digital Assets
47. 34-29-106 Wyoming Utility Token Act
48. 34-29-201 through 34-29-209 Registered Digital Assets
49. 34.1-9-101 through 34.1-9-809 Uniform Commercial Code
50. 37-4-101 through 37-4-104 Transmitting Utility Act
51. 40-1-101 through 40-1-116 Trademarks and Service Marks
52. 40-2-101 through 40-2-109 Trade Names
53. 40-13-103, 106 and 108 Trade Commerce: Copyrighted Music
54. 40-28-101 through 40-28-109 Financial Technology Sandbox Act
55. 41-3-725 Water: Rights, Administration and Control
56. P.L.107-252 Implementation of the Help America Vote Act

Quality of Life Results

The following quality of life results from the Governor's office apply to this Office:

#6 – Wyoming's state government is a responsible steward of State assets and effectively responds to the needs of residents and guests. Additionally, the Secretary of State's Office provides services used across the state in all walks of life. To name just a few, Notaries Public obtain their certification with our Office and provide service to thousands of Wyoming residents daily. A unique function of the Office is in proving apostilles, which certifies a document for international purposes, so the document can be recognized in foreign countries that are members of the 1961 Hague Convention. The Office also works closely with our county elected officials providing elections technical expertise, guidance, and support. Furthermore, the Office provides support for businesses not just in Wyoming but across the nation and world. In short, the Secretary of State's Office provides vital services and customer service to individuals in all walks of life in Wyoming, the United States, and even internationally.

#9 – Wyoming values the unique aspects of its western heritage, providing residents and visitors expanding access to cultural, historical, and recreational experiences. This includes both official and unofficial duties. Officially, the Secretary

of State's Office is responsible for the Great Seal of the State of Wyoming, the historic Territorial Seal, and the beloved trademarked image of "Steamboat," also known as the Bucking Horse and Rider. Unofficially, the Secretary of State's Office is always ready to work with the public regarding any historic documents they may wish to view, learning about the duties of the Office and will frequently walk visitors through the historic State Capitol building.

#10 – Advanced technologies and quality workforce allow Wyoming businesses and communities to adapt and thrive. Many of the databases developed and maintained by the Secretary of State's Office are essential to the functioning of the State of Wyoming. This includes voter registration, lobbyist reports, candidate filing, business filings, and notary applications to name a few. The State of Wyoming's elections and business apparatus would grind to a halt without these systems and the staff at the Secretary of State's Office takes great pride in providing top shelf customer service in regards to these advanced technological systems. Lastly, the Secretary of State's Office generates considerable revenue for the State of Wyoming in the collection of fees for business filings.

Office Prioritization of Programs

The responsibilities shouldered by the Secretary of State's Office are fundamental and core government functions. Delegating these tasks to other agencies or, even more critically, the private sector, could endanger the impartiality and integrity of these operations. Given that the Secretary's roles often intersect with private sector interests, privatization of these functions would inherently breed clear conflicts of interest. The office works to provide Wyoming with these functions in the most efficient manner and with a minimum of burden to the citizens of the state. The office does not view any of its statutory duties with preference. Examples of statutory responsibilities are below, again not in any order of preference.

- Registering all statutorily-authorized business entities - Profit Corporations, Non-Profit Corporations, Limited Liability Companies, Limited Partnerships, Trade Names, Trademark, Reserve Names, Statutory Trusts, Unincorporated Non-Profits, General Partnerships, Registered Limited Liability Partnerships, and Statutory Foundations. The Division is also responsible for filing Uniform Commercial Code liens and Effective Financing Statement filings.
- Overseeing all statewide elections, as well as bond, municipal, and special elections.
- Certifying all statewide candidates and ballot questions, and reports, as well as certifying primary and general election results.
- Commissioning Wyoming's Notaries Public.
- Certifying and authenticating documents for use in foreign countries.
- Filing state agencies' rules.
- Regulating the state's securities industry and enforcing securities laws.
- Maintaining the records and proceedings of the Wyoming legislature.
- Attesting to various official acts and proceedings of the Governor.
- Affixing the Great Seal of the State of Wyoming as delineated by law.
- Preserving, protecting and promoting the Bucking Horse and Rider.

Agency Goals and Performance Measures

Goal 1: Uphold and Enhance the Office's Reputation for Exceptional Customer Service The Secretary of State's Office has long been recognized for delivering exceptional customer service that meets and exceeds public expectations. As an integral part of the Office's public-facing operations, customer service not only shapes public perception but also directly affects the ease with which citizens and businesses can navigate regulatory landscapes. Recognizing this, the Office is committed to maintaining this high level of customer service while continuously identifying opportunities for enhancement. To accomplish this, the Office will continue to focus on offering timely, accurate, and personalized support through various channels, including phone, email, and online platforms. The Office will also actively solicit feedback from the public to identify areas for improvement and to develop strategies that adapt to evolving needs and preferences.

Measurable Goal: maintain our position as one of the top jurisdictions for business formation.

Goal 2: Provide Excellent Election Services in 2024 The Elections Division at the Wyoming Secretary of State's Office is deeply committed to upholding and ensuring safe, secure, and transparent elections for the citizens of Wyoming. With the dedicated and unwavering efforts of our team, we prioritize exceptional customer service as we prepare for a seamless 2024 election cycle. Recognizing the importance of modernization and accessibility, we are devoted to maintaining technology systems that are up-to-date, user-friendly, and efficient. Moreover, a key aspect of our mission lies in fortifying election integrity, a vital component in preserving the foundations of our republic. Integral to our efforts is our close collaboration with our local partners in elections, the Wyoming County Clerks. These clerks stand on the frontline of elections, demonstrating dedication and expertise in their field. We hold a commitment to supporting them in their mission, understanding that their efforts are pivotal to the electoral process and to the success of Wyoming elections.

Measurable goal: collaborate with the County Clerks to seamlessly address all election issues that could arise during the 2024 cycle.

Goal 3: Increase Office Efficiency and Leverage the Use of Technology Previously, the Secretary of State's Office manually checked over 600 new entity names each day for compliance with W.S. 17-16-401, a task that consumed a full day's worth of staff time. To increase efficiency, the Office has developed a specialized computer program that can accomplish the same task within just five minutes. This innovative use of technology has greatly streamlined services, allowing staff to allocate their time efficiently and to provide a more responsive, user-friendly experience for the public. It also ensures more consistent compliance with Wyoming law, fostering a fair and regulated business environment. By continuing to embrace and develop such technological solutions, the Secretary of State's Office aims to further enhance its operational efficiency and service delivery, making it easier for the public to interact with the Office and access vital information.

Measurable goal: implement internal efficiencies with the use of technology.

Goal 4: Collaborate to Combat Fraud and Misuse of Wyoming Entities The Secretary of State's Office is committed to working with law enforcement to counteract fraud and misuse of Wyoming-based entities. In the few short months since January 2023, this collaborative endeavor has already resulted in the shutdown of two entities found to be engaging in fraudulent activities. These swift actions not only protect the public interest but also create a safer, more ethical environment for businesses and consumers alike. By vigilantly ensuring that companies operating in Wyoming adhere strictly to the law, the Office is reinforcing the state's reputation as a secure, dependable place to conduct business. These ongoing partnerships will continue to prioritize the prevention, detection, and rectification of fraudulent activity, thereby safeguarding the integrity of Wyoming's business landscape.

Measurable goal: refer fraud cases to the Wyoming Attorney General or appropriate agencies.

Goal 5: Increase the Number of Commercial Registered Agent Audits By heightening the frequency of commercial registered agent audits, the Secretary of State's Office intends to strengthen accountability and compliance with Wyoming's business laws. This will foster a more transparent, reliable, and trustworthy business environment, benefiting the public by ensuring that companies operating within the state are adhering to regulations. This promotes fair business practices and safeguards public interests.

Measurable goal: increase the number of audits of commercial registered agents.

Goal 6: Conduct Advertising Campaigns for Investor Awareness and Elections The Secretary of State's Office is committed to conducting wide-ranging advertising campaigns with a threefold purpose: improving investor awareness, promoting participation in elections, and bolstering voter confidence. Through public education on safe and responsible investing, the Office aims to help citizens protect their financial well-being and contribute to a thriving, robust local economy. In parallel, by increasing electoral awareness and nurturing voter confidence, the Office aims to foster a more active civic participation. Not only does this enable citizens to make more informed choices about their representatives, but it also reinforces the democratic process, ensuring that policies enacted are in tune with the public's needs and values. By investing in voter confidence, the Office underscores the transparency, fairness, and integrity of Wyoming's electoral processes, which is essential for a healthy democracy.

Measurable Goal: conduct a voter outreach campaign and an investor awareness campaign.

Office Statistical Information

Our office has become more efficient despite limited resources. We are committed to advancing with technology rather than reverting to old methods. We have made numerous filing types available online and consistently explore ways to further enhance our services. The following chart displays the growth in our filing sectors, emphasizing our dedication to maximizing technological benefits to optimize workflow.

	<u>FY23</u>	<u>FY22</u>	<u>FY21</u>	<u>FY20</u>	<u>FY19</u>
Active Notaries	12,062	11,978	11,523	11,910	12,054
Apostilles Processed	2,643	2,979	2,733	2,082	1,998
Authentications Processed	**	**	196	221	189
Broker-Dealers and Salespersons	137,587	125,907	113,480	108,118	103,608
Security Offerings	2,227	3,044	1,426	961	907
Registered Investment Advisers	1,366	1,351	1,319	1,233	1,117
Investment Adviser Firms	975	914	813	786	707
Blockchain Utility Token Filings	11	14	7	3	0
Active Business Registrations					
Profit Corporations	55,981	54,398	52,401	46,931	45,666
Nonprofit Corporations	8,320	8,015	7,958	7,423	7,229
Limited Liability Companies	329,751	247,898	199,393	149,846	128,689
Limited Partnerships	3,034	3,073	2,925	2,753	2,744
Trade Names	14,752	13,689	12,648	11,633	11,249
Trademarks	1,144	1,165	1,162	1,116	1,102
Reserved Name	57	64	68	42	43
Statutory Trusts	1,904	1,484	1,563	1,664	1,766
Registered Limited Liability Partnerships	259	260	278	281	287
Unincorporated Nonprofit	30	30	40	124	218
General Partnerships	18	18	21	27	26
Uniform Commercial Code Filings	183,445	171,981	153,556	137,772	121,914
Effective Financing Statements	8,435	7,516	8,338	8,041	7,686
Statutory Foundation	66	55	35	3	0

** : Numbers are included in Apostilles processed as they are no longer separate processing types.

STATE OF WYOMING

STATE AUDITOR'S OFFICE

Agency 003



STRATEGIC PLAN

FY 2025-2026

Prepared August 2023

KRISTI J. RACINES

STATE AUDITOR

WYOMING STATE AUDITOR'S STRATEGIC PLAN

FY 2025-2026

(July 1, 2024 through June 30, 2026)

The Wyoming State Auditor's Office (SAO) submits the following strategic plan for fiscal years 2025 through 2026. This plan outlines the goals and objectives of the SAO through June 30, 2026.

Agency

State Auditor (003)

Contribution to Wyoming Quality of Life

The State Auditor (Auditor) is an elected official and is Wyoming's comptroller, chief accountant, official custodian of accounting records and accounts, chief fiscal control officer and state payroll officer. Design and maintenance of the state's accounting system, which tracks the state's revenue, budget and expenditure transactions, is the Auditor's responsibility. Additionally, the SAO prepares the state's annual comprehensive financial report (ACFR).

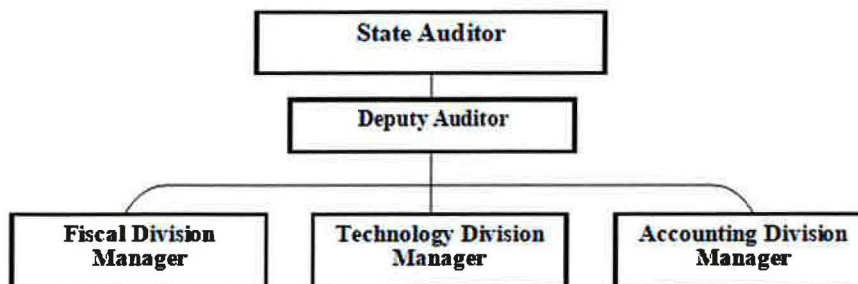
The SAO contributes to Wyoming's quality of life by accounting for and tracking state monies, ensuring the state's financial obligations are paid and preparing the state's financial records. The auditor is statutorily required to implement internal controls necessary to assure assets are properly safeguarded, accounting entries are accurate and reliable, and assets and resources are being utilized consistent with the requirements of law. The SAO helps ensure Wyoming state government is a responsible steward of state assets and that the government effectively responds to the needs of residents and guests.

Agency Overview

The SAO has 23 authorized full-time positions. The current SAO budget for the 2023-2024 biennium budget is \$15,179,344.00 and is 100% general fund. This biennial budget will increase to approximately \$16 million dollars due to legislatively directed salary increases (Senate File 0001, Section 319 (2022) and House Bill 0001, Section 329 (2023)) and state officials salary increases (House Bill 0096, Section 1 (2022)).

Four divisions support the SAO: (1) Administration, (2) Fiscal, (3) Accounting and (4) Technology.

Wyoming State Auditor's Office Organizational Chart



Administration: The administration division is responsible for monitoring contracts that support the state's electronic accounting system, coordinating training for state agencies, responding to public records requests and supporting the state auditor in her statutorily required duties (e.g. participation on the State Loan and Investment Board).

Fiscal: The fiscal division is responsible for vendor management and supporting major components of the state's electronic accounting system, specifically the Wyoming Online Financial System (WOLFS) and Human Resource Management (HRM). This division enrolls and maintains vendors in the electronic accounting system (so vendors can receive payment through WOLFS for goods and services provided to the state) and reconciles all warrants and electronic funds transfer (EFT) transactions made to vendors. Additionally, this division maintains and supports the development of reports within the system. The reporting component of the system is called infoAdvantage®. Reports generated in infoAdvantage® are used by state agencies to review and analyze financial data. The fiscal division is responsible for supporting the state's purchasing card (P-Card) program, delivering fiscal training, performing federal tax reporting functions (e.g. issuing 1099s to vendors) and operating a fiscal helpdesk.

The fiscal division is also responsible for supporting and processing the state's payroll, tracking employee time and attendance and providing state employees access to self-service resources. Additionally, the fiscal division completes payroll reporting, provides payroll support to state agencies, reports and deposits federal taxes (941s and 945s), issues federal tax reports (W-2s and 1095s) and processes child support, garnishments and employee benefit provider payments. The division also supports payroll reporting in infoAdvantage®, develops and delivers payroll training and operates a payroll helpdesk.

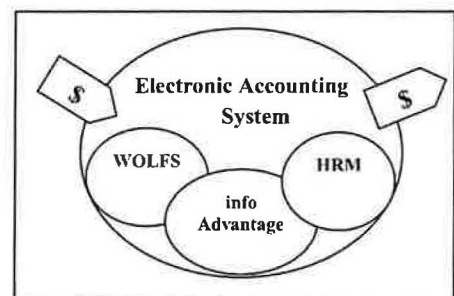
Technology: The technology division (or technical division) is responsible for the technical support of the state's electronic accounting system. This division creates and maintains custom code for specific jobs and procedures, monitors batch processing, prints paper warrants, generates electronic payments and tax reporting, monitors system operations, tests and certifies interfaces and loads payment request files and time card files. Additionally, this division is responsible for the development and maintenance of websites and support of the transparency platform, *WyOpen*.

Accounting: The accounting division is responsible for compilation and publication of the annual comprehensive annual financial report (ACFR) and serves as the main contact for the annual external state audit. This division maintains the state's fiscal accounts along with the legal appropriation budget (authority to spend) within the state's electronic accounting system. Additionally, the accounting division tracks all non-obligated general fund reversions, maintains fixed asset reporting and monitors state agency internal controls through the administration of a pre-audit process.

Performance Measures

The SAO's primary responsibilities include (1) accounting for and tracking state monies, (2) ensuring the state's financial obligations are paid and (3) preparing the state's financial records.

In order to account for and track state monies and prepare records, the SAO must maintain an electronic accounting system, ensure state agency users know how to use the system, and provide public access to non-confidential transactions made in the system. The electronic accounting system consists of three major components: WOLFS, HRM, and infoAdvantage®. There are approximately 786 WOLFS users, 242 HRM users and 703 infoAdvantage® users. The SAO maintains the security and workflow for user access into all three components of the system.



The following performance measures support the responsibilities listed above:

1. **Availability and reliability of the electronic accounting system**
 - a. *Sub-measure:* Percentage of time the electronic accounting system applications (WOLFS, HRM and infoAdvantage®) are available to users.
 - b. *Sub-measure:* The number and dollar amount of vendor payments processed annually.
 - c. *Sub-measure:* The number and dollar amount of payroll records processed annually.
 - d. *Sub-measure:* The number of electronic accounting system enhancements deployed to improve system functionality, user acceptance, and transparency.
 - e. *Sub-measure:* The number of interfaces developed and successfully operating to automatically process payment documents received from agencies.

2. **A well-informed, trained, and supported user base of the electronic accounting system**
 - a. *Sub-measure:* The number of attendees at each training.
 - b. *Sub-measure:* The number and variety of trainings developed and delivered to users.
 - c. *Sub-measure:* The number of superior ratings on training surveys completed by training attendees.

3. **Timely and accurate vendor and payroll payments**
 - a. *Sub-measure:* The number of days between the time when an agency requests a new vendor be added and becomes eligible to receive a payment in the WOLFS system.
 - b. *Sub-measure:* The number and dollar amount of vendor payments processed timely.
 - c. *Sub-measure:* The number and dollar amount of payroll records processed timely.

4. **Timely issuance of the ACFR with a clean audit opinion**
 - a. *Sub-measure:* The submission of the ACFR by December 31st of each calendar year.
 - b. *Sub-measure:* The attainment of a certificate of achievement from the Government Finance Officers Association.
 - c. *Sub-measure:* The successful implementation of Governmental Accounting Standards Boards (GASB) requirements.

5. **Issuance of, and adherence to, strong internal controls and policies in order to protect state assets and records**
 - a. *Sub-measure:* The number and dollar amount of transactions reviewed as part of the pre-audit process.
 - b. *Sub-measure:* The number of agencies using cost accounting to monitor and leverage the expenditure of federal funds.

6. **Promotion of transparency through readily available access to the state's financial information**

7. **Support and assistance in the expenditure and reporting of federal stimulus funds, specifically Coronavirus Aid, Relief, and Economic Security (CARES) Act, American Rescue Plan Act (ARPA), Emergency Rental Assistance Program (ERAP) and others.**

Prioritization of Objectives

The SAO prioritizes the operation of the electronic accounting system, payment of state obligations, and preparation of the ACFR as essential objectives. While trainings, electronic accounting system enhancements, cost accounting, pre-audit processes, and operation of a transparency website are also very important, they are not mission critical in the short-term. The SAO is a service agency, thus prioritization of customer service and support to state agencies is also a key objective.

Strategic Approach

In order to continue to support the objectives listed above, the SAO has developed the following strategic approach:

1. Dedicate resources to the continued operation of the state's electronic accounting system, which was upgraded from version 3.11 to Advantage 4 (ADV4) in April, 2023, with a focus on the deployment of three feature sets per year.
2. Develop and maintain a training program that offers a robust selection of relevant, effective training opportunities to state agency users leveraging a variety of educational approaches.
3. Dedicate staff and resources to expand the number of transactions reviewed as part of pre-audit processes to ensure appropriate expenditure codes are used and internal controls are in place at all agency levels, including increasing the pre-audit sample of federal stimulus, purchasing card (p-card) and travel related expenditures.
4. Create a process to thoroughly and routinely review and update the state's expenditure and revenue coding (or chart of account) to ensure the data in the electronic accounting system is accurate and relevant.
5. Dedicate staff and resources to assist agencies in the use of cost accounting and cost allocation tools to track and leverage federal and other funds.
6. Conduct a routine review of manual state agency payment processes to determine which processes could be streamlined through the development of automated interfaces.
7. Dedicate staff and resources to ensure the timely and accurate submission of the ACFR and timely and successful implementation of GASBs.
8. Identify internal resources to continue to support and improve the SAO's transparency platform, *WyOpen* (wyopen.gov) and release updated versions of the website based on user feedback.
9. Dedicate resources to continue the operation of an electronic ticketing system and develop customer service related metrics that can be tracked and monitored (through the ticketing system) to better manage payroll and fiscal helpdesk requests received by the SAO from state agencies.
10. Execute a robust communication plan to include a comprehensive website and targeted messaging.
11. Dedicate resources to continue to support and assist in the expenditure and reporting of federal stimulus funds, specifically CARES Act, ARPA, ERAP and others.

Evaluation Information

1. Functions and activities and public benefit:

The SAO does not have specific programs, but performs a variety of functions and activities supporting three key responsibilities: (1) accounting for and tracking state monies, (2) ensuring the state's financial obligations are paid, and (3) preparing the state's financial records.

As described above, the electronic accounting system and each division within the office support these key responsibilities. The fiscal division ensure the state's financial obligations are paid by enrolling vendors, processing payments, and supporting WOLFS and infoAdvantage®. The division also ensures state employees are paid, manages HRM, and supports payroll reporting in

infoAdvantage®. The technology division provides technical support to ensure all three components of the electronic accounting system operate in an accurate and efficient manner. The accounting division prepares and submits the state's financial records using information from the electronic accounting system. These functions and activities result in the responsible stewardship of state assets. The public benefits when money is accounted for, obligations are paid, and financial reports are available to decision makers.

2. Alternatives:

There are no alternatives to a robust electronic accounting system that would result in administration of SAO functions in a more efficient or effective manner. As mentioned above, the SAO is conducting a review of payment processes conducted by state agencies to identify processes that could be automated. The development of automatic interfaces has resulted in more efficient and effective processes.

3. Discontinuation consequences

The consequences of discontinuing activities supporting the key responsibilities listed above could be devastating to the state and could result in a loss of state assets, financial penalties, and litigation.

4. Efficiencies

The SAO believes the methods employed by our office to implement the key activities listed above are cost effective, efficient, and consistent with law while imposing a minimum regulatory burden. The SAO recently upgraded the electronic accounting system from version 3.11 to ADV4, which provided users with a more user-friendly interface and added functionality. Additionally, the SAO modified its interface process to allow agencies to more efficiently automatically upload vendor and payment files. The SAO manages a ticketing system that allows staff to identify system issues and user training needs. The upgrade, modified interface process and ability to analyze data from the ticketing system allow the SAO to be operate effectively and efficiently.

5. Prior results and outcomes

The information listed below summarizes results and outcomes achieved by the SAO primarily between July 1, 2022 and June 30, 2023. The summarization lists SAO performance measures, highlighting accomplishments achieved under each measure. This information is also included in the SAO's 2023 Annual Report.

a. **Availability and reliability of the electronic accounting system (Performance Measure #1)**

- i. *Electronic accounting system stabilization and expansion.* The SAO continued to successfully operate the electronic accounting system and completed an upgrade of the system in April, 2023. Additional information about the ADV4 upgrade is below.
- ii. *Availability and reliability of the electronic accounting system.* The WOLFS system was available to users from 6:30 a.m. to 6:30 p.m. Monday through Friday and on weekends from 6:30 a.m. to 10:00 p.m., except for monthly cycle work and system maintenance. The system was unavailable March 30th through April 4th for the ADV4 upgrade. The SAO was able to complete routine annual fiscal year-end close processing in July 2023 without any system downtime or impact to users. Year-end work was completed over a weekend by the Technology Division. Accessibility to WOLFS was available to users 99.68% of the planned schedule during FY2023. The HRM system was available from 6:30 a.m. to 8:00 p.m. Monday through Friday and on weekends for the same time. When the monthly HRM pay cycle is processing, the

system is unavailable to users for three working days each month. The HRM system was available 99.69% of the planned schedule during FY2023. The infoAdvantage® system was available to users from 6:30 a.m. to 6:30 p.m. Monday through Friday and on weekends from 6:30 a.m. to 10:00 p.m., except for monthly cycle work and system maintenance. The infoAdvantage® system was available 99.81% of the planned schedule during the FY2023. ESS and MSS was available to users twenty-four hours, seven days a week except for database refreshment cycles, during system maintenance weekends and for each monthly HRM pay cycle.

- iii. *Future upgrades and enhancements to the electronic accounting system.* In FY2022, the SAO amended the existing contract with CGI to include a no-cost upgrade from the current 3.11 version to ADV4. The new version went live on April 5, 2023. The upgrade went very smoothly with limited downtime and impact to end users. ADV4 has provided users with a new, intuitive and modern interface and added functionality. Additionally, the infoAdvantage system was upgraded to leverage the newest version of the SAS Business Intelligence Reporting Tool. The ADV4 upgrade will be the last formal upgrade of the electronic accounting system. Moving forward, the SAO will receive and deploy three containers with new functionality each year and this new process will eliminate the need for formal, time consuming system upgrades.
- iv. *System enhancements deployed to improve system functionality, user experience, and transparency.* The SAO continues to explore new functionality that could assist the State of Wyoming in identifying and achieving efficiencies. As mentioned above, because the system is now on the ADV4 platform, the SAO will receive new feature sets in April, August and November of each year. Each feature set will be evaluated and tested to identify new functionality that can be released to agencies – moving forward the SAO will consistently and routinely roll-out new features for agency utilization. Additionally, the SAO is working with CGI to “pilot” time clocks in several agencies; this pilot project will begin in October 2023.
- v. *Develop and maintain agency interfaces to automatically process payments.* In FY2023, several state agencies deployed new systems that required additional interface development, specifically, the Wyoming Administration and Information Department's "NeoGov" system, the Wyoming Department of Revenue, Liquor Division's "Liquor365" system and the Department of Health's “efilecabinet.” The SAO is working closely with these agencies to ensure that these new systems interfaced seamlessly with the SAO's electronic accounting system. Additionally, as part of the ADV4 upgrade, the technology division implemented AdvantageConnect, a module within the system that allows vendor and payment interfaces to be efficiently uploaded, verified and processed. The technology division continues to work to modify and update existing agency interfaces (removing outdated code) and train agencies on how to use and leverage AdvantageConnect.
- vi. *Expenditure and revenue code review.* The SAO continued to evaluate, clean-up and modernize expenditure coding within the chart of accounts. On July 3, 2023, the SAO published an updated listing of expenditure and revenue codes.

b. A well-informed, trained, and supported user base of the electronic accounting system (Performance Measure #2)

through June 30, 2023 totaling \$12,041,183 (e.g. American Rescue Plan Act). In January, 2023, the SAO updated statewide travel-related purchasing card policies. In order to ensure the new policies were being followed, the accounting division increased the number of travel-related expenditures reviewed as part of the routine pre-audit process. Additionally, the fiscal division automated several pre-audit payroll processes to verify accurate data is entered by agencies prior to each monthly payroll run. In FY2023, these automated processes and monthly payroll pre-audit examinations prevented multiple over and underpayments to employees and identified and corrected inconsistent policy and procedural application at the agency level. In FY2024, the fiscal division will continue to pre-audit payroll data to ensure complete and accurate payroll processing.

- ii. *Cost accounting.* There were 28 agencies that filed a federal Schedule of Expenditure of Federal Awards (SEFA) report in FY2023. Of those 28 agencies, 18, or 64%, are using cost accounting to track federal funds. An additional four agencies are using cost accounting to track various funding specific to their agency needs. The SAO continues to work closely with additional agencies in an effort to expand cost accounting throughout the state.
- iii. *Purchasing card (P-card).* The SAO manages the state's purchasing card program, which provides state agencies access to credit cards to make various purchases. In FY2023, the State of Wyoming leveraged p-cards to make approximately \$18.8 million in expenditures. The SAO continually evaluates p-card policies and processes to ensure adherence to strong internal controls and processes. As mentioned above, in January 2023, the SAO updated p-card travel policies and consolidated spending strategies to better support agencies. Additionally, UMB, the p-card vendor, implemented a new portal with additional online features.

f. Promotion of transparency through readily available access to the state's financial information (Performance Measure #6)

- i. *WyOpen:* The SAO continues to manage and operate WyOpen.gov, a transparency website. The goal of the site is to post non-confidential payments online, i.e. the state's "checkbook". The site experienced an increase in traffic in FY2023, receiving over 165,899 visits between July 1, 2022 and June 30, 2023 and averaging approximately 13,825 hits per month. SAO technology staff created special sections on the website to provide additional transparency related to ARPA expenditures and routinely updates the site with new functionality. WyOpen displays five years of expenditure data.

g. Support and assistance in the expenditure and reporting of federal stimulus funds (Performance Measure #7).

- i. The SAO continued to support agencies in developing, operating and closing out various ARPA programs, specifically assisting with vendor enrollment, adding additional expenditure codes (for reporting), developing interfaces, and making payments. The SAO assisted with the final federal reporting of CARES Act funds, submitting federally required quarterly reports through July, 2023.

Conclusion

The SAO has developed an aggressive but practical strategic approach to the 2025-2026 biennium. The most significant project anticipated for the 2025-2026 biennium will be the timely and accurate submission

of the 2023 ACFR, including successful implementation of GASB requirements. The other primary project will be the successful deployment of multiple ADV4 feature sets, which will provide end users with new and innovative functionality.

State of Wyoming

Treasurer's Office



Strategic Plan

July 1, 2024 – June 30, 2026
(FY25– 26)

Curtis E. Meier, Jr.
State Treasurer

**WYOMING STATE TREASURER'S OFFICE
STRATEGIC PLAN
FY 25-26**

Plan Period: FY25-26 (July 1, 2024 through June 30, 2026)

Agency: State Treasurer (004)

Quality of Life Results:

Wyoming state government is a responsible steward of State assets and effectively responds to the needs of residents and guests.

Contribution to Wyoming Quality of Life:

The State Treasurer's Office receives, safeguards and invests all funds of the State of Wyoming, and any other funds in the possession of the State, according to the Wyoming Constitution and statutes. Funds are invested in a prudent manner to ensure safety of principal, adequate liquidity and maximization of the total rate of return on investments, ultimately saving tax dollars for every Wyoming citizen.

As the steward of unclaimed property assets, the agency responds to the needs of Wyoming residents through diligent efforts to locate its citizens or heirs who rightfully own the property. In addition, the agency distributes various state and federal revenue to all governmental entities of Wyoming in a timely manner as prescribed by law.

The State Treasurer manages legislatively designated investments, or public purpose investments. These projects contribute to the diversification of Wyoming's economy. The placement of the State's funds with Wyoming banks encourages lending to Wyoming residents and businesses to stimulate the State's economy.

Basic Facts:

The State Treasurer's Office (STO) is authorized 45 positions. Agency personnel provide investment management, financial management and processing, unclaimed property management, computer technology and administrative support.

The authorized budget for the 2023-2024 biennium is \$85.1 million, \$18.8 million of which is general funds and \$66.3 million of which is "other" funds. Of the \$18.8 million authorized from the general fund, \$3.2 million is for agency operations, while the remaining \$15.6 million is used to reimburse counties for veterans' property tax exemptions and Native American motor vehicle tax exemptions; the State Treasurer's Office merely serves as a pass-through agent for these funds. Of the \$66.3 million of "other" funds authorized, \$22.4 million funds investment and accounting operations and \$42.3 million pays for investment managers from investment income, while \$1.6 million funds operations of the Unclaimed Property Division from earnings on the property held on behalf of claimants.

The five primary programs and/or functions within the State Treasurer's Office are:

#1 State Treasurer Activities and Agency Administration: As one of the five statewide elected officials, the State Treasurer responds to the needs of the citizens of Wyoming through the various programs and activities required of the office, as well as through the numerous boards and commissions upon which he serves, including: State Loan and Investment Board (SLIB); Board of Land Commissioners; State Building Commission (SBC); Wyoming Community Development Authority Board (WCDA); Board of Deposits; State Canvassing Board; Wyoming Retirement

System Board, Hathaway Scholarship Board; and Stable Token Commission. Agency administration includes all duties associated with a state elected official; administrative, accounting and fiscal activities; legal; and computer technology support.

#2 Banking and Cash Management: Receipts from state agencies are reconciled and deposited daily. State warrants are validated and redeemed from the bank each day. The agency also has general responsibility for the management of the State's cash resources including the development of information to forecast the cash needs of the State.

#3 Accounting and Distributions: The Treasurer's Office administers various statutory programs that involve accounting for and distribution of State and federal funds as prescribed by law to cities, towns, counties, the University of Wyoming, community colleges, county libraries and State agencies. Funds distributed include Federal Mineral Royalties, severance tax, railroad car tax, veterans' tax exemption reimbursements, Native American motor vehicle tax exemption reimbursements, Taylor Grazing Act fees, U.S. Forest Reserve rents, livestock predatory animal control fees, water development funds, Hathaway student scholarship endowment & excellence in higher education endowment funds, fines and penalties, endowment matching funds and investment income.

#4 Investment of State Funds: The State Treasurer's Office manages a portfolio of \$27 billion as of June 30, 2023. Investment returns have benefited from favorable market conditions, as well as implementation of more aggressive investment strategies. Investment income is the second largest source of income to the general fund.

#5 Unclaimed Property Program: The administration of this program involves collecting and holding unclaimed property and subsequent return to the rightful owners or heirs.

Collectively, these activities and programs serve all State agencies and all citizens of the State.

Performance Measures

The performance measures which have been most important to our office are:

Performance Measure #1

Investment of State funds in a manner that strives for maximum safety, provides adequate liquidity to meet all operating requirements and achieves the highest possible return consistent with these objectives.

- Investment Performance, Rate of Return - Wyoming Total Fund compared to Custom Index as benchmark

Performance Measure #2

Percentage of times the agency has been in compliance with generally accepted governmental accounting standards.

- Financial Audit Compliance

Performance Measure #3

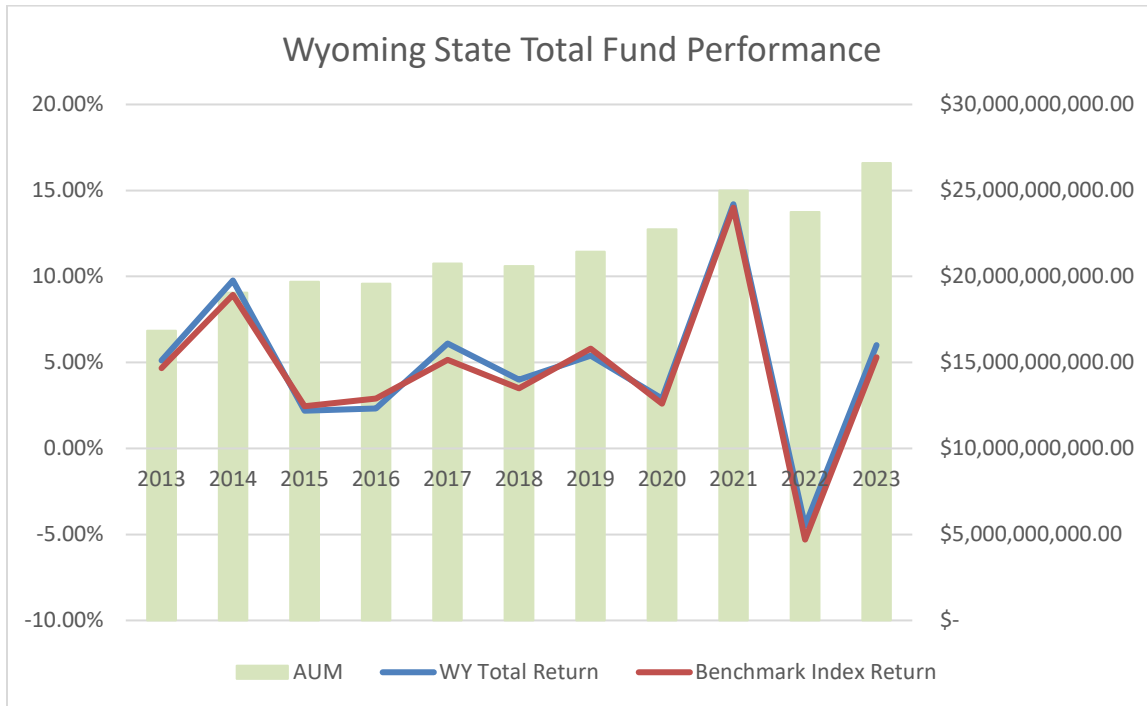
- A) Increase the amount of Unclaimed Property returned to owners or heirs
- B) Increase the amount of property value collected from holders

While basic performance measures are provided here as required by law, a much more thorough analysis of the Wyoming State Treasurer's Office is provided annually by November 1st in the State

Treasurer’s Annual Report to the legislature. The report provides details of all aspects of the agency and its investments and is available on the State Treasurer’s website: <https://statetreasurer.wyo.gov/>

Performance Measure #1: *Investment of State funds in a manner that strives for maximum safety, provides adequate liquidity to meet all operating requirements and achieves the highest possible return consistent with these objectives.*

Figure 1
Wyoming Investments, Total Rate of Return – Wyoming Total Fund compared to Custom Index as Benchmark



Story Behind the Performance:

The primary investment performance objective is to invest public funds of the State of Wyoming in a manner that strives for maximum safety, provides adequate liquidity to meet all operating requirements and achieves the highest possible investment return consistent with these objectives. The goal of this performance measurement is for the Total Wyoming Fund (culmination of all State investment pools) to outperform or have a higher percentage rate than the Total Fund Custom Index. This index is a benchmark calculated using broad indices corresponding to each asset class the State invests in, weighted based on the current allocation to each asset class. This index provides a measurement of the Wyoming Fund’s total performance relative to the performance of the market. It serves as a tool to evaluate whether the State’s managers, as a whole, are outperforming broad market benchmarks.

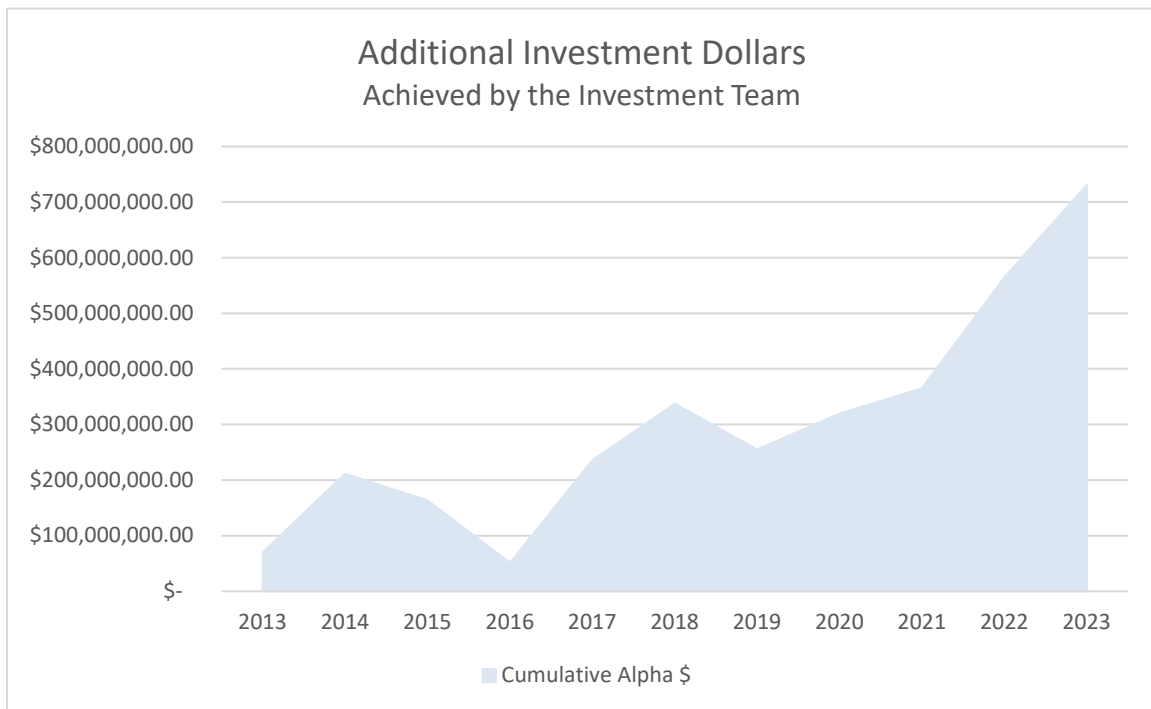
The State’s assets are invested according to modern portfolio theory (i.e. to create a diversified portfolio of asset classes, allowing the investor to achieve a high rate of return while minimizing the volatility of the portfolio). This helps to protect the corpus of the funds and allows maximum returns within acceptable risk.

The State portfolio consists of eleven investment pools in nine fund types. Nine of the pools — the Permanent Wyoming Mineral Trust Fund, the three permanent land funds, the Hathaway Scholarship Endowment Fund, the Excellence in Higher Education Endowment Fund, the Workers’

Compensation Fund, Pool A (consisting of 15 trust funds held on behalf of agencies) and the Legislative Stabilization Reserve Account — may hold equities, fixed income and cash. The remaining pools, the State Agency Pool and the American Recovery Plan Pool, may only hold fixed income and cash.

Investment performance is carefully monitored by the State Treasurer’s staff. Monitoring efforts are increasing and progressively relied upon to provide both income for the State and financial foundation for the future. Monitoring efforts include due diligence site visits by State Treasurer’s Office staff, as well as regularly scheduled visits by investment managers to Cheyenne for portfolio reviews. Additionally, staff persistently reviews investments seeking ways to reduce management cost and maximize returns, while minimizing risk in a down market.

What do you propose to do to improve performance in the next two years?



The investment team’s focus is on increasing the Alpha generated to the State. Alpha is the return above the benchmark. As you can see from the graph, the team has generated over \$700 million additional dollars than what the return would have been if we only invested in index funds. The 10-year annual Alpha production is only 20 basis points (bps), while last year’s Alpha was 70 bps. We hope to continue this trend but understand there is a natural limit of how much Alpha is available while trying to reduce our risks.

The State Treasurer’s Office will continue to refine targets and opportunities for the individual components of the Wyoming Total Fund, as well as develop asset classes with better defined risk parameters. In addition, the investment team will further diversify the overall portfolio and simultaneously institute refined systems and processes that can manage a large institutional portfolio and create efficiencies. These are essential elements of improving the long-term total return for Wyoming’s permanent and non-permanent funds.

The largest issue we face is how the State defines income. If all income was available to support legislative spending policies, we would have a longer view of the monies available to spend and the need to dramatically adjust the budget every biennium would be reduced. This would also help us to invest the funds more like a true endowment model. Historically, endowments have a one-to-

three percent higher return because of increased flexibility.

Because of changes that were made by the legislature and the State Loan and Investments Board we are now moving the income-focused funds to the same asset allocation as the Permanent Mineral Trust Fund (PMTF). The reserve accounts will also be moved from the State Agency Pool (SAP) into a higher yielding fund. As you can see from last year's return, the PMTF had a 2.5% higher return than common school due to its higher exposure to equities. This plan will take four to five years to fully implement, but over the long term this should help returns.

Another change is the ability to invest high credit quality corporate bonds into our SAP asset allocation. These are only short duration bonds of high quality and limited to a small percent of the fund, but at the margin we should be able to improve returns slightly.

In the next two years this office will grow the internal equity investment portfolio and, as always, we will work to achieve the highest risk adjusted returns.

Performance Measure #2: *Percentage of times the agency has been in compliance with generally accepted governmental accounting standards.*

Story Behind the Performance:

The primary goal of this measurement is for the Treasurer's Office to be 100% compliant with all generally accepted accounting principles (GAAP) and all of the Governmental Accounting Standard Board's (GASB) requirements and to have no reportable findings in the audit of the State's Annual Comprehensive Financial Report (ACFR).

Each year the State Treasurer's Office supplies accounting records and financial reporting data on revenue receipts, banking and cash management activities, revenue distributions in accordance with State statutes and investment of State funds. Since this involves billions of dollars each year, financial compliance is an extremely important aspect of the day-to-day activities within the Treasurer's Office.

What do you propose to do to improve performance in the next two years?

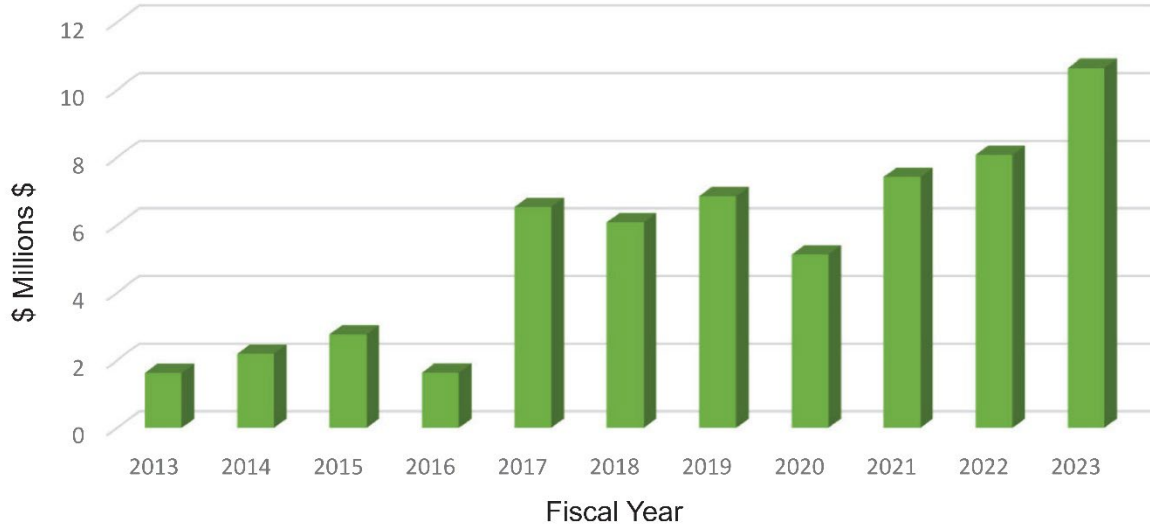
The Treasurer's Office meets throughout the year with the external auditors to review accounting processes and records to ensure compliance with GAAP and GASB. In addition, STO conducts regular meetings with the State Auditor's Office to ensure audit requirements are met timely and to brainstorm efficiencies between the two agencies.

The Office continues to identify and improve reporting investment portfolio activity, thereby reducing the number of ACFR findings. As the investment policy is revised by the State Loan and Investments Board and the Investment Funds Committee the State Treasurer's Office, with the external auditors and the State Auditor's Office, manages reporting requirements and resulting accuracy.

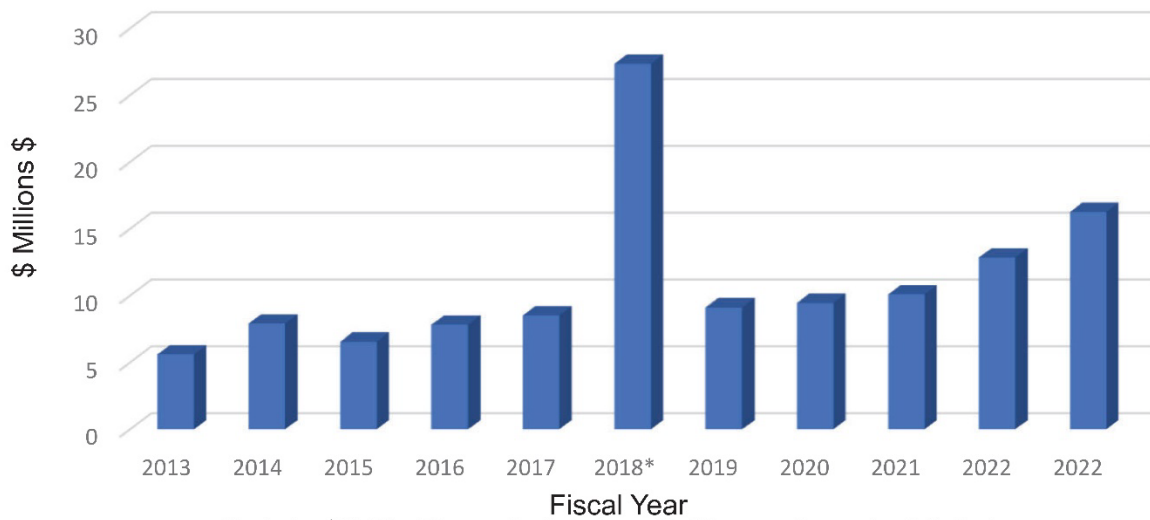
Performance Measure #3: Increase the amount of Unclaimed Property returned to owners or heirs and increase the amount of property value collected from holders.

Figure 2

Unclaimed Cash Paid/Returned by Fiscal Year

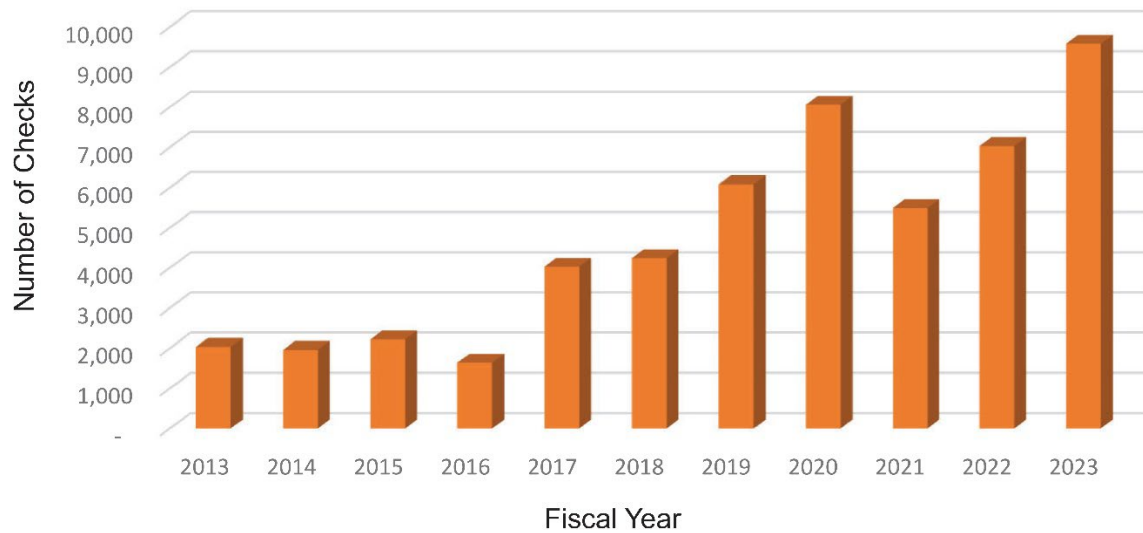


Unclaimed Cash Reported/Collected by Fiscal Year



*Includes \$19.38 million worth of stocks sold off in a one-time sale of all stocks turned over since the inception of unclaimed property in Wyoming

Checks Issued by Fiscal Year



Story Behind the Performance:

Wyoming law requires banks, insurance companies and many other types of entities (known as holders) to transfer to the Wyoming State Treasurer's Office property considered abandoned by owners. These "unclaimed" properties include but are not limited to: savings or checking accounts, securities, uncashed dividends, payroll checks, refunds, traveler's checks, trust distributions, unredeemed money orders, insurance payments or refunds, life insurance policies, health savings accounts, annuities, certificates of deposit, customer overpayments, utility security deposits, mineral royalty payments and contents of abandoned safe deposit boxes. The State takes custody of unclaimed property and maintains an indefinite obligation to reunite the property with owners and/or heirs, should they come forth and make a claim. The State acts as the custodian and/or fiduciary. The State attempts to locate and refund all property at no cost to the owner.

What do you propose to do to improve performance in the next two years?

As of this writing, the State is holding nearly \$103 million in cash and more than \$2.3 million worth of securities on behalf of owners. The Unclaimed Property Division will continue to actively search for owners of these funds and is hoping to add a staff member in order to dedicate additional time for this endeavor. The Division will also continue to educate residents and businesses about unclaimed property and encourage them to search on their own. The Treasurer plans to work with the Legislature and propose an updated version of the State's unclaimed property law that would streamline payment options, including automatic payments based on data matching with other State agencies. On the other end of the spectrum, the Unclaimed Property Division will also identify businesses that have a questionable reporting history and work with them to ensure their compliance with Wyoming Unclaimed Property statutes.



Wyoming



**ADMINISTRATION
& INFORMATION**

Department of A&I STRATEGIC PLAN

2022 -2026



Department of A&I STRATEGIC PLAN

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Patricia L. Bach, Director
 Idelman Mansion
 2323 Carey Avenue
 Cheyenne, WY 82002



Introduction



The Wyoming Department of Administration & Information (A&I) strategic plan for FY 2022 through FY 2026 meets the statutory requirements for submission of state agency plans under W.S. 28-1-115. Furthermore, W.S. 9-2-3202(b) charges A&I to assist the Governor to:

- i. Improve techniques used for management of state government;
- ii. Coordinate, consolidate and provide services which are used by more than one (1) agency;
- iii. Review agency programs, expenditures and management to identify problems and suggest improvements;
- iv. Promote economy and efficiency in government; and
- v. Establish uniform standards of administration.

A&I's 2022-2026 Strategic Plan represents the management direction for the agency and provides a basis for continuing the past several years' effort to move A&I to a sustainable and responsive strategic planning framework congruent with the Great State of Wyoming's present and future statutory expectations.

The A&I Strategic Plan contains an overview of the department's functions and the most recent organizational chart. The plan also contains A&I's mission, shared vision, and values. Finally, the plan details the agency's goals, including the strategies used to achieve these goals and the means used to measure progress.

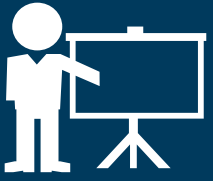
A&I includes the Director's Office and the divisions of Economic Analysis, General Services, Human Resources, and the Wyoming State Library. These divisions provide a wide variety of services to all branches of state government and some constituents outside state government. Our customers are other state agencies, state employees, state officials, and the public-at-large. A&I's diverse services provide the backbone to state government, helping other state agencies function more smoothly.

A&I supports elected officials, state agencies, state employees, local governments, agency officials, professional licensing boards, libraries, state residents, and other constituents. In addition, the State Library supports Wyoming's public, academic, school, and special libraries with training, consulting, marketing, centralized purchasing, and management of a shared statewide library catalog and databases.

The statutory references that govern the department are: W.S. 9-2-3201 et seq.

The Department of Administration and Information has a history of doing more with less. Since its statutory inception in 1971, A&I's primary mission has been to serve and care for the Great State of Wyoming. We have taken great pride in helping other agencies run more efficiently.

For more detailed information, please refer to the [2023 A&I Annual Report](#).



Agency Overview



Number of Positions: 281 (280 FTE & 1 PTE)

Type of Clients Served:

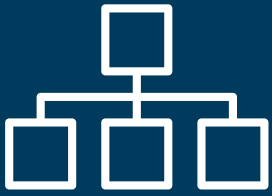
Elected officials, state agencies, state employees, local governments, agency officials, professional boards, libraries, state residents, and constituents.

Operating Budget:

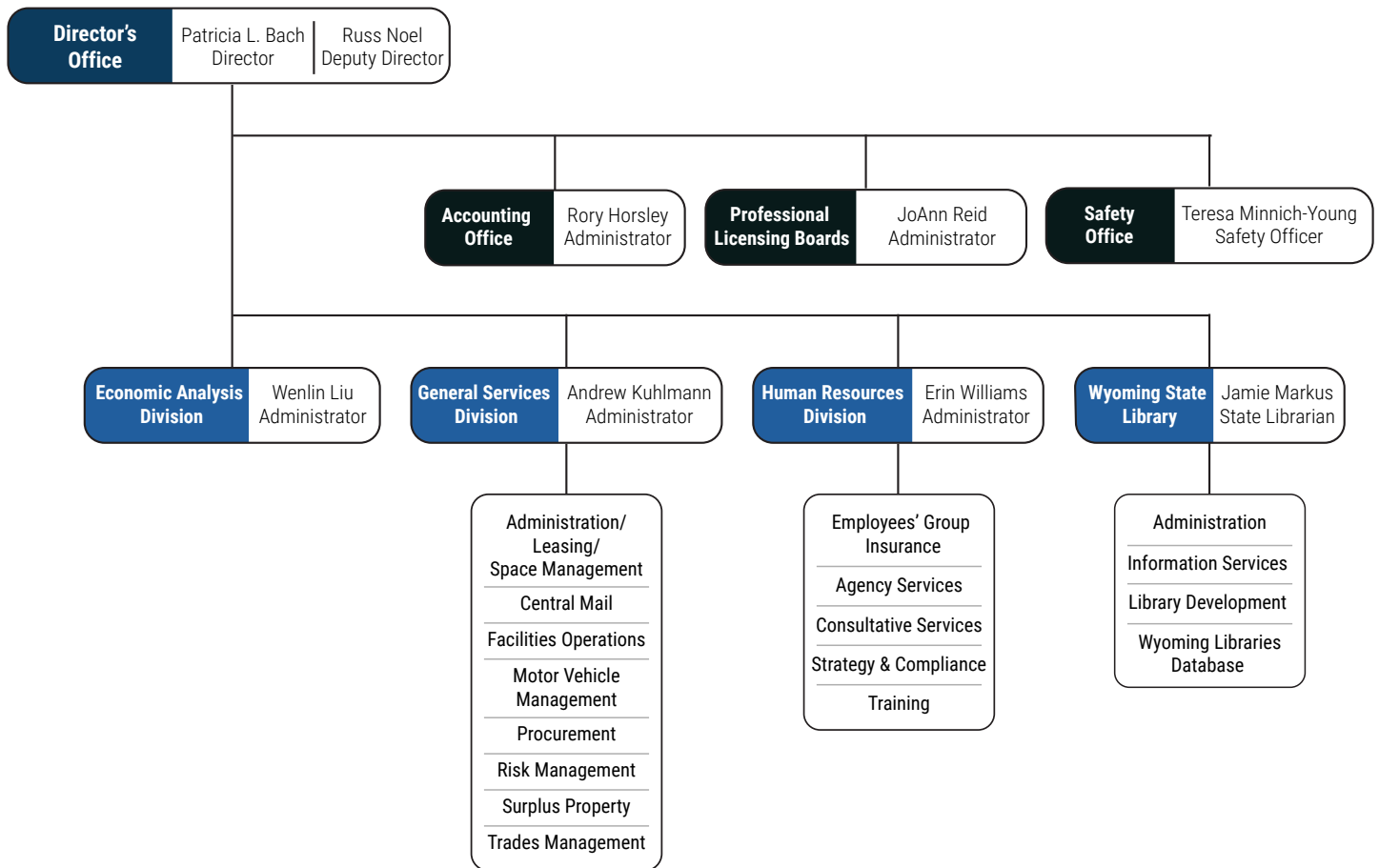
For the biennium ended June 30, 2024.

<i>General Funds</i>	\$88,186,181
<i>Federal Funds</i>	\$1,806,735
<i>Other Funds</i>	\$870,001,641
<hr/>	
<i>Total Funds</i>	\$959,994,557





Organizational Chart





Core Business/Primary Functions



A&I, an enterprise agency, adopts business processes, rules, and policies for statewide biennial budgeting, personnel management, employees' group insurance, office leasing, vehicle fleet management, procurement as well as economic analysis and forecasting.

The agency is organized into five divisions:

- 1) The Director's Office (DO)
- 2) Economic Analysis Division (EAD)
- 3) General Services Division (GSD)
- 4) Human Resources Division (HRD)
- 5) Wyoming State Library (WSL)

Director's Office

The Director's Office, in addition to serving the department as a whole, provides services and information to the governor's office, state agencies, elected officials, the judiciary, the legislature, and the public. The office includes sections that serve the department and external agencies.

Accounting

The A&I Accounting Office provides accounting, budget, and billing services to the A&I in addition to the Governor's Office, the Governor's Residence, the State Budget Department, various licensing boards, the Environmental Quality Council, the Wyoming Gaming Commission, the Laramie County District Attorney's Office, and the Wildlife and Natural Resource Trust. Accounting processes billings and revenues for A&I internal service operations (Central Mail postage and Motor Vehicle monthly billings) as well as other billing needs.

Capitol Information Office

The Capitol Information Office, located in the State Capitol building, oversees general activities within the facility. The position greets visitors, answers questions, schedules meeting rooms, answers the A&I main phone number, and is a point of contact for the Executive branch, the Legislative Service Office, and the Governor's Office.

Safety Office

The A&I Safety Office provides guidance for all of A&I and all buildings A&I serves. This includes training, building inspections, and certifying that policies and procedures comply with all applicable federal, state, and local regulations. Additionally, the Safety Office develops emergency preparedness plans and prepares the agency's Continuity of Operations/Emergency Operations Plan. A&I is firmly committed to the safety of our employees. The Safety Office also participates with OSHA and Workforce Services in their safety discount programs. A&I is committed to the safety of our employees and to providing a safe and healthy working environment for all.



Core Business/Primary Functions



Director's Office Continued

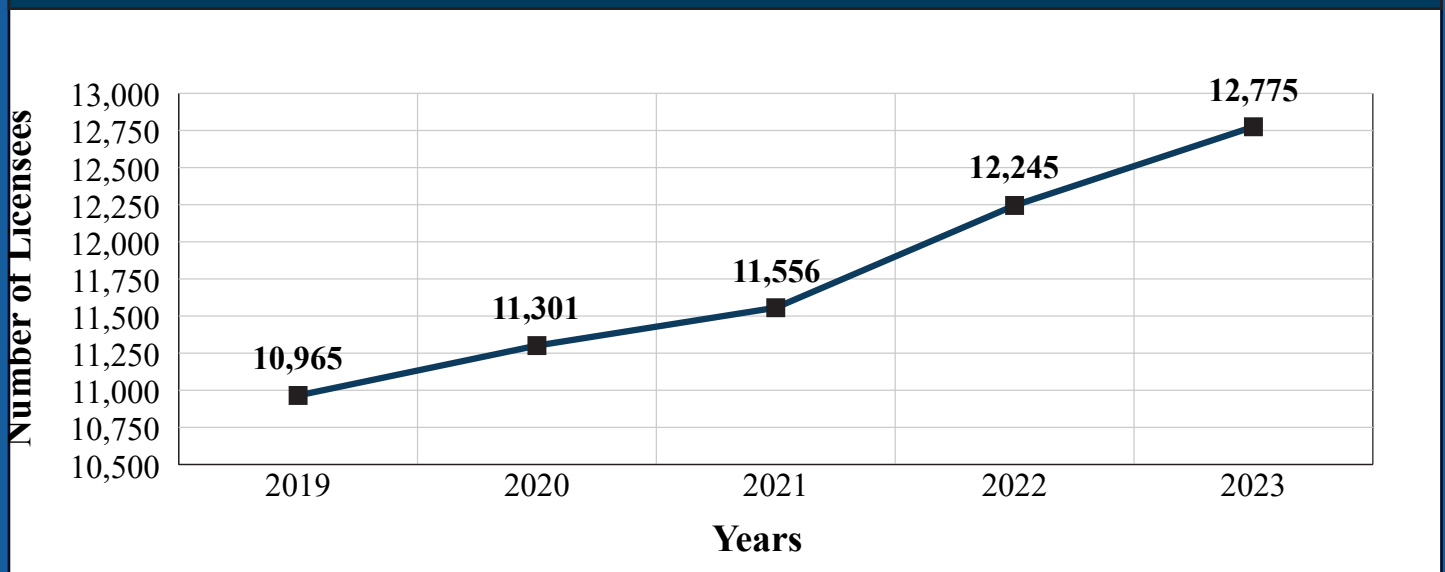
Professional Licensing Boards Office (PLBO)

The Professional Licensing Boards Office provides administrative and support services to twenty (20) licensing boards. A&I supports the licensing boards listed in the following chart; the chart also indicates the number of board members, number of licensees, and frequency of meetings per year. The number of overall licenses increased by 650 over the last fiscal year.

Licensing Board	Number of Board Members	Number of Licensees & Certificate Holders	Meeting Frequency (annually)
Acupuncture	5	64	3-4
Architects and Landscape Architects	5	1,539	3
Athletic Training	3	81	2-4
Chiropractic Examiners	5	215	2-3
Dental Examiners	6	2,469	4-6
Dietetics	3	274	3
Funeral Service Practitioners	5	169	3-5
Hearing Aid Specialists	5	43	1-2
Mental Health Professions	6	2,507	3-5
Midwifery	7	13	3-5
Nursing Home Administrators	5	88	1-3
Occupational Therapy	5	635	6-7
Optometry	5	165	2-4
Physical Therapy	5	1,176	4-6
Podiatry	3	43	1-3
Psychology	9	391	3-5
Radiologic Technologists	5	949	4
Respiratory Care	5	516	1-3
Speech-Language Pathology and Audiology	5	656	3-6
Veterinary Medicine	6	782	4-6
Total Licensees		12,775	

PLB Annual Report Data 07/31/2023

Number of Licensees Served in the Past Five Years





Core Business/Primary Functions



Economic Analysis Division

The Economic Analysis Division (EAD) manages partnership programs with the U.S. Census Bureau, Wyoming State Data Center (WSDC) and Federal State Cooperative for Population Estimates/Projections (FSCPE/P), and therefore maintains and manages the Decennial Census and other demographic databases. The division evaluates economic, demographic, and revenue trends and forecasts the behavior of demographic and economic variables. EAD monitors state revenue flows and participates in revenue forecasts as part of the Consensus Revenue Estimating Group (CREG). Economic Analysis also generates the Wyoming Cost of Living Index and provides demographic, economic, and fiscal research and analysis to government agencies as well as the general public through published reports, presentations, and technical & consultative services. In addition, the program serves Wyoming businesses, the federal government and citizens from other states.

General Services Division

The General Services Division (GSD) provides essential support services and information to all state agencies, elected officials, the judiciary, the legislature, and the general public.

Administration Section

The Administration Section in GSD provides support services to the Governor's Office, state agencies, elected officials, the judiciary, and the legislature. The section includes the Leasing Program, which serves as the leasing agent for all state agencies, except the Departments of Transportation, Game and Fish, and the University of Wyoming. The program oversees acquisition, contract initiation and negotiation, and the resolution of space related issues. The Leasing Program works with A & I Accounting to process rental payments and billing for general fund reimbursements. The program manages roughly 200 leases. This section also includes the Space Management Program that coordinates office relocations, maintains state building floor plans, and tracks space assignments.

Central Mail

Central Mail processes incoming and outgoing mail in a timely, accurate, cost effective manner. Key services include preparation, sorting, and dissemination of incoming-outgoing mail and interagency correspondence, in addition to administering maintenance contracts for postage equipment in agency field offices statewide.

Facilities Operations

Facilities Operations provides full-spectrum custodial services and grounds maintenance for the Capitol Complex and other state properties in Cheyenne. Facilities Operations assures state employees in the Capitol Complex experience safe, clean, and healthy working spaces. The section provides full janitorial services for 2,073,923 interior square feet of offices, work areas, lobbies, restrooms, conference rooms, etc. Ground crews maintain lawns, flower beds, shrubs, trees, sprinkler systems, sidewalks, parking lots, and signage. Crews also remove snow, provide moving assistance to state agencies, and set up for a variety of Capitol Complex functions.



Core Business/Primary Functions



General Services Division Continued

Motor Vehicle Management System (MVMS or Motor Pool)

Motor Vehicle Management System (or Motor Pool) purchases, administers, right-sizes, and maintains the state's fleet telematics for 1,464 vehicles, of which approximately 79 are in the shared pool for use on an as-needed basis. Under authority established by W.S. § 9-2-3204(h)(i)-(ii), the Motor Pool provides vehicles on a per-trip and permanently-assigned basis to state employees and agencies for use in conducting state business. 1,049 vehicles are permanently assigned to other state agencies and stationed around Wyoming. In total, state vehicles typically travel over 11.5 million miles per year.

Procurement Section

Procurement Section is established through W.S. § 9-2-3204, which authorizes the oversight of procurement functions for all executive branch agencies, excluding procurements for capital construction projects. The section establishes rules and policies for purchasing, online bidding, contracting, local preferences, and inventory activities. Other duties include monitoring agencies to ensure compliance with state purchasing; development of formal bids and requests for proposal (RFPs); maintenance of an automated bid system; setting up statewide contracts; purchasing and contract training; and maintaining fixed and non-fixed asset records.

Risk Management

Risk Management administers the State Self-Insurance Program, which provides liability, property, vehicle, and aircraft insurance coverage for state agencies as well as police professional liability coverage for all Wyoming Peace Officers. The section manages all claims and pursues subrogation and restitution on behalf of the state. Additionally, the section assists agencies with analyzing risk and identifying liability exposure.

Surplus Property

Surplus Property provides for the disposition of state-owned surplus property for state agencies. Surplus Property also brokers federal surplus property for qualified state governmental agencies within Wyoming, including non-profit organizations. Surplus Property is designated as the State Point of Contact for the Law Enforcement Support Office (LESO) 1033 Program, which allows the transfer of excess Department of Defense property and equipment to law enforcement agencies throughout the State.



Core Business/Primary Functions



General Services Division Continued

Trades Management (TM)

Trades Management provides maintenance services to the Capitol Complex and other state facilities (totalling 2,260,833 interior square feet). Services include electrical, fire alarm, fire suppression, plumbing, heating and air conditioning, carpentry, painting, locksmith, signage, modular furniture reconfiguration, office furniture repairs, and small construction/renovation services. Trades performs preventative maintenance on all equipment. In fiscal year 2023, Trades handled roughly 12,000 work orders. Trades also manages a secure card access system for buildings. Trades employees are on call 24/7 for critical issues. Trades Management also manages, maintains, and operates the new Thyra Thomson Building in Casper, the Rockwell Building in Sheridan, and the State Trails Building in Lander.

Human Resources Division

The Human Resources Division performs multiple centralized HR functions for the executive branch, including drafting, maintaining, and interpreting state personnel rules. The division holds grievance hearings, interprets state and federal laws, and oversees position control, recruitment, performance evaluation, and training. HRD assists agencies with strategic planning and provides final level review of most personnel transactions. HRD sets position classification and compensation levels, including group insurance plans. HRD also offers a variety of support services for executive branch agencies, elected officials, Legislative Service Office, University of Wyoming, community colleges, as well as Wyoming citizens. In addition to HRD's statutory requirements, it also produces annual workforce reports and other metrics; assists with legislative studies; and supports agencies with staffing, retention, and succession planning.

Governor Gordon signed Executive Order 2020-8 on July 10, 2020, empowering the Director of the Department of Administration and Information to coordinate the immediate centralization of all human resources personnel to be housed under the department. A&I continues to implement this executive order in manageable stages.

Employees' Group Insurance (EGI)

The Employees' Group Insurance section manages the Wyoming State Employees' and Officials' Group Plan, providing health, dental, and life insurance, section 125 flexible benefits, and voluntary products. EGI is an "other" funded entity and has expanded enterprise-wide responsibility since it serves not only state agencies but also the Legislative Service Office, Judicial Branch, the University of Wyoming, the seven community colleges, Natrona County School District No. 1, the City of Casper, Goshen County, the City of Laramie, in addition to State of Wyoming retirees. EGI currently covers 17,000-plus employees and retirees with over 37,000- total members in the State Health Benefit Plan as of 2023. EGI provides vendor management, employee communication, rule interpretations, and flexible benefit plan administration for employees, officials, and retirees' group health insurance. EGI also provides data entry, benefit maintenance, grievance hearings, state & federal law interpretations, record retention, and rate/benefit recommendations.



Core Business/Primary Functions



Human Resources Division Continued

Agency Services

Agency Services consists of all the individual agency/field HR offices. This section provides general HR support to executive branch agencies and personnel. Tasks include workforce planning, onboarding, recruitment, succession planning, staffing support, conflict management, payroll, employee relations, and supporting employees with other general HR inquiries related to rules, policies, benefits, rights, and other key topics.

Consultative Services

Consultative Services performs centralized HR tasks spanning a variety of functional areas. This section is responsible for statutory compliance; the impact of the decisions made within this group can be felt throughout the entire enterprise. Tasks include: managing statewide systems and programs (recruitment and performance management), training, quality control, reviewing and approving all personnel actions, administering a classification and compensation plan, publishing statewide workforce statistics, assisting with legislative studies, and promulgating statewide rules and policies.

Strategy and Compliance

Strategy & Compliance: new this year to HRD, Strategy & Compliance provides a full range of support to all executive branch agencies, including trained investigators; grievance and discipline hearings; worker's compensation support; diversity, equity, and inclusion training; as well as unemployment insurance. Strategy & Compliance performs challenging HR functions consistently, fairly, and in accordance with all statutory and policy requirements; the unit ensures compliance with all federal and state employment laws. As another layer of employee support, Strategy & Compliance will facilitate the Employee Assistance Program, guaranteeing a broad spectrum of support for all state employees.

Wyoming State Library

The Wyoming State Library supports Wyoming's public, academic, school, and special libraries with training, consulting, marketing, centralized purchasing, and management of the statewide-shared library catalog and databases. It offers state government employees reference and interlibrary loan services as well as access to meeting rooms for state business. The State Library facilitates access to government information. It is the official depository for all state publications and is a selective depository for federal documents. WSL provides every resident of the state with access to e-books and licensed databases; it preserves and promotes the state's history through the Wyoming Digital Collections. It holds fiscal responsibility for federal funds granted to enhance library services. Its mission is to promote library development, foster library cooperation, and provide reliable information to customers.



Agency Challenges/Risks/Priorities



- »»» Enterprise-wide succession planning due to anticipated retirements of staff and inability to retain top talent.
- »»» Lack of flexibility with budget.
- »»» Teleworking presents a challenge when dealing with technical issues.
- »»» Fulfilling A&I's responsibilities despite inflated costs and scarcity of goods and services.
- »»» Collecting information on agencies' use of office space and teleworking so that A&I can use that information to promote the efficient use of state-owned or leased spaces.
- »»» Keeping employees safe and healthy.
- »»» Maintaining enterprise compliance in a multitude of areas including EEOC compliance, wage and hour compliance, and OSHA compliance.
- »»» Standardizing agency forms, processes, and systems.



For more agency challenges, risks, and priorities, please refer to the [2023 A&I Annual Report](#).



Agency Successes and Efficiencies



DO

- Published A&I Statewide Newsletter, providing information about A&I as well as addressing important statewide issues.
- Staffed the new Capitol Information Office, located in the State Capitol building, which oversees general activities within the facility.
- The Director is coordinating and participating on a task force team to review the Department of Enterprise Technology Services.
- Phase II of the compensation adjustments completed.

EAD

- The Economic Analysis Division produced eighty six publications and reports, informing state and local government officials and a variety of constituents.
- EAD also researched and presented demographic, economic, and revenue trends and outlook.
- The Division compiled and posted detailed data, charts, and maps from the 2020 Census to its website, and also produced three summary reports on Wyoming, county, and city/town patterns and trends on population and housing.
- Estimated 2022 state and county Median Household Income for Wyoming Department of Revenue to use for the 2022 Property Tax Refund Program.

HRD

- Phase II of the compensation adjustments completed.
- Roll out of the new Human Resources Management System (HRMS), Neogov.
- Creation of a new section within HR Consolidation (Strategy and Compliance). This includes grievance/discipline, trained investigators, safety, workers' compensation, diversity, equity, and inclusion, as well as unemployment insurance.
- Make work-life balance better for employees. Continue to improve employee safety, telework management, flexibility in schedules, and technology. Attraction, Motivation, Retention - Performance Recognition.

WSL

- The State Library facilitated the circulation of 3,345,273 items through over 100 Wyoming libraries, saw 5.3 million searches in its online library catalog, and circulated over a million e-books/audiobooks/magazines.
- The State Library migrated the statewide WYLD Network library catalog to Aspen Discovery, a modern, intuitive search and discovery public interface. Aspen provides an overall improved patron portal and allows libraries more control over their local branding and marketing. This open source project provides continuous improvement to the user experience as new source code is released to the Aspen community on a monthly basis.

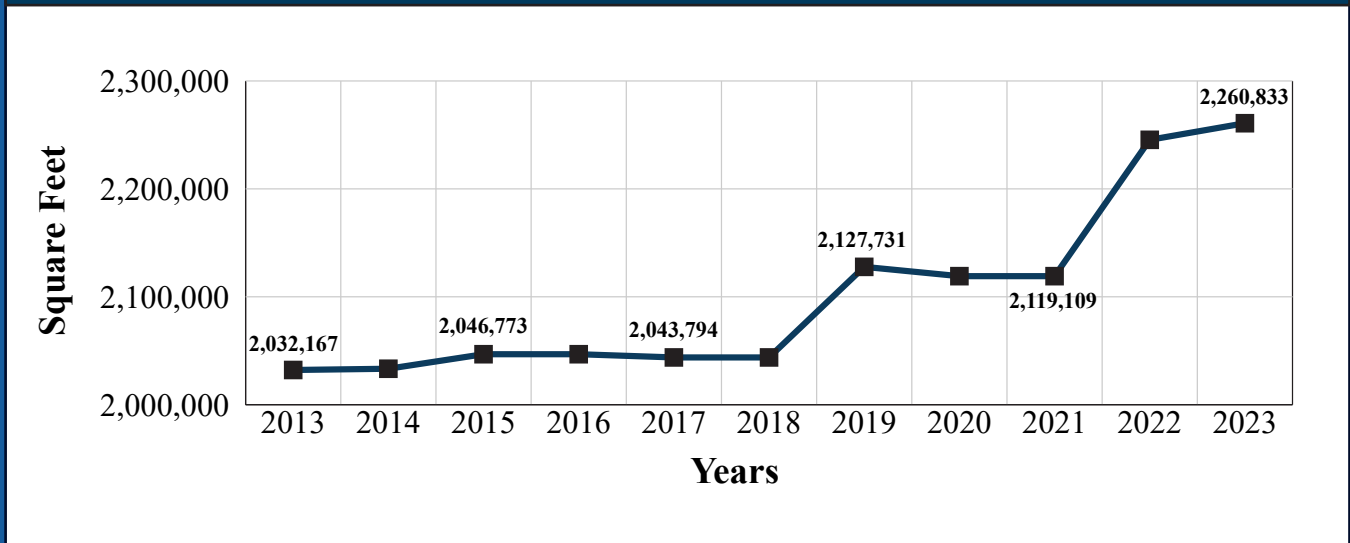


Agency Successes and Efficiencies



- Added new facilities: the Thyra Thomson state office building in Casper and the State Trails building in Lander.
- The Facilities Operations section provided daily custodial and groundskeeping services for state-owned buildings in Cheyenne (totalling 2,073,923 interior square feet).
- The Trades Management section provided maintenance for 2,260,833 interior square feet of state-owned buildings. In fiscal year 2023, this has totaled around 12,000 work orders including preventative maintenance, corrective maintenance, agencies' services requests, and call-outs after hours.
- After years of vehicle shortages, the Motor Vehicle Management Service (MVMS) purchased and deployed 260 new vehicles this past year (110 sedans, 115 trucks, 10 heavy duty trucks, and 25 various other vehicles purchased off the street). The new vehicles included 30 hybrid sedans and 2 EV mail vans that MVMS purchased as pilot programs to evaluate the performance and maintenance of electric vehicles.

Amount of Leased Square Feet in the past ten years:



For more successes and efficiencies, please refer to the [2023 A&I Annual Report](#).

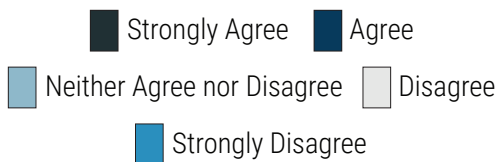
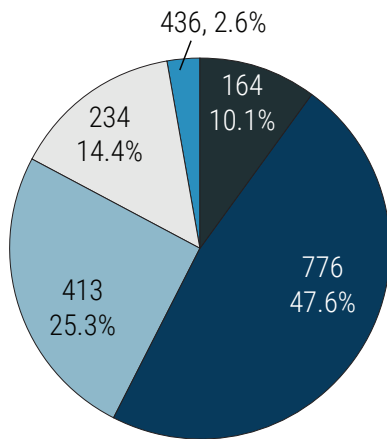


Customer Satisfaction Survey

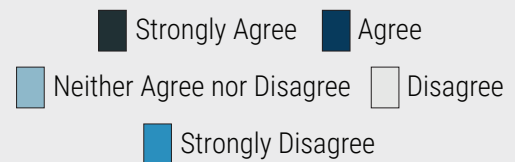
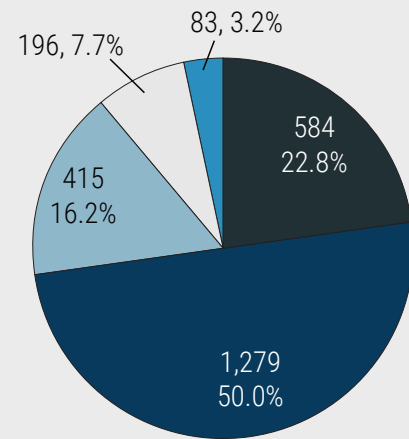


The graphs below represent the total responses given on the A&I Customer Satisfaction survey initiated on May 25 and closed June 06, 2023. The responses have been combined from the Accounting section, the Professional Licensing Board Office, the Safety Office, the Human Resources Division, the General Services Division, the Economic Analysis Division, and the Wyoming State Library to show a representation of A&I as a whole.

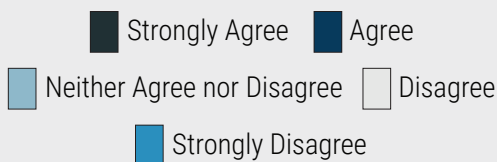
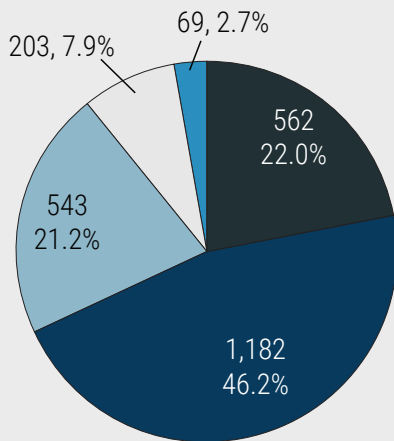
I am knowledgeable about the services provided by A&I.



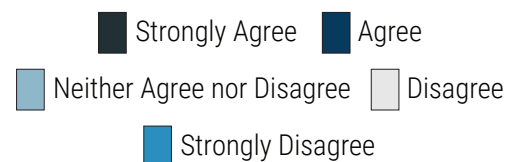
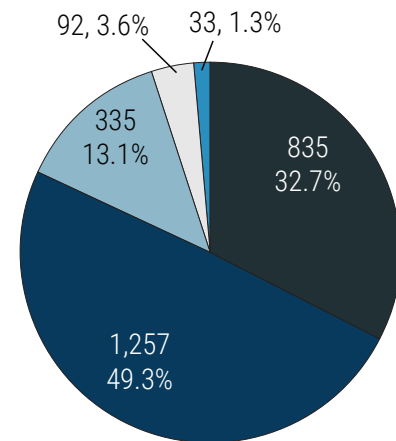
A&I provides services in a timely manner.



A&I provides services correctly the first time.



Employees of A&I are courteous and professional.

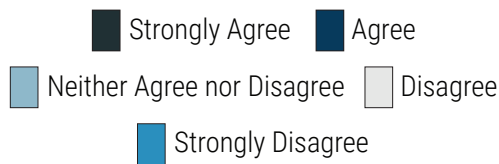
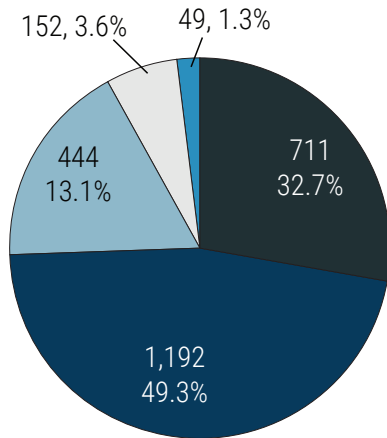




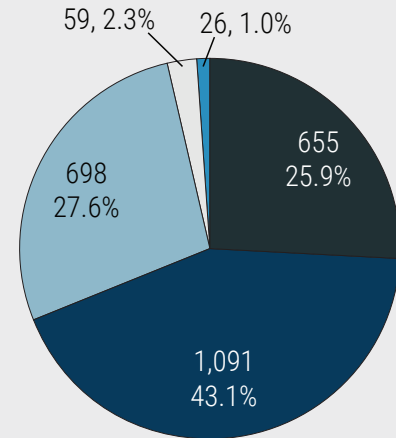
Customer Satisfaction Survey



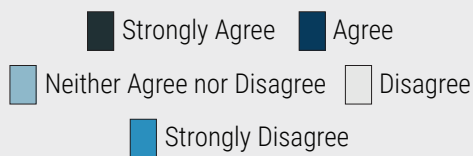
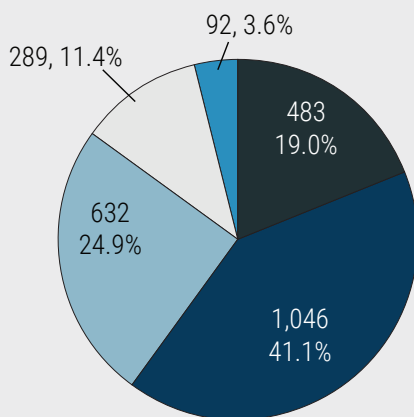
Employees of A&I demonstrate knowledge and expertise.



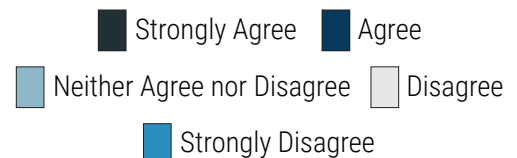
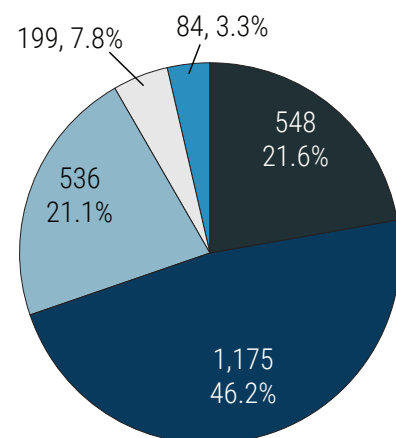
Employees of A&I safeguard sensitive information.



A&I makes information easily available.



A&I communicates clearly with you.





Environmental Factors



Quality of Life Results

- 1 Wyoming families and individuals live in a stable, safe, supporting, nurturing and healthy environment.
- 2 Wyoming has a diverse economy that provides a livable income and ensures wage equality.
- 3 Wyoming residents have affordable and accessible health care and insurance.
- 4 Children are born healthy and achieve their highest potential during their early development years.
- 5 Students are successfully educated and prepared for life's opportunities.
- 6 Wyoming state government is a responsible steward of state assets and effectively responds to the needs of residents and guests.
- 7 Wyoming enjoys a safe, high-quality, efficient transportation system.
- 8 Wyoming natural resources are managed to maximize the economic, environmental and social prosperity of current and future generations.
- 9 Wyoming values the unique aspects of its Western heritage, providing residents and visitors expanding access to cultural, historical and recreational experiences.
- 10 Advanced technologies and quality workforce allow Wyoming businesses and communities to adapt and thrive.

While the work of A&I supports all state agencies in achieving the above quality of life results, the results most appropriate for A&I's strategic planning process are #1, Wyoming families/employees work in a stable, safe, supporting, nurturing and healthy environment; #2, Wyoming has a diverse economy that provides a livable income and ensures wage equality; #3, employees and their families have affordable and accessible health care and insurance; #6, responsible stewardship of state assets; and #10 as it applies to Wyoming's state government as an enterprise.



Mission, Vision, Values, & Goals



»» MISSION

The Department of Administration & Information's mission is to lead through exceptional service, collaboration, and creative solutions to help our partners succeed.

»» VISION

A trusted source for information, ideas, and solutions.

»» VALUES

Leadership,
Integrity,
Consistency,
Determination, &
Accountability

»» GOALS

Address Issues Proactively,
Optimize Agency Performance,
Resource Management



MISSION The Department of Administration & Information's mission is to lead through exceptional service, collaboration, and creative solutions to help our partners succeed.

A trusted source for information, ideas, and solutions.

VISION

VALUES Leadership • Integrity • Consistency
Determination • Accountability



Overall Strategies



To assist A&I in achieving its goals, the following strategic performance measures have been established.

Address Issues Proactively

- a) **Collaboration** - Work with other divisions, agencies and stakeholders, to identify process improvements and streamline operations, hold meetings, review outcomes, identify issues and determine the solution based on information and facts.
- b) **Optimize Tools/technology** - Review policies and processes, take inventory, and incorporate automation tools where possible. Enhance what we already have within budget.
- c) **Create and/or Review Staff Playbooks or Desk Manuals Each Year** - Prioritize essential tasks or staff that need to have a playbook/desk manual, create a plan to have those created and reviewed in a timely manner, start over again next year.

Optimize Agency Performance

- a) **Communication** - Effectively communicate our accomplishments and activities through the use of established communication systems and technology, including website management. Propel transparent and authentic information about our services.
- b) **Excellent Customer Service** - Conduct and review a yearly customer service survey.
- c) **Conduct Regular Service Reviews with Stakeholders** - Talk to our customers to make sure we know what their needs are. Ask questions about how our teams are performing and respond or institute change where needed.

Resource Management

- a) **Training** - Enhance current training and determine future training within budget. Offer training of all types to employees. This includes office skills to custodial; customer service skills to all; leadership skills to lead workers and supervisors; organizational and prioritization skills to all sections.
- b) **Customer Service Training** - Require all staff to participate in Customer Service Training.
- c) **Support and Develop our Employees** - Provide educational opportunities, professional memberships, and continuing education within budget.
- d) **Work-Life Balance** - Make work-life balance better for employees. Continue to improve employee safety, telework management, flexibility in schedules, and technology. Attraction, Motivation, Retention - Performance Recognition.
- e) **Budget Management** - Wisely manage entrusted state resources.



Performance Measurement



A&I's fundamental performance requirements are:

- 1) the agency's statutory foundations,
- 2) compliance with other state and federal laws and regulations,
- 3) Wyoming's Executive branch policy, and
- 4) the provision of essential services to our customers. How these minimum and mandatory requirements are met and exceeded can be managed and measured. In 2013, the agency began using a Balanced Scorecard approach to performance management.

Since 2013, this approach has been shared and developed within all sections of A&I. Initial strategies and metrics have been refined to allow comparisons in performance over time and between operating units. Technology and communications, while remaining critical, have been identified as methods rather than goals. Metrics for inputs and outputs have been developed and will be refined further through quarterly reviews with agency leadership.

A priority of A&I's Performance Management links the agency's goals to the division and section level goals and on to the individual employee goals. The Performance Management Instrument both links goals and measures performance. A&I continues working toward directly relating BSC goals and strategies to PMI goals, creating visibility of performance through all levels of the PMI system.



Balanced Scorecard



A key benefit of using a disciplined framework is that it gives the agency a way to “connect the dots” between the various components of strategic planning and management, meaning that there will be a visible connection between the projects and programs that employees are working on, the measurements being used to track success, the strategic objectives A&I is trying to accomplish, and the mission, vision, and strategy of the agency.

The balance scorecard (BSC) is a strategic planning and management system.

A&I uses the BSC to:

- » Communicate what we are trying to accomplish
- » Align the day-to-day work that everyone is doing with strategy(s)
- » Prioritize projects, and services
- » Measure and monitor progress towards strategic targets

A&I uses the Balanced Scorecard (BSC) throughout the Department. The BSC allows all Divisions to display their strategic plans and enables them to easily read other Divisions’ BSC’s. The Department adopted the BSC as it focuses on three critical areas:

- » Address Issues Proactively
- » Optimize Agency Performance
- » Resource Management

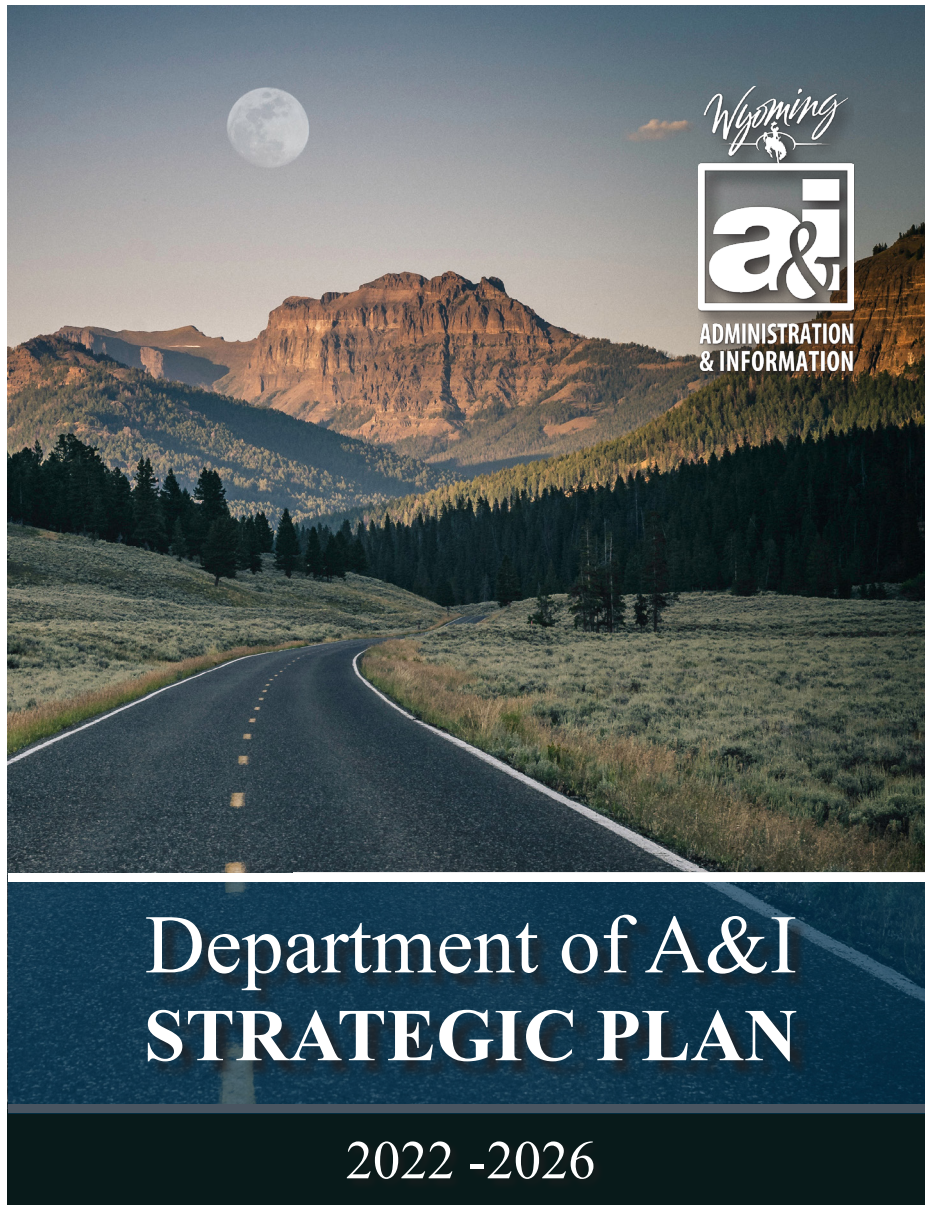




Conclusion



A&I values improving as an agency and being accountable for the resources, both physical and human, entrusted to its care. This Strategic Plan guides our actions and communicates the results, empowering A&I to live up to its Mission, Vision, and Values.



Wyoming Military Department Strategic Plan 2020-2030



Wyoming Military Department
Office of the Adjutant General
01 October 2019

Introduction

Our strategic plan is a collaborative effort between the Wyoming Army and Air National Guard and the state organizations that operate under the Wyoming Military Department (WYMD). The purpose of this plan is to combine efforts of these organizations to achieve our strategic and long-term outcomes supported by three lines of effort (LOE): Lethality, Responsiveness, and Partnerships. The efforts set forth in our strategic and long-term outcomes and LOEs focus on achieving your number one priority, strength. A force that is not properly manned will not successfully operate in today's complex global security environment and will fail in the defense of our homeland.

There is a significance to our logo, the Sword and the Shield. The Sword represents our commitment to building a more lethal force to challenge those that threaten national security interests or wish to disrupt the global security environment.

As a member of the National Guard, you shoulder the added commitment to serve and protect the homeland during crisis. As our nation's Shield, we must be correctly postured, prepared, and ready to respond to natural disasters or acts of terrorism against the homeland. To achieve this mission and enable us to respond for our Governor and residents, each member of our team, to include our families, must understand how to respond to an event and be prepared to endure it.

As leaders, you must eliminate stovepipe operations; we are a complex social organization. To be successful we must properly market our organization and communicate properly with the right individuals. Our recruiting message must resonate with a newer generation and we must communicate advantages and opportunities associated with the National Guard. We must be an open system allowing for adaptation to constraints, threats, and opportunities. Our message must resonate with the targeted audience and our internal and external communications must be in step with achieving an outcome, even if the message may be viewed negatively.

Mission: Provide ready and professional personnel and formations capable of winning in the battlespace, enabling competition across multiple domains, saving lives, alleviating suffering and protecting property in support of civilian authority whenever the Governor or President may designate

Vision: The Wyoming Military Department will serve as the Sword and Shield for our state and nation. As the Sword, we will project lethal force capable of winning on the battlefield. As the Shield, the joint force will be responsive and effective in safeguarding our fellow residents.

Commanders Intent:

Purpose: The WYMD will provide trained and equipped military forces. These forces will increase our nation's and state's readiness while simultaneously improving lethality through support of ongoing combat missions, protection of our

homeland, and responsive assistance to the residents of Wyoming during disasters..

Key Tasks:

- Achieve 102% end strength by the year 2030.
- Strengthen and build trusted relationships with those organizations to increase readiness.
- Build a standards based, warrior culture where winning in the battlespace is our ultimate measure of success.
- Modernize, recapitalize, and innovate an agile organization to address competition across all domains.

End State: The WYMD team possesses the most modern, relevant force structure that builds and supports a culture of warfighting while providing lethal forces to the nation, responsive services in support of Wyoming residents, and effective enduring partnerships no later than 2030.

Strategic Environment:

The unique role of the National Guard (NG) demands that we support our federal mission and the ability to respond to hazards and threats within our state. We may be required to respond to a state and federal mission simultaneously, which drives us to ensure we are properly manned, trained, and equipped.

The security of our nation and the protection of our global interests rest on our nation's ability to fight in a multi-domain threat environment. The effects of an interconnected world lead to adversarial hegemonies which seek to develop strategic goals curbing political, cultural, and economic upheaval. We must build a capability to combat adversaries in not only armed conflict but also when our political and economic interests are threatened. Our fight will continue in the Middle East, but we also need to focus on the emerging threats posed by China and Russia.

The U.S. must prepare to fight a new type of war, a war inside the gray zone. The U.S. exercises its strengths in global diplomacy, law, and commerce to advance its interests, policies, and objectives. Our adversaries seek to use information operations, political coercion, economic coercion, cyber operations, proxy support, and provocation to erode these strengths and weaken our foundation (Center for Strategic & International Studies, 2018).

China's military expansion through modernization, technology acquisitions, and growing economic footprint, demonstrates their drive to displace the United States in the Indo-Pacific region and reorder the region in its favor as the preeminent power. China's expanding involvement and influence in the international community, geostrategic significance, and growing national capabilities further demonstrate their threat to our national security (Center for Strategic & International Studies, 2018). Specific threats

from China to our military strategies include freedom of action throughout East Asia, economic access to East Asia, and political relations with Asian powers (RAND).

In addition to China's influence on our national security strategies, Russia continues to exert pressure. Russia's intent is to end American dominance and the unipolar status exhibited by the U.S. The Russian invasions of Georgia and Ukraine, preventing their alignment with NATO, support its goal to reestablish Russia as a global power and disrupt Western influence. Russia's use of military forces increases its ability to expand its military footprint, deploy anti-access and area denial systems, and develop key partnerships with regional states, furthering Russia's influence.

The U.S. must be ready to fight along a spectrum of emerging threats from adversarial state actors, non-state actors, and technological threats. Iran is expanding influence by advancing their military capabilities and enhancing economic activities. North Korea continues to seek nuclear and long-range missile capabilities. Terrorist organizations continue to spread their ideologies across Africa, Asia, and the Middle East, to increase recruitment propaganda and obtain chemical, biological, and nuclear weapons. China and Russia are developing hypersonic weapons with the intent to defeat our missile defense systems. Our adversaries' military strategy includes operating within the cyber and space domains to attack our critical infrastructure, command and control capabilities, and other critical resources needed to respond to an attack.

The spectrum of threats also includes requests from our state leadership. Our team must prepare to react to natural disasters and domestic responses. Our strategic plan recognizes two significant challenges the National Guard's dual mission creates; projecting military force to combat adversaries that desire to disrupt the international order and simultaneously serving the residents of Wyoming. Our strategy addresses global threats as well as hazards that pose a challenge to the Governor and President, requiring a simultaneous domestic and national level response from the WYMD.

The most common domestic responses the WYMD must be prepared for are the result of severe weather events. These events include wildland fires and floods. Wyoming's semi-arid climate and rural characteristics make the state vulnerable to catastrophic wildland fires. Wyoming's largest wildland fire, Kate's Basin Complex, burned 137,600 acres. In 2018 there were a total of 279,200 acres burned. Additionally, 41% of the 261,900 housing units are located in a moderate, high, or extreme wildland fire risk category. Heavy rains over burn scarred land, in addition to increased snow melt, can increase flood potential in areas that might not normally be at risk. Floods can also occur for reasons other than precipitation or rapidly melting snow, examples of these occurring in Wyoming include ice jams (natural or man-made) and dam failures.

Severe earthquakes are not common in Wyoming, but there are several active faults in areas that have critical lines of communications, specifically major interstate transportation infrastructure. Active faults exist in the Teton, Star Valley, Greys River, Rock Creek, and Bear River in western Wyoming, capable of producing 7.0 to 7.5

earthquakes. Other fault lines include Stager Creek, Boysen Reservoir, and South Granite Mountain faults.

A long-term power outage has the ability to create conditions necessary for a large-scale regional or national power disruption that could last for weeks, months, or even years. Loss of power will have a domino effect on all other national critical infrastructure that may lead to significant loss of life, economic ruin, disease, starvation, and social unrest or upheaval. A large-scale power loss leading to a long-term power outage, will challenge federal and state authorities' ability to provide lifesaving and life sustaining support to civilian populations while energy restoration efforts are underway. We must be prepared to operate in this environment.

Catastrophic events are not common in Wyoming, but with a state comprised of 97,814 square miles, one of our most dangerous scenarios involves multiple events occurring at different locations. Our response may be a result of multiple floods or wildland fires. We must be ready to respond to our nation and serve the residents of Wyoming.

Strategic Approach

Strength is my number one priority. We will be at 102% sustained strength across our force by 2030. We cannot achieve mission success if we do not fill our ranks with fully trained and equipped personnel ready to deploy domestically and abroad to support our state and defend our nation. This will require everyone's assistance. Always remain vigilant for opportunities to improve yourself and our team. In doing so, you are ensuring that we can successfully do the hard stuff we were called to do, while simultaneously creating a better quality of life for those we serve. The hard stuff is not easy by definition, but that does not mean that it is impossible either.

The Sword is not wielded effectively by the unprepared or the unwilling. Stay motivated, trained, and ready for future missions abroad. Our strength is evident in our action. We must ensure that when called, we can execute. We are a value-added asset that must remain vigilant, effective, and sharp at all times. There will be opportunities over the next 10 years when leaders can choose to take the easy, but wrong way instead of the hard, but right way when faced with adversity. I need the Sword to train and fight effectively. Use every opportunity to hone your skills in CONUS. We could get the call at a moment's notice. We must be strong.

Similarly, the Shield is not carried by the weak or timid. I need every member of our team to be ready, flexible, and trainable for unpredictable domestic responses. We cannot plan for every aspect of domestic responses. The threats are too many and the timing is too uncertain. What we can do is focus on those events that affect us most, enhance our existing relationships with our partners and communities, and prepare ourselves individually at home in the event we have to respond to help others. We need to be prepared. Over the next 10 years, we also need to identify those areas where partnerships should be developed, and pursue these partnerships. Led by JTF-Wyoming, our team will continue to evolve and become multi-faceted along with our

partners to tackle the next unknown event that challenges us at home. We must remain strong.

Execution

Lethality, Responsiveness, and Partnerships will guide us towards achieving our strength and tackling the hard stuff along the way. Everything we do must have a foundation in one of the LOE's:

Lethality

Lethality is "the capacity to cause death or harm or serious damage (Oxford)." Our responsibility to be lethal when called upon, I do not take lightly. I will not allow any team member to be inadequately prepared to execute their full duties in conflicts around the world. General James McConville, Army Chief of Staff addresses the importance of a ready force. There is no second place in combat and what we do demands trained and equipped personnel to accomplish our mission because "Winning Matters (Army News Service)." Each of you will be proficient in your profession. Being lethal involves all of our team. From those who enable our Soldiers and Airmen to be lethal, agile, and projectable. To those Soldiers and Airmen that deploy to fight our nation's battles. There will be casualties on all sides in the multi-domain conflicts of the future. We will ensure that when we carry the Sword, we will inflict the damage necessary to defeat our nation's enemies. It will not be easy. With strength as our backbone, we will succeed in answering the call.

We cannot be lethal if we do not have the appropriate tools and training. Just-in-time training is not the right answer for proficiency. As part of our strategic plan, I focus on modernization coupled with innovation. We will develop strategies to achieve the modernization needed to be effective on the battlefield. We are not alone; modernization is occurring throughout all segments of America's military. Resources, to include funding, equipment, and people, are more constrained than ever before. It is a disservice to those going forward if we do not find solutions within our constraints and limitations. Modernization is change. We cannot be resistant to change to the point of putting our team at risk. I need everyone to innovate and fight to find the best possible solution.

Our facilities exist to make us better at what we do. As such, our facilities are not exempt from modernization. Over the next 10 years, we will continue to evaluate our facilities through the lenses of strength and lethality. I expect recommendations from everyone on how to improve what we have and innovate new solutions when necessary. The strategic plan scratches the surface of improving our facilities and, in some cases, the development of new ones. I am Wyoming focused with our strategy, but I am receptive to training outside our borders if it enhances our lethality. Our facilities need to be as premier as our team members, and it will take a team effort to ensure the capabilities of our facilities set the standard for those that utilize them.

Responsiveness

We must be deliberate in our response when called upon in times of emergency and crisis in our dual missions. The citizens of our state and nation rely on us to be ready to meet the demands of the mission, whether it is a fight with a near peer competitor or responding to a flood to save a small community. We accomplish this as our agency works in tandem, as a team, regardless of status, doing their job to ensure we are ready when called, no matter the mission or requirement. We all have the sacred obligation to be ready to respond with a sense of urgency to our veterans, communities, legislators, and residents.

Our deliberate response requires readiness at all levels of the organization. Leaders at all levels are responsible for the readiness of their teams. Realistic, planned, and aggressive training is my expectation. This level of training is not limited to those only in uniform. We are a diverse workforce, and leaders including those not in uniform must build aggressive training plans for their sections and members so we are "Ready." In order for the WYMD to carry out what it is designed to do, we must be no less than 102% sustained strength.

Our ability to respond deliberately is a direct reflection of how effectively and efficiently we manage our resources, facilities, and processes. General, James C. McConville the Army Chief of Staff stated in his initial guidance, "Winning matters! We win by doing the right things, the right way." Facility and resource readiness are no less important to mission success than individual and unit readiness. Resource readiness is achieved by doing the right things, the right way.

We don't wield the Sword and carry the Shield by ourselves when executing our dual mission. Our equipment must be interoperable with all partners to conduct our dual mission. We fight, train, and deploy with the active component. We must achieve equipment and resource parity with our service counterparts when necessary. Both the Wyoming Army and Air National Guard must ensure modernization and recapitalization efforts are communicated to active component and National Guard senior leaders. We also conduct domestic operations with both federal and state agencies. Collaboration must be conducted with our state and national partners to ensure parallel enhancement of our domestic response capabilities.

Partnerships

The strength of the National Guard is our ability to grow, build, and foster trusted partnerships. These partnerships are vital to our mission accomplishment. The WYMD and its partners must ensure that we share the singular goal of mission success with absolute certainty. Camp Guernsey will be the National Guard Western Field Artillery Training Center and will continue to foster its relationships with local communities while being a readiness enhancer for services and units external to the WYMD.

We are a trusted partner with the Tunisian military through the State Partnership Program (SPP). The objectives of the SPP are to build readiness in both militaries, increase their capabilities to contribute to regional security, and reduce the threat of violent extremist organizations on the African continent.

Partnerships with our federal, state, and local organizations are key to domestic mission success, and their relationships are imperative as we implement our strategic plan. You are not only a member of the National Guard you a valued member of your community. Your interaction with the public must remain professional; there will be times that decisions will be received negatively. We must understand our strategic message and communicate this with our public partners.

Wyoming Cowboy Challenge Academy, STARBASE, and our Counterdrug Support Program extend our reach to local communities. They each contribute in reducing knowledge gaps between the military and the American people, reinforce our relationships, and highlight our commonalities. I encourage WYMD members to take initiative and become active members of their local communities, build trusted partnerships in their hometowns, and be the face of the WYMD across this great state.

Culture

Our culture is complex. We have many different statuses, generations, services, and individuals that comprise our organization. We are standards based and decisive on the battlefield. Our proficiency as warriors is paramount, but what will bind us together is our commitment to treat everyone with dignity and respect. Our citizens expect the Wyoming National Guard and its members to act and perform legally, morally, and ethically. The trust we build with one another day-to-day will enable our success in the battlespace and within the borders of our state when we are needed.

Implementation Plan

Many of the outcomes in our strategic plan will challenge you as leaders and as an organization. I accept that there will be challenges and failures along the way. The expectation is not perfection, but I do expect your actions strive to improve this organization. I ask that everyone be innovative in their implementation strategies, execute them the best they can, and keep me informed. For my part, I set a foundation for the implementation process. The process will be firm and concise to the appropriate level that facilitates the direction and battle rhythm for the leaders executing it. It will also be flexible enough to allow for deviations, and if necessary, systematic changes. This will be accomplished through the following:

- (1) The publishing of a TAG 5-year Commander's Guidance (TAG5Y).
- (2) Utilization of metrics tied to measures of performance (MOP) and measures of effectiveness (MOE).

(3) Implementation of a feedback system.

Encls

GREGORY C. PORTER
MG, WY NG
The Adjutant General

DISTRIBUTION:

Director of Joint Staff (NGWY-DJS)
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State Command CMSgt

**OFFICE OF THE PUBLIC DEFENDER
STRATEGIC PLAN
BY25/26**



*Compiled
By*
Diane M. Lozano
State Public Defender

**OFFICE OF THE PUBLIC DEFENDER
(008)**

<http://wyodefender.state.wy.us>

Cheyenne, Wyoming 82002

September 1, 2023

OFFICE OF THE PUBLIC DEFENDER STRATEGIC PLAN

QUALITY OF LIFE RESULT:

The Office of the Public Defender is a responsible steward of State assets and effectively responds to the needs of residents and guests of the State of Wyoming and helps ensure that families and individuals live in a stable, safe, supportive, nurturing, and healthy environment by providing legal representation for indigent persons accused of a crime and appellate cases arising from criminal convictions.

AGENCY:

Office of the Public Defender (008).

CONTRIBUTION TO WYOMING QUALITY OF LIFE:

The sole purpose of the Public Defender's Office (PD) is to provide effective assistance of counsel to indigent adults and juveniles accused of a crime in the circuit, district and juvenile courts as mandated by the federal and state constitutions. The Public Defender's Office maintains 13 field offices (12 trial and 1 appellate) located throughout the state, providing the State of Wyoming with competent, experienced counsel to represent a vast majority of the criminal defendants who seek counsel. The Public Defender's Office ensures the protection of due process rights for its clients at all stages of a criminal proceeding by informing, advising, advocating and negotiating on behalf of the client. In all stages of a criminal case, the Public Defender's Office provides zealous representation for its clients, including attempts to resolve cases through fair plea negotiations.

BASIC FACTS:

The Office of the Public Defender has 92 authorized positions (including 15 part-time positions). The Office employs 53 Attorneys (trial and appellate), 4 administration employees (including the State Public Defender, Deputy State Public Defender, an executive assistant, and Fiscal Officer), 5 Investigators and 27 staff (including Legal Assistants and Legal Support Specialists). In addition, the Office utilizes 25 PD contractors (21 attorneys and 4 investigators). The BFY23/24 budget is \$27,314,949; the total PD appropriation is 85% (\$23,217,707) from State general funds and 15% (\$4,097,242) from county augmenting revenues.

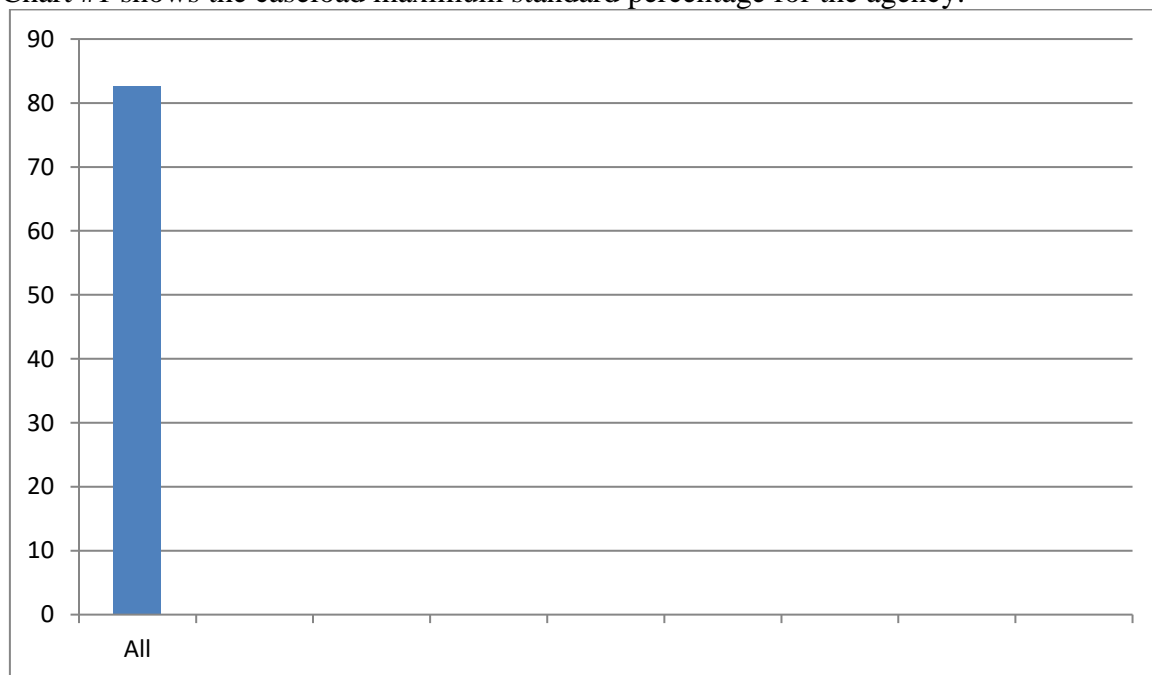
The Public Defender must provide effective assistance of counsel pursuant to the Wyoming and Federal Constitutions, Wyoming state statutes, and court rules, including the Rules of Professional Conduct. In order to guarantee that right to Public Defender clients, each Attorney must have a manageable caseload. The ABA *Standards for Criminal Justice* state that "defense counsel should not carry a workload that, by reason of its excessive size, interferes with the rendering of quality representation, endangers the client's interest in the speedy disposition of charges, or may lead to the breach of professional obligations." Defense Function Standard 4-1.3(e). Whether or not a caseload is excessive depends not only on the number of cases but also on case complexity, availability of support systems and the lawyer's experience and ability. The Public Defender monitors caseloads that are recorded by an in-house case-weighted database system. The Public Defender utilizes the caseload maximum recommendations by the *National Advisory Commission*

on *Criminal Justice Standards and Goals* (1973) (NAC). Annual caseloads should not exceed the following: 150 felonies per Attorney, 400 misdemeanors per Attorney and 200 juvenile court cases per Attorney. If an Attorney is assigned cases from more than one of these categories (felony, misdemeanor, juvenile), the percentage of caseload in each category should be calculated; the combined total should not exceed 100%. These standards are in accordance with Formal Opinion 06-441, *Ethical Obligations of Lawyers Who Represent Indigent Criminal Defendants When Excessive Caseloads Interfere With Competent and Diligent Representation*, American Bar Association, Standing Committee On Ethics And Professional Responsibility and *Reasonable Caseloads: Ethics and Law in Public Defense*, Norman Lefstein, an American Bar Association, Standing Committee on Legal Aid and Indigent Defendants publication. Pursuant to *Lozano v. Circuit Court of the Sixth Judicial District*, 460 P.3d 721 (Wyo. 2020), when the public defender is unavailable to take cases because of caseload maximums or conflicts of interest, the courts must appoint private attorneys who must be paid by the Public Defender. (See also W.S. §7-6-105 and 109(a) and (b). Field offices that are over the 100% caseload maximum may require the appointment of private counsel.

The function of the Public Defender’s Office is to represent persons accused of misdemeanors, felonies and probation violations in circuit and district courts who cannot afford to hire an Attorney. The Public Defender’s Office represents juveniles accused of delinquency and children in need of supervision cases (CHINS) in juvenile court and individuals on appeal in the Wyoming Supreme Court. Additional functions include representing individuals who are to be extradited to other states and individuals seeking post-conviction relief. In FY22, the Public Defender’s Office handled 12,629 criminal cases and 133 appeals; and was at 86.5% of caseload maximum with four (4) trial divisions over caseload maximum. In FY23, the Public Defender’s Office handled 12,270 criminal cases and 103 appeals; and was at 82.67% of caseload maximum with no trial divisions over caseload maximum.

PD PERFORMANCE MEASURE #1: Manageable Caseload Maximums

Chart #1 shows the caseload maximum standard percentage for the agency:



STORY BEHIND THE PERFORMANCE:

There are 12 Public Defender trial field offices which handle the caseload throughout the state. Some field offices are responsible for more than one county. The county in which the field office resides must provide office space or a stipend for each public defender attorney. One field office exists in an attorney's private office. Chief Trial Counsel handles serious and high profile cases, including capital cases, around the state; Chief Trial Counsel also assists with overload in the field offices when necessary. The Appellate Division, located in Cheyenne, handles the criminal appeals to the Wyoming Supreme Court. The Office provides administrative staff, legal assistants, and investigators to its field offices. Investigators are provided regionally, with the main field offices in Campbell, Natrona, Sweetwater and Laramie Counties staffing full-time investigators. The administrative office located in Cheyenne houses the Director, Deputy, an executive assistant and a fiscal officer.

When an accused person appears in court upon a criminal citation or Information, the courts determine whether a person's financial circumstances require the appointment of the Public Defender. If the Public Defender is unavailable, the Court can appoint private counsel pursuant to W.S. 7-6-109; private counsel is compensated by the Public Defender pursuant to that same statute and pursuant to Rule 44 (d) of the Wyoming Rules of Criminal Procedure. The Public Defender must not only provide counsel to appointed indigent defendants, it must provide ethically competent and constitutionally effective counsel pursuant to the Federal and State Constitutions. In order to be competent, each public defender attorney must have a manageable caseload and adequate resources. The *ABA Standards for Criminal Justice* state that "defense counsel should not carry a workload that, by reason of its excessive size, interferes with the rendering of quality representation, endangers the client's interest in the speedy disposition of charges, or may lead to the breach of professional obligations." Defense Function Standard 4-1.3(e). Whether or not a caseload is excessive depends not only on the number of cases but also on case complexity, availability of support systems and the lawyer's experience and ability. The Public Defender monitors caseloads that are recorded by an in-house case-weighted database system. The Public Defender utilizes the caseload maximum recommendations by the *National Advisory Commission on Criminal Justice Standards and Goals* (1973) (NAC). Annual caseloads should not exceed the following: 150 felonies per attorney, 400 misdemeanors per attorney and 200 juvenile court cases per attorney. If an attorney is assigned cases from more than one of these categories (felony, misdemeanor, juvenile), the percentage of maximum caseload in each should be assessed and the combined total should not exceed 100%. These standards are in accordance with Formal Opinion 06-441, *Ethical Obligations of Lawyers Who Represent Indigent Criminal Defendants When Excessive Caseloads Interfere With Competent and Diligent Representation*, American Bar Association, Standing Committee On Ethics And Professional Responsibility and *Reasonable Caseloads: Ethics and Law in Public Defense*, Norman Lefstein, an American Bar Association, Standing Committee on Legal Aid and Indigent Defendants publication.

Caseloads are tracked for the Public Defender as a whole as well per each field office, each county and each attorney. But because each field office provides representation to the local courts, resources are allocated based upon the caseloads of each field office. In order to ensure that each field office has a manageable caseload, the Public Defender utilizes the *NAC Criminal Justice Standards and Goals* for each field office; this is done by calculating the percentage of caseload maximum using the total field office number of assigned felonies, misdemeanors and juvenile court cases and the field office attorney FTE, which includes part-time independent contract attorneys. The primary objective is to reduce caseloads below 100% in each field office. Pursuant to *Lozano v. Circuit Court of the Sixth Judicial District*, 460 P.3d 721 (Wyo. 2020), when the public defender is unavailable to take cases because of caseload maximums or conflicts of interest, the courts must

appoint private attorneys who must be paid by the Public Defender. (See also W.S. §7-6-105 and 109(a) and (b). Field offices that are over the 100% caseload maximum may require the appointment of private counsel. The Public Defender collects this data with a “home grown” database that was created in 2003. The database only collects and stores data with a limited ability to run reports with ETS having to run additional reports. The database does not provide the data that is often sought by the Governor and the Legislature. In FY13, the Department of Audit conducted an audit of FY12 performance measures and recommended an upgrade of the current system. In BY20/21, the agency was provided funding to replace the database with a true case management system but that funding was cut as a part of the Phase II COVID budget reductions.

The Public Defender represents a vast majority of all criminal defendants who seek counsel. In FY22, the Public Defender’s Office handled 12,629 criminal cases and 133 appeals; and was at 86.5% of caseload maximum in (with 4 trial divisions over caseload maximum). In FY23, the Public Defender’s Office handled 12,270 criminal cases and 103 appeals; and was at 82.67% of caseload maximum (with 0 trial divisions over caseload maximum).

Although, the Public Defender is currently below ethical caseload standards, the Public Defender continues to struggle to recruit and retain attorneys, particularly in Sweetwater, Laramie and Natrona Counties, three of the five offices with the highest volume of cases. When turnover does occur, vacancies are often filled with less experienced attorneys than the attorneys who have left the agency.

In addition to providing adequate attorneys to cover the caseloads, the Public Defender must also provide adequate investigation resources, support resources and funding for expert services, conflict attorneys, interpreters and other necessary items. The constitutional requirement that the Public Defender provide effective assistance of counsel requires “conflict free” counsel. *Asch v. State*, 62 P.3d 945 (Wyo. 2003). In order to comply with this mandate, the Public Defender must contract with attorneys in each of its field offices. Furthermore, these contract Attorneys maintain caseloads in the local field office in proportion to the caseload percentage of each contractor. Conflict attorneys are also hired on an as-needed basis when the agency is appointed to large multi-defendant drug cases. The Public Defender has a duty to conduct reasonable investigations or make a reasonable decision that makes particular investigations unnecessary. *Cooper v. State*, 2014 WY 36, 319 P.3d 914 (Wyo. 2014). The Public Defender only employs five employee investigators, so it must contract with investigators (5). These contractors provide necessary investigative services to the rural field offices. The right to counsel includes the right to utilize expert assistance when required to do so. *Cooper v. State*, 2014 WY 36, 319 P.3d 914 (Wyo. 2014); *Hinton v. Alabama*, 134 S. Ct. 1081, 1088, 188 L. Ed. 2d 1 (2014). Experts such as psychologists, accident re-constructionists, investigators, and forensic scientists are utilized for evaluation of clients and evidence, and to provide legal consultation, written reports and potential testimony. The Public Defender must also provide training to its attorneys and staff in ensure that each attorney has the necessary skills to handle the criminal caseload. Other resources include: interpreters, court reporters, transcription costs, speakers for trainings, and other professional services necessary to provide each defendant with constitutionally competent counsel. As caseloads increase, the need for other resources, such as expert witnesses, increases as well.

The Public Defender must provide high quality representation in capital cases pursuant to the federal and state constitutional law and the *ABA Guidelines for Appointment and Performance of Defense Counsel in Death Penalty Cases, Revised Edition, February, 2003*, as well as the *ABA Supplementary Guidelines for the Mitigation Function of Defense Teams in Death Penalty Cases*. Providing this representation requires the appointment of at least 2 qualified attorneys, a fact investigator and mitigation specialist to each defense team. One member of the defense team must be qualified by

training and experience in screening for mental illness and impairment. In addition to constitutionally required investigation of the facts of the alleged crime, in a capital case the Public Defender has a constitutional and ethical obligation to conduct a thorough and comprehensive investigation into the capital defendant's life for evidence that might mitigate a sentence of death; the investigation of the penalty phase requires an extensive investigation into the personal and family life of the capital client; counsel must explore the medical history, family and social history, educational history, military service, employment and training history, and prior juvenile and adult institutional or correctional placement history. Each mitigation investigation is as unique as the capital client whom the Public Defender represents; all capital cases are complex, time consuming, and costly. The Public Defender does not currently employ a mitigation specialist, who would undertake and direct this investigation, which requires contracting with professionals from out of state. Experts are necessary in both phases of a capital case so adequate funding must be provided for experts, other team members and legal support. In order to be qualified to handle a capital case, an attorney must receive capital case training at least every two years. Failure to provide high quality representation has resulted in death penalty sentences being vacated. *See Eaton v. Wilson*, No. 09-CV-261-J, 2014 WL 6622512 (D.Wyo. Nov. 20, 2014) and *Harlow v. Murphy*, No.05-CV-39-B (D. Wyo. Feb. 15, 2008). The PD's capital case funding was cut pursuant to the Phase II COVID budget reductions.

The Public Defender requires adequate technological resources. The agency provides hardware, software and connectivity to its offices. This includes laptops and power point presentation software. The Office maintains an in-house case administration system. The Office provides access to the in-house database's attorney-client tool to assist attorneys in case management and case administration. However, the Public Defender is in need of a modern case management system in order to better track cases and to provide quality representation to its clients. Currently the agency provides electronic legal research through Westlaw for all attorneys and legal assistants.

In addition to requiring adequate funding to provide effective assistance of counsel, pursuant to W.S. § 7-6-109, the Public Defender can be ordered by the Wyoming state courts to compensate non-Public Defender attorneys appointed by the Court and to provide funding for defense services in non-Public Defender cases; this can happen in addition to the capital case mentioned above.

Wyoming Statute §7-6-109 provides:

§ 7-6-109. Appointment of outside attorney

- (a) Nothing in this act shall prevent a court on its own motion or upon application by the state public defender or by the individual defendant, from appointing an attorney other than the public defender to represent the defendant or to assist in the representation of the defendant at any stage of the proceedings or on appeal.
- (b) If a court assigns an attorney to represent a needy person, it may recommend a reasonable rate of compensation for his services and shall determine the direct expenses for which he should be reimbursed. The state public defender shall consider the court's recommendation and the customary compensation as prescribed by the standard fee schedule promulgated pursuant to W.S. 7-6-103(c)(vi), and shall pay the appointed attorney for his services when the case for which he was appointed is concluded.
- (c) An attorney appointed under subsection (b) of this section shall be compensated for his services with regard to the complexity of the issues, the time involved, prevailing local fees of attorneys, the amount reasonably necessary to provide a defense as is required by constitutional process and other relevant considerations as determined by the court.
- (d) If a defendant initially retains counsel and then requests the provision of counsel or any other defense services, including but not limited to mental evaluations, expert

witnesses and witness travel expenses, the court shall make a determination whether the defendant is a “needy person” under this act, subject to the following:

- (i) The procedures set forth in W.S. 7-6-106 shall be followed;
- (ii) The court shall make the findings required by W.S. 7-6-106 and rule 44 of the Wyoming Rules of Criminal Procedure;
- (iii) The defendant shall complete an affidavit or otherwise disclose on the record his entire financial situation, including the amount he has already paid to retain defense counsel, the source of those funds and whether additional funds are available to him through any means;
- (iv) The defendant shall disclose the disposition of any retainer and any amounts remaining; and
- (v) The state public defender shall be served by the defendant's retained counsel with a copy of any such request and shall be heard by the court prior to any decision on the request.

The Public Defender requires adequate funding to abide by Court orders pursuant to this section of the Public Defender Act (W.S. 7-6-101, *et. seq.*)

Proposals for Improvement of PD Performance in the Next Two Years

Upgrade decades old database with new case management system: The State of Wyoming must provide effective assistance of counsel to defendants who cannot afford to hire counsel pursuant to the 6th Amendment of the United States Constitution and Art. 1 §10 of the Wyoming Constitution. The Public Defender Act (W.S. §§7-6-101, et al) outlines the mechanism for how the right to counsel is provided in Wyoming. In order to guarantee that right, each Public Defender attorney must have a manageable caseload. The *ABA Standards for Criminal Justice, Second Edition* state that “defense counsel should not carry a workload that, by reason of its excessive size, interferes with the rendering of quality representation, endangers the clients’ interest in the speedy disposition of charges, or may lead to the breach of professional obligations.” Defense Function Standard 4-1.3(e) Whether or not a caseload is excessive depends not only on the number of cases but also on case complexity, availability of support systems and the lawyer’s experience and ability. The Public Defender monitors caseloads that are recorded by an in-house case weighted database system. The Public Defender utilizes the caseload maximum standards recommendations by the National Advisory Commission on Criminal Justice Standards and Goals (1971)(NAC). No Public Defender field office or attorney should be at or above 100% of caseload maximum standards. In order to properly track and analyze caseloads and case related data and in order to meet the FY14 audit /findings, the Public Defender needs a new case management system. This request has been approved by ETS. (Exception Request Priority 1: \$958,000)

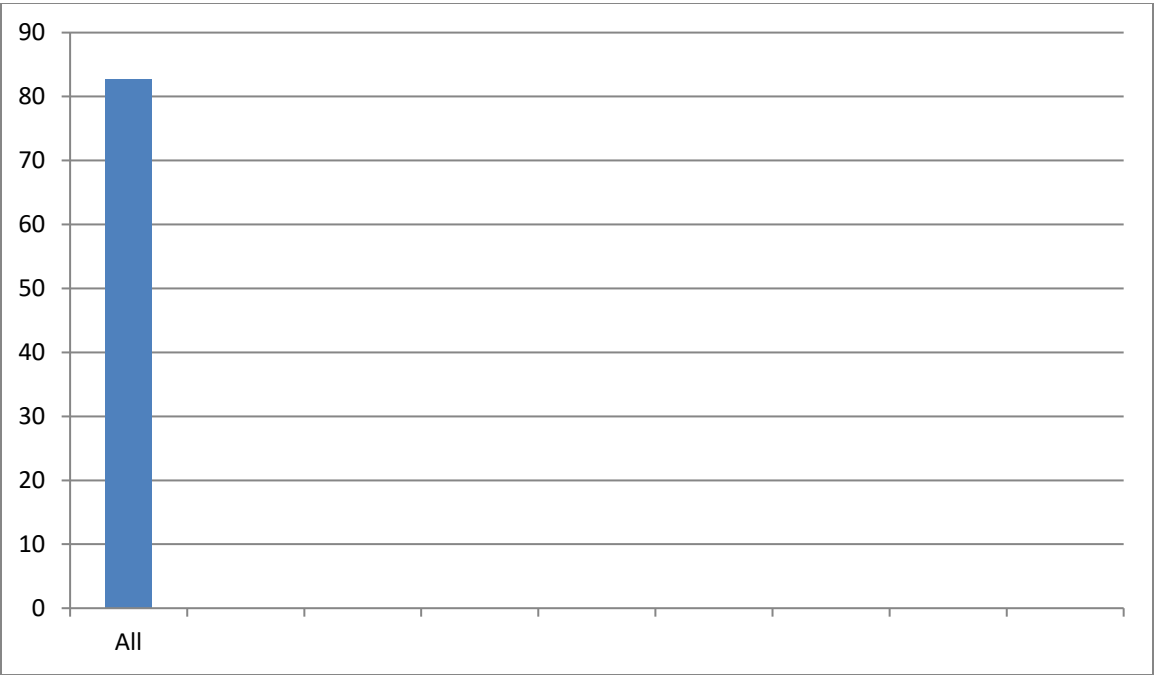
Necessary and Adequate Technology and Communication: The Public Defender’s Office provides hardware, software and connectivity to its 12 trial offices and 1 appellate office. This request includes the following technological necessities that have been vetted and approved by ETS: replacement of computers/dock able laptops for 11 trial office, the appellate division and the administrative office (82 employees) and renewal of licenses for Adobe and Microsoft Office for 90 employees which are necessary to support legal representation in the courts of this state. All computers are past the warranty expiration and date and the licenses for Adobe and Microsoft Office have expired. (Exception Request Priority 2: \$178,356)

Capital Case Funding: The Public Defender’s Office must ensure that sufficient resources are available to provide high quality representation of clients faced with the ultimate punishment. In order to accomplish this, the Public Defender’s Office abides by the mandated *ABA Guidelines for Appointment and Performance of Defense Counsel in Death Penalty Cases, Revised Edition, February, 2003*, as well as the *ABA Supplementary Guidelines for the Mitigation Function of Defense Teams in Death Penalty Cases*. Capital case funding was eliminated as a result of the Supplemental Budget BY21 Phase II COVID budget reductions. In the event that the State of Wyoming seeks the death penalty in any case during the BFY, substantial monies and resources will be needed. If the Public Defender is not adequately resourced, the death penalty in the State of Wyoming is meaningless. When a defendant faces the ultimate punishment, the state must ensure that he has all of the constitutionally required resources and the qualified team for his defense. This funding is one-time and all monies not spent revert. (Exception Request Priority 3: \$500,000)

Funding for Reclassifications for Eligible Attorneys: The Public Defender must provide effective assistance of counsel pursuant to the Wyoming and Federal Constitutions. In order to guarantee that right to public defender clients, each attorney must have a manageable caseload. The ABA Standards for Criminal Justice state that “defense counsel should not carry a workload that, by reason of its excessive size, interferes with the rendering of quality representation, endangers the client’s interest in the speedy disposition of charges, or may lead to the breach of professional obligations.” Defense Function Standard 4-1.3(e). Whether or not a caseload is excessive depends not only on the number of cases but also on case complexity, availability of support systems and the lawyer’s experience and ability. The Public Defender monitors caseloads that are recorded by an in-house case-weighted database system. The Public Defender utilizes the caseload maximum recommendations by the National Advisory Commission on Criminal Justice Standards and Goals (1973) (NAC). The State of Wyoming Attorney classification levels are based upon years of practice rather than job duties, although Public Defender and GAL attorneys must be practicing at a Level 3 regardless of years of experience. This funding would allow the Office to fund re-classifications and bring attorneys to the necessary level of practice. The OSPD 0100 series budget allocation does not allow for flexibility to meet classification needs and personnel rules. Currently OSPD 0100 series is running at a deficit due to these reclassifications. Public Defender attorneys must have the necessary skills and experience to provide quality representation as mandated by statute and by the Federal and State Constitutions. In order to recruit and retain qualified attorneys, the OSPD must be able to compensate attorneys at the requisite level. The agency needs to be able to pay its attorneys for the work they do. During the next budget year, 22 attorneys will be eligible for a reclassification based on years of practice. (Exception Request Priority 4: \$350,000)

Low Cost/No Cost Alternatives: Where possible, resources will be shifted among field offices. The Public Defender will continue to obtain financial assistance from criminal defense organizations in order to provide training to a small number of Public Defender attorneys each year. The Public Defender will continue to seek these opportunities. The Public Defender will also strive to utilize low cost technological options to lower the cost of travel and to provide training when practical. The Public Defender will continue to be active in the Community Juvenile Service Boards throughout the state and to participate in the Governor’s councils, committees, and forums involving substance abuse, juvenile justice, mental health and other criminal justice issues, as well as Drug Courts.

Public Defender Performance Measures



WYOMING DEPARTMENT OF AGRICULTURE
STRATEGIC PLAN 2023
FY 2024 and 2025 (July 1, 2023 through June 30, 2025)

Quality of Life Result

Wyoming state government is a responsible steward of state assets and effectively responds to the needs of residents and guests.

Wyoming natural resources are managed to maximize the economic, environmental, and social prosperity of current and future generations.

Agency

Wyoming Department of Agriculture (WDA)

Contribution to Wyoming Quality of Life

The WDA is devoted to the promotion and enhancement of Wyoming's agriculture, natural resources, and quality of life.

Basic Facts

WDA has five divisions with 79 employees, of which 6 are part-time and over 40 deployed around the state. Within the department are the following divisions:

- **Administration (Admin)**: provides management and support to WDA divisions which includes fiscal services, human resources, public information, as well as grant writing.
- **Analytical Services Lab (ASL)**: provides chemistry and microbiological data through qualitative and quantitative analysis to support WDA regulatory programs (meat, dairy, animal food, fertilizer, pesticide, hemp, and fuel) as well as providing data and testing capabilities for the citizens and industry of the state (water and forage).
- **Consumer Health Services (CHS)**: regulates and trains staff and industry for consumer protection in Wyoming's food and environmental health industries. Focus for this group includes food establishments, aquatic facilities, and meat plant regulation.
- **Natural Resources and Policy (NRP)**: reviews, analyzes, negotiates, and comments on federal land management plans, environmental impact statements, environmental assessments, and proposed state and federal regulations to ensure that the Wyoming agriculture industry has a strong voice in the wise management of natural resources, supports Conservation Districts and manages grant programs to maintain and improve Wyoming's agriculture and natural resources. Additionally, this division manages the USDA certified mediation program to resolve natural resource, energy development and personal conflicts, as well as the USDA Specialty Crop Grant Program
- **Technical Services (TS)**: inspects, licenses, regulates, promotes, educates, and registers Wyoming agriculture commodities, agriculture product registrations, pesticides and pesticide applicators, grain warehouses, commercial feed, seed, and fertilizers; also coordinates 23 weed and pest control districts, 22 predator management districts and four state commissions/boards. In addition, inspection, licensing, regulation, and education are completed for all small, medium, and large scales and liquid measurement devices (fuel, propane, etc.) in Wyoming to ensure fair trade and fuel quality to ensure consistent, properly graded product

In addition, the Department supports eight affiliate organizations:

- **Wyoming State Fair Board (WSF)**: manages the facilities of State Fair Park for the citizens of Wyoming, offering year-around options for use as well as the annual State Fair.
- **Wyoming Agriculture in the Classroom (WAIC)**: creates, distributes, and promotes quality educational materials on agriculture and natural resources to Wyoming educators and citizens.

- Wyoming Beef Council (WBC): administers the Beef Promotion and Research Act of 1985 in the State of Wyoming. Collects and administers the beef checkoff assessment paid by Wyoming beef producers to fund beef promotion, education, and research programs designed to increase beef demand.
- Wyoming Conservation Districts (WACD): in collaboration with 34 conservation districts, protects Wyoming's soil, water and other natural resources with a focus on water quality and board training.
- Wyoming Wheat Marketing Commission: promotes, markets, producer education, research, and consumer awareness of Wyoming's wheat.
- Wyoming Dry Bean Commission: promotes, markets, producer education, research, and consumer awareness of Wyoming's dry bean industry.
- Wyoming Animal Damage Management Board (ADMB): in collaboration with 22 county predator boards, coordinates and implements an integrated animal damage management program, based on the best available science, for the benefit of human and natural resources throughout Wyoming.
- Wyoming Weed and Pest Council (WWPC): in collaboration with 23 county weed and pest boards, provides coordination and leadership in the fight against designated and declared noxious weeds and pests and invasive species in the state of Wyoming.

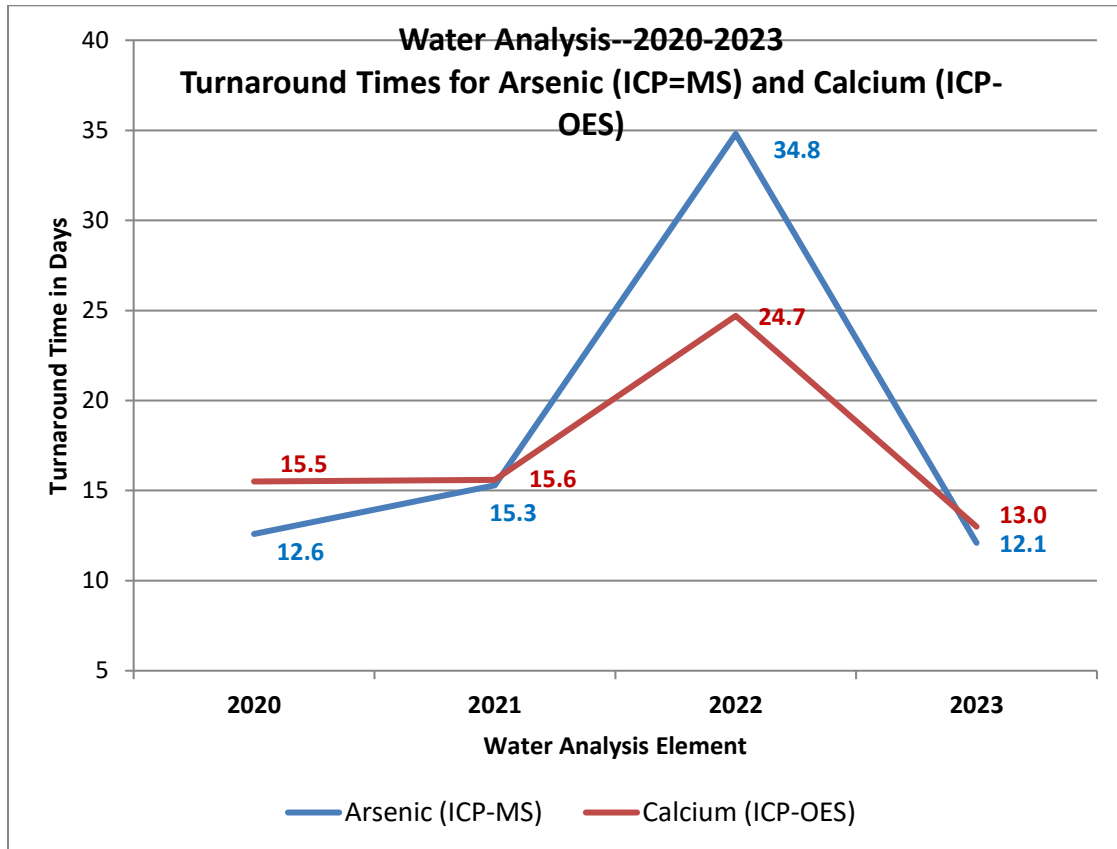
The WDA had a BFY23 budget of \$36,962,748 of which \$28,060,412 was general fund with the remaining funding from federal or other sources. WDA's main goal is to sustain a high level of efficient service to Wyoming's citizens and measure our performance in three areas: customer service; education; and program management. All divisions and affiliate organizations collaborate to offer Wyoming's citizens exemplary customer service; all divisions offer education for consumers and establishments as well as professional development to staff; we share in the collaboration and management of a diverse group of programs serving agriculture in Wyoming including over 12 state boards, 34 conservation districts, 23 weed and pest districts, and 22 county predator management districts.

Performance Measure #1 Customer Service:

First, the WDA's efficiency can be measured through customer service. Externally, we serve the citizens of Wyoming through the regulatory functions of the WDA, for example, inspections and analytical testing. Consumer and animal health and safety are primary concerns in CHS, TS, and ASL divisions. Internally, Admin coordinates the WDA's administration of its programs and finances.

A measure of customer service at ASL is the turnaround time of test results. Turnaround time is dependent upon the number of samples received, available staff to perform testing and the equipment available. Water testing is performed for a multitude of customers to include municipalities, conservation districts, federal and state agencies and many different groups of private customers (well owners, dude ranches, campgrounds, daycares and other service providers). Water samples are shipped from every corner of the state for testing. One of the challenges of water testing is meeting EPA sample hold times, for example total coliforms require a 30 hour hold time which means that they have to be received in the laboratory for testing within 30 hours of collection. At ASL, water testing involves multiple complex instruments and our busiest time is during the summer months. Because of the volume of testing performed during the summer months, the volume of complaints related to turnaround time can increase quickly. To monitor TAT for water samples, the ICP-MS will be monitored for Arsenic and the ICP-OES for Calcium. The ICP-MS (Inductively Coupled Plasma Mass Spectrophotometer) instrument is one of the most complex instrument that ASL operates but it is a workhorse when testing for metals in water samples and can analyze samples in the ppb (parts per billion) range. The ICP-OES (Inductively Coupled Plasma Optical Emission Spectrometer) also analyzes metals in water samples but is a bit less sensitive and is measuring metals that are present in greater quantities in samples. Arsenic was chosen to represent the ICP-MS and Calcium to represent the ICP-OES. The laboratory has been working for many years to make sure that our TAT's are consistent and meet our customer's needs. In early 2022, the laboratory had the three analysts that were trained and competent running samples on these two instruments. Due to resignations this left us with one analyst to perform the work. During this time, our TAT's for water chemistry samples suffered due to losing competent staff. ASL was proactive in notifying customers in delay of reporting results due to a staffing turnover. ASL is now training new analysts on these instruments to increase the depth of training and competency for water chemistry. And our TAT's are

rebounding with samples going out much quicker this summer. ASL will continue to monitor the water chemistry TAT's to ensure we continue to meet the needs of our various customer types.

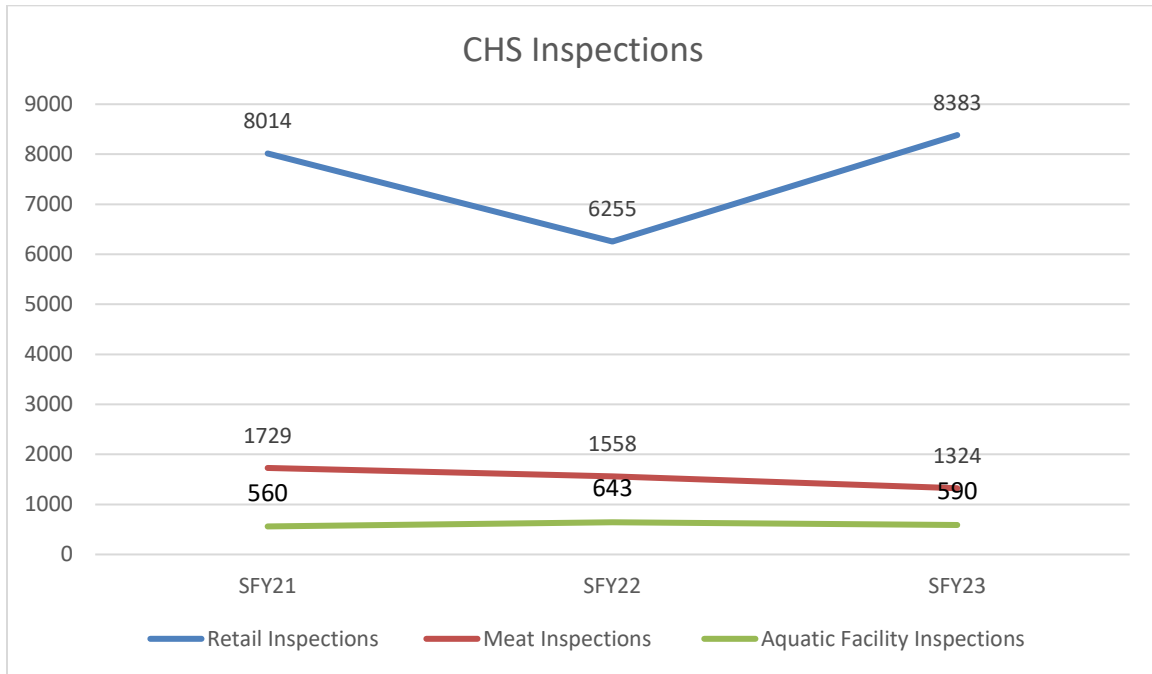


Another measure of customer service resides in our CHS Division. The statute requires that CHS maintain a food, pool, and spa safety system database. The database contains all of Wyoming's licensed food establishments, pools, spas, and aquatic features. This includes all establishments inspected by five (5) local health departments. These health departments have delegated authority to complete inspections and enforcement actions on CHS' behalf and in accordance with State statutes and rules. The licenses are renewed annually; a new license is issued for new and existing establishments when there is a change in ownership.

Inspections conducted on food establishments are based on risk. They must be inspected at least one time annually, as required by statute. Risk-based inspections can be as often as four times per year. Temporary food events are inspected as the events occur. Meat plants that have a grant of inspection for state inspected product as required by the cooperative agreement with the United States Department of Agriculture (USDA) require daily inspection when conducting operations under inspection. Pools and spa inspections are required by statute to be inspected at least annually.

The inspections in the graph include all program inspections. These inspections include routine follow-ups, consultations, pre-opening inspections, temporary inspections, investigations, and complaint follow-ups conducted by CHS inspection staff. The CHS staff has worked with facilities to come into compliance through education. As part of the meat expansion grants offered, CHS worked to transition several plants over to federally inspected

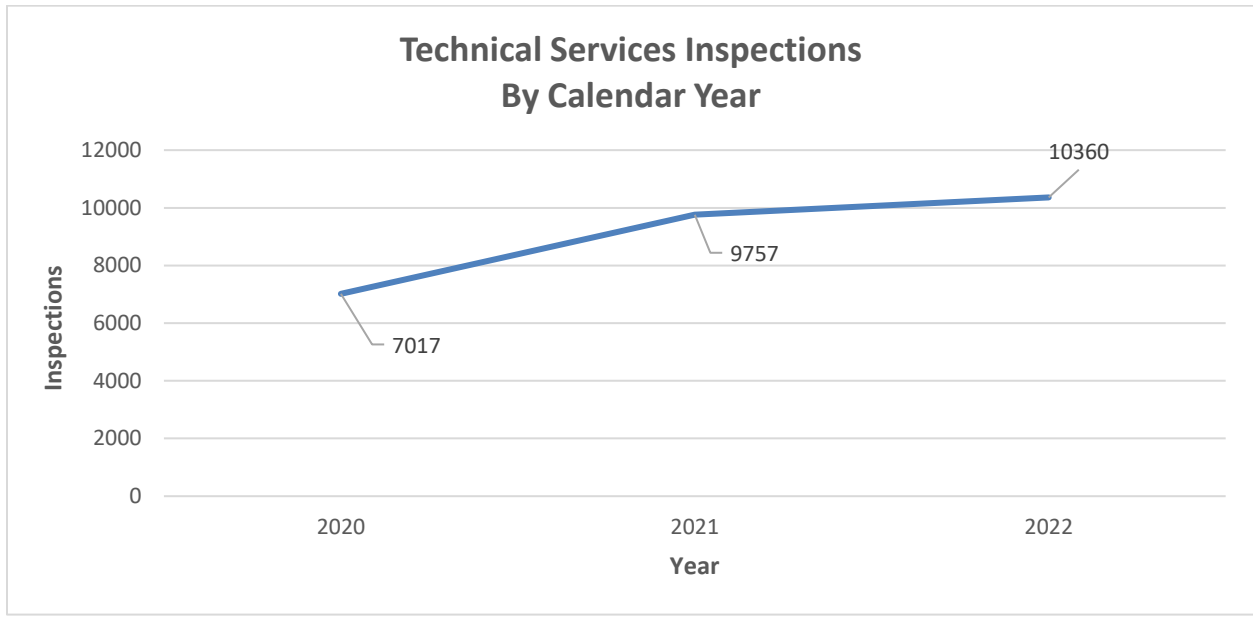
facilities which has led to an increase in volumes and the ability to ship meat to other states. The transition has modified and reshaped the meat program in Wyoming. CHS has seen new state and custom plants come on board. In addition to new plants coming on board, we have also seen several facilities change ownership and the next generation of operators enter the market.



Another measurement of customer service resides in our TS division. By statute, TS is responsible for inspecting various devices, materials, and actions in the areas of pesticides, apiaries, nursery stock, grain warehouses, seeds, feeds, fertilizers, hemp, livestock remedies, other commodity certifications, and weights and measures including; small, medium, and large scales and liquid measuring devices including fuel pumps and propane meters.

The timeframe requirement for inspection is documented in various statutes. Many inspections, like large and livestock scales, are completed annually. Others are completed in three-year cycles, including fuel pumps. Finally, some inspections are completed by customer demand or request.

Inspections are assigned and completed by staff located in various parts of the state. The main reason for the upward trend in inspections is due to increases in industry devices inspected. TS is expecting increases in fuel pumps, apiaries, and portable livestock scales in the state over the time period. With this increase, the division will likely see an increase in requests for regulatory inspections. Like CHS, TS makes it a priority to keep commerce moving by providing accurate and timely inspections.



Story Behind the Performance of Customer Service:

We efficiently maintain regulatory compliance to ensure consumer protection through on-site inspections, licensing, registrations, certifications, sampling, and testing by the ASL, CHS, and TS. We also offer customer service through non-regulatory programs such as policy analyses, administrative and fiscal management.

What Do You Propose to Do to Improve Performance in Customer Service in the Next Two Years?

1. With changes in budget, each division will continue to evaluate and prioritize programs that provide the greatest benefit to the citizens of Wyoming.
2. WDA will continue to coordinate and collaborate with state, federal and local entities in addressing agriculture's issue and needs.
3. WDA will continue to provide trainings to various entities and special districts around the state that reflect amended and current legislation and rules.
4. WDA will continue to educate operators on regulations and work to help promote commerce through efficient and effective inspection, licensing services and agriculture advocacy.
5. WDA will broaden its Mediation program to allow for a broader reach of covered USDA cases, such as, cases involving energy development, local governments and natural resource issues.
6. WDA will continue to provide Specialty Crop grants through the USDA program to assist local producers to study and implement new and existing farming practices.
7. WDA will continue to partner with Agri-stress and help other suicide prevention organizations in the state to address the growing concern for mental health issues in our agriculture producers throughout the state.
8. WDA will implement a new registration software system to improve licensing and product registrations in TS.

Performance Measure #2 Education:

Externally, the WDA seeks to educate citizens through policy analyses of federal projects, to provide consumer protection education, and to increase awareness of the role of agriculture in Wyoming. We take a multi-pronged approach to educate producers and citizens of Wyoming in a wide array of areas that include pesticide application, food safety, and the National Environmental Policy Act (NEPA) just to name a few. Internally, the WDA offers appropriate safety training, emergency planning, and other staff development opportunities.

WDA will focus efforts on assisting WAIC, Wyoming 4-H and Future Farmers of America (FFA) in developing strategies for agriculture-related education in the State. All of these programs have been successful in Wyoming for decades and there is an opportunity to reinvigorate these programs by increasing WDA's staff and program support. WDA will continue to work with the Wyoming State Fair Board as the annual State Fair provides WDA a unique venue to provide education and outreach on the importance of agriculture and Wyoming's other industries by capitalizing on the State's youth as ambassadors for Wyoming's key industries, particularly agriculture.

Story Behind the Performance of Education:

The WDA works hard to educate consumers, providers of agricultural products, and staff. Our external education efforts include mediation training to resolve disputes among agricultural producers and workshops on food safety for establishment employees. NRP conducts outreach seminars on rangeland management, education and training efforts to special districts, trains mediators, and provides written responses to federal and regional natural resource issues. TS tests, and licenses pesticide applicators and registered service technicians for weights and measuring devices. Admin created educational videos about the Department and what our function is, and the impact it has on the citizens of Wyoming. CHS conducts food safety training throughout the state for industry. The courses include Fundamentals of Food Safety, HACCP for Retail, ServSafe Manager Certification, Meat HACCP, Food Safety Preventive Controls for Human Food, Egg Grading, and the Certified Pool Operators Course.

Internal education for staff includes training on new techniques for testing or regulation of agricultural products and training on new equipment. For instance, in CHS, the inspectors must earn 24 approved CEUs to fulfill expectations of yearly evaluations. CHS conducts annual USDA-based training to maintain its agreements under the Federal Meat Inspection Act and Country of Origin Labeling. CHS also conducts retail standards training with a Retail Food Specialist from FDA to ensure regulations are consistent according to the Federal Food, Drug, and Cosmetic Act. CHS also collaborates with FDA for food manufacturing in the state on industry trends and annual education in specialized areas such as acidified foods, labeling, bottled water, and dietary supplements, to name a few. Increases in testing requirements (both state and federal) and new technology create additional training needs. For TS weights & measures inspectors, new industry mechanical and computerized technologies require that staff remain knowledgeable through updated National Institute of Standards and Technology (NIST) Evaluation Procedure Outlines (EPOs). As ASL works to maintain ISO 17025 accreditation, education of staff will be very important to ensure all staff are kept up to date with standard changes, new staff are educated on the full extent of the standard, and that ASL continues to be informed of best practices through our mentor system and network of other state laboratories that are ISO accredited. A major requirement of maintaining ISO 17025 laboratory accreditation is to continually improve laboratory and customer services which is accomplished through risk assessments, customer feedback and information from our federal partners. All Department staff also receives training on safety and emergency response. Annual safety training is also very important in the analytical laboratory due to the number of biological and chemical hazards that are present in the laboratory on a daily basis. Safety training is accomplished by five-minute safety talks presented by laboratory staff at monthly meetings, safety webinars, fire extinguisher training, and outside resources available through the state or university. In addition the Department's safety officer provides training through monthly educational emails for our staff.

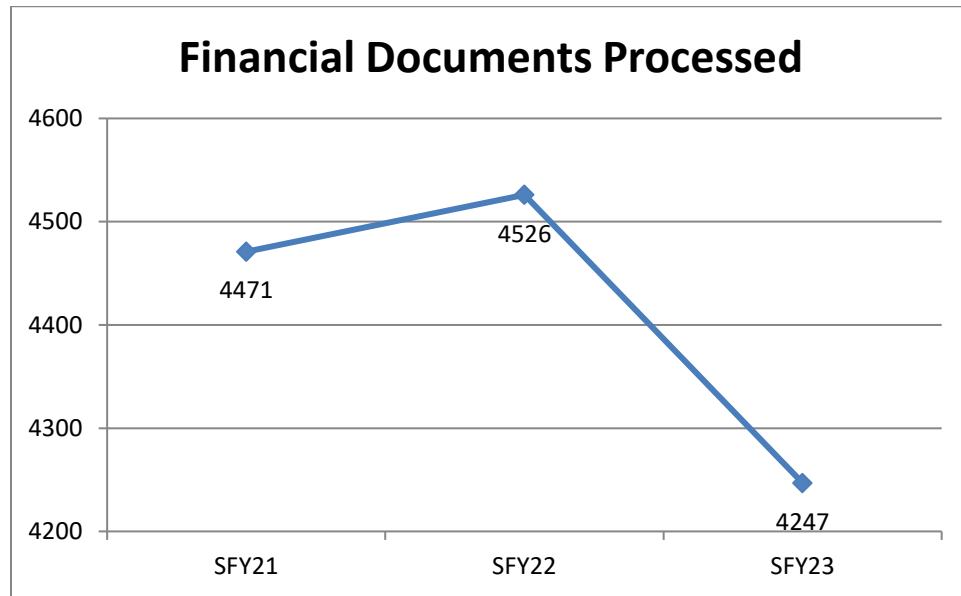
What Do You Propose to Do to Improve Performance in Education in the Next Two Years?

1. Continued safety and emergency response training remain a priority for the WDA. A database tracks all staff training which includes statewide training requirements; like IT security or division specific technical skills training and the safety/emergency response training.
2. Each division continues to work with the WDA public information officer to enhance the public's awareness of agriculture. The WDA will extend its outreach to include audio and video clips to the region's media in order to inform the public about agricultural issues and trends as well as the educational videos on how the Department has an impact on the citizens of the State. Regulatory changes at the federal level continue to drive enhanced education efforts in high visibility TS Division programs.
3. TS will continue to work with the WDA outreach services and University of Wyoming program partners to provide targeted education for the regulated industries.
4. TS through the plant industry program will work the nursery stock industry on educating them on new and upcoming plant pest threats to help safeguard Wyoming's agriculture and natural resources.
5. The WDA will continue to educate its own staff on the functions of the WDA, its boards, and its legislative initiatives. WDA will continue to amend trainings to reflect current legislation and rules, while providing training opportunities to producers, entities and special districts throughout the state.
6. CHS continues to look at federal regulations and the effects they have on commerce for Wyoming's citizens. CHS is focusing on three areas for the next to years. First, we are focused on poultry processing and new technologies in small bird production. USDA continues to focus on diversifying poultry production to limit the impacts of large outbreaks in poultry. The second area is CBD for human consumption and what that looks like in our state compared to others. This has been challenging because FDA still recognizes it as an adulterant. The third and final area is the Produce Safety Rule. As FDA continues to implement FSMA states will be challenged with helping producers get their products to market and understanding the requirements of the Produce Safety Rule. CHS also conducts ongoing training annually and more as needed to industry. These are scheduled and posted through the Wyoming Food Safety Coalition.
7. NRP will assist in the training of conservation districts to meet the intent of new laws requiring special districts to be certified in new Wyoming Department of Audit requirements.

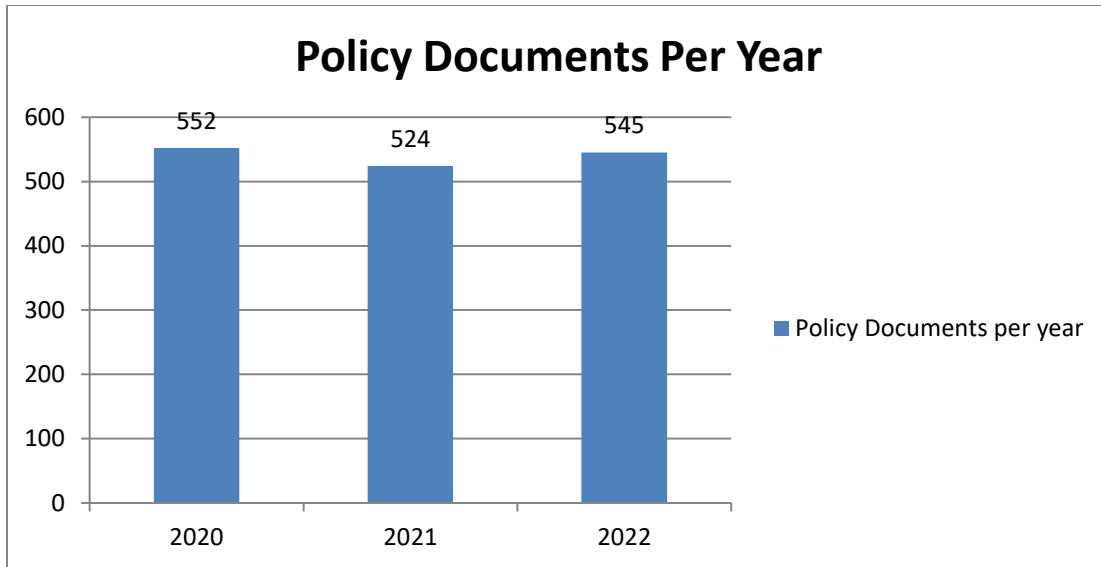
Performance Measure #3 Program Management:

In program management, the WDA collaborates with Wyoming’s agricultural entities and efficiently manages the Department’s daily functions.

The Administration Division ensures that daily functions of the Department are taken care of which include: payment processing, payroll transaction and contract processing. The graph below shows the number of WOLFS financial transactions that are processed by this staff. You will note a decrease in the numbers of documents processed. This is attributed to changes made in the processing of time sheets with the ESS system, the decreased number of staff traveling and using more virtual options to attend meetings and the number of vacancies we had during part of the year. It is anticipated the number of documents will increase but not to the previous levels due to the processing changes made to streamline the payroll process.



As an example of collaborative efforts, under the Federal Advisory Committee Act (FACA) rules, NRP staff participates in the planning and implementation processes of federal actions that impact natural resources, producers, local entities, and state and federal agencies. This planning involves reviewing, negotiating, and commenting on major environmental assessments, environmental impact statements, and land and resource management plans. NRP continues to develop valuable relationships with local, state and federal entities to ensure ag related issues are addressed and accounted for and oversee numerous programs such as Mediation, Rangeland Health Assessment program, Coordinated Resource Management, Specialty Crop Grant Program. NRP works closely with the Governor’s Office, state agencies and partners to ensure policy issues and documents are thoroughly addressed, consistent among agencies and represents the State’s interests in maintaining and promoting Wyoming’s natural resources and agriculture.



Story Behind the Performance of Program Management:

Externally, the WDA currently collaborates with over 12 State Boards and assists 34 conservation districts, 23 weed and pest districts, and 22 county predator management districts. Internally, to use our limited resources efficiently, the WDA strives to allocate the available resources where they will do the most for the Department as well as the citizens of Wyoming. We focus our efforts in many areas such as training, internal organization, grant management to name a few.

This final performance measure combines with customer service and education to summarize the WDA’s commitment to Wyoming’s citizens: to provide efficient, professional services to Wyoming’s citizens and to contribute to the collaborative and efficient management of Wyoming’s natural resources.

What Do You Propose to Do to Improve Performance in Program Management in the Next Two Years?

1. Each division will continue its ongoing evaluation and prioritization of functions in order to effectively manage staffing, resources, and services. WDA continues to research the development and implementation of technology based services to better provide the offering and ease of access to the division’s services.
2. The WDA will continue to request statute/rules and regulation changes as needed to serve our clients or customers efficiently and effectively.
3. We will focus on utilizing the Board of Agriculture to inform their peers and the general public on WDA’s and the Board’s strategies for fulfilling our statutory obligations and rules through program management.
4. The WDA will continue reach out and engage with our agriculture producers and partners in order to ensure their needs and concerns are addressed. Our engagement is always evolving based on the issues in the agricultural community as a whole. One example of this is we will be working on the Resilient Food System Infrastructure grant to increase more and better processing options for local and regional producers across the food supply chain.
5. WDA has also been an active participant with the Governors Regulatory Reduction Task Force. WDA will continue to work with the task force as requested to evaluate its programs to ensure the greatest efficiency and service to the citizens of Wyoming.

State of Wyoming

Department of Revenue



2023 Annual Report

Taxes are the structure by which we as citizens pool our resources to pay for infrastructure and services we could not afford on our own.

The goal for those responsible for administering those taxes is to ensure taxpayers are paying their fair share of the tax burden. No more, no less.

It is the responsibility of the legislature to determine what that amount is.

Brenda Henson, Director

Revenue and Taxation - State Board of Equalization Administrative History

The First Wyoming Territory Legislative Assembly established some of the functions performed by the Department of Revenue and Taxation in 1869. The legislature created “a board of equalization of taxes for the territory,” composed of the governor, treasurer and auditor. The Board was charged to examine assessments, in regard to the territorial tax, and to equalize the valuation of real property among the territory’s counties and towns.

Article 15 of the Wyoming State Constitution established a State Board of Equalization composed of the secretary of state, the state treasurer, and state auditor; and added duties including the annual setting of the valuation for the assessment of livestock and for railroad properties. A constitutional amendment in 1910 removed the three state officers from the Board and gave the state legislature the responsibility for providing for a board of equalization. Another amendment in 1986 deleted the reference to the valuation of livestock and railroad property, making the duties of the Board the valuation of all property in the counties, and other duties prescribed by law.

During the 1890s, new taxes added to the duties of the Board. These included an assessment on all property in the state for construction of institutional buildings and the support of institutions, and a tax to be levied by the counties to pay the interest on all state bonds.

The office of the Commissioner of Taxation was created in 1909 and given broad powers to administer all assessment and tax laws. However, the law that created the position stated that its provisions should not be construed to abridge the powers granted the Wyoming Board of Equalization by the state constitution. Then, in a slightly odd turn of events, the 1911 legislature determined that the composition of the Board would continue to be the secretary of state, the treasurer, and the auditor, after the 1910 ratification of the constitution had removed those officers from the Board. The legislature reconsidered this action in 1919, determining the Board

should be composed of three full-time members appointed by the governor and approved by the state senate. Duties of the Board were increased at the same time, including establishing rules and regulations, conducting hearings and other proceedings, examining alleged fraudulent assessments, prosecuting and enforcing the tax laws, and assessing public utilities.

The Board's responsibilities continued to grow during the 1920s and 1930s. These included assessing interstate carriers for the use of state highways, and administering the provisions of the Selective Sales Tax Act of 1937, including the collection of sales tax revenue. The legislature continued to adjust the functions and duties of the Board for the next twenty years. In 1957 legislators determined that a Department of Revenue was needed to "consolidate the various functions and duties relating to revenue and taxation in the State of Wyoming in a single division..." They provided for a state director of revenue, to be appointed by the Board of Equalization, who would serve as the head of the department. Other significant changes in 1957 included the establishment of an insurance department and insurance commissioner under the Board of Equalization, and the transfer of the division of motor vehicles from the Wyoming Highway Department to the Board of Equalization.

Ten years later the Department of Revenue and the Board of Equalization were again reorganized. Since 1935 the Board had served as the ex-officio Public Service Commission. In 1967 this Commission was separated from the Board and made an independent commission. Additionally, the State Tax Commission was created to serve as Wyoming's tax collection agency. Board members were designated to serve as exofficio members of the Commission, which also absorbed the Department of Revenue.

The Wyoming legislature determined more reorganization of the state's revenue and taxation functions was needed in 1973. The Wyoming Department of Revenue and Taxation was created with the intent "to consolidate the various functions and duties relating to revenue and taxation into a single department..." Although the legislation abolished the Tax Commission, it allowed

for the appointment of a tax commissioner who would administer the new department. The legislation also made the Board of Equalization, “an independent and regulatory hearing board.” Only two years later the state legislature reversed part of its 1973 decision. The Tax Commission was recreated and the office of the State Tax Commissioner was abolished. The three-member Commission would also serve as the state’s Board of Equalization, the “executive and administrative heads” of the Department of Revenue and Taxation, and would appoint, with gubernatorial approval, administrators for the divisions of the department.

In 1984 the Board of Equalization was given a massive task: the reappraisal of selected taxable property in the state. The Board worked with county assessors and boards of equalization to develop a plan for the project.

The general reorganization of state government in 1990 included the state’s revenue and taxation functions. The Wyoming Department of Revenue was created. All motor vehicle responsibilities that had been held by the Department of Revenue and Taxation were transferred to the new Wyoming Department of Transportation. Mineral audit functions were transferred to the Department of Audit. The Wyoming Liquor Commission was assigned to the Department of Revenue in 1996. Also, the Board of Equalization and State Tax Commission were separated from the Department of Revenue, with all of the Board’s administrative functions assigned to the new department. In March 1991 the Tax Commission decided that its duties should be transferred to the Director of the Department of Revenue.

Start Date: April 1, 1973

Name Changes and Related Agencies:

Board of Equalization: 1869-present

Tax Commission: 1967-1973, 1975-1991

Revenue and Taxation: 1973-1990

Revenue, Wyoming Department of: 1957-1967, 1990–present

Courtesy of the Wyoming State Archives

Wyoming Department of Revenue

Mission Statement

The Agency's mission is the administration and collection of mineral and excise taxes as well as the valuation of property and the wholesale distribution of alcohol beverages and enforcement of liquor control laws for the ultimate benefit of all Wyoming citizens. The Agency envisions a customer oriented, streamlined agency that minimizes regulatory burdens and maximizes compliance with applicable laws.

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Administrative Services Division General Information

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Administrative Services Division
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Cheyenne, WY 82002-0110

Christie.Yurek@wyo.gov

Statutory References

W.S. 9-4-201 thru 9-4-217; Distribution of Taxes or Fees; Safeguarding and Accounting for Taxes Accrued, W.S. 39-11; 39-13; 39-14; 39-15; 39-16; 39-17; 39-18 and 16-3-101

Authorized Personnel

10 full-time

Organizational Structure

Initial Operations, Validation, Procurement, Accounts Payable

Clients Served

Other governmental entities, agency personnel, other state agencies

Division Biennium Budget

\$1,683,737

Division Fiscal Year Expenditures 2023

\$741,557

Division Mission: The mission of the Administrative Services Division is to maintain timely Deposits on all tax payments received, to provide efficient and accurate distribution of all sales and mineral tax funds and to administer intra-departmental support services. We believe in efficient, accurate and timely reporting of taxes to each of our vendor's files and in turn to each county and municipality. We operate our Division as a customer service center, equally concerned with serving Department personnel and ensuring a daily tax deposit of the funds received that day. We strive to maintain adequate inventory, prepare proficient budget reports and ensure accurate internal accounting audits.

2023 Results

The percentage of the total deposits that were taken to the Treasurer's Office same day for the Administrative Services Division was 100.00%

Story behind the baselines

For the fiscal year 2023 the Administrative Services Division met their goal of 12 months of operations at 100% of deposits on the same day.

What we propose to do to improve performance in the next 2 years

The Administrative Services Division believes that they can continue to achieve a 100% goal with the exception of situations beyond the division's control. The department deposited a total of \$3.445 billion dollars which was an increase over last year. This increase was a continuing growth attributed to high inflation costs and the Mineral Industry increasing revenues.

The division continues to achieve the highest possible standards and strives to meet their established goals. They look for efficiencies and combine efforts where needed. The division continues to make sure that all deposits are processed timely and accurately to ensure that we are providing the best possible service to our customers. This goal has been significantly hard on the division due to staffing levels over the past fiscal year and I commend the staff that has been able to continue to meet our established goal given this shortfall.

Projections for next 2 years

2024 – 100%

2025 – 100%

Actual percentages results

2016 100.00%

2017 100.00%

2018 100.00%

2019 100.00%

2020 100.00%

2021 100.00%

2022 100.00%

2023 100.00%

WYOMING DEPARTMENT OF REVENUE
PROPERTY TAX REFUND PROGRAM: TAX YEAR 2019 - 2022 COMPARISON SEPTEMBER, 2023

	TAX YEAR 2019					TAX YEAR 2021					TAX YEAR 2022					
	NO. OF APPLICATIONS	NO. APPROVED	NO. DENIED	TOTAL DOLLARS REFUNDED	AVERAGE DOLLAR REFUND	NO. OF APPLICATIONS	NO. APPROVED	NO. DENIED	TOTAL DOLLARS REFUNDED	AVERAGE DOLLAR REFUND	NO. OF APPLICATIONS	NO. APPROVED	NO. DENIED	TOTAL DOLLARS REFUNDED	AVERAGE DOLLAR REFUND	
Albany	60	51	9	\$ 27,523.53	\$ 539.88	140	97	43	\$ 59,449.47	\$ 612.88	310	288	22	\$ 252,155.23	\$ 875.54	
Big Horn	27	26	1	\$ 7,843.37	\$ 301.67	66	42	24	\$ 14,793.00	\$ 352.21	173	154	19	\$ 70,724.40	\$ 459.25	
Campbell	78	65	13	\$ 28,746.32	\$ 442.25	264	169	95	\$ 85,576.85	\$ 506.37	486	451	35	\$ 301,272.33	\$ 668.01	
Carbon	52	46	6	\$ 13,193.39	\$ 286.81	72	52	20	\$ 16,601.36	\$ 319.26	136	118	18	\$ 53,688.65	\$ 454.99	
Converse	42	37	5	\$ 13,935.18	\$ 376.63	123	100	23	\$ 45,416.84	\$ 454.17	246	230	16	\$ 142,368.68	\$ 618.99	
Crook	12	11	1	\$ 4,365.70	\$ 396.88	28	23	5	\$ 10,237.45	\$ 445.11	79	73	6	\$ 47,238.22	\$ 647.07	
Fremont	116	100	16	\$ 44,445.03	\$ 444.45	199	140	59	\$ 67,847.09	\$ 484.62	409	364	45	\$ 233,791.30	\$ 642.28	
Goshen	40	32	8	\$ 10,215.71	\$ 319.24	96	75	21	\$ 27,709.15	\$ 369.46	220	199	21	\$ 100,515.54	\$ 505.70	
Hot Springs	18	16	2	\$ 5,131.87	\$ 320.74	57	41	16	\$ 13,432.06	\$ 327.61	170	150	20	\$ 72,095.86	\$ 480.64	
Johnson	67	62	5	\$ 33,241.67	\$ 536.76	104	82	22	\$ 46,550.84	\$ 567.69	238	226	12	\$ 185,549.04	\$ 821.01	
Laramie	226	206	20	\$ 113,711.57	\$ 552.00	782	536	246	\$ 348,545.06	\$ 650.27	1608	1,457	151	\$ 1,342,807.78	\$ 921.63	
Lincoln	53	44	9	\$ 18,057.71	\$ 410.40	150	100	50	\$ 49,759.75	\$ 497.60	404	346	58	\$ 272,065.32	\$ 786.32	
Natrona	166	145	21	\$ 63,275.02	\$ 436.38	784	539	245	\$ 270,220.52	\$ 501.34	1307	1,180	127	\$ 830,240.70	\$ 703.59	
Niobrara	10	9	1	\$ 1,799.33	\$ 199.93	19	18	1	\$ 3,253.53	\$ 180.75	38	35	3	\$ 8,131.70	\$ 232.33	
Park	124	108	16	\$ 65,753.04	\$ 608.82	384	285	99	\$ 195,817.45	\$ 687.08	1283	1,174	109	\$ 1,247,454.18	\$ 1,062.57	
Platte	27	27	0	\$ 9,050.87	\$ 335.22	56	45	11	\$ 16,937.62	\$ 376.39	107	103	4	\$ 57,566.78	\$ 558.90	
Sheridan	181	167	14	\$ 90,103.71	\$ 539.54	425	269	156	\$ 170,130.25	\$ 632.45	943	862	81	\$ 850,193.26	\$ 986.30	
Sublette	30	27	3	\$ 11,456.31	\$ 424.31	66	44	22	\$ 21,731.62	\$ 493.90	174	157	17	\$ 108,297.22	\$ 689.79	
Sweetwater	23	18	5	\$ 7,452.25	\$ 414.01	113	80	33	\$ 43,194.57	\$ 539.93	282	256	26	\$ 175,279.31	\$ 684.68	
Teton	97	91	6	\$ 138,030.95	\$ 1,516.82	177	138	39	\$ 261,525.14	\$ 1,895.11	495	442	53	\$ 1,577,394.96	\$ 3,568.77	
Uinta	100	88	12	\$ 32,025.14	\$ 363.92	177	134	43	\$ 57,139.18	\$ 426.41	407	367	40	\$ 237,103.97	\$ 646.06	
Washakie	23	21	2	\$ 8,993.29	\$ 428.25	68	45	23	\$ 19,848.31	\$ 441.07	150	133	17	\$ 75,824.84	\$ 570.11	
Weston	15	14	1	\$ 3,969.16	\$ 283.51	45	31	14	\$ 10,316.21	\$ 332.78	52	48	4	\$ 22,026.57	\$ 458.89	
TOTAL	1587	1411	176	\$ 752,320.12	\$ 533.18	4395	3085	1310	\$ 1,856,033.32	\$ 601.63	9717	8813	904	\$ 8,263,783.84	\$ 937.68	
PERCENT APPROVED OR DENIED	89%		11%		70%		30%				91%		9%			

COUNTY NAME

* Note: Program not funded for the Tax Year 2020

Property Tax Division General Information

Kenneth Guille, Administrator
(307) 777-5235
Property Division
122 West 25th Street, Suite E301
Herschler Building East
Cheyenne, WY 82002-0110
kenneth.guille@wyo.gov

Statutory References	W.S. 39-11-101 through 39-11-111; 39-13-101 through 39-13-111; 18-3-201; 37-2-106 through 37-2-109; 39-21-101 through 39-21-111 and 39-21-205
Authorized Personnel	10 full-time
Organizational Structure	Appraisal Services Group, Technical Services Group
Clients Served	Mineral taxpayers, other state agencies, and other governmental entities
Division Biennium Budget	\$7,417,660
Division Fiscal Year Expenditures 2023	\$2,748,577

Division Mission: The mission of the Property Tax Division is to support, train, and guide local governmental agencies in the uniform assessment, valuation and taxation of locally assessed property; assess, value and allocate public utility property; as well as to administer, collect and distribute designated taxes in accordance with Wyoming Statutes and Rules for the benefit of Wyoming taxpayers and citizens.

Percentage of Local and State Assessed Values-2023

Locally Assessed Values

Agricultural Land	\$410,432,213
Residential	\$9,844,553,533
Commercial	\$2,257,138,055
Industrial	\$2,359,849,946
TOTAL	\$14,871,973,747

The values represent 43.651% of the total state value.

2023 Total Assessed Value

34,069,711,455

State Assessed Values

Number of Companies or Producers	Type of Company or Production	Assessed Value
316	Oil	7,667,800,744
195	Natural Gas	6,256,097,281
13	Coal	2,661,946,707
7	Bentonite	83,916,428
4	Trona	566,347,854
7	Uranium	647,093
165	Sand & Gravel	28,239,143
23	All Other Minerals	24,283,677
27	Natural Gas Pipelines	174,171,781
27	Cell./Reseller Telephones	12,288,374
11	Airlines	4,835,019
16	Rural Telephones	14,998,191
6	Major Telephones	17,416,128
25	Private Electrics/Gas	516,733,926
12	Municipal Electrics	8,990,353
22	Rural Electrics	151,290,301
32	Liquid Pipelines	349,212,029
3	Railroads	645,999,447
8	Cable and Satellite	12,523,232
919	TOTAL	19,197,737,708

The values represent 56.348% of the total state value.

Locally Assessed Valuations for the Year 2023

	Total Irrigated Lands		Total Dry Farm		Total Range Lands		Total Agricultural Lands	
	Acres	Valuation	Acres	Valuation	Acres	Valuation	Acres	Valuation
Albany	0	0	0	0	1,640,932	13,792,868	1,640,932	13,792,868
Big Horn	116,623	21,630,283	0	0	182,918	1,413,445	299,541	23,043,728
Campbell	316	59,047	98,860	3,417,170	2,190,027	13,449,011	2,289,203	16,925,228
Carbon	122,851	11,010,236	13	371	1,494,893	6,931,233	1,617,757	17,941,840
Converse	42,220	8,622,906	4,852	157,501	1,882,620	13,575,245	1,929,692	22,355,652
Crook	3,209	602,707	107,535	3,118,405	1,213,104	12,534,196	1,323,848	16,255,308
Fremont	105,921	16,175,446	0	0	587,242	6,006,234	693,163	22,181,680
Goshen	112,357	24,377,723	114,144	3,450,595	1,041,176	12,334,783	1,267,677	40,163,101
Hot Springs	17,443	3,220,631	0	0	368,360	2,546,504	385,803	5,767,135
Johnson	44,102	10,780,869	2,819	78,517	1,454,998	13,905,056	1,501,919	24,764,442
Laramie	37,960	9,216,888	226,867	7,415,262	1,084,841	12,200,935	1,349,668	28,833,085
Lincoln	75,372	11,509,807	18,790	590,303	415,903	3,286,232	510,065	15,386,342
Natrona	19,805	3,115,063	609	20,935	1,287,864	9,400,959	1,308,278	12,536,957
Niobrara	13,681	2,769,486	32,252	956,589	1,315,624	10,236,686	1,361,557	13,962,761
Park	112,068	22,981,829	0	0	557,113	5,244,501	669,181	28,226,330
Platte	73,680	14,386,208	77,993	2,399,049	841,328	5,996,348	993,001	22,781,605
Sheridan	60,784	13,931,612	24,049	740,634	923,058	10,024,698	1,007,891	24,696,944
Sublette	136,091	8,338,973	0	0	403,107	6,502,597	539,198	14,841,570
Sweetwater	22,359	2,393,205	0	0	1,608,532	7,330,319	1,630,891	9,723,524
Teton	12,700	1,738,588	0	0	17,246	675,465	29,946	2,414,053
Uinta	62,313	7,839,976	0	0	643,486	4,063,994	705,799	11,903,970
Washakie	43,921	11,183,408	2,763	57,237	301,856	2,831,276	348,540	14,071,921
Weston	3,408	350,446	29,438	944,376	1,008,268	6,567,347	1,041,114	7,862,169
Totals	1,239,184	206,235,337	740,984	23,346,944	22,464,496	180,849,932	24,444,664	410,432,213

Locally Assessed Valuations for the Year 2023

	Commercial Land	Commercial Improvements	Commercial Personal Property	Total Commercial Land, Improvements & Personal Property	Residential Land	Residential Improvements	Residential Personal Property	Total Residential Land, Improvements & Personal Property
Albany	18,890,453	91,586,124	11,241,162	121,717,739	85,720,754	316,721,830	2,579,027	405,021,611
Big Horn	2,080,073	8,153,289	8,872,111	19,105,473	21,590,576	70,111,757	1,918,659	93,620,992
Campbell	33,343,862	94,452,115	17,246,700	145,042,677	70,592,586	300,304,413	3,968,053	374,865,052
Carbon	5,749,986	40,108,981	8,462,577	54,321,544	33,845,947	111,377,172	3,019,277	148,242,396
Converse	7,054,700	23,691,700	9,720,008	40,466,408	29,585,592	111,828,133	2,067,382	143,481,107
Crook	1,866,282	10,402,771	5,306,550	17,575,603	32,753,891	68,931,965	2,651,266	104,337,122
Fremont	11,610,091	60,530,818	11,845,297	83,986,206	82,531,312	273,237,580	5,818,655	361,587,547
Goshen	2,616,572	12,662,505	9,686,854	24,965,931	13,025,065	89,976,127	1,314,394	104,315,586
Hot Springs	1,228,881	5,953,524	2,107,317	9,289,722	9,887,135	34,820,744	1,303,942	46,011,821
Johnson	4,125,777	15,122,100	5,340,011	24,587,888	38,844,245	104,170,959	1,515,995	144,531,199
Laramie	52,833,777	217,896,174	148,569,980	419,299,931	196,856,275	987,992,138	7,718,675	1,192,567,088
Lincoln	12,833,399	26,305,701	6,180,346	45,319,446	126,360,222	351,373,746	4,159,054	481,893,022
Natrona	57,975,858	202,935,560	36,454,895	297,366,313	184,582,883	587,691,378	4,508,053	776,782,314
Niobrara	407,074	2,490,131	1,810,384	4,707,589	2,099,843	14,008,712	383,198	16,491,753
Park	20,667,235	52,352,687	15,797,836	88,817,758	127,685,297	403,918,510	2,026,126	533,629,933
Platte	1,613,352	10,429,365	5,611,906	17,654,623	11,125,669	83,776,795	2,404,634	97,307,098
Sheridan	27,628,220	65,594,475	14,206,404	107,429,099	161,521,367	371,367,521	1,931,148	534,820,036
Sublette	8,149,069	15,827,366	8,518,564	32,494,999	57,646,541	130,941,125	1,613,665	190,201,331
Sweetwater	21,312,759	79,412,252	15,778,662	116,503,673	51,566,926	251,170,102	7,163,728	309,900,756
Teton	120,607,057	368,045,915	23,047,734	511,700,706	1,269,915,947	2,186,472,675	1,088,110	3,457,476,732
Uinta	9,280,715	23,292,079	7,506,760	40,079,554	39,687,466	143,063,647	2,630,764	185,381,877
Washakie	3,651,547	12,800,404	6,593,429	23,045,380	14,527,889	60,964,176	1,199,817	76,691,882
Weston	1,689,784	7,159,509	2,810,500	11,659,793	12,981,961	49,878,360	2,534,957	65,395,278
Totals	427,216,523	1,447,205,545	382,715,987	2,257,138,055	2,674,935,389	7,104,099,565	65,518,579	9,844,553,533

Locally Assessed Industrial Valuations for the Year 2023

	Food Manufacturing	Beverage Manufacturing	Textile Mill Products Manufacturing	Apparel Manufacturing	Leather Manufacturing	Wood Products Manufacturing	Printing - Newspapers, Books, etc.	Chemical Manufacturing
Albany	3,164	294,624	1,725	5,768	1,570	452,034	106,563	51,052
Big Horn	852,314	0	0	88	0	6,077	114	0
Campbell	1,578	0	0	0	0	0	39,258	0
Carbon	0	0	0	0	0	701,368	93,296	0
Converse	60,660	24,258	0	0	0	30,497	103,410	602,785
Crook	41,422	0	0	0	0	1,611,094	0	0
Fremont	483,494	0	199,398	0	58,314	53,579	313,379	68,770
Goshen	1,676,664	39,915	0	0	0	0	56,091	0
Hot Springs	0	754,275	0	0	0	0	0	0
Johnson	460	13,482	224,802	0	0	201	0	0
Laramie	237,181	729,118	0	0	0	1,041,605	1,601,099	40,814,866
Lincoln	0	732,126	0	0	0	26,111	0	1,166,197
Natrona	205,196	17,976	0	0	0	261,031	523,760	779,461
Niobrara	0	0	0	0	0	0	0	0
Park	132,241	1,135,012	40,584	198,243	0	0	297,066	238,671
Platte	16,678	0	0	0	0	0	0	0
Sheridan	0	554,554	705,740	0	0	0	213,937	0
Sublette	0	83,937	0	0	0	1,833	0	24,720
Sweetwater	0	3,355	0	0	0	0	0	0
Teton	0	405,327	0	0	0	0	53	0
Uinta	0	0	27,019	0	0	427,240	0	13,252
Washakie	2,396,612	5,465,288	0	0	0	65,760	118,890	277,232
Weston	0	0	0	0	0	75,998	0	304,757
Totals	6,107,664	10,253,247	1,199,268	204,099	59,884	4,754,428	3,466,916	44,341,763

Locally Assessed Industrial Valuations for the Year 2023

	Plastic & Rubber Product Manufacturing	Non-Metallic Mineral Product Manufacturing	Primary Metal Manufacturing	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer & Electronic Product Manufacturing	Electronic Equip. Appliance, & Component Manufacturing	Transportation Equipment Manufacturing
Albany	552,097	13,518,879	1,451,094	83,506	402,490	19,699	836,645	0
Big Horn	0	8,818,726	0	0	443	518	0	0
Campbell	0	4,436,665	0	1,909,096	0	0	0	4,136
Carbon	0	133,454	0	0	0	0	0	0
Converse	0	529,034	0	1,059,041	16,924	0	0	5,336,377
Crook		1,259,551						
Fremont	330,619	503,478	118,014			300,495	224,832	3,123,604
Goshen	403,194	321,521		5,856	363,975			2,520,514
Hot Springs		106,699		179,750				
Johnson		59,302	54,204	73,226	267,185	32		30,495
Laramie	470,995	3,003,598	496,214	10,545,449	128,270	343,038	3,808,131	5,390,047
Lincoln	81,780	152,170	0	77,036	377,213	0	0	175,469
Natrona	3,286,922	1,248,939	1,358,847	6,614,708	8,840,369	0	131,703	316,137
Niobrara	76,488	0	0	14,676	0	38,743	661	148,043
Park	1,275,489	871,870	0	1,143,980	1,308,210	76,782	76,021	51,483
Platte	0	177,086	0	0	0	0	0	31,700
Sheridan	0	13,217	1,035,109	3,977,904	2,188,055	0	0	192,746
Sublette	0	170,596	0	0	0	0	0	0
Sweetwater	0	3,438,235	0	416,306	0	0	0	0
Teton	0	0	0	0	0	0	7,350	0
Uinta	0	274,291	20,656	491,826	0	0	0	3,873,416
Washakie	0	140,253	2,757	3,097,844	0	0	0	0
Weston	0	78,920	6,928	0	6,691	0	0	411,321
Totals	6,477,584	39,256,484	4,543,823	29,690,204	13,899,825	779,307	5,085,343	21,605,488

Locally Assessed Industrial Valuations for the Year 2023

	Furniture & Related Product Manufacturing	Medical Equipment & Supplies Manufacturing	Jewelry, Silverware & Plated Ware Manufacturing	Oil and Gas Extraction	Coal Mining	Metal Ore Mining	Non-Metal Mining & Quarrying	Petroleum & Coal Product Manufacturing
Albany	90,862	10,671	1,406	202,884	0	0	9,527,566	1,867
Big Horn	0	0	0	2,579,871	0	47	0	262,982
Campbell	0	0	0	130,787,992	154,469,956	4,285	0	14,932,065
Carbon	0	0	0	60,443,698	20,839	31,563	0	122,334,471
Converse	0	167,557	0	73,081,149	29,624,195	6,495,681	20,879	80,706,755
Crook				2,726,152			7,850,132	
Fremont	127,062			45,558,358		12,178	314,653	411,136
Goshen		1,982		281,614			2,659,096	
Hot Springs				4,169,205			1,442,447	288,896
Johnson			5,891	52,111,307	98	214	787,473	211,358
Laramie	474,026	15,034	112,985	29,811,841			4,049,356	68,898,700
Lincoln	284,436	0	0	130,278,082	14,501,914	575	165,974	26,224,982
Natrona	0	0	0	58,609,194	0	0	3,909,943	40,677,458
Niobrara	0	0	0	3,352,652	0	0	0	15,000
Park	0	197,808	566	19,217,671	0	0	1,030,339	353,904
Platte	0	0	0	12,463,184	0	0	1,925	7,133
Sheridan	0	0	0	881,719	502,690	0	146,479	1,467,313
Sublette	0	0	0	214,254,000	0	0	0	460,697
Sweetwater	0	0	0	183,626,385	29,110,105	0	155,596,713	607,208
Teton	0	0	0	0	0	201	140,602	0
Uinta	0	0	0	36,059,978	145,578	0	22,203	28,470
Washakie	0	0	0	3,000,092	0	0	1,751,132	1,037,422
Weston	0	0	0	3,126,909	0	0	1,128,744	11,107,836
Totals	976,386	393,052	120,848	1,066,623,937	228,375,375	6,544,744	190,545,656	370,035,653

Locally Assessed Industrial Valuations for the Year 2023

	Basic Chemical Manufacturing	Pipeline Transportation	Unspecified Other	Vacant Industrial Land	Tobacco Manufacturing	Paper Manufacturing	Electrical Power Generation	Total Industrial Property
Albany	0	0	0	210,862	0	0	132,911	27,959,939
Big Horn	4,404	85,505	0	3,487,479	0	0	0	16,098,568
Campbell	0	0	0	234,245	0	0	6,195,764	313,015,040
Carbon	0	0	0	576,117	0	0	7,244,648	191,579,454
Converse	0	36,240,117	0	663,858	0	0	65,255,441	300,018,618
Crook			0	163,360	0	0	0	13,651,711
Fremont	2,875,337	5,185,004	0	45,813	0	85,790	0	60,393,307
Goshen	0	1,583,725	0	124,014	0	0	0	10,038,161
Hot Springs	0	0	0	88,378	0	0	0	7,029,650
Johnson	0	0	0		0	0	0	53,839,730
Laramie	1,993,451	15,272,870	0	1,012,255	0	0	25,087,446	215,337,575
Lincoln	0	0	0	578,483	0	0	0	174,822,548
Natrona	120,349	3,893,019	0	508,912	0	0	0	131,303,924
Niobrara	0	0	0	36,015	0	0	0	3,682,278
Park	0	0	0	243,558	0	0	0	27,889,498
Platte	0	269,646	0	20,714	0	0	0	12,988,066
Sheridan	0	63,543	0	79,350	0	0	0	12,022,356
Sublette	0	0	0	146,679	0	0	0	215,142,462
Sweetwater	102,318,221	1,690,871	0	932,498	0	0	5,260,611	483,000,508
Teton	0	0	0	0	0	0	0	553,533
Uinta	425,395	0	0	11,360	0	0	13,486,822	55,307,506
Washakie	0	151,361	0	176,261	0	0	0	17,680,904
Weston	0	0	0	246,506	0	0	0	16,494,610
Totals	107,737,157	64,435,661	-	9,586,717	0	85,790	122,663,643	2,359,849,946

Locally Assessed Valuations for the Year 2023

	Total Agricultural Land Valuation	Total Residential Land, Improvements & Personal Property	Total Commercial Land, Improvements & Personal Property	Total Industrial Property	Total Locally Assessed
Albany	13,792,868	405,021,611	121,717,739	27,959,939	568,492,157
Big Horn	23,043,728	93,620,992	19,105,473	16,098,568	151,868,761
Campbell	16,925,228	374,865,052	145,042,677	313,015,040	849,847,997
Carbon	17,941,840	148,242,396	54,321,544	191,579,454	412,085,234
Converse	22,355,652	143,481,107	40,466,408	300,018,618	506,321,785
Crook	16,255,308	104,337,122	17,575,603	13,651,711	151,819,744
Fremont	22,181,680	361,587,547	83,986,206	60,393,307	528,148,740
Goshen	40,163,101	104,315,586	24,965,931	10,038,161	179,482,779
Hot Springs	5,767,135	46,011,821	9,289,722	7,029,650	68,098,328
Johnson	24,764,442	144,531,199	24,587,888	53,839,730	247,723,259
Laramie	28,833,085	1,192,567,088	419,299,931	215,337,575	1,856,037,679
Lincoln	15,386,342	481,893,022	45,319,446	174,822,548	717,421,358
Natrona	12,536,957	776,782,314	297,366,313	131,303,924	1,217,989,508
Niobrara	13,962,761	16,491,753	4,707,589	3,682,278	38,844,381
Park	28,226,330	533,629,933	88,817,758	27,889,498	678,563,519
Platte	22,781,605	97,307,098	17,654,623	12,988,066	150,731,392
Sheridan	24,696,944	534,820,036	107,429,099	12,022,356	678,968,435
Sublette	14,841,570	190,201,331	32,494,999	215,142,462	452,680,362
Sweetwater	9,723,524	309,900,756	116,503,673	483,000,508	919,128,461
Teton	2,414,053	3,457,476,732	511,700,706	553,533	3,972,145,024
Uinta	11,903,970	185,381,877	40,079,554	55,307,506	292,672,907
Washakie	14,071,921	76,691,882	23,045,380	17,680,904	131,490,087
Weston	7,862,169	65,395,278	11,659,793	16,494,610	101,411,850
Totals	410,432,213	9,844,553,533	2,257,138,055	2,359,849,946	14,871,973,747
	3%	66%	15%	16%	100%

State Assessed Valuations for the Year 2023

	Airlines	Major Electrics	Municipal Electrics	REA Electrics	Gas Distribution	Gas Pipelines	Liquid Pipelines	Railroads
Albany	97,878	15,991,541	0	2,213,836	2,023,631	6,198,500	2,724,656	38,354,158
Big Horn	0	1,994,674	91,476	1,464,664	217,223	504,523	8,410,772	14,232,888
Campbell	155,663	62,824,061	5,754,776	58,374,349	2,798,413	2,656,108	6,840,873	81,668,767
Carbon	92,959	127,194,185	0	2,124,473	3,049,612	13,091,669	10,045,302	32,768,285
Converse	0	83,196,928	0	366,798	3,088,096	4,005,280	23,494,501	95,317,058
Crook	0	1,540,066	0	2,197,741	507,872	13,136	38,495,276	7,745,556
Fremont	307,424	4,744,053	0	4,948,769	4,040,184	936,959	4,311,304	9,088,132
Goshen	59	10,953	437,579	3,257,558	581,419	70,504	55,532,854	49,299,219
Hot Springs	92	2,285,790	0	1,028,086	116,975	80,562	5,203,852	5,776,934
Johnson	92	1,937,999	0	1,117,648	130,609	120,999	3,314,593	0
Laramie	191,428	38,819,697	44,716	8,136,639	8,430,714	3,514,527	41,839,057	59,619,441
Lincoln	7,663	32,144,190	0	4,836,498	1,087,507	25,123,170	1,258,959	19,853,013
Natrona	1,678,403	14,288,986	0	681,945	5,422,277	936,867	29,634,245	16,003,224
Niobrara	0	0	272,800	2,013,060	172,454	29	40,686,462	37,162,671
Park	168,202	5,804,783	1,269,291	1,864,517	3,055,228	1,671,489	1,445,914	7,376,768
Platte	92	1,299,208	1,119,715	45,457,906	512,081	2,500,975	18,113,997	25,978,614
Sheridan	114,238	3,851,105	0	2,303,336	0	217,325	697,411	24,009,991
Sublette	184	6,481,801	0	490,848	2,396,623	793	22,973	0
Sweetwater	318,869	102,227,310	0	456,969	4,878,565	44,626,430	20,067,124	62,399,564
Teton	1,700,667	0	0	5,550,480	2,023,333	0	0	0
Uinta	242	3,920,537	0	1,033,043	1,614,688	20,514,702	6,069,900	28,019,277
Washakie	772	2,739,835	0	423,229	511,605	457,560	4,284,575	5,199,549
Weston	92	3,436,224	0	947,909	270,565	0	26,717,429	26,126,338
Totals	4,835,019	516,733,926	8,990,353	151,290,301	46,929,674	127,242,107	349,212,029	645,999,447

State Assessed Valuations for the Year 2023

	Cellular Telephones	Major Telephones	Reseller Telephones	Rural Telephones	Cable & Satellite	Non-Minerals	Minerals	TTL of All State Assessed
Albany	517,512	879,448	175,593	132,959	692,358	70,002,070	12,493,508	82,495,578
Big Horn	129,356	38,254	82,885	940,891	174,131	28,281,737	123,345,856	151,627,593
Campbell	526,704	1,249,792	394,371	315,481	1,025,555	224,584,913	4,631,592,354	4,856,177,267
Carbon	293,721	534,716	250,882	762,713	365,535	190,574,052	340,532,416	531,106,468
Converse	235,902	536,098	77,037	293,162	224,000	210,834,860	3,667,234,221	3,878,069,081
Crook	167,577	11,359	20,166	673,111	14,812	51,386,672	124,909,657	176,296,329
Fremont	341,882	1,109,939	122,742	951,248	662,302	31,564,938	483,075,875	514,640,813
Goshen	283,584	1,841	54,749	480,307	116,542	110,127,168	8,024,703	118,151,871
Hot Springs	85,679	4,833	28	301,810	122,148	15,006,789	134,307,937	149,314,726
Johnson	285,385	257,925	26,739	247,665	176,408	7,616,062	255,517,388	263,133,450
Laramie	1,056,280	2,736,368	999,209	1,953,558	3,830,637	171,172,271	845,373,647	1,016,545,918
Lincoln	257,716	702,348	55,407	1,831,213	2,043	87,159,727	314,820,583	401,980,310
Natrona	886,657	2,788,194	489,242	533,048	2,073,087	75,416,175	413,881,614	489,297,789
Niobrara	75,320	103,592	5,303	40,419	28,666	80,560,776	45,209,921	125,770,697
Park	431,719	841,786	20,205	703,104	579,810	25,232,816	372,291,896	397,524,712
Platte	277,565	318,215	63,750	282,888	132,133	96,057,139	2,469,863	98,527,002
Sheridan	322,139	783,631	129,974	968,773	784,608	34,182,531	3,886,411	38,068,942
Sublette	125,132	21,669	195,846	410,576	1,355	10,147,800	3,458,896,802	3,469,044,602
Sweetwater	743,954	2,243,442	550,946	583,770	7,466	239,104,409	1,797,644,694	2,036,749,103
Teton	645,690	1,013,844	35,842	130,076	1,112,041	12,211,973	4,420,133	16,632,106
Uinta	234,309	1,199,761	390,694	1,548,863	86,172	64,632,188	169,203,106	233,835,294
Washakie	94,975	39,028	32,390	476,303	205,093	14,464,914	35,424,664	49,889,578
Weston	81,661	45	13,955	436,253	106,330	58,136,801	44,721,678	102,858,479
Totals	8,100,419	17,416,128	4,187,955	14,998,191	12,523,232	1,908,458,781	17,289,278,927	19,197,737,708

Comparison of State and Local Assessed Valuation for the Years 2023-2022

	State Assessed			Locally Assessed			Total Assessed		
	Total 2023	Total 2022	'23 vs '22	Total 2023	Total 2022	'23 vs '22	Total 2023	Total 2022	'23 vs '22
Albany	82,495,578	73,090,788	9,404,790	568,492,157	500,425,656	68,066,501	650,987,735	573,516,444	77,471,291
Big Horn	151,627,593	119,466,190	32,161,403	151,868,761	129,002,411	22,866,350	303,496,354	248,468,601	55,027,753
Campbell	4,856,177,267	3,798,787,846	1,057,389,421	849,847,997	740,482,343	109,365,654	5,706,025,264	4,539,270,189	1,166,755,075
Carbon	531,106,468	429,354,175	101,752,293	412,085,234	361,171,639	50,913,595	943,191,702	790,525,814	152,665,888
Converse	3,878,069,081	2,358,242,286	1,519,826,795	506,321,785	402,412,871	103,908,914	4,384,390,866	2,760,655,157	1,623,735,709
Crook	176,296,329	131,352,133	44,944,196	151,819,744	130,759,700	21,060,044	328,116,073	262,111,833	66,004,240
Fremont	514,640,813	373,151,462	141,489,351	528,148,740	474,056,187	54,092,553	1,042,789,553	847,207,649	195,581,904
Goshen	118,151,871	99,764,995	18,386,876	179,482,779	160,904,800	18,577,979	297,634,650	260,669,795	36,964,855
Hot Springs	149,314,726	106,659,092	42,655,634	68,098,328	59,988,460	8,109,868	217,413,054	166,647,552	50,765,502
Johnson	263,133,450	158,194,908	104,938,542	247,723,259	203,480,562	44,242,697	510,856,709	361,675,470	149,181,239
Laramie	1,016,545,918	856,827,385	159,718,533	1,856,037,679	1,623,686,202	232,351,477	2,872,583,597	2,480,513,587	392,070,010
Lincoln	401,980,310	331,637,734	70,342,576	717,421,358	596,295,942	121,125,416	1,119,401,668	927,933,676	191,467,992
Natrona	489,297,789	368,161,464	121,136,325	1,217,989,508	1,084,102,884	133,886,624	1,707,287,297	1,452,264,348	255,022,949
Niobrara	125,770,697	115,337,186	10,433,511	38,844,381	35,401,675	3,442,706	164,615,078	150,738,861	13,876,217
Park	397,524,712	295,745,209	101,779,503	678,563,519	578,889,944	99,673,575	1,076,088,231	874,635,153	201,453,078
Platte	98,527,002	100,084,783	-1,557,781	150,731,392	131,554,340	19,177,052	249,258,394	231,639,123	17,619,271
Sheridan	38,068,942	34,087,552	3,981,390	678,968,435	576,584,387	102,384,048	717,037,377	610,671,939	106,365,438
Sublette	3,469,044,602	2,121,472,423	1,347,572,179	452,680,362	418,626,034	34,054,328	3,921,724,964	2,540,098,457	1,381,626,507
Sweetwater	2,036,749,103	1,628,941,791	407,807,312	919,128,461	841,407,038	77,721,423	2,955,877,564	2,470,348,829	485,528,735
Teton	16,632,106	15,478,632	1,153,474	3,972,145,024	3,189,551,258	782,593,766	3,988,777,130	3,205,029,890	783,747,240
Uinta	233,835,294	184,008,672	49,826,622	292,672,907	251,314,834	41,358,073	526,508,201	435,323,506	91,184,695
Washakie	49,889,578	42,467,507	7,422,071	131,490,087	118,525,164	12,964,923	181,379,665	160,992,671	20,386,994
Weston	102,858,479	90,656,208	12,202,271	101,411,850	90,482,902	10,928,948	204,270,329	181,139,110	23,131,219
Totals	19,197,737,708	13,832,970,421	5,364,767,287	14,871,973,747	12,699,107,233	2,172,866,514	34,069,711,455	26,532,077,654	7,537,633,801

Motor Vehicle and Trailer Valuation

	2022 Gross Valuation	Gross Valuation as of 6/30/2023	Valuation of Property Omitted on 2022 Tax Roll
Albany	247,992,860	130,031,013	-339,911
Big Horn	99,748,920	53,481,380	-6,865
Campbell	476,063,012	262,348,647	70,815
Carbon	162,982,957	91,069,245	-48,796
Converse	170,654,452	90,593,007	309,699
Crook	85,527,617	62,725,439	-927,557
Fremont	327,778,049	172,454,671	846,709,498
Goshen	108,703,840	56,643,334	50,138
Hot Springs	45,459,320	22,637,725	53,988
Johnson	101,693,404	55,415,452	4,846,397
Laramie	840,832,151	434,006,594	89,265,892
Lincoln	220,197,363	111,208,748	-657,564
Natrona	716,206,003	371,829,056	39,231,530
Niobrara	26,979,972	14,581,824	280,337
Park	313,088,650	165,622,666	-64,445
Platte	102,783,034	48,301,202	125,678
Sheridan	301,034,367	157,330,582	-27,931
Sublette	122,960,832	70,527,641	886,406
Sweetwater	394,916,003	205,638,997	0
Teton	369,524,630	198,100,845	0
Uinta	163,968	166,644	13,026,926
Washakie	77,669,813	40,053,662	-2,515,342
Weston	72,028,029	40,578,832	1,975
Totals	5,384,989,246	2,855,347,206	990,270,868

County Taxes Levied for the Year 2023

	Airport Operations		Building Fund		Civil Defense		Fair Operation		County Fire	
	Mills	Amount	Mills	Amount	Mills	Amount	Mills	Amount	Mills	Amount
Albany	-	-	-	-	-	-	-	-	-	-
Big Horn	-	-	-	-	-	-	-	-	-	-
Campbell	-	-	-	-	-	-	-	-	-	-
Carbon	-	-	-	-	-	-	-	-	-	-
Converse	-	-	-	-	-	-	-	-	-	-
Crook	-	-	-	-	-	-	0.383	125,668	-	-
Fremont	-	-	-	-	-	-	0.356	371,233	-	-
Goshen	-	-	-	-	-	-	-	-	-	-
Hot Springs	0.580	126,100	-	-	0.189	41,091	-	-	-	-
Johnson	-	-	-	-	-	-	0.704	359,643	-	-
Laramie	-	-	-	-	-	-	-	-	-	-
Lincoln	-	-	-	-	-	-	0.453	507,089	-	-
Natrona	-	-	-	-	-	-	-	-	-	-
Niobrara	-	-	-	-	-	-	-	-	-	-
Park	-	-	-	-	-	-	-	-	-	-
Platte	-	-	-	-	-	-	-	-	-	-
Sheridan	-	-	-	-	-	-	-	-	-	-
Sublette	0.112	439,233	-	-	0.010	39,217	0.309	1,211,813	-	-
Sweetwater	-	-	-	-	-	-	-	-	-	-
Teton	-	-	-	-	-	-	-	-	0.500	1,272,658
Uinta	-	-	-	-	-	-	-	-	-	-
Washakie	-	-	-	-	-	-	0.694	125,877	-	-
Weston	-	-	-	-	-	-	-	-	-	-
Totals		565,333		-		80,308		2,701,323		1,272,658

County Taxes Levied for the Year 2023

	Other General Fund		Hospital Operation		Library Operation		Museum Operation		Ag. & Home	
	Mills	Amount	Mills	Amount	Mills	Amount	Mills	Amount	Mills	Amount
Albany	12.000	7,811,853	-	-	-	-	-	-	-	-
Big Horn	12.000	3,641,956	-	-	-	-	-	-	-	-
Campbell	11.100	63,336,880	-	-	-	-	-	-	-	-
Carbon	12.000	11,318,300	-	-	-	-	-	-	-	-
Converse	12.000	52,612,690	-	-	-	-	-	-	-	-
Crook	10.282	3,373,689	-	-	1.335	438,035	-	-	-	-
Fremont	10.037	10,466,479	-	-	1.009	1,052,175	0.439	457,785	-	-
Goshen	12.000	3,571,616	-	-	-	-	-	-	-	-
Hot Springs	4.664	1,014,014	-	-	1.031	224,153	0.414	90,009	0.461	100,227
Johnson	10.015	5,116,230	-	-	0.822	419,924	0.459	234,483	-	-
Laramie	10.000	28,725,836	-	-	2.000	5,745,167	-	-	-	-
Lincoln	10.371	11,609,315	-	-	1.176	1,316,416	-	-	-	-
Natrona	12.000	20,487,448	-	-	-	-	-	-	-	-
Niobrara	12.000	1,975,381	-	-	-	-	-	-	-	-
Park	12.000	12,906,115	-	-	-	-	-	-	-	-
Platte	10.430	2,599,765	-	-	1.570	-	-	-	-	-
Sheridan	12.000	8,604,449	-	-	-	-	-	-	-	-
Sublette	10.535	41,315,372	-	-	0.307	1,203,970	0.126	494,137	0.005	19,609
Sweetwater	12.000	35,470,531	-	-	-	-	-	-	-	-
Teton	6.879	27,438,798	-	-	-	-	-	-	-	-
Uinta	11.000	5,791,590	-	-	1.000	526,508	-	-	-	-
Washakie	7.929	1,438,159	1.211	219,651	2.166	392,868	-	-	-	-
Weston	12.000	2,451,244	-	-	-	-	-	-	-	-
Totals		363,077,710		219,651		11,319,216		1,276,414		119,836

County Taxes Levied for the Year 2023

	Public Health Purposes		Recreation System		Road and Bridge Purpose Levy		Grand Total Under 12-Mill Limit		TTL County Bond and Interest		Grand Total County Levies	
	Mills	Amount	Mills	Amount	Mills	Amount	Mills	Amount	Mills	Amount	Mills	Amount
Albany	-	-	-	-	-	-	12.000	7,811,853	-	-	12.000	7,811,853
Big Horn	-	-	-	-	-	-	12.000	3,641,956	-	-	12.000	3,641,956
Campbell					-	-	11.100	63,336,880	-	-	11.110	63,336,880
Carbon	-	-	-	-	-	-	12.000	11,318,300	-	-	12.000	11,318,300
Converse	-	-	-	-	-	-	12.000	52,612,690	-	-	12.000	52,612,690
Crook	-	-	-	-	-	-	12.000	3,937,392	-	-	12.000	3,937,392
Fremont	-	-	0.159	165,803	-	-	12.000	12,513,475	-	-	12.000	12,513,475
Goshen	-	-	-	-	-	-	12.000	3,571,616	-	-	12.000	3,571,616
Hot Springs	0.907	197,194	-	-	3.016	655,718	12.000	2,608,957	-	-	12.000	2,608,957
Johnson	-	-	-	-	-	-	12.000	6,130,280	-	-	12.000	6,130,280
Laramie	-	-	-	-	-	-	12.000	34,471,003	-	-	12.000	34,471,003
Lincoln	-	-	-	-	-	-	12.000	13,432,820	-	-	12.000	13,432,820
Natrona	-	-	-	-	-	-	12.000	20,487,448	-	-	12.000	20,487,448
Niobrara	-	-	-	-	-	-	12.000	1,975,381	-	-	12.000	1,975,381
Park	-	-	-	-	-	-	12.000	12,906,115	-	-	12.000	12,906,115
Platte	-	-	-	-	-	-	12.000	2,991,101	-	-	12.000	2,991,101
Sheridan	-	-	-	-	-	-	12.000	8,604,449	-	-	12.000	8,604,449
Sublette	0.026	101,965	0.216	847,093	0.354	1,388,291	12.000	47,060,700	-	-	12.000	47,060,700
Sweetwater			-	-	-	-	12.000	35,470,531	-	-	12.000	35,470,531
Teton	-	-	-	-	-	-	7.379	28,711,456	-	-	7.379	28,711,456
Uinta	-	-	-	-	-	-	12.000	6,318,098	-	-	12.000	6,318,098
Washakie	-	-	-	-	-	-	12.000	2,176,555	-	-	12.000	2,176,555
Weston	-	-	-	-	-	-	12.000	2,451,244	-	-	12.000	2,451,244
Totals		299,159		1,012,896		2,044,009		384,540,300		-	11.760	384,540,300

Municipal Taxes Levied for the Year 2023

	Total Municipal Taxes Under 8-Mill Limit	Bonds & Interest	Grand Total Municipal Levies
Albany	3,059,362	0	3,059,362
Big Horn	468,593	0	468,593
Campbell	3,177,065	0	3,177,065
Carbon	2,057,884	0	2,057,884
Converse	791,443	0	791,443
Crook	315,414	0	315,414
Fremont	1,473,156	0	1,473,156
Goshen	465,805	0	465,805
Hot Springs	244,499	0	244,499
Johnson	578,170	0	578,170
Laramie	8,562,007	0	8,562,007
Lincoln	1,471,592	0	1,471,592
Natrona	6,837,490	0	6,837,490
Niobrara	99,005	0	99,005
Park	1,475,663	0	1,475,663
Platte	468,522	0	468,522
Sheridan	2,835,391	0	2,835,391
Sublette	396,640	0	396,640
Sweetwater	3,320,701	0	3,320,701
Teton	448,089	0	448,089
Uinta	1,340,231	0	1,340,231
Washakie	315,338	0	315,338
Weston	304,636	0	304,636
Totals	40,506,696	-	40,506,696

Special County District Taxes Levied for the Year 2023

	Special Weed & Pest Levies		Special County Fire District	Other Special County District Taxes				Total Special District Taxes Amount
	Mills	Amount		Amount	District Types	District Type Code Key		
Albany	1.000	650,988	700,051	2,737,545	A,B,G,I,L			4,088,584
Big Horn	1.000	606,994	550,568	3,425,409	A,B,C,I,J,K,L,P			4,582,971
Campbell	0.341	1,945,755	0	21,788,564	A,C,G	A -	Hospital	23,734,319
Carbon	1.000	943,192	2,057,869	3,794,944	B,C,D,F,G,J,K,L	B -	Fire	6,796,005
Converse	0.435	3,020,845	0	8,058,483	A,C,J,L,P	C -	Cemetery	11,079,328
Crook	1.000	656,232	0	1,640,580	A,D,G,H,P	D -	Museum	2,296,812
Fremont	3.980	2,064,724	2,804,198	5,868,469	C,G,J,L,P	E -	Recreation	10,737,391
Goshen	2.000	595,270	718,227	466,331	C,G,H,L	F -	Water Conservancy	1,779,828
Hot Springs	2.000	434,826	560,552	1,277,462	A,C,G	G -	Water & Sewer	2,272,840
Johnson	1.885	962,965	665,058	4,528,502	A,C,J,K,L	H -	Improvement & Service	6,156,525
Laramie	0.500	1,436,292	6,090,871	4,491,343	G,H,J,L,O	I -	Weed & Pest	12,018,506
Lincoln	0.934	1,045,521	1,431,687	5,234,983	A,C,P	J -	Solid Waste Disposal	7,712,191
Natrona	1.000	1,707,287	2,493,805	2,519,937	B,G,I	K -	Rural Health Care	6,721,029
Niobrara	2.000	329,230	456,718	1,316,920	A,I,L,P	L -	Conservation	2,102,868
Park	1.000	1,075,510	3,198,566	4,788,333	A,C,D,L	M -	Sanitary & Improvement	9,062,409
Platte	2.000	498,516	529,048	1,513,146	A,C,L,P	N -	Flood Control	2,540,710
Sheridan	2.000	1,434,074	1,067,619	0	-	O -	Downtown Development	2,501,693
Sublette	0.384	1,105,926	0	14,040,182	C,H	P -	Senior Citizens' Service	15,146,108
Sweetwater	0.259	765,572	2,113,694	9,842,258	A,C,G,H,J			12,721,524
Teton	0.750	3,988,777	1,676,993	16,032,444	A,G,H,L			21,698,214
Uinta	0.711	374,347	1,076,938	482,113	C,F,G,L			1,933,398
Washakie	2.000	362,760	535,325	805,514	C,J,L			1,703,599
Weston	2.000	408,540	498,573	2,175,723	A,D,G,H,I,J,L			3,082,836
Totals		26,414,143	29,226,360	116,829,185				172,469,688

Levies for K-12 Education

	State Foundation Program 12- Mills	6-Mill Mandatory County School Levy	25-Mill Mandatory Levy	Boards of Cooperative Education	Vocational & Adult Education	Recreation	Bonds & Interest	Grand Total K - 12 Education
Albany	7,811,853	3,905,926	16,274,693	0	0	650,988	2,603,951	31,247,411
Big Horn	3,641,956	1,820,978	7,587,409	145,027	0	303,497	0	13,498,867
Campbell	68,472,303	34,236,152	142,650,632	2,853,013	0	5,706,025	0	253,918,125
Carbon	11,318,300	5,659,150	23,579,792	817,300	1,037,108	943,191	2,558,200	45,913,041
Converse	52,612,690	26,306,345	109,609,771	3,918,044	0	4,384,391	0	196,831,241
Crook	3,937,393	1,968,696	8,202,902	164,058	0	0	0	14,273,049
Fremont	12,513,475	6,256,737	26,069,740	639,330	119,579	1,042,790	19,317	46,660,968
Goshen	3,571,616	1,785,808	7,440,867	148,003	0	297,635	0	13,243,929
Hot Springs	2,608,957	1,304,478	5,435,326	271,767	0	217,413	0	9,837,941
Johnson	6,130,281	3,065,140	12,771,418	255,428	0	510,857	0	22,733,124
Laramie	34,471,003	17,235,502	71,814,590	0	0	2,872,583	0	126,393,678
Lincoln	13,432,820	6,716,410	27,985,042	326,328	0	558,444	0	49,019,044
Natrona	20,487,448	10,243,724	42,682,182	853,644	0	1,707,287	0	75,974,285
Niobrara	1,975,381	987,690	4,115,377	0	0	164,615	0	7,243,063
Park	12,906,115	6,453,058	26,887,741	248,738	0	1,075,508	0	47,571,160
Platte	2,991,101	1,495,550	6,231,460	221,916	0	249,258	0	11,189,285
Sheridan	8,604,449	4,302,224	17,925,934	173,622	0	717,037	0	31,723,266
Sublette	47,060,700	23,530,350	98,043,124	2,810,620	0	3,921,725	0	175,366,519
Sweetwater	35,470,531	17,735,265	73,896,939	2,097,418	141,512	2,955,878	349,063	132,646,606
Teton	47,865,326	23,932,663	99,719,428	4,587,094	398,878	0	0	176,503,389
Uinta	6,318,098	3,159,049	13,162,705	1,107,867	0	488,696	0	24,236,415
Washakie	2,176,556	1,088,278	4,534,492	0	0	181,379	879,865	8,860,570
Weston	2,451,244	1,225,622	5,106,759	102,135	0	204,271	0	9,090,031
Totals	408,829,596	204,414,795	851,728,323	21,741,352	1,697,077	29,153,468	6,410,396	1,523,975,007

Levies for Community Colleges							
	Community College Operating (4 Mills)	Community College Operating (up to 1 mill Board Approved)	Community College BOCES (0.5 Mills)	Community College Operating (up to 5 mills Voter Approved)	Community College Bonds & Interest	Grand Community Colleges	Total Community Colleges
Albany	-	-	-	-	-	-	-
Big Horn	-	-	-	-	-	-	-
Campbell *	15,006,846	-	-	-	-	15,006,846	-
Carbon	-	-	-	-	-	-	-
Converse	-	-	-	-	-	-	-
Crook	-	-	-	-	-	-	-
Fremont	4,171,158	1,042,790	521,395	-	616,289	6,351,632	-
Goshen	1,190,539	297,635	148,817	-	684,560	2,321,551	-
Hot Springs	-	-	-	-	-	-	-
Johnson	-	-	-	-	-	-	-
Laramie	11,490,334	2,872,584	-	-	2,039,534	16,402,452	-
Lincoln	-	-	-	-	-	-	-
Natrona	6,829,149	1,707,287	853,644	-	3,226,773	12,616,853	-
Niobrara	-	-	-	-	-	-	-
Park	4,302,038	1,075,510	-	-	-	5,377,548	-
Platte	-	-	-	-	-	-	-
Sheridan	2,868,150	717,037	358,519	-	-	3,943,706	-
Sublette	-	-	-	-	-	-	-
Sweetwater	11,823,510	2,955,878	1,477,939	-	-	16,257,327	-
Teton	-	-	-	-	-	-	-
Uinta	-	-	-	-	-	-	-
Washakie	-	-	-	-	-	-	-
Weston	-	-	-	-	-	-	-
Totals	57,681,724	10,668,721	3,360,314	0	6,567,156	78,277,915	

* Campbell levied 2.63 mills

	Grand Total County Levies		Grand Total Municipal Levies	Total Special District Taxes	Grand Total All Education	State General Fund	Grand Total All Taxes Levied	Average Mill Levy
	Mills	Amount						
Albany	12.000	7,811,853	3,059,362	4,088,584	31,247,411	None	46,207,210	70.722
Big Horn	12.000	3,641,956	468,593	4,582,971	13,498,867	None	22,192,387	72.992
Campbell	11.100	63,336,880	3,177,065	23,734,319	268,924,971	None	359,173,235	64.336
Carbon	12.000	11,318,300	2,057,884	6,796,005	45,913,041	None	66,085,230	69.293
Converse	12.000	52,612,690	791,443	11,079,328	196,831,241	None	261,314,702	63.994
Crook	12.000	3,937,392	315,414	2,296,812	14,273,049	None	20,822,667	65.700
Fremont	12.000	12,513,475	1,473,156	10,737,391	53,012,600	None	77,736,622	75.121
Goshen	12.000	3,571,616	465,805	1,779,828	15,565,480	None	21,382,729	72.638
Hot Springs	12.000	2,608,957	244,499	2,272,840	9,837,941	None	14,964,237	71.518
Johnson	12.000	6,130,280	578,170	6,156,525	22,733,124	None	35,598,099	72.280
Laramie	12.000	34,471,003	8,562,007	12,018,506	142,796,130	None	197,847,646	71.711
Lincoln	12.000	13,432,820	1,471,592	7,712,191	49,019,044	None	71,635,647	63.232
Natrona	12.000	20,487,448	6,837,490	6,721,029	88,591,138	None	122,637,105	71.099
Niobrara	12.000	1,975,381	99,005	2,102,868	7,243,063	None	11,420,317	71.500
Park	12.000	12,906,115	1,475,663	9,062,409	52,948,708	None	76,392,895	67.843
Platte	12.000	2,991,101	468,522	2,540,710	11,189,285	None	17,189,618	69.962
Sheridan	12.000	8,604,449	2,835,391	2,501,693	35,666,972	None	49,608,505	67.463
Sublette	12.000	47,060,700	396,640	15,146,108	175,366,519	None	237,969,967	63.886
Sweetwater	12.000	35,470,531	3,320,701	12,721,524	148,903,933	None	200,416,689	71.467
Teton	7.379	28,711,456	448,089	21,698,214	176,503,389	None	227,361,148	57.001
Uinta	12.000	6,318,098	1,340,231	1,933,398	24,236,415	None	33,828,142	65.845
Washakie	12.000	2,176,555	315,338	1,703,599	8,860,570	None	13,056,062	69.703
Weston	12.000	2,451,244	304,636	3,082,836	9,090,031	None	14,928,747	72.480
Totals		384,540,300	40,506,696	172,469,688	1,602,252,922		2,199,769,606	68.773
Percent of Taxes		17.481%	1.841%	7.840%	72.837%		100.00%	

Property Tax Comparison, All Taxes Levied

	2022 Property Taxes	2023 Property Taxes	Amount of Increase or Decrease	Percent of Increase or Decrease
Albany	40,715,921	46,207,210	5,491,289	13.487%
Big Horn	18,361,831	22,192,387	3,830,556	20.862%
Campbell	287,294,406	359,173,235	71,878,829	25.019%
Carbon	54,245,447	66,085,230	11,839,783	21.826%
Converse	166,193,905	261,314,702	95,120,797	57.235%
Crook	16,680,672	20,822,667	4,141,995	24.831%
Fremont	62,014,671	77,736,622	15,721,951	25.352%
Goshen	18,710,927	21,382,729	2,671,802	14.279%
Hot Springs	11,546,200	14,964,237	3,418,037	29.603%
Johnson	25,399,090	35,598,099	10,199,009	40.155%
Laramie	174,507,244	197,847,646	23,340,402	13.375%
Lincoln	59,883,122	71,635,647	11,752,525	19.626%
Natrona	101,683,704	122,637,105	20,953,401	20.606%
Niobrara	10,454,059	11,420,317	966,258	9.243%
Park	62,501,532	76,392,895	13,891,363	22.226%
Platte	16,658,713	17,189,618	530,905	3.187%
Sheridan	42,257,608	49,608,505	7,350,897	17.395%
Sublette	155,861,031	237,969,967	82,108,936	52.681%
Sweetwater	168,425,837	200,416,689	31,990,852	18.994%
Teton	181,898,380	227,361,148	45,462,768	24.993%
Uinta	28,190,561	33,828,142	5,637,581	19.998%
Washakie	11,552,013	13,056,062	1,504,049	13.020%
Weston	13,264,255	14,928,747	1,664,492	12.549%
Totals	1,728,301,129	2,199,769,606	471,468,477	27.279%

CITY AND TOWN ASSESSED VALUATION AND TAXES LEVIED FOR THE YEAR 2023

	Municipal Valuation	County Tax Levy			Education Including Foundation Program		Municipal Tax Levy		Total Tax Levy	
		Mills	Special Dist.	Amount	Mills	Amount	Mills	Amount	Mills	Amount
Afton	45,476,310	15.934	A,I	724,620	43.000	1,955,481	8.000	363,810	66.934	3,043,911
Albin	995,256	19.000	B,I,J,L	18,910	49.710	49,474	5.000	4,976	73.710	73,360
Alpine	42,034,130	19.297	A,B,C,I,L	811,133	43.000	1,807,468	5.000	210,171	67.297	2,828,771
Baggs	3,445,630	21.100	C,D,F,I,J,L	72,703	50.200	172,971	8.000	27,565	79.300	273,238
Bairoil	25,593,560	16.999	I,J	435,065	55.700	1,425,561	8.000	204,748	80.699	2,065,375
Bar Nunn	29,060,021	21.000	G,I	610,260	51.890	1,507,924	8.000	232,480	80.890	2,350,665
Basin	11,225,409	25.500	A,I,K,L,P	286,248	44.500	499,531	8.000	89,803	78.000	875,582
Bear River	6,768,278	13.145	I,L	88,969	46.500	314,725	8.000	54,146	67.645	457,840
Big Piney	4,229,446	15.961	C,I,K	67,506	44.500	188,210	8.000	33,836	68.461	289,552
Buffalo	69,637,902	22.865	A,C,I,K,L	1,592,271	44.500	3,098,887	8.000	557,103	75.365	5,248,260
Burlington	2,551,155	27.500	A,B,C,I,L,P	70,157	44.000	112,251	5.000	12,756	76.500	195,163
Burns	4,285,236	19.000	B,I,J,L	81,419	49.710	213,019	5.000	21,426	73.710	315,865
Byron	3,460,977	27.500	A,C,I,J,L,P	95,177	44.000	152,283	8.000	27,688	79.500	275,148
Casper	725,303,673	13.000	I	9,428,948	51.890	37,636,008	8.000	5,802,429	72.890	52,867,385
Cheyenne	1,056,730,288	13.000	I,L	13,737,494	49.710	52,530,063	8.000	8,453,842	70.710	74,721,399
Chugwater	2,118,569	25.000	B,C,I,L,P	52,964	45.000	95,336	5.000	10,593	75.000	158,893
Clearmont	1,079,637	14.000	I,L	15,115	49.500	53,442	8.000	8,637	71.500	77,194
Cody	216,363,508	20.500	A,B,C,I	4,435,452	49.000	10,601,812	5.000	1,081,818	74.500	16,119,081
Cokeville	4,982,954	20.934	B,C,I	104,313	43.000	214,267	5.000	24,915	68.934	343,495
Cowley	7,630,720	24.500	A,C,I,L,P	186,953	44.000	335,752	8.000	61,046	76.500	583,750
Dayton	13,758,981	14.000	I,L	192,626	50.500	694,829	8.000	110,072	72.500	997,526
Deaver	1,473,818	22.280	A,C,I,L,P	32,837	44.000	64,848	8.000	11,791	74.280	109,475
Diamondville	4,628,584	19.314	A,B,C,I	89,396	44.600	206,435	7.238	33,502	71.152	329,333
Dixon	694,273	24.000	C,D,F,I,J,L	16,663	50.200	34,853	8.000	5,554	82.200	57,069
Douglas	71,217,725	13.744	I,L	978,816	45.000	3,204,798	8.000	569,742	66.744	4,753,356
Dubois	18,277,048	23.226	B,C,J,L,I	424,503	52.091	952,070	5.000	91,385	80.317	1,467,958
E. Thermopolis	1,542,838	19.411	A,C,I,L	29,948	45.250	69,813	8.000	12,343	72.661	112,104
Edgerton	572,480	13.000	I	7,442	51.890	29,706	8.000	4,580	72.890	41,728
Elk Mountain	1,805,114	14.000	I,L	25,272	44.500	80,328	8.000	14,441	66.500	120,040
Encampment	6,166,355	14.000	I,L	86,329	44.500	274,403	8.000	49,331	66.500	410,063
Evanston	127,962,317	13.145	I,L	1,682,065	46.500	5,950,248	8.000	1,023,699	67.645	8,656,011

CITY AND TOWN ASSESSED VALUATION AND TAXES LEVIED FOR THE YEAR 2023

	Municipal Valuation	County Tax Levy			Education Including Foundation Program		Municipal Tax Levy		Total Tax Levy	
		Mills	Special Dist.	Amount	Mills	Amount	Mills	Amount	Mills	Amount
Evansville	41,138,421	13.000	I	534,799	51.890	2,134,673	8.000	329,107	72.890	2,998,580
Frannie (B/H)	634,446	22.280	A,C,I,L,P	14,135	44.000	27,916	8.000	5,076	74.280	47,127
Frannie (Park)	176,069	16.780	A,C,I	2,954	49.000	8,627	8.000	1,409	73.780	12,990
Ft. Laramie	1,673,263	17.000	C,I,L	28,445	52.300	87,512	8.000	13,386	77.300	129,343
Gillette	383,664,973	17.855	A,C,I	6,850,338	44.500	17,073,091	8.000	3,069,320	70.355	26,992,749
Glendo	4,051,169	20.000	A,I,L,P	81,023	45.000	182,303	8.000	32,409	73.000	295,735
Glenrock	23,452,128	21.744	A,C,I,L	509,943	44.500	1,043,620	8.000	187,617	74.244	1,741,180
Granger	1,719,301	15.259	A,I	26,235	50.200	86,309	8.000	13,754	73.459	126,298
Greybull	14,071,847	28.500	A,C,I,K,L,P	401,048	44.500	626,197	8.000	112,575	81.000	1,139,820
Green River	112,217,038	15.259	A,I	1,712,320	50.200	5,633,295	8.000	897,736	73.459	8,243,351
Guernsey	11,249,741	20.000	A,I,L,P	224,995	44.500	500,613	8.000	89,998	72.500	815,606
Hanna	5,525,874	14.000	I,L	77,362	44.500	245,901	8.000	44,207	66.500	367,471
Hartville	724,413	20.000	A,I,L,P	14,488	44.500	32,236	8.000	5,795	72.500	52,520
Hudson	3,204,367	17.980	I,J,L	57,615	50.591	162,112	8.000	25,635	76.571	245,362
Hulett	5,951,769	19.000	A,I	113,084	43.500	258,902	8.000	47,614	70.500	419,600
Jackson	896,178,816	11.479	A,I,L	10,287,237	44.250	39,655,913	0.500	448,089	56.229	50,391,239
Kaycee	2,633,404	22.865	A,C,I,K,L	60,213	44.500	117,186	8.000	21,067	75.365	198,466
Kemmerer	24,861,485	19.314	A,B,C,I	480,175	44.600	1,108,822	7.238	179,947	71.152	1,768,944
Kirby	1,270,554	19.411	A,C,I,L	24,663	45.250	57,493	8.000	10,164	72.661	92,320
LaBarge	4,266,175	18.288	A,C,I	78,020	44.500	189,845	8.000	34,129	70.788	301,994
LaGrange	1,714,416	17.000	C,I,L	29,145	52.300	89,664	8.000	13,715	77.300	132,524
Lander	99,750,682	17.980	I,J,L	1,793,517	50.591	5,046,487	8.000	798,005	76.571	7,638,009
Laramie	380,503,015	17.000	A,I,L	6,468,551	48.000	18,264,145	8.000	3,044,024	73.000	27,776,720
Lingle	3,961,173	15.000	I,L	59,418	52.300	207,169	8.000	31,689	75.300	298,276
Lost Springs	290,280	13.744	I,L	3,990	45.000	13,063	-	-	58.744	17,052
Lovell	17,599,577	24.500	A,C,I,J,L,P	431,190	45.000	791,981	8.000	140,797	77.500	1,363,967
Lusk	11,709,112	22.000	A,I,L,P	257,600	44.000	515,201	8.000	93,673	74.000	866,474
Lyman	18,695,002	14.145	F,I,L	264,441	45.700	854,362	8.000	149,560	67.845	1,268,362
Manderson	882,574	25.500	A,I,K,L,P	22,506	44.500	39,275	8.000	7,061	78.000	68,841
Manville	666,476	22.000	A,I,L,P	14,662	44.000	29,325	8.000	5,332	74.000	49,319
Marbleton	7,716,430	15.961	C,I,K	123,162	44.500	343,381	8.000	61,731	68.461	528,275
Medicine Bow	3,062,256	18.000	I,K,L	55,121	44.500	136,270	8.000	24,498	70.500	215,889

CITY AND TOWN ASSESSED VALUATION AND TAXES LEVIED FOR THE YEAR 2023

	Municipal Valuation	County Tax Levy			Education Including Foundation Program		Municipal Tax Levy		Total Tax Levy	
		Mills	Special Dist.	Amount	Mills	Amount	Mills	Amount	Mills	Amount
Meeteetse	3,214,781	22.000	A,B,C,D,I,L	70,725	50.000	160,739	5.000	16,074	77.000	247,538
Midwest	633,622	13.000	I	8,237	51.890	32,879	8.000	5,069	72.890	46,185
Mills	57,978,181	13.000	I	753,716	51.890	3,008,488	8.000	463,825	72.890	4,226,030
Moorcroft	8,444,288	19.000	A,I	160,441	43.500	367,327	8.000	67,554	70.500	595,322
Mountain View	14,103,232	16.145	C,F,I,L	227,697	44.700	630,414	8.000	112,826	68.845	970,937
Newcastle	27,597,252	25.000	A,D,I,L	689,931	44.500	1,228,078	8.000	220,778	77.500	2,138,787
Opal	523,739	19.314	A,B,C,I	10,115	44.600	23,359	7.238	3,791	71.152	37,265
Pavillion	1,001,557	20.980	C,I,J	21,013	50.591	50,670	8.000	8,012	79.571	79,695
Pine Bluffs	16,352,550	19.000	B,I,J,L	310,698	49.710	812,885	5.000	81,763	73.710	1,205,346
Pine Haven	8,412,562	19.000	A,I,D	159,839	43.500	365,946	8.000	67,300	70.500	593,086
Pinedale	37,634,076	15.819	C,I,K	595,333	44.779	1,685,216	8.000	301,073	68.598	2,581,622
Powell	75,272,439	20.261	A,B,C,I	1,525,095	49.500	3,725,986	5.000	376,362	74.761	5,627,443
Ranchester	14,625,380	14.000	I,L	204,755	50.500	738,582	8.000	117,003	72.500	1,060,340
Rawlins	82,539,046	14.000	I,L	1,155,547	50.200	4,143,460	8.000	660,312	72.200	5,959,319
Riverside	1,532,716	14.000	I,L	21,458	44.500	68,206	8.000	12,262	66.500	101,926
Riverton	103,462,986	23.980	B,C,I,J	2,481,042	50.841	5,260,162	5.000	517,315	79.821	8,258,519
Rock River	1,917,191	17.000	A,I,L	32,592	48.000	92,025	8.000	15,338	73.000	139,955
Rock Springs	269,976,732	14.209	I,J	3,836,099	50.200	13,552,832	8.000	2,159,814	72.409	19,548,745
Rolling Hills	4,260,462	21.744	A,C,I,L	92,639	44.500	189,591	8.000	34,084	74.244	316,314
Superior	913,170	14.209	I,J	12,975	50.200	45,841	8.000	7,305	72.409	66,122
Saratoga	27,409,231	18.000	C,I,L	493,366	44.500	1,219,711	8.000	219,274	70.500	1,932,351
Sheridan	324,959,821	14.000	I	4,549,437	49.500	16,085,511	8.000	2,599,679	71.500	23,234,627
Shoshoni	4,100,483	19.701	C,I,J	80,784	50.691	207,858	8.000	32,804	78.392	321,445
Sinclair	125,054,878	14.000	I,L	1,750,768	50.200	6,277,755	8.000	1,000,439	72.200	9,028,962
Star Valley Ranc	68,983,835	16.297	C,A,I	1,124,230	43.000	2,966,305	8.000	551,871	67.297	4,642,405
Sundance	16,618,303	19.000	A,I	315,748	43.500	722,896	8.000	132,946	70.500	1,171,590
Ten Sleep	2,937,961	20.486	C,I,J,L	60,187	44.000	129,270	8.000	23,504	72.486	212,961
Thayne	8,681,968	16.426	A,C,I	142,610	43.000	373,325	8.000	69,456	67.426	585,390
Thermopolis	27,749,023	19.411	A,C,I,L	538,636	45.250	1,255,643	8.000	221,992	72.661	2,016,272
Torrington	50,081,171	15.000	I,L	751,218	52.300	2,619,245	8.000	400,649	75.300	3,771,112
Upton	10,482,236	25.000	A,D,I,L	262,056	44.500	466,460	8.000	83,858	77.500	812,373
Van Tassell	154,884	25.000	A,B,I,L,P	3,872	44.000	6,815	-	-	69.000	10,687
Wamsutter	4,667,967	16.999	I,J	79,351	50.200	234,332	8.000	37,344	75.199	351,026

CITY AND TOWN ASSESSED VALUATION AND TAXES LEVIED FOR THE YEAR 2023

	Municipal Valuation	County Tax Levy			Education Including Foundation Program		Municipal Tax Levy		Total Tax Levy	
		Mills	Special Dist.	Amount	Mills	Amount	Mills	Amount	Mills	Amount
Wheatland	41,215,923	20.000	A,I,L,P	824,318	45.000	1,854,717	8.000	329,727	73.000	3,008,762
Worland	58,366,828	21.000	B,I,J,L	1,225,703	50.150	2,927,096	5.000	291,834	76.150	4,444,634
Wright	13,468,159	25.855	A,,B,C,G,I,L	348,219	44.500	599,333	8.000	107,745	78.355	1,055,298
Yoder	795,738	15.000	I,L	11,936	52.300	41,617	8.000	6,366	75.300	59,919
Totals	6,112,412,809			92,516,356		294,260,254		40,506,697		427,283,306

SPECIAL DISTRICTS:

- | | | |
|----------------|---------------------------|-------------------------------|
| A - Hospital | F - Water Conservancy | L - Conservation |
| B - Fire | G - Water & Sewer | M - Sanitary & Improvement |
| C - Cemetery | H - Improvement & Service | N - Flood Control |
| D - Museum | I - Weed & Pest | P - Senior Citizens' Services |
| E - Recreation | J - Solid Waste Disposal | |

Private Railroad Cars - 2023

	Valuation	Taxes
Albany	2,095,727	143,539
Big Horn	465,840	31,904
Campbell	2,205,451	151,053
Carbon	1,769,751	121,213
Converse	2,588,306	177,277
Crook	208,570	14,284
Fremont	295,320	20,226
Goshen	1,522,251	104,261
Hot Springs	186,545	12,777
Johnson	-	-
Laramie	2,928,758	200,594
Lincoln	939,079	64,317
Natrona	521,332	35,707
Niobrara	1,058,335	72,486
Park	292,924	20,063
Platte	725,861	49,715
Sheridan	649,072	44,454
Sublette	-	-
Sweetwater	3,419,270	234,191
Teton	-	-
Uinta	1,542,198	105,628
Washakie	171,137	11,721
Weston	719,968	49,312
Total	24,305,695	1,664,722

Wyoming Ad Valorem Taxes Levied 1953 - 2023

Year	State	County Taxes	Special District Taxes	School Taxes	Municipal Taxes	Total Taxes
1953	1,017,035	6,212,424	180,146	15,633,392	2,080,438	25,123,435
1954	1,091,678	6,263,289	125,514	17,125,928	2,083,435	26,689,844
1955	1,152,934	7,005,730	267,437	18,492,271	2,305,312	29,223,684
1956	1,201,050	7,142,025	260,686	19,664,493	2,293,841	30,562,095
1957	1,244,468	7,492,106	415,860	21,519,680	2,623,381	33,295,495
1958	880,620	8,015,636	393,474	23,289,675	2,594,398	35,173,803
1959	915,793	8,726,304	397,477	26,250,551	2,583,799	38,873,924
1960	963,565	8,701,557	466,177	29,049,040	2,629,283	41,809,622
1961	1,010,061	9,270,241	601,768	30,835,400	2,715,469	44,432,939
1962	1,046,266	9,756,625	715,285	33,085,830	2,814,471	47,418,477
1963	1,089,965	10,638,530	677,799	34,673,718	3,103,325	50,183,337
1964	1,122,981	10,706,769	890,314	37,204,421	3,232,129	53,156,614
1965	1,148,551	11,442,079	995,317	38,758,869	3,178,283	55,523,099
1966	1,168,237	11,280,975	919,192	40,862,467	3,151,311	57,382,182
1967	2,927,163	11,734,782	1,131,159	45,538,786	3,552,116	64,884,006
1968	2,362,337	11,692,107	1,253,249	49,641,718	3,173,887	68,123,298
1969	1,855,438	12,629,357	1,415,164	55,067,293	3,303,065	74,270,317
1970	None	13,397,336	1,724,859	59,892,482	3,258,763	78,273,440
1971	None	14,044,345	1,861,143	64,595,494	3,317,388	83,818,370
1972	None	15,071,008	2,147,068	68,297,268	3,277,412	88,792,756
1973	None	15,788,644	2,032,623	72,787,731	3,141,527	93,750,525
1974	None	19,338,778	2,510,767	81,817,966	3,270,915	106,938,426
1975	None	24,091,368	3,441,977	99,969,410	3,580,135	131,082,890
1976	None	28,578,062	4,208,939	119,694,563	4,199,200	156,680,764
1977	None	31,142,489	5,932,108	141,919,850	4,202,155	183,196,602
1978	None	36,504,254	9,101,004	164,859,368	4,286,034	214,750,660
1979	None	43,193,181	10,544,591	190,363,624	4,683,895	248,785,291
1980	None	52,070,694	11,159,036	230,012,808	5,172,668	298,415,206
1981	None	74,155,321	16,290,741	302,100,366	5,474,432	398,020,860
1982	None	86,927,788	29,043,552	402,913,443	5,947,945	524,832,728
1983	None	100,771,128	33,984,592	401,729,274	7,098,004	543,582,998
1984	None	98,489,102	29,182,520	408,208,573	7,779,672	543,659,867
1985	None	99,014,833	26,029,742	432,913,694	7,781,788	565,740,057

Year	State	County Taxes	Special District Taxes	School Taxes	Municipal Taxes	Total Taxes
1986	None	90,475,805	26,918,582	393,019,128	7,314,143	517,727,658
1987	None	69,150,015	21,700,678	313,750,651	7,105,598	411,706,942
1988	None	69,347,458	21,379,719	299,969,575	7,000,142	397,696,894
1989	None	67,172,304	21,957,619	292,195,376	6,665,561	387,990,860
1990	None	70,515,290	23,784,102	311,307,983	6,406,611	412,013,986
1991	None	74,859,655	25,129,359	327,879,835	6,080,154	433,949,003
1992	None	71,104,002	24,251,778	316,839,399	6,538,323	418,733,502
1993	None	72,301,589	25,872,018	322,906,471	6,543,642	427,623,720
1994	None	73,153,872	27,243,243	329,056,864	7,190,362	436,644,341
1995	None	72,148,611	28,305,367	321,800,863	7,752,612	430,007,453
1996	None	74,296,778	30,137,947	337,317,088	8,258,930	450,010,743
1997	None	82,396,282	32,582,131	385,112,032	8,962,070	509,052,515
1998	None	85,770,335	34,341,498	371,020,323	9,419,269	500,551,425
1999	None	81,070,433	32,700,965	351,502,782	9,642,314	474,916,494
2000	None	91,245,828	35,821,372	392,165,577	10,189,213	529,421,990
2001	None	121,296,576	44,955,700	518,723,972	10,958,413	695,934,661
2002	None	128,367,852	46,910,113	536,788,327	11,386,697	723,452,989
2003	None	119,082,631	46,860,890	490,819,233	12,204,405	668,967,159
2004	None	158,215,719	58,903,817	642,943,176	13,110,362	873,173,074
2005	None	190,355,489	69,518,104	770,575,327	14,493,894	1,044,942,814
2006	None	245,426,871	89,250,890	980,132,486	16,191,853	1,331,002,100
2007	None	255,109,317	95,130,951	1,007,898,085	18,786,210	1,376,924,563
2008	None	257,315,224	104,199,271	1,025,256,292	21,362,225	1,408,133,012
2009	None	339,582,089	131,631,016	1,357,680,471	22,550,689	1,851,444,265
2010	None	246,098,026	104,394,010	989,609,943	22,383,177	1,362,485,156
2011	None	282,071,242	110,090,503	1,131,179,096	22,432,613	1,545,773,454
2012	None	292,611,518	115,860,848	1,174,767,844	22,802,437	1,606,042,647
2013	None	264,971,680	109,386,629	1,065,622,091	23,539,160	1,463,519,560
2014	None	281,119,104	114,139,191	1,132,248,596	24,604,903	1,552,111,794
2015	None	302,722,914	120,597,607	1,219,200,809	25,505,176	1,668,026,506
2016	None	242,283,580	98,786,073	981,222,658	26,208,055	1,348,500,366
2017	None	217,917,155	92,155,264	886,255,582	26,939,626	1,223,267,627
2018	None	239,394,522	101,470,124	976,010,614	27,456,847	1,344,332,107
2019	None	262,814,372	111,677,497	1,069,507,094	28,588,432	1,472,587,395
2020	None	257,517,316	113,250,804	1,058,585,111	29,801,891	1,459,155,122
2021	None	222,893,149	107,641,168	925,973,382	30,942,924	1,287,450,623
2022	None	297,814,883	139,541,449	1,254,644,200	36,300,597	1,728,301,129
2023	None	384,540,300	172,469,688	1,602,252,922	40,506,696	2,199,769,606

Miscellaneous Tax Information for the Year 2023

Total Assessed Valuation	34,069,711,455
Total Taxes Levied Collectible	2,199,769,606
Statewide Average Tax Levy in Mills	68.773
Average Tax Levy for Municipalities, in Mills (All Purposes)	72.950
State Tax Levy, in Mills (General Fund)	None
Foundation Program Fund Levy, in Mills	12.000
County Tax Levy, in Mills (Average)	11.287
Special District Tax Levy, in Mills (Average)	5.062
School Tax Levy, in Mills (Average)	35.020
Municipal Tax Levy, in Mills (Average)	6.625
Proportion of State Taxes to Total Taxes	0.000%
Proportion of County Taxes to Total Taxes	17.481%
Proportion of Special District Taxes to Total Taxes	7.841%
Proportion of School District Taxes to Total Taxes	72.837%
Proportion of Municipal Taxes to Total Taxes	1.841%
TOTAL	100.000%
Taxes Under State Control (General Fund)	0.000%
Taxes Under Local Control	81.415%
Foundation Program Fund	18.585%
TOTAL	100.000%

Proportion of....

Taxable Valuation Contributed by Each County for the Year - 2023

1	Campbell	16.748
2	Converse	12.869
3	Teton	11.708
4	Sublette	11.511
5	Sweetwater	8.676
6	Laramie	8.431
7	Natrona	5.011
8	Lincoln	3.286
9	Park	3.158
10	Fremont	3.061
11	Carbon	2.768
12	Sheridan	2.105
13	Albany	1.911
14	Uinta	1.545
15	Johnson	1.499
16	Crook	0.963
17	Big Horn	0.891
18	Goshen	0.874
19	Platte	0.732
20	Hot Springs	0.638
21	Weston	0.600
22	Washakie	0.532
23	Niobrara	0.483
TOTAL		100.00%

All Taxes Contributed by Each County for the Year - 2023

1	Campbell	16.33%
2	Converse	11.88%
3	Sublette	10.82%
4	Teton	10.34%
5	Sweetwater	9.11%
6	Laramie	8.99%
7	Natrona	5.57%
8	Fremont	3.53%
9	Park	3.47%
10	Lincoln	3.26%
11	Carbon	3.00%
12	Sheridan	2.26%
13	Albany	2.10%
14	Johnson	1.62%
15	Uinta	1.54%
16	Big Horn	1.01%
17	Goshen	0.97%
18	Crook	0.95%
19	Platte	0.78%
20	Weston	0.68%
21	Hot Springs	0.68%
22	Washakie	0.59%
23	Niobrara	0.52%
TOTAL		100.00%

Taxable Valuation of Various Classes of Property for the Tax Year 2023

1	Residential	28.895%
2	Oil	22.507%
3	Natural Gas	18.363%
4	Coal	7.813%
5	Industrial	6.927%
6	Commercial	6.625%
7	Railroads	1.896%
8	Trona	1.662%
9	Private Electrics/Gas	1.517%
10	Agricultural	1.205%
11	Liquid Pipelines	1.025%
12	Natural Gas Pipelines	0.511%
13	Rural Electrics	0.444%
14	Bentonite	0.246%
15	Sand & Gravel	0.083%
16	All Other Minerals	0.071%
17	Major Telephones	0.051%
18	Rural Telephones	0.044%
19	Cable and Satellite	0.037%
20	Cell./Reseller Telephones	0.036%
21	Municipal Electrics	0.026%
22	Airlines	0.014%
23	Uranium	0.002%
TOTAL		100.00%

Veterans Exemption Valuations and Benefits Granted for the Year 2023

County	Real and Personal Property			Motor Vehicle and Trailer*			Total Valuation	Total Tax Benefit Granted	Exemptions Granted
	Valuation	Tax Credit	Granted	Valuation	Tax Credit	Granted			
Albany County	\$2,440,560.00	\$174,476.81	818	\$2,784,331.00	\$83,529.93	328	\$5,224,891.00	\$258,006.74	1,146
Big Horn County	\$1,204,987.00	\$91,545.99	402	\$829,470.00	\$24,884.10	84	\$2,034,457.00	\$116,430.09	486
Campbell County	\$2,505,971.00	\$171,525.35	891	\$4,058,966.00	\$121,768.98	488	\$6,564,937.00	\$293,294.33	1,379
Carbon County	\$1,229,743.00	\$86,021.54	431	\$1,077,873.00	\$32,232.88	132	\$2,307,616.00	\$118,254.42	563
Converse County	\$1,335,778.00	\$88,477.98	463	\$1,333,217.00	\$39,996.51	154	\$2,668,995.00	\$128,474.49	617
Crook County	\$964,218.00	\$63,494.69	341	\$616,937.00	\$18,508.11	94	\$1,581,155.00	\$82,002.80	435
Fremont County	\$3,348,583.00	\$256,041.15	1193	\$30,383,179.00	\$426,293.51	5,597	\$33,731,762.00	\$682,334.66	6,790
Goshen County	\$1,590,102.00	\$117,216.71	552	\$1,454,890.00	\$43,646.70	178	\$3,044,992.00	\$160,863.41	730
Hot Springs County	\$667,019.00	\$48,088.27	228	\$797,411.00	\$23,922.33	121	\$1,464,430.00	\$72,010.60	349
Johnson County	\$1,297,665.00	\$94,094.93	437	\$724,951.00	\$21,748.55	114	\$2,022,616.00	\$115,843.48	551
Laramie County	\$14,555,020.00	\$1,011,232.40	4895	\$22,895,494.00	\$686,864.82	2,218	\$37,450,514.00	\$1,698,097.22	7,113
Lincoln County	\$1,513,182.00	\$99,543.92	509	\$1,063,776.00	\$31,913.28	113	\$2,576,958.00	\$131,457.20	622
Natrona County	\$6,282,547.00	\$455,064.82	2169	\$5,403,465.00	\$162,103.95	663	\$11,686,012.00	\$617,168.77	2,832
Niobrara County	\$242,743.00	\$17,662.98	87	\$188,842.00	\$5,665.26	30	\$431,585.00	\$23,328.24	117
Park County	\$3,586,804.00	\$258,478.94	1201	\$4,026,379.00	\$120,791.37	432	\$7,613,183.00	\$379,270.31	1,633
Platte County	\$1,536,614.00	\$108,989.08	541	\$1,505,118.00	\$45,153.54	167	\$3,041,732.00	\$154,142.62	708
Sheridan County	\$3,868,660.00	\$270,045.51	1314	\$5,662,431.00	\$169,872.93	639	\$9,531,091.00	\$439,918.44	1,953
Sublette County	\$825,000.00	\$52,116.28	275	\$1,008,702.00	\$30,261.06	101	\$1,833,702.00	\$82,377.34	376
Sweetwater County	\$2,916,928.00	\$212,585.55	1022	\$3,791,454.67	\$113,743.64	383	\$6,708,382.67	\$326,329.19	1,405
Teton County	\$708,000.00	\$39,898.13	236	\$254,285.00	\$7,628.55	39	\$962,285.00	\$47,526.68	275
Uinta County	\$1,441,879.00	\$96,064.20	492	\$1,711,421.00	\$51,342.64	205	\$3,153,300.00	\$147,406.84	697
Washakie County	\$893,300.00	\$66,372.88	306	\$493,178.00	\$14,795.34	81	\$1,386,478.00	\$81,168.22	387
Weston County	\$879,486.00	\$66,264.08	324	\$772,055.00	\$23,161.65	110	\$1,651,541.00	\$89,425.73	434
Grand Total	\$ 55,834,789.00	\$ 3,945,302.19	19,127	\$ 92,837,825.67	\$ 2,299,829.63	12,471	\$ 148,672,614.67	\$ 6,245,131.82	31,598

* Includes POW, Disabled and Indian License Fee Exemption

Wyoming State Mill Levies and Taxable Valuation

Year	Levies 1958-1989	Taxable Valuation 1958-1989	Year	Levies 1990-2020	Taxable Valuation 1990-2023
1958	1.0 Mills	880,619,828	1991	None	6,386,986,980
1959	1.0 Mills	915,793,603	1992	None	6,053,341,898
1960	1.0 Mills	963,565,481	1993	None	5,175,049,894
1961	1.0 Mills	1,010,061,420	1994	None	6,291,213,307
1962	1.0 Mills	1,046,266,060	1995	None	6,231,754,659
1963	1.0 Mills	1,089,966,805	1996	None	6,423,400,855
1964	1.0 Mills	1,122,980,309	1997	None	7,145,869,312
1965	1.0 Mills	1,148,549,913	1998	None	7,441,470,939
1966	1.0 Mills	1,168,236,819	1999	None	7,025,478,380
1967	2.5 Mills	1,170,865,252	2000	None	7,896,856,270
1968	2.0 Mills	1,181,169,448	2001	None	10,542,096,400
1969	1.5 Mills	1,236,958,572	2002	None	11,169,306,927
1970	None	1,317,876,063	2003	None	10,340,086,954
1971	None	1,384,453,940	2004	None	13,679,536,318
1972	None	1,435,955,661	2005	None	16,445,084,484
1973	None	1,486,086,553	2006	None	20,978,659,770
1974	None	1,708,945,746	2007	None	21,491,267,438
1975	None	2,168,456,373	2008	None	21,898,331,198
1976	None	2,489,382,482	2009	None	29,219,533,181
1977	None	2,804,216,938	2010	None	21,316,477,631
1978	None	3,251,778,281	2011	None	24,339,700,232
1979	None	3,702,626,530	2012	None	25,242,644,578
1980	None	4,515,133,799	2013	None	22,797,094,335
1981	None	6,176,290,777	2014	None	24,164,467,525
1982	None	8,107,583,148	2015	None	26,057,281,969
1983	None	7,936,540,710	2016	None	20,932,079,568
1984	None	7,945,490,912	2017	None	18,825,099,205
1985	None	8,389,156,815	2018	None	20,781,559,130
1986	None	7,830,714,977	2019	None	22,797,760,768
1987	None	5,972,690,122	2020	None	22,474,581,426
1988	None	5,894,142,398	2021	None	19,629,344,340
1989	None	5,729,686,356	2022	None	26,532,077,654
1990	None	6,074,431,051	2023	None	34,069,711,455

County Valuations and Classification 2023

	Class	Gross Valuation Real & Personal Property (Including State Assessed & Minerals)	Gross Valuation Motor Vehicles as of July 1, 2023	Private Railroad Car Valuations	Total Valua	ion
Albany	First	650,987,735	130,031,013	2,095,727	783,114,475	
Big Horn	First	303,496,354	53,481,380	465,840	357,443,574	
Campbell	First	5,706,025,264	262,348,647	2,205,451	5,970,579,362	
Carbon	First	943,191,702	91,069,245	1,769,751	1,036,030,698	
Converse	First	4,384,390,866	90,593,007	2,588,306	4,477,572,179	
Crook	First	328,116,073	62,725,439	208,570	391,050,082	
Fremont	First	1,042,789,553	172,454,671	295,320	1,215,539,544	
Goshen	First	297,634,650	56,643,334	1,522,251	355,800,235	
Hot Springs	First	217,413,054	22,637,725	186,545	240,237,324	
Johnson	First	510,856,709	55,415,452	-	566,272,161	
Laramie	First	2,872,583,597	434,006,594	2,928,758	3,309,518,949	
Lincoln	First	1,119,401,668	111,208,748	939,079	1,231,549,495	
Natrona	First	1,707,287,297	371,829,056	521,332	2,079,637,685	
Niobrara	First	164,615,078	14,581,824	1,058,335	180,255,237	
Park	First	1,076,088,231	165,622,666	292,924	1,242,003,821	
Platte	First	249,258,394	48,301,202	725,861	298,285,457	
Sheridan	First	717,037,377	157,330,582	649,072	875,017,031	
Sublette	First	3,921,724,964	70,527,641	-	3,992,252,605	
Sweetwater	First	2,955,877,564	205,638,997	3,419,270	3,164,935,831	
Teton	First	3,988,777,130	198,100,845	-	4,186,877,975	
Uinta	First	526,508,201	166,644	1,542,198	528,217,043	
Washakie	First	181,379,665	40,053,662	171,137	221,604,464	
Weston	First	204,270,329	40,578,832	719,968	245,569,129	
Totals		34,069,711,455	2,855,347,206	24,305,695	36,949,364,356	

Department Assessed Valuations Top 25 Non-Mineral Taxpayers for the Year 2023

Company Name	Industry Type	2023 Value
Rocky Mountain Power aka PacifiCorp	Electrics - IOU	397,986,853
Union Pacific Railroad Company	Railroad	396,584,596
Burlington Northern and Santa Fe Railway Compan	Railroad	249,269,745
Oneok Elk Creek Pipeline LLC	Liquid Pipeline	96,657,359
Basin Electric Power Cooperative	Electrics - REA	78,214,382
ONEOK Bakken Pipeline	Liquid Pipeline	62,105,810
Black Hills Power, Inc.	Electrics - IOU	48,896,332
Cheyenne Light, Fuel and Power Company	Electrics - IOU	39,886,708
Black Hills Wyoming Gas LLC	Gas Distribution	33,746,651
Mountain West Overthrust Pipeline Company	Gas Pipeline	29,060,774
Express Pipeline LLC.	Liquid Pipeline	26,306,394
Idaho Power Company	Electrics - IOU	21,131,714
Tri-State Generation & Transmission Assoc., Inc.	Electrics - REA	21,066,835
Kern River Gas Transmission Company	Gas Pipeline	20,791,362
Rockies Express Pipeline, LLC	Gas Pipeline	20,101,033
Plains Pipeline LP	Liquid Pipeline	17,228,505
Tallgrass Pony Express Pipeline LLC	Liquid Pipeline	16,701,739
Wyoming Interstate Company, LLC	Gas Pipeline	15,253,158
Pioneer Pipeline Company	Liquid Pipeline	14,989,154
Bridger Pipeline Company LLC.	Liquid Pipeline	14,957,896
QWEST Corporation	Telephones - Major	14,924,320
Overland Pass Pipeline Company, LLC	Liquid Pipeline	12,273,378
Sinclair Transportation Company	Liquid Pipeline	11,435,926
Colorado Interstate Gas	Gas Pipeline	11,226,383
Frontier Aspen LLC	Liquid Pipeline	10,767,650

Expenditure of Property Tax Dollars 2023

CITY	School	68.87%
	County	21.65%
	Municipal	9.48%
	State	0.00%
		100.00%

COUNTY	School	74.20%
	County	17.81%
	Special District	7.99%
	State	0.00%
		100.00%

Beneficiaries of Property Tax Collections 2023

School	54.25%
County	17.48%
Foundation Program	18.59%
Special Districts	7.84%
Municipalities	1.84%
State	0.00%
	100.00%

Mineral Tax Division General Information

Craig Grenvik, Administrator
(307) 777-5237
Mineral Division
122 West 25th Street 3rd Floor East
Cheyenne, WY 82002-0110

Craig.Grenvik@wyo.gov

Statutory References W.S. 39-11-101 through 39-14-101; 39-13-101 through 39-14-801

Authorized Personnel 16 full-time

Organizational Structure Team 1: Oil and gas registration and processing prior to posting. Team 2: Accounting, collection, and billing for all mineral taxpayers after posting. Team 3: Solid mineral registration and processing for severance and ad valorem tax prior to posting. Team 4: Reconciliation functions, Department of Audit liaison, and audit reviews.

Clients Served Mineral taxpayers, other state agencies, other governmental entities

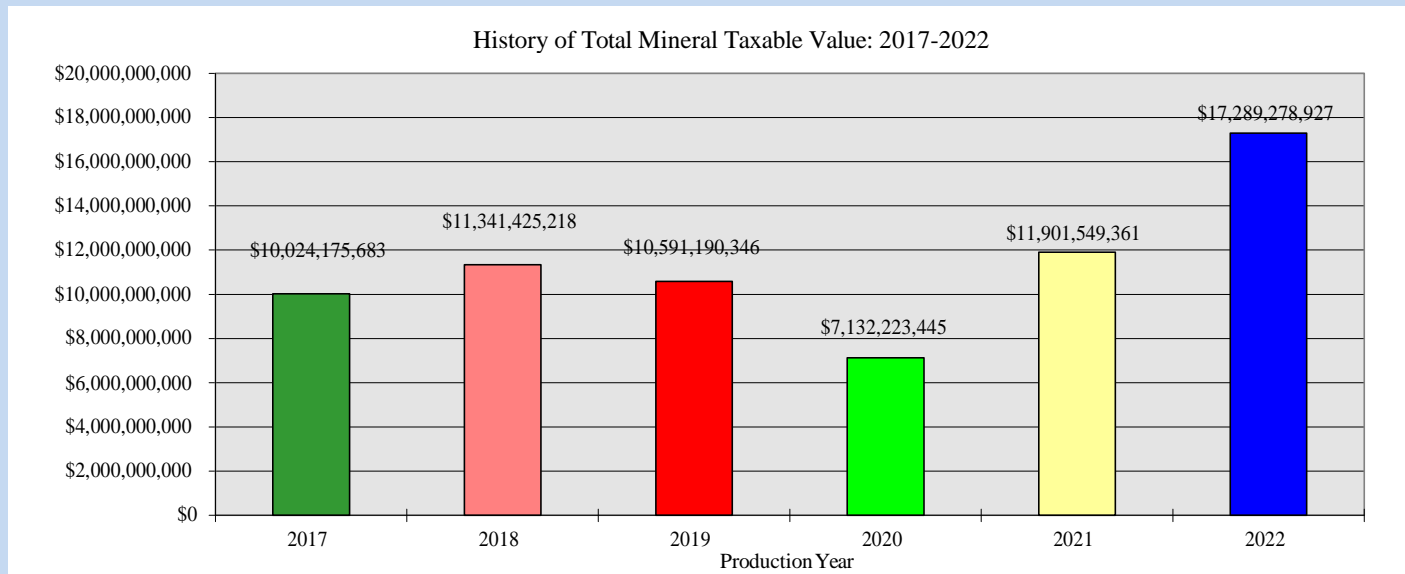
Division Biennium Budget \$3,132,138

Division Fiscal Year Expenditures 2023 \$1,449,082

Division Mission: The mission of the Mineral Tax Division is to collect mineral severance taxes in a fair and efficient manner, and to provide county governments with an accurate certificate of the mineral production value in their respective counties for the assessment of ad valorem taxes. We believe in working closely with mineral taxpayers to arrive at the correct assessment and valuation of minerals so that state and local governments can receive their fair share of mineral revenues. We believe in honest and open communications between all stakeholders.

History of Taxable Valuation of Mineral Production: Production Years 2017-2022

Mineral Type	2017	2018	2019	2020	2021	2022
Oil	\$3,226,507,812	\$4,686,318,402	\$4,904,119,422	\$2,835,951,116	\$5,017,956,556	\$7,667,800,744
Natural Gas	\$3,143,840,698	\$3,196,132,036	\$2,510,868,128	\$1,736,580,580	\$4,089,422,104	\$6,256,097,281
Coal	\$3,050,426,425	\$2,843,015,238	\$2,530,834,432	\$2,061,662,835	\$2,239,399,153	\$2,661,946,707
Bentonite	\$66,479,053	\$75,370,223	\$86,230,848	\$71,976,280	\$65,837,517	\$83,916,428
Sand & Gravel	\$26,210,696	\$31,493,358	\$35,504,128	\$26,486,028	\$27,844,080	\$28,239,143
Trona	\$469,793,914	\$472,910,533	\$499,802,467	\$378,884,592	\$444,546,238	\$566,347,854
Uranium	\$20,405,581	\$9,972,251	\$3,808,188	\$680,896	\$204,488	\$647,093
All Other Minerals	\$20,511,504	\$26,213,177	\$20,022,733	\$20,001,118	\$16,339,225	\$24,283,677
Total Taxable Valuation	\$10,024,175,683	\$11,341,425,218	\$10,591,190,346	\$7,132,223,445	\$11,901,549,361	\$17,289,278,927



*Taxable Value is determined by subtracting from the gross value of minerals the appropriate deductions and exemptions.

*The taxable value is multiplied by the appropriate severance rate to determine the amount of severance tax due.

*The taxable value is multiplied by the appropriate mill levy to determine the amount of ad valorem (county) tax due.

SEVERANCE TAX RATES 1/1/22 THROUGH 12/31/22

MINERAL	EXEMPTION CLASSIFICATION	RATE
Natural Gas	base	6.0%
Natural Gas	natural gas 4%	4.0%
Natural Gas	natural gas 5%	5.0%
Oil	lease condensate	6.0%
Oil	oil cond 4%	4.0%
Oil	oil cond 5%	5.0%
Oil	base	6.0%
Oil	renewed production	1.5%
Oil	stripper 10	4.0%
Oil	stripper 15	4.0%
Oil	oil 4%	4.0%
Oil	oil 5%	5.0%
Bentonite	base	2.0%
Cement Rock	base	2.0%
Clay	base	2.0%
Decorative Stone	base	2.0%
Diamond	base	2.0%
Dolomite	base	2.0%
Dolomite Fines	base	2.0%
Feldspar	base	2.0%
Frac Sand	base	2.0%
Gold	base	2.0%
Granite Ballast	base	2.0%
Gypsum	base	2.0%
Hematite	base	2.0%
Jade	base	2.0%
Leonardite	base	2.0%
Limestone	base	2.0%
Misc. Const. Material	base	2.0%
Moss Rock	base	2.0%
Power Rock	base	2.0%
Sand & Gravel	base	2.0%
Scoria	base	2.0%
Scoria Ballast	base	2.0%
Shale	base	2.0%
Sherman Ballast	base	2.0%
Silver	base	2.0%
Sodium Sulphate	base	2.0%
Sugar Rock	base	2.0%
Surface Coal*	base	7.0%
Surface Coal**	base	6.5%
Surface Coal*	export coal	4.0%
Surface Coal**	export coal	3.5%
Tactionite	base	2.0%
Titaniferous Magnetite	base	2.0%
Trona	base	4.0%
Underground Coal	base	3.75%
Uranium	uranium 0%	0.0%
Uranium	uranium 1%	1.0%
Uranium	uranium 2%	2.0%
Uranium	uranium 3%	3.0%
Uranium	uranium 4%	4.0%
Uranium	uranium 5%	5.0%
Zeolite	base	2.0%

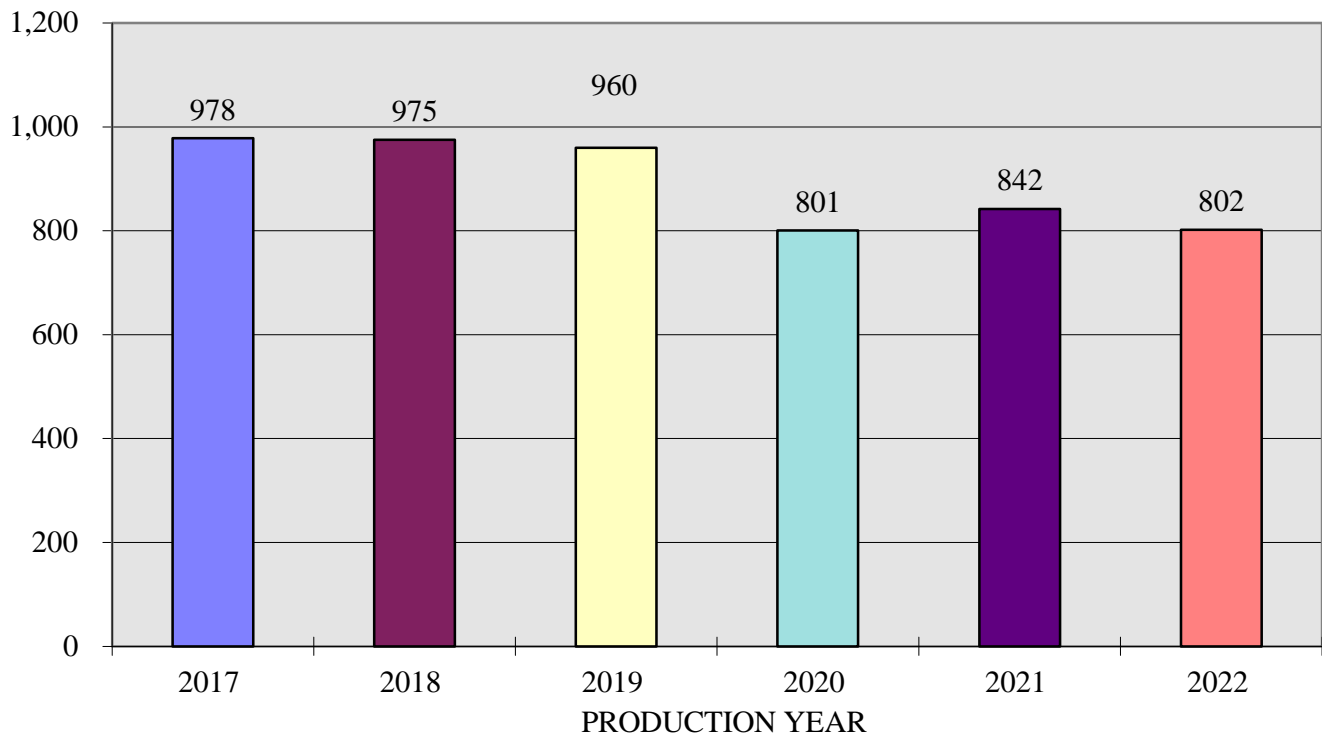
Top 25 Taxpayers by Taxable Value Rank for 2022 Mineral Production

TAXPAYER	TAXABLE VALUE RANK		TAXABLE VALUE
EOG Resources, Inc.	1	\$	1,729,636,863
Ultra Resources Inc.	2	\$	1,529,526,392
Jonah Energy, LLC.	3	\$	1,069,931,297
Anschutz Exploration Corporation	4	\$	829,676,487
Thunder Basin Coal Company LLC	5	\$	835,219,519
Continental Resources Inc	6	\$	762,271,995
Contango Resources INC	7	\$	715,971,593
Devon Energy Production Company LP.	8	\$	696,629,872
Crowheart Energy, LLC.	9	\$	618,701,489
Peabody Powder River Mining, LLC.	10	\$	604,481,074
Exxon Mobil Corp	11	\$	522,439,875
Anadarko E&P Onshore LLC	12	\$	442,801,200
Merit Energy Company	13	\$	434,622,262
Hilcorp Energy Company	14	\$	368,270,889
Navajo Transitional Energy CO. LLC	15	\$	367,229,494
Chesapeake Operating LLC	16	\$	258,787,186
Eagle Specialty Materials LLC	17	\$	233,291,889
Ballard Petroleum Holdings LLC.	18	\$	230,547,627
Wexpro Company	19	\$	217,917,606
Peak Powder River Resources LLC	20	\$	200,155,454
Carbon Creek Energy, LLC.	21	\$	197,146,694
Genesis Alkali Wyoming, LP	22	\$	188,521,818
Northwoods Operating LLC	23	\$	180,465,029
Denbury Onshore LLC	24	\$	175,439,889
Peabody Caballo Mining, LLC	25	\$	157,269,380

History of Number of Producers: Production Years 2017-2022

Mineral Type	2017	2018	2019	2020	2021	2022
Oil	489	488	482	376	409	389
Natural Gas	240	239	228	204	207	195
Coal	15	14	17	13	13	13
Bentonite	7	7	7	7	7	7
Sand & Gravel	194	193	193	169	174	165
Trona	4	4	4	4	4	4
Uranium	5	6	6	6	6	7
All Other Minerals	24	24	23	22	22	22
Total Number of Producers	978	975	960	801	842	802

History of Total Number of Producers: 2017-2022



Total producers of all types of minerals for which severance and ad valorem tax is assessed. Source: Annual Gross Products returns submitted to the Wyoming Department of Revenue.

Mineral Severance Tax Distribution

The following Distribution Summary reflects the net amount transferred for each fiscal year.

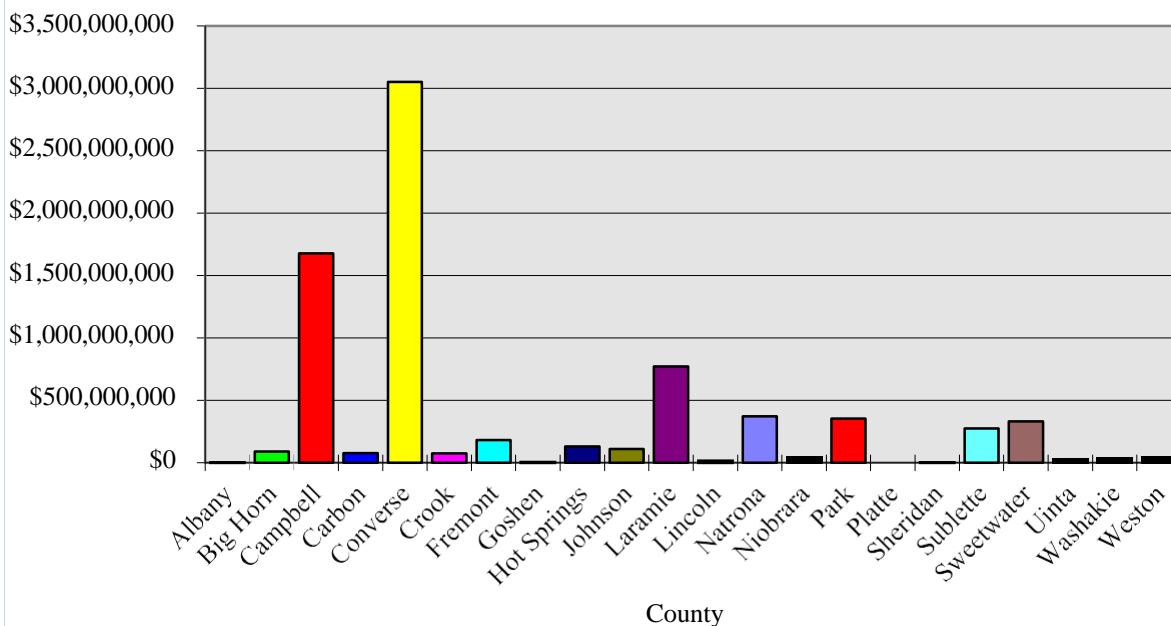
Fiscal Year	General Fund	Permanent WY Mineral Trust Fund	School Foundation	One Percent Severance Tax/Public School Penalties in '23	Permanent WY Mineral Trust Fund Res/Common School Acct in '23	Cities, Towns and Counties Budget Reserve	WY Water Development Account	Water Development Account II	Water Development Account III	DEQ Leaking Underground Storage Tanks	WY Highway Fund	Capital Construction Account	Road Construction
1992	70,716,330.11	53,234,066.89				22,640,451.57	31,428,736.69	20,548,813.47	3,773,408.75	2,904,536.84	21,448,514.05		
1993	67,762,033.94	53,381,266.56				23,312,006.21	44,976,123.46	16,157,632.50	3,885,334.61	6,768,414.44	9,801,190.06		
1994	66,975,732.57	51,963,897.86				22,787,185.39	39,069,045.27	15,872,306.18	3,797,888.40	6,503,038.73	18,230,924.43		
1995	57,892,925.52	43,400,425.02				16,966,250.89	29,233,577.06	15,674,745.41	2,827,728.30	7,330,215.94	14,739,195.34		
1996	64,234,237.78	48,754,014.06				18,715,495.00	29,841,990.61	17,115,873.77	3,119,262.82	5,343,586.44	17,576,836.88		
1997	72,707,640.45	56,747,013.93				23,450,207.84	33,499,478.07	16,902,062.72	3,908,386.80	8,584,975.11	17,382,750.57		
1998	75,171,024.00	56,707,431.74				21,542,518.94	34,116,785.12	19,747,220.63	3,590,439.13	7,660,595.17	19,194,741.27		
1999	62,489,743.75	48,664,635.64				17,710,119.32	28,164,692.61	18,123,903.60	2,753,030.58	9,465,812.93	6,105,467.27	1,728,331.48	
2000	87,686,187.80	69,719,686.84				30,085,940.02	39,082,121.66	18,040,045.26	4,779,071.26	10,050,929.58	9,108,600.90	4,346,562.81	4,898,265.04
2001	64,779,356.93	45,243,235.48				22,934,387.76	23,409,028.05	8,834,965.33	3,822,329.18	3,736,405.98	12,450,532.79	3,922,089.55	605,117.28
2002	121,716,854.01	72,269,085.68				21,474,736.00	39,071,859.23	19,356,903.64	3,442,023.78	10,223,865.51	7,448,385.38	4,394,970.51	4,503,690.49
2003	156,638,553.48	104,690,344.55				20,764,871.62	105,317,275.73	19,242,468.41	3,323,943.11	10,290,694.51	6,950,286.71	4,400,000.00	4,500,000.00
2004	188,980,873.35	136,108,466.59				21,298,455.81	171,441,375.89	19,858,973.13	3,412,847.04	10,439,593.96	7,717,057.48	4,386,528.37	4,495,031.14
2005	224,860,153.24	203,340,444.84				22,133,890.52	233,984,828.56	19,274,886.14	3,552,080.59	11,291,382.43	7,884,606.75	4,386,525.41	4,495,024.84
2006	255,003,191.81	406,945,373.80				22,784,727.41	279,579,500.25	19,200,918.02	3,660,547.93	775,113.91	11,500,112.15	8,269,185.49	4,495,030.98
2007	227,781,018.88	346,588,460.81				21,782,896.58	228,678,827.19	20,038,040.31	3,493,592.43	775,142.44	12,211,542.04	8,159,373.34	4,495,041.43
2008	262,635,304.62	443,081,306.80				20,200,974.42	323,214,287.72	19,297,546.69	3,229,980.07	775,217.07	11,575,738.34	6,610,973.47	4,495,110.25
2009	227,404,374.79	350,004,681.58				20,883,292.85	240,383,694.25	19,297,500.90	3,343,659.05	775,104.33	11,211,918.28	7,065,972.90	4,495,029.91
2010	239,486,527.81	297,059,098.32			74,264,774.61	20,350,831.43	260,982,941.84	19,297,695.75	3,254,961.40	775,190.40	10,163,191.86	6,711,030.40	4,495,106.61
2011	240,417,878.05	377,241,649.26			0.00	20,050,634.02	268,948,372.09	19,285,982.80	3,204,908.48	775,156.76	10,868,255.95	6,503,125.07	4,495,078.13
2012	230,055,617.40	354,101,872.87			0.00	20,351,686.63	249,299,443.11	19,298,163.95	3,255,067.61	775,112.59	10,655,178.95	6,711,977.95	4,495,050.30
2013	221,571,370.08	323,985,414.50			0.00	20,351,500.01	233,468,837.62	19,297,499.96	3,254,999.96	774,999.99	10,644,267.48	6,711,500.00	4,495,000.00
2014	243,812,927.04	379,858,598.97			0.00	20,351,500.03	276,107,686.97	19,297,500.01	3,255,000.01	775,000.01	10,631,229.12	6,711,500.02	4,494,999.99
2015	210,084,398.74	308,438,273.14			0.00	20,351,500.00	208,463,389.65	19,297,500.01	3,255,000.00	774,999.98	10,809,342.63	6,711,499.99	4,494,999.97
2016	190,127,229.43	168,906,201.74			0.00	20,351,500.01	110,875,431.76	19,297,500.01	3,254,999.98	775,000.01	9,865,813.20	6,711,500.02	4,494,999.99
2017	170,199,756.20	134,142,344.30		89,399,147.92	0.00	20,351,499.99	127,595,502.30	19,297,500.03	3,254,999.98	775,000.03	10,404,031.20	0.00	4,495,000.01
2018	179,244,582.63	147,797,713.13		98,442,049.61	0.00	20,351,499.98	146,804,563.06	19,297,500.02	3,255,000.04	774,999.96	10,026,895.84	0.00	4,495,000.02
2019	275,131,043.96	159,646,347.03	20,529,202.76	0.00	0.00	20,351,500.00	157,529,202.77	19,297,499.98	3,255,000.00	774,999.99	10,230,451.66	6,711,500.01	4,495,000.01
2020	223,791,884.09	117,244,002.86	0.00	0.00	0.00	20,351,500.05	93,492,828.04	19,297,500.00	3,254,999.99	775,000.01	10,117,697.25	6,711,500.03	4,494,999.98
2021	153,675,153.50	128,254,047.40	0.00	83,348,617.69	0.00	20,351,500.04	107,942,805.25	19,297,499.99	3,254,999.97	775,000.02	8,616,928.31	6,711,499.99	4,495,000.01
2022	196,895,927.80	217,869,765.39	50,000,000.02	145,159,742.02	0.00	20,351,500.04	228,790,715.11	19,297,500.03	3,255,000.01	774,999.96	9,868,784.34	6,711,500.01	4,495,000.02
2023	242,034,100.27	322,558,964.58	85,450,829.21	2,480,217.51	80,612,066.07	20,351,499.99	200,950,854.82	19,297,500.01	3,255,000.01	774,999.99	9,539,470.47	6,711,500.00	4,494,999.99

State Assessed Valuations: Production Year 2022

Mineral: Oil

County	Gross Sales Units	Taxable Valuation
Albany	16,747	1,363,254
Big Horn	1,183,188	91,730,107
Campbell	19,690,693	1,678,271,261
Carbon	889,591	77,039,199
Converse	35,873,232	3,051,924,352
Crook	953,158	75,561,653
Fremont	2,316,409	182,730,145
Goshen	77,933	7,193,768
Hot Springs	1,797,748	130,583,135
Johnson	1,338,231	110,587,325
Laramie	8,436,294	771,606,270
Lincoln	190,330	16,738,466
Natrona	4,524,456	373,367,938
Niobrara	532,714	42,947,516
Park	4,791,702	355,957,944
Platte	0	0
Sheridan	8,505	698,207
Sublette	3,242,592	275,580,631
Sweetwater	3,690,547	332,851,503
Uinta	274,386	22,819,960
Washakie	396,102	28,251,229
Weston	455,921	39,996,881
CRUDE OIL Total	90,680,479	7,667,800,744

Taxable Valuation of Crude Oil by County



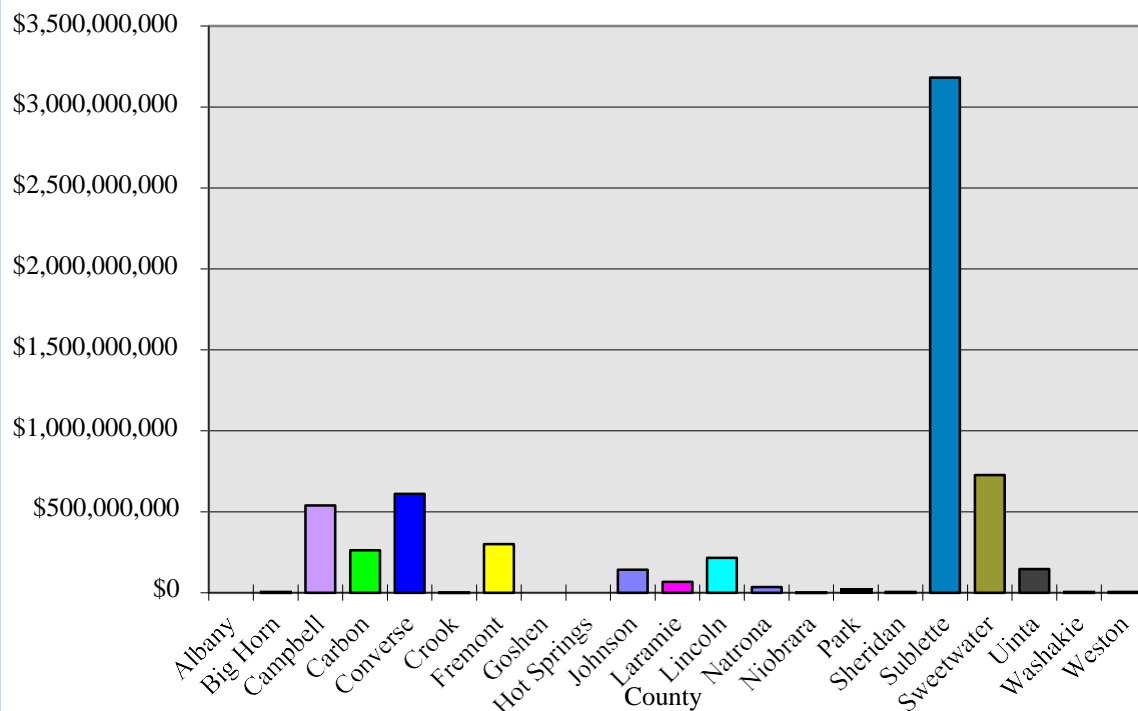
This is the total amount of crude oil and lease condensate value subject to severance tax or the reduced severance rate and ad valorem tax produced in 2022. Source: 2022 Annual Gross Products Returns.

State Assessed Valuations: Production Year 2022

Mineral: Natural Gas

County	Gross Sales Units	Taxable Valuation
Albany	0	0
Big Horn	1,063,378	4,165,611
Campbell	86,496,200	538,742,802
Carbon	42,970,222	261,872,423
Converse	87,965,906	610,784,744
Crook	36,560	108,937
Fremont	91,890,291	299,187,549
Goshen	0	0
Hot Springs	0	0
Johnson	45,055,921	140,771,133
Laramie	8,197,048	66,451,255
Lincoln	28,044,248	215,141,778
Natrona	5,736,101	35,695,286
Niobrara	533,114	2,169,692
Park	4,705,274	14,944,141
Sheridan	527,448	2,394,021
Sublette	660,920,337	3,182,760,546
Sweetwater	111,928,493	727,591,691
Uinta	24,244,633	145,890,880
Washakie	951,347	4,157,568
Weston	709,809	3,267,224
NATURAL GAS Total	1,201,976,330	6,256,097,281

Taxable Valuation of Natural Gas by County

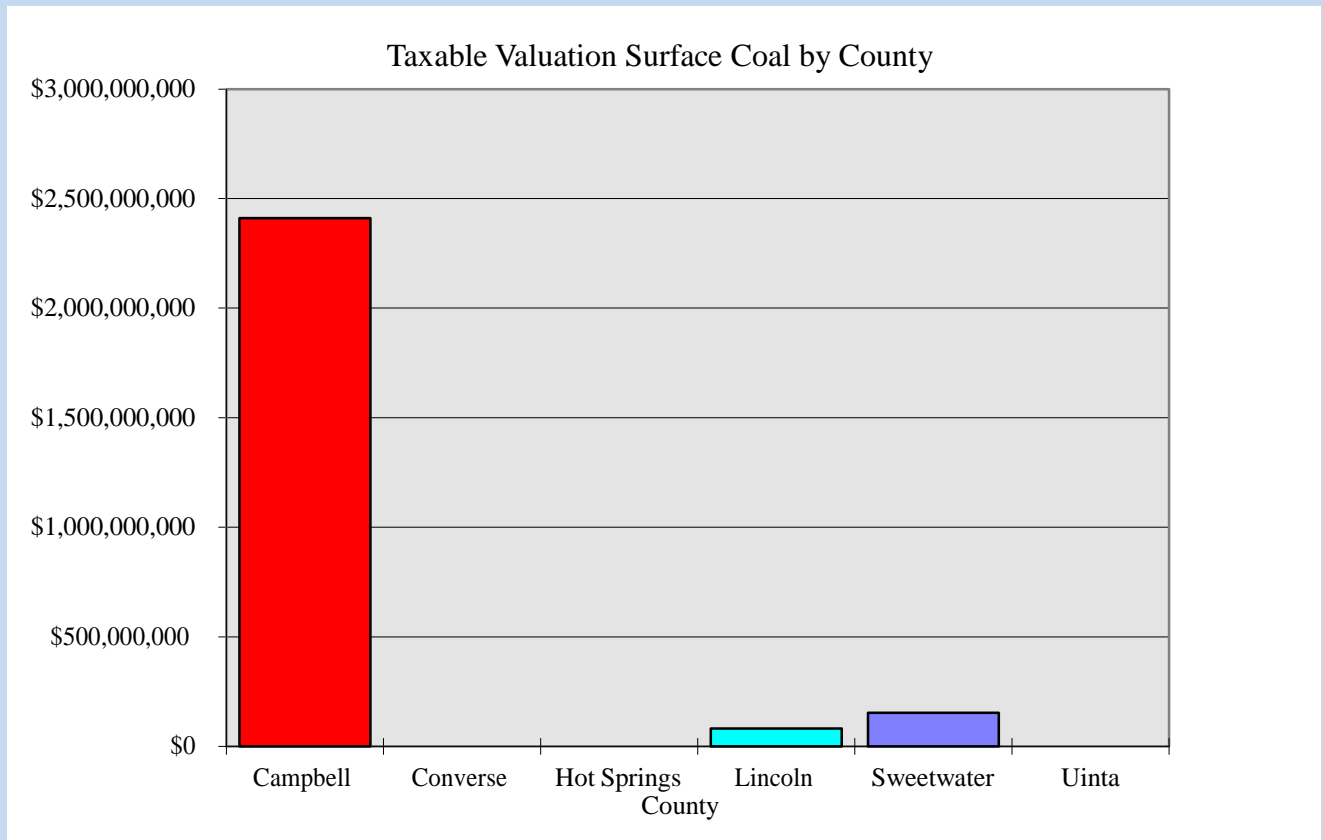


Total Natural Gas includes the value of both processed and unprocessed gas for calendar year 2022.
 Source: 2022 Annual Gross Products Returns.

State Assessed Valuations: Production Year 2022

Mineral: Surface Coal

County	Taxable Units	Taxable Valuation
Campbell	237,734,772	2,410,697,462
Converse	0	0
Hot Springs	0	0
Lincoln	2,123,775	81,840,734
Sweetwater	4,381,167	153,712,142
Uinta	0	0
SURFACE COAL Total	244,239,714	2,646,250,338



This chart and table shows the total taxable value of coal reported in each county by surface mining techniques for calendar year 2022. Source: 2022 Annual Gross Products Returns.

State Assessed Valuations: Production Year 2022

Mineral: Underground Coal *

County	Taxable Units	Taxable Valuation
Sweetwater	470,690	15,696,369
UNDGRND COAL Total	470,690	15,696,369

Mineral: Trona *

County	Taxable Units	Taxable Valuation
Sweetwater	19,718,716	566,347,854
TRONA Total	19,718,716	566,347,854

Mineral: Uranium *

County	Taxable Units	Taxable Valuation
Campbell	263	6,872
Carbon	0	0
Converse	19,598	481,569
Crook	0	0
Johnson	6,037	157,753
Sweetwater	37	899
URANIUM Total	25,935	647,093

Mineral: Bentonite *

County	Taxable Units	Taxable Valuation
Big Horn	1,879,399	26,716,454
Crook	1,424,994	42,654,578
Fremont	0	0
Hot Springs	260,598	3,592,910
Johnson	320,127	3,533,112
Natrona	318,040	3,510,079
Washakie	171,303	2,919,030
Weston	24,223	990,265
BENTONITE Total	4,398,684	83,916,428

Mineral: Clay *

County	Taxable Units	Taxable Valuation
Uinta	46,780	222,606
CLAY Total	46,780	222,606

Mineral: Decorative Stone *

County	Taxable Units	Taxable Valuation
Carbon	0	0
Converse	0	0
Hot Springs	0	0
Johnson	0	0
Lincoln	4,499	320,038
Natrona	0	0
Platte	0	0
DECORATIVE STN Total	4,499	320,038

Mineral: Feldspar *

County	Taxable Units	Taxable Valuation
Natrona	0	0
FELDSPAR Total	0	0

Mineral: Frac Sand *

County	Taxable Units	Taxable Valuation
Crook	430,304	5,217,918
Goshen	825,616	755,704
FRAC SAND Total	1,255,920	5,973,622

Mineral: Gold *

County	Taxable Units	Taxable Valuation
Albany	1	850
GOLD Total	1	850

Mineral: Granite Ballast *

County	Taxable Units	Taxable Valuation
Carbon	0	0
Laramie	1,891,415	3,709,717
GRANITE BALLAST Total	1,891,415	3,709,717

Mineral: Gypsum *

County	Taxable Units	Taxable Valuation
Albany	0	0
Big Horn	243,311	711,363
Crook	0	0
Park	65,991	607,515
GYPSUM Total	309,302	1,318,878

Mineral: Sand & Gravel*

County	Taxable Units	Taxable Valuation
Albany	52,973	65,734
Big Horn	19,774	22,321
Campbell	1,659,937	3,873,957
Carbon	461,841	1,542,314
Converse	1,031,143	2,447,740
Crook	606,277	1,366,571
Fremont	535,924	1,158,181
Goshen	29,299	75,231
Hot Springs	46,305	131,892
Johnson	218,755	468,065
Laramie	1,382,427	3,606,405
Lincoln	314,524	779,567
Natrona	469,636	1,308,311
Niobrara	80,816	92,713
Park	333,287	782,296
Platte	736,787	2,469,863
Sheridan	545,556	794,183
Sublette	180,441	555,625
Sweetwater	567,402	1,444,236
Teton	911,330	4,420,133
Uinta	97,094	269,660
Washakie	41,120	96,837
Weston	225,211	467,308
SAND & GRAVEL Total	10,547,859	28,239,143

Mineral: Silver *

County	Taxable Units	Taxable Valuation
Johnson	0	0
SILVER Total	0	0

Mineral: Limestone *

County	Taxable Units	Taxable Valuation
Albany	1,453,020	10,018,996
Crook	0	0
Hot Springs	0	0
Platte	0	0
LIMESTONE Total	1,453,020	10,018,996

Mineral: Shale *

County	Taxable Units	Taxable Valuation
Albany	175,129	1,015,244
SHALE Total	175,129	1,015,244

Mineral: Zeolite *

County	Taxable Units	Taxable Valuation
Sweetwater	0	0
ZEOLITE Total	0	0

Mineral: Leonardite *

County	Taxable Units	Taxable Valuation
Converse	23,001	1,595,816
LEONARDITE Total	23,001	1,595,816

Mineral: Jade *

County	Taxable Units	Taxable Valuation
Fremont	0	0
JADE Total	0	0

Mineral: Diamond *

County	Taxable Units	Taxable Valuation
Albany	0	0
DIAMOND Total	0	0

Mineral: Titaniferrous Magnetite *

County	Taxable Units	Taxable Valuation
Hot Springs	0	0
TITAN MAG Total	0	0

Mineral: Miscellaneous Construction Material *

County	Taxable Units	Taxable Valuation
Sublette	0	0
MISC CONST Total	0	0

Mineral: Moss Rock *

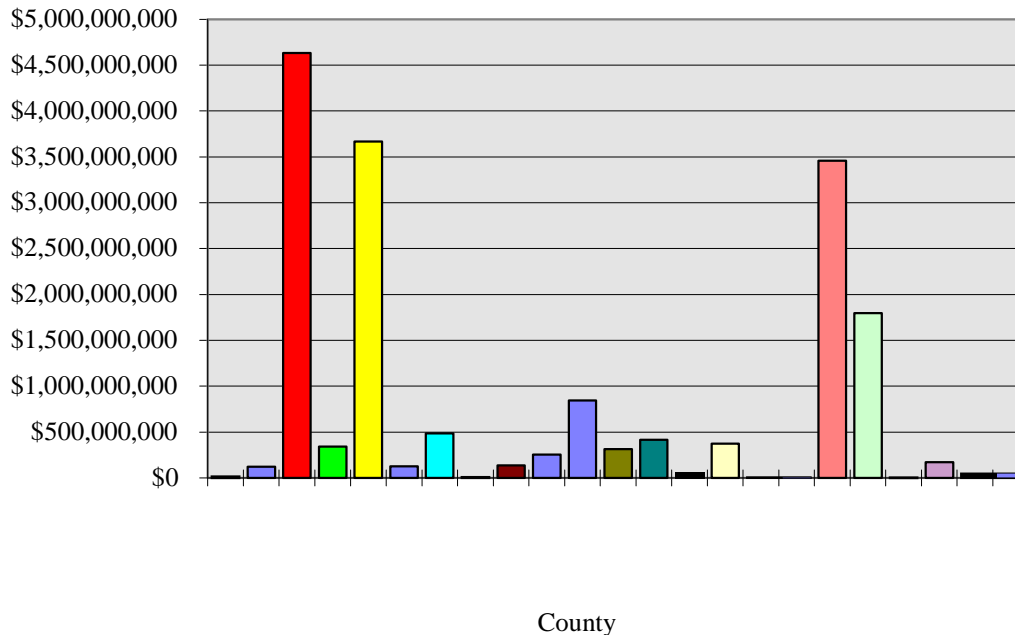
County	Taxable Units	Taxable Valuation
Albany	1,090	29,430
Carbon	2,616	78,480
Laramie	0	0
Platte	0	0
MOSS ROCK Total	3,706	107,910

* The preceding charts show the taxable value of the named mineral in calendar year 2022.

Total Mineral Taxable Value of 2022 Production by County

County	Total Mineral Taxable Valuation	Percentage of Statewide Total
Albany	12,493,508	0.072%
Big Horn	123,345,856	0.714%
Campbell	4,631,592,354	26.792%
Carbon	340,532,416	1.970%
Converse	3,667,234,221	21.213%
Crook	124,909,657	0.723%
Fremont	483,075,875	2.794%
Goshen	8,024,703	0.046%
Hot Springs	134,307,937	0.777%
Johnson	255,517,388	1.478%
Laramie	845,373,647	4.890%
Lincoln	314,820,583	1.821%
Natrona	413,881,614	2.394%
Niobrara	45,209,921	0.262%
Park	372,291,896	2.154%
Platte	2,469,863	0.014%
Sheridan	3,886,411	0.022%
Sublette	3,456,896,802	19.997%
Sweetwater	1,797,644,694	10.399%
Teton	4,420,133	0.026%
Uinta	169,203,106	0.979%
Washakie	35,424,664	0.205%
Weston	44,721,678	0.259%
GRAND TOTAL	\$17,287,278,927	100.000%

Total Mineral Taxable Value: 2022
Production



This table and chart show the total taxable value of all minerals produced in each county for 2022 calendar year. Source: 2022 Annual Gross Products Returns.

**County and Statewide
Average 2023 Mill Levies Applies to 2022 Mineral Production**

Average Mineral 2023

County	Mill Levies	Total Ad Valorem Production Tax Assessed
Albany	67.988	\$849,406
Big Horn	73.641	\$9,083,371
Campbell	62.357	\$288,810,613
Carbon	72.466	\$24,676,926
Converse	59.257	\$217,308,913
Crook	62.500	\$7,806,854
Fremont	73.288	\$35,403,439
Goshen	70.378	\$564,763
Hot Springs	67.661	\$9,087,409
Johnson	69.170	\$17,674,014
Laramie	67.777	\$57,296,841
Lincoln	63.557	\$20,008,904
Natrona	67.900	\$28,102,751
Niobrara	69.000	\$3,119,485
Park	70.165	\$26,121,924
Platte	67.093	\$165,711
Sheridan	66.566	\$258,702
Sublette	60.568	\$209,498,714
Sweetwater	67.106	\$120,632,032
Teton	56.229	\$248,540
Uinta	62.244	\$10,531,834
Washakie	69.725	\$2,469,986
Weston	72.027	\$3,221,182
Statewide	63.215	\$1,092,942,314

The mill levies determine the percentage of value that is assessed by the county for mineral production. One percent of tax equals 10 mills. Therefore, for example, for Niobrara County, the average mill levy of 69 mills is equal to 6.9% of the value is due as ad valorem production tax.

WYOMING MINERALS FOR 2023 TAXABLE PRODUCTION, VALUATION, AND TAXES, BASED ON 2022 PRODUCTION

Mineral	Units of Taxable Valuation	Taxable Valuation Certified in May, 2023	Taxable Valuation Per Unit	Average Tax Levy (Mills)	Estimated Ad Valorem Tax Levied	Average Tax Per Unit	Sev. Tax Rate %	Estimated Severance Tax Collectible	Average Sev. Tax Per Unit
Bentonite	4,398,684	\$ 83,916,428	\$ 19.08	66.854	\$5,610,173.00	\$ 1.28	0.02	\$ 1,678,329	\$ 0.3816
Clay	46,780	\$ 222,606	\$ 4.76	62.645	\$13,945.00	\$ 0.30	0.02	\$ 4,452	\$ 0.0952
Coal (Surface) ##	244,239,714	\$ 2,646,250,338	\$ 10.83	62.697	\$165,911,391.00	\$ 0.68	0.07	\$ 185,237,524	\$ 0.7584
Coal (Underground)	470,690	\$ 15,696,369	\$ 33.35	67.409	\$1,058,077.00	\$ 2.25	0.0375	\$ 588,614	\$ 1.2505
Decorative Stone	4,499	\$ 320,038	\$ 71.14	63.914	\$20,455.00	\$ 4.55	0.02	\$ 6,401	\$ 1.4228
Frac Sand	1,255,920	\$ 5,973,622	\$ 4.76	63.487	\$379,246.00	\$ 0.30	0.02	\$ 119,472	\$ 0.0951
Granite Ballast	1,891,415	\$ 3,709,717	\$ 1.96	65.710	\$243,766.00	\$ 0.13	0.02	\$ 74,194	\$ 0.0392
Gypsum	309,302	\$ 1,318,878	\$ 4.26	72.509	\$95,630.00	\$ 0.31	0.02	\$ 26,378	\$ 0.0853
Jade	-	-					0.02	\$ -	
Leonardite	23,001	\$ 1,595,816	\$ 69.38	66.244	\$105,713.00	\$ 4.60	0.02	\$ 31,916	\$ 1.3876
Limestone	1,453,020	\$ 10,018,996	\$ 6.90	68.000	\$681,292.00	\$ 0.47	0.02	\$ 200,380	\$ 0.1379
Natural Gas #	1,201,976,330	\$ 6,256,097,281	\$ 5.20	62.975	\$393,975,948.00	\$ 0.33	0.06	\$ 375,365,837	\$ 0.3123
Oil #	90,680,479	\$ 7,667,800,744	\$ 84.56	63.362	\$485,844,982.00	\$ 5.36	0.06	\$ 460,068,045	\$ 5.0735
Sand & Gravel	10,547,859	\$ 28,239,143	\$ 2.68	64.184	\$1,812,511.00	\$ 0.17	0.02	\$ 564,783	\$ 0.0535
Shale	175,129	\$ 1,015,244	\$ 5.80	68.000	\$69,037.00	\$ 0.39	0.02	\$ 20,305	\$ 0.1159
Moss Rock	3,706	\$ 107,910	\$ 29.12	66.602	\$7,187.00	\$ 1.94	0.02	\$ 2,158	\$ 0.5823
Trona	19,718,716	\$ 566,347,854	\$ 28.72	65.459	\$37,072,564.00	\$ 1.88	0.04	\$ 22,653,914	\$ 1.1489
Uranium *	25,935	\$ 647,093	\$ 24.95	62.339	\$40,339.00	\$ 1.56	0.04	\$ 25,884	\$ 0.9980
Gold**	1	\$ 850	\$ 850.00	68.000	\$58.00	\$ 58.00	0.02	\$ 17	\$17.0000
Totals		\$ 17,289,278,927			\$ 1,092,942,314			\$ 1,046,668,603	

Taxable units for oil and gas are gross sales units.

Includes amounts collectible subject to \$0.60 severance tax per ton limitation.

* Taxable units for uranium are in pounds.

**Taxable units for gold are in ounces.

Estimated County Ad Valorem Tax Transmittal Summary-2022 Production Year

County	Jan 2022-Dec 2022
Albany	\$703,179.05
Big Horn	\$9,055,174.19
Campbell	\$276,917,715.02
Carbon	\$23,620,831.74
Converse	\$221,379,130.61
Crook	\$7,582,694.38
Fremont	\$29,023,417.62
Goshen	\$562,093.56
Hot Springs	\$8,894,794.04
Johnson	\$17,912,608.75
Laramie	\$58,807,779.54
Lincoln	\$17,729,047.75
Natrona	\$37,748,033.69
Niobrara	\$3,052,103.93
Park	\$27,194,860.35
Platte	\$173,120.73
Sheridan	\$162,820.95
Sublette	\$109,695,789.81
Sweetwater	\$118,724,783.98
Teton	\$257,110.80
Uinta	\$10,319,693.94
Washakie	\$2,758,647.80
Weston	\$3,199,684.35
Total	\$985,475,116.58

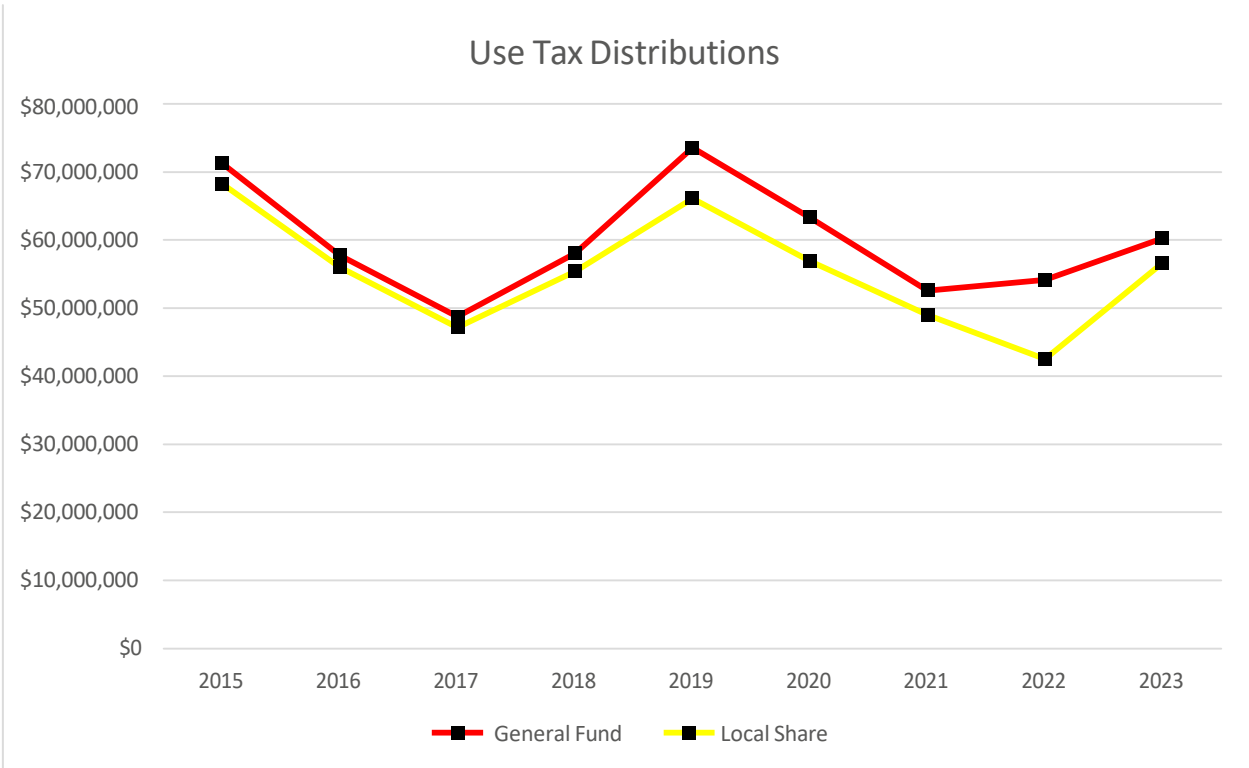
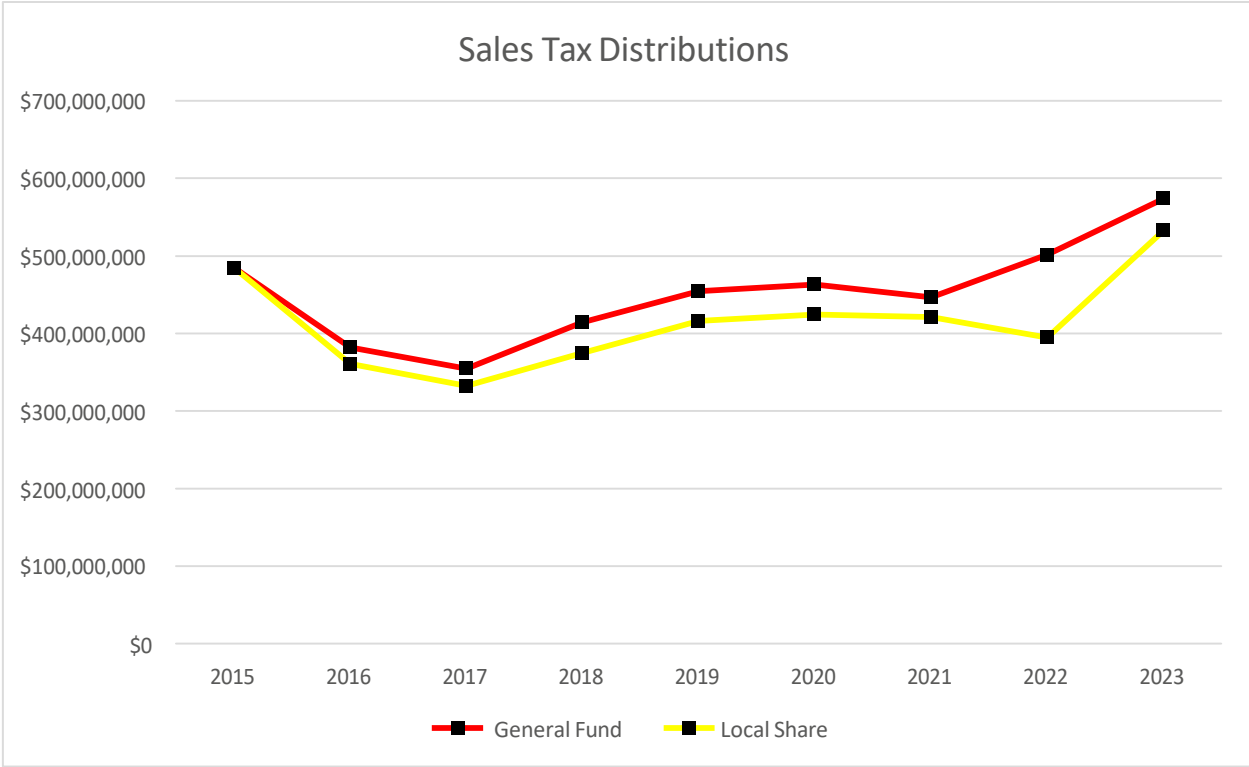
* Note: the transmittal totals do not include exempted companies by county from paying monthly

Excise Tax Division General Information

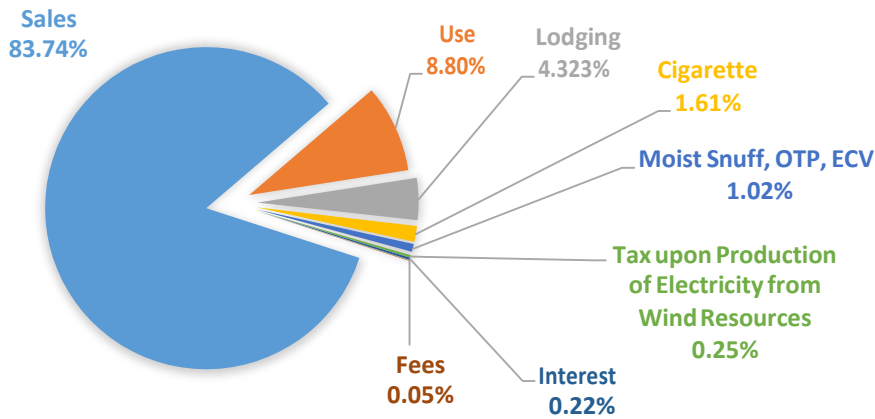
Division Contact:	Bret Fanning, Administrator (307) 777-5220 bret.fanning@wyo.gov 122 West 25 th Street, Suite E301 Cheyenne, WY 82002-0110
Field Office Locations:	Casper, Gillette, Jackson, Riverton, Laramie, Powell, Rock Springs, Sheridan, and Torrington
Statutory References:	W.S. 12-2-306; W.S. 16-9-101 to 16-9-109; W.S. 39-11-101 to 39-11-103; W.S. 39-15-101 to 39-15-311; W.S. 39-15-401 to 39-15-408; W.S. 39-15-501 to 39-15-502; W.S. 39-16-101 to 39-16-311; W.S. 39-18-101 to 39-18-111; W.S. 39-19-101 to 39-19-111; W.S. 39-22-101 to 39-22-111, United States Bankruptcy Codes, All Titles
Clients Served:	Taxpayers associated with the following tax types: prepaid wireless, sales, use, lodging, resort district, cigarette and nicotine products, estate, and tax upon production of electricity from wind resources. This Division provides guidance for vendors, contractors, individual consumers, state agencies, and other governmental entities.
Authorized Personnel:	34 full-time positions
Organizational Structure:	Two sections; Vendor Operations and Education & Taxability
Excise FY 23-24 Budget:	\$6,997,950
Excise FY 23 Expenditures:	\$3,287,898 (47% of biennium budget)
Division Mission:	Our mission is to fairly and efficiently collect all sales, use, lodging, resort district, cigarette and nicotine products, estate, and tax upon production from wind resources tax due to the State of Wyoming. A strong taxpayer education program, along with consistent collection procedures, will minimize delinquent accounts and maximize tax dollars for state and local governments. We believe our customers and Division employees should both be treated with the highest level of respect.

FY 23 - SUMMARY

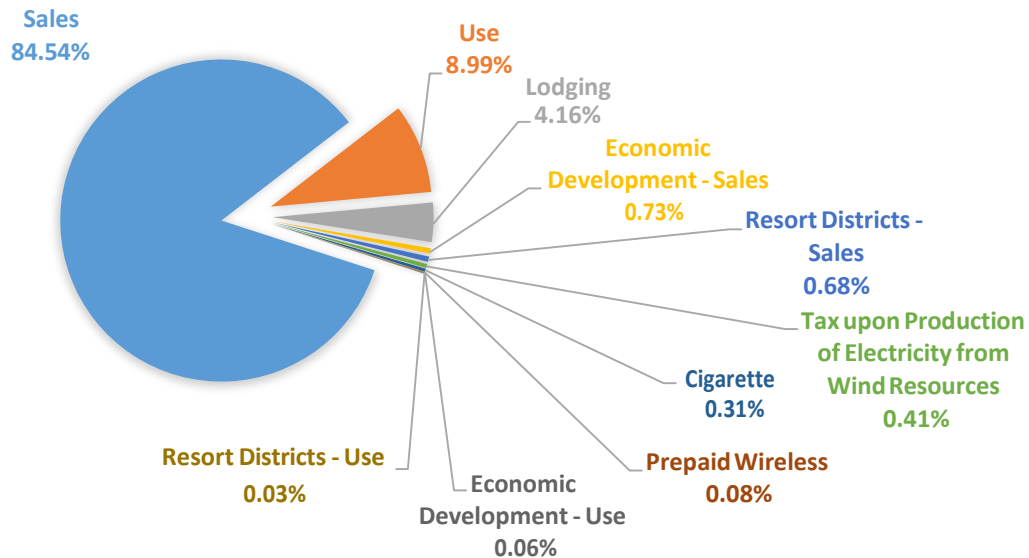
Revenue Source	FY 2023
Prepaid Wireless Tax - Local Share	495,017
Sales Tax - General Fund	573,754,172
Use Tax - General Fund	60,271,322
Sales Tax - Local Share	532,630,106
Use Tax - Local Share	56,627,925
Lodging Tax - General Fund	29,618,282
Lodging Tax - Local Share	26,239,497
Economic Development Tax - Sales Tax - Local Share	4,621,644
Economic Development Tax - Use Tax - Local Share	373,785
Resort Districts - Sales Tax - Local Share	4,297,632
Resort Districts - Use Tax - Local Share	199,663
Cigarette Tax - General Fund	10,998,844
Cigarette Tax - Local Share	1,940,973
Moist Snuff, OTP, ECV - General Fund	6,957,924
Penalty - Public School Fund	2,786,597
Interest - General Fund	1,504,279
Estate Tax Collections - General Fund	-
Tax upon Production of Electricity from Wind Resources - General Fund	1,716,039
Tax upon Production of Electricity from Wind Resources - Local Share	2,574,059
Fees - General Fund	374,458
<u>Total Fiscal Year Revenue</u>	<u>\$1,317,982,219</u>
<u>Percentage increase (decrease) from FY 22</u>	<u>14%</u>
Other Notable Items	
Vendor Compensation (early filer discount up to \$500/month per vendor)	33,601,892
Administrative Fee Deduction (1% for administrative costs)	6,322,542
Cigarette Wholesaler Discount (6% to wholesalers)	776,418
Moist Snuff, OTP, ECV Discount (4% to wholesalers)	288,761
Total Money Write off (primarily uncollected debt, bankruptcy, and corrections)	2,081,496



FY 23 - TAX DISTRIBUTED TO GENERAL FUND (% OF TOTAL TAX DOLLARS)



FY 23 - TAX DISTRIBUTED TO LOCAL GOVERNMENTS (% OF TOTAL TAX DOLLARS)



FY 23 - Prepaid Wireless Tax

Authority: W.S. 16-9-101 to 16-9-109

Tax Rate: Effective July 1, 2016, there is imposed a 911 emergency tax of one and five-tenths (1.5%) on every retail sale of prepaid wireless communications across Wyoming. This tax is distributed back to the counties for costs associated with the continued operation of the 911 system.

County	Q3-22	Q4-22	Q1-23	Q2-23	FY-23 Total
Albany	6,017	6,804	5,850	6,040	24,711
Big Horn	4,362	4,933	4,241	4,379	17,915
Campbell	6,662	7,533	6,477	6,688	27,361
Carbon	4,558	5,153	4,431	4,575	18,718
Converse	4,507	5,096	4,382	4,524	18,509
Crook	4,081	4,615	3,968	4,097	16,761
Fremont	6,157	6,962	5,987	6,181	25,288
Goshen	4,426	5,004	4,303	4,443	18,175
Hot Springs	3,915	4,427	3,807	3,931	16,080
Johnson	4,163	4,707	4,048	4,179	17,097
Laramie	10,127	11,451	9,846	10,166	41,589
Lincoln	4,884	5,523	4,749	4,903	20,059
Natrona	8,795	9,945	8,551	8,829	36,121
Niobrara	3,776	4,269	3,671	3,790	15,507
Park	5,535	6,258	5,381	5,556	22,731
Platte	4,173	4,719	4,058	4,190	17,140
Sheridan	5,619	6,353	5,463	5,641	23,076
Sublette	4,181	4,728	4,065	4,198	17,172
Sweetwater	6,354	7,185	6,178	6,379	26,096
Teton	5,127	5,798	4,985	5,147	21,057
Uinta	4,941	5,587	4,804	4,960	20,291
Washakie	4,114	4,652	4,000	4,130	16,895
Weston	4,059	4,590	3,946	4,075	16,669
Total	\$ 120,535	\$ 136,290	\$ 117,189	\$ 121,003	\$ 495,017

Note: These figures include the total county allocation for the E911 tax.

Wyoming Department of Revenue
Excise Tax Division
122 W. 25th St, Ste E301
Herschler Bldg.
Cheyenne WY 82002

Sale/Use and Lodging Tax Rates by Locality Effective Date 04/01/2023

The shaded areas below represent tax rate changes from the previous rate chart of 07/01/2022. If you have questions or need assistance, please call (307) 777-5200 or visit our website at revenue.wyo.gov.

Co #	County	State Tax Rate	General Purpose County Option Tax Rate	Specific Purpose County Option Tax Rate	Economic Development County Option Tax Rate	Resort District Tax	Total Sales/Use Tax Rate	Local Government	State wide Lodging Tax	Local Lodging Tax Rate	Total Lodging & Sales/Use Tax Rate
5	Albany	4%	+	1%	+	1%	= 6%	Albany County	5%	2%	13%
	Big Horn	4%	+	1%			= 5%	Big Horn County	5%		10%
9							= 5%	Lovell	5%	2%	12%
							= 5%	Greybull	5%	2%	12%
17	Campbell	4%	+	1%			= 5%	Campbell County	3%	4%	12%
6	Carbon	4%	+	1%	+	1%	= 6%	Carbon County	5%	2%	13%
13	Converse	4%	+	1%			= 5%	Converse County	5%	2%	12%
18	Crook	4%	+	1%	+	1%	= 6%	Crook County	5%	2%	13%
10	Fremont	4%	+	1%		+ 0.50%	= 5.50%	Fremont County	5%	2%	12.50%
7	Goshen	4%	+	1%		+ 0.25%	= 5.25%	Goshen County	3%	4%	12.25%
15	Hot Springs	4%	+	1%	+	1%	= 6%	Hot Springs County	3%	4%	13%
16	Johnson	4%	+	1%			= 5%	Johnson County	3%	2%	10%
2	Laramie	4%	+	1%	+	1%	= 6%	Laramie County	5%	2%	13%
	Lincoln	4%	+	1%			= 5%	Lincoln County	5%		10%
							= 5%	Alpine	5%	1%	11%
							= 5%	Afton	5%	2%	12%
12							= 5%	Cokeville	3%	2%	10%
							= 5%	Diamondville	3%	2%	10%
							= 5%	Kemmerer	3%	4%	12%
1	Natrona	4%	+	1%			= 5%	Natrona County	5%	2%	12%

FY 22 Tax Rates – Effective April 2023 (continued)

Co #	County	State Tax Rate	General Purpose County Option Tax Rate	Specific Purpose County Option Tax Rate	Economic Development County Option Tax Rate	Resort District Tax	Total Sales/Use Tax Rate	Local Government	State wide Lodging Tax	Local Lodging Tax Rate	Total Lodging & Sales/Use Tax Rate
14	Niobrara	4%	+	1%	+	1%	= 6%	Niobrara County	5%		11%
							= 6%	Lusk	3%	3%	12%
11	Park	4%					= 4%	Park County	3%	4%	11%
8	Platte	4%	+	1%	+	1%	= 6%	Platte County	3%	3%	12%
3	Sheridan	4%	+	1%	+	1%	= 6%	Sheridan County	5%	2%	13%
23	Sublette	4%					= 4%	Sublette County	5%		9%
							= 4%	Pinedale	3%	4%	11%
4	Sweetwater	4%	+	1%		1%	= 6%	Sweetwater County	5%	2%	13%
22	Teton	4%	+	1%	+	1%	= 6%	Teton County	3%	2%	11%
	Teton Village Resort District*	4%	+	1%	+	1%	+ 2% = 8%	Teton Village Resort District*	3%	2%	13%
	Grand Targhee Resort District*	4%	+	1%	+	1%	+ 2% = 8%	Grand Targhee Resort District*	3%	2%	13%
19	Uinta	4%	+	1%			= 5%	Uinta County	5%		10%
							= 5%	Mountain View	5%	2%	12%
							= 5%	Evanston	5%	2%	12%
20	Washakie	4%	+	1%			= 5%	Washakie County	5%	2%	12%
21	Weston	4%	+	1%			= 5%	Weston County	3%	4%	12%

*The Resort District Taxes are only collected by vendors physically located within the boundaries of the resort district.

Refer to the **Resort Districts** bulletin located at <http://revenue.wyo.gov/Excise-Tax-Division/sales-use-tax-bulletins>

Aggregated Sales and Use Tax - Distribution Report

Reporting Date Range: 07/2022 - 06/2023

Monthly Distribution Date: 6/30/2023

	Gross Revenue	Vendor Comp	Fees	State Share	State Share	State Share	State Share	Interest Collection	Admin. Fee Deduct.	Penalty (Public School Fund)	Total Municipal Distribution	Local Entity Share		Local Entity Share		Local General Purpose Option		Mun General Purpose Option		Local Specific Purpose Option		Mun Specific Purpose Option		Resort District Purpose Option		Local Economic Devel. Option		Lodging Tax		
				Sales Tax (Gen Fund)	Use Tax (Gen Fund)	Lodging Tax (WTA)	Lodging Tax (WTR)					Sales Tax	Use Tax	Lodging Assessment	Sales Tax	Use Tax	Sales Tax	Use Tax	Sales Tax	Use Tax	Sales Tax	Use Tax	Sales Tax	Use Tax	Sales Tax	Use Tax	Sales Tax		Use Tax	Sales Tax
01																														
NATRONA	24,073,257	5,269,412	16,268	8,849,935	663,685	162,496	40,624	15,444	80,698	25,074	8,949,621	1,076,380	99,636	3,833,168	282,886	151,272	3,208,784	238,905												58,591
CASPER	97,334,896			48,748,129	3,655,780	895,077	223,769	85,071	444,512	138,114	43,144,446			21,114,253	1,558,221		17,674,956	1,315,960												1,481,056
EDGERTON	248,419			126,333	9,474	2,320	580	220	1,152	358	107,982			54,719	4,038		45,806	3,410												9
EVANSVILLE	4,754,337			2,267,393	170,039	41,632	10,408	3,957	20,675	6,424	2,233,808			982,075	72,477		822,105	61,208												295,943
MILLS	6,551,165			3,330,905	249,795	61,160	15,290	5,813	30,373	9,437	2,848,393			1,442,713	106,472		1,207,710	89,918												1,580
MIDWEST	462,725			235,327	17,648	4,321	1,080	411	2,146	667	201,126			101,927	7,522		85,324	6,353												
BAR NUNN	4,852,603			2,461,435	184,591	45,195	11,299	4,295	22,445	6,974	2,116,370			1,066,120	78,679		892,460	66,447												12,664
Sub Totals	138,277,401	5,269,412	16,268	66,019,455	4,951,012	1,212,200	303,050	115,211	602,001	187,047	59,601,745	1,076,380	99,636	28,594,974	2,110,295	151,272	23,937,143	1,782,201												1,849,843
02																														
LARAMIE	95,172,184	4,861,222	17,828	27,500,786	2,883,029	491,460	122,865	49,269	368,254	98,806	58,778,666	1,342,841	122,682	11,917,858	1,245,174	161,295	9,976,088	1,037,329			29,700,554	3,055,706								219,139
CHEYENNE	109,709,944			53,177,603	5,574,843	950,324	237,581	95,270	712,084	191,059	48,771,180			23,045,273	2,407,763		19,290,519	2,005,858												2,021,768
BURNS	588,887			290,659	30,471	5,194	1,299	521	3,892	1,044	255,807			125,961	13,160		105,439	10,964												283
ALBIN	279,422			137,982	14,465	2,466	616	247	1,848	496	121,302			59,796	6,248		50,054	5,205												
PINE BLUFFS	1,965,348			956,890	100,315	17,100	4,275	1,714	12,813	3,438	868,802			414,682	43,326		347,118	36,094												27,582
Sub Totals	207,715,784	4,861,222	17,828	82,063,919	8,603,123	1,466,544	366,636	147,020	1,098,892	294,844	108,795,757	1,342,841	122,682	35,563,570	3,715,671	161,295	29,769,217	3,095,449			29,700,554	3,055,706							2,268,771	
03																														
SHERIDAN	24,879,572	1,422,075	9,088	7,092,109	647,446	181,335	45,334	12,705	94,926	29,193	15,345,361	440,799	44,665	3,047,728	274,270	46,847	2,575,889	233,041			7,822,536	707,707								151,879
CLEARMONT	162,980			80,798	7,376	2,066	516	145	1,081	333	70,665			34,722	3,125		29,346	2,655												817
DAYTON	1,154,206			572,551	52,269	14,639	3,660	1,026	7,663	2,357	500,041			246,045	22,142		207,953	18,814												5,087
RANCHESTER	1,496,523			741,112	67,657	18,949	4,737	1,328	9,920	3,051	649,769			318,482	28,661		269,176	24,352												9,099
SHERIDAN	26,889,187			13,050,958	1,191,436	333,694	83,424	23,379	174,683	53,722	11,977,891			5,608,453	504,715		4,740,172	428,845												695,707
Sub Totals	54,582,468	1,422,075	9,088	21,537,528	1,966,185	550,684	137,671	38,582	288,273	88,655	28,543,727	440,799	44,665	9,255,430	832,913	46,847	7,822,536	707,707			7,822,536	707,707							862,589	
04																														
SWETWATER	20,290,481	3,074,655	8,057	6,034,636	1,439,285	121,360	30,340	12,844	67,309	22,381	9,479,614	587,932	57,390	2,620,603	634,155	94,904	2,185,442	518,380			2,139,416	550,908								90,487
GRANGER	210,642			92,870	22,150	1,868	467	198	1,036	344	91,710			40,330	9,759		33,633	7,978												10
GREEN RIVER	25,609,021			11,205,963	2,672,667	225,359	56,340	23,851	124,988	41,560	11,258,293			4,866,304	1,177,588		4,058,236	962,600												193,564
ROCK SPRINGS	51,520,538			22,294,417	5,317,308	448,355	112,089	47,452	248,666	82,685	22,969,566			9,681,579	2,342,827		8,073,917	1,915,106												956,136
SUPERIOR	395,471			174,368	41,587	3,507	877	371	1,945	647	172,170			75,721	18,324		63,147	14,978												
WAMSUTTER	448,841			192,373	45,882	3,869	967	409	2,146	713	202,482			83,540	20,216		69,668	16,525												12,533
BAIROIL	146,152			64,440	15,369	1,296	324	137	719	239	63,628			27,984	6,772		23,337	5,535												
Sub Totals	98,621,146	3,074,655	8,057	40,059,067	9,554,249	805,613	201,403	85,262	446,808	148,570	44,237,462	587,932	57,390	17,396,060	4,209,640	94,904	14,507,379	3,441,103			2,139,416	550,908							1,252,731	
05																														
ALBANY	17,688,776	819,752	5,580	3,478,825	251,626	113,662	28,415	5,819	46,131	12,983	12,925,982	520,451	51,554	1,486,813	104,657	78,189	1,261,273	90,510			8,581,189	615,797								135,549

Aggregated Sales and Use Tax - Distribution Report

Reporting Date Range: 07/2022 - 06/2023

Monthly Distribution Date: 6/30/2023

	Gross Revenue	Vendor Comp	Fees	State	State	State	State	Interest Collection	Admin. Fee Deduct.	Penalty	Total Municipal Distribution	Local Entity Share		Local Entity	Local General		Mun General		Local Specific		Mun Specific		Resort District		Local Economic		Lodging			
				Share	Share	Share	Share			(Public)		County Allocation	Sales	Use	Share	Sales	Use	Sales	Use	Sales	Use	Sales	Use	Sales	Use	Sales	Use	Sales	Use	Option
				Gen Fund)	Gen Fund)	(WTA)	(WTR)			School Fund)		Tax	Tax	Tax	Tax	Tax	Tax	Tax	Tax	Tax	Tax	Tax	Tax	Tax	Tax	Tax	Tax	Tax	Tax	Tax
LARAMIE	40,735,118			20,054,966	1,450,592	655,245	163,811	33,546	265,939	74,844	18,036,174			8,571,280	603,333		7,271,071	521,781										1,068,710		
ROCK RIVER	266,998			134,734	9,745	4,402	1,101	225	1,787	503	114,501			57,584	4,053		48,849	3,505										509		
Sub Totals	58,690,891	819,752	5,580	23,668,525	1,711,964	773,309	193,327	39,591	313,856	88,330	31,076,657	520,451	51,554	10,115,677	712,043	78,189	8,581,192	615,797		8,581,189	615,797						1,204,768			
06																														
CARBON	15,193,740	2,015,602	2,820	2,421,636	371,202	202,644	50,661	8,250	34,909	13,399	10,072,617	228,429	26,297	1,053,362	161,504	105,511	876,828	133,395		5,894,849	897,039							695,403		
BAGGS	1,021,748			460,997	70,664	38,576	9,644	1,570	6,646	2,551	431,099			200,524	30,745		166,918	25,394										7,518		
ELK MOUNTAIN	373,372			168,247	25,790	14,079	3,520	573	2,425	931	157,807			73,184	11,221		60,919	9,268										3,216		
DIXON	184,439			83,002	12,723	6,946	1,736	283	1,197	459	78,093			36,104	5,536		30,053	4,572										1,828		
ENCAMPMENT	1,117,112			506,985	77,713	42,425	10,606	1,727	7,308	2,805	467,542			220,528	33,812		183,569	27,927										1,706		
HANNA	1,685,707			766,085	117,430	64,106	16,027	2,610	11,044	4,239	704,167			333,231	51,092		277,385	42,199										260		
MEDICINE BOW	605,994			274,804	42,123	22,996	5,749	936	3,961	1,521	253,904			119,534	18,327		99,501	15,137										373,988		
RAWLINS	20,661,046			9,221,061	1,413,454	771,624	192,906	31,413	132,927	51,021	8,846,639			4,010,973	614,973		3,338,768	507,938										5,547		
RIVERSIDE	168,416			74,029	11,348	6,195	1,549	252	1,067	410	73,568			32,201	4,937		26,804	4,078										48,884		
SARATOGA	4,248,930			1,909,043	292,629	159,750	39,937	6,504	27,520	10,563	1,802,984			830,395	127,318		691,228	105,159										148		
SINCLAIR	923,072			419,496	64,303	35,104	8,776	1,429	6,047	2,321	385,596			182,472	27,977		151,891	23,108												
Sub Totals	46,183,575	2,015,602	2,820	16,305,385	2,499,378	1,364,444	341,111	55,548	235,051	90,219	23,274,017	228,429	26,297	7,092,509	1,087,441	105,511	5,903,864	898,175		5,894,849	897,039						1,139,902			
07																														
GOSHEN	6,344,399	500,054	1,980	2,598,640	356,985	24,179	6,045	9,537	27,380	10,725	2,808,874	202,000	24,011	1,085,903	148,859		944,503	128,205										273		
FORT LARAMIE	219,655			101,637	13,962	946	236	373	1,071	419	101,011			42,471	5,822		36,941	5,014										236,132		
LAGRANGE	396,165			183,538	25,213	1,708	427	674	1,934	757	181,914			76,696	10,514		66,709	9,055										32,051		
LINGLE	430,493			198,833	27,314	1,850	463	730	2,095	821	198,388			83,087	11,390		72,268	9,810										1,254		
TORRINGTON	6,606,296			3,019,001	414,731	28,090	7,023	11,080	31,809	12,459	3,082,102			1,261,560	172,938		1,097,287	148,944										1,315		
YODER	139,510			64,633	8,879	601	150	237	681	267	64,061			27,008	3,702		23,492	3,189										89,807		
Sub Totals	14,136,518	500,054	1,980	6,166,282	847,085	57,375	14,344	22,630	64,971	25,448	6,436,350	202,000	24,011	2,576,725	353,225		2,241,199	304,216								560,314	76,054			
08																														
PLATTE	10,182,764	519,970	2,400	2,084,711	1,365,382	54,137	13,534	8,447	41,561	8,963	6,083,659	151,538	19,647	879,736	601,524		758,204	491,381		1,912,736	1,239,616							2,342		
CHUGWATER	325,950			106,955	70,050	2,777	694	433	2,132	460	142,447			45,134	30,861		38,899	25,210										28,896		
GUERNSEY	2,118,478			690,626	452,325	17,935	4,484	2,798	13,768	2,969	933,574			291,440	199,274		251,179	162,785										96,208		
WHEATLAND	6,731,093			2,192,889	1,436,233	56,946	14,237	8,885	43,717	9,428	2,968,758			925,386	632,738		797,548	516,879										12,263		
GLENDO	450,520			144,848	94,868	3,762	940	587	2,888	623	202,005			61,125	41,795		52,681	34,142										1,033		
HARTVILLE	119,381			39,115	25,618	1,016	254	159	780	168	52,272			16,506	11,286		14,226	9,220												
Sub Totals	19,928,187	519,970	2,400	5,259,144	3,444,477	136,572	34,143	21,310	104,846	22,610	10,382,714	151,538	19,647	2,219,327	1,517,477		1,912,736	1,239,616		1,912,736	1,239,616						170,020			
BIG HORN	5,895,135	792,598	2,850	2,249,945	435,220	30,527	7,632	3,628	22,360	7,581	2,342,795	189,336	22,916	941,421	185,873	29,506	816,886	156,858												

Aggregated Sales and Use Tax - Distribution Report

Reporting Date Range: 07/2022 - 06/2023

Monthly Distribution Date: 6/30/2023

	Gross Revenue	Vendor Comp	Fees	State Share	State Share	State Share	State Share	Interest Collection	Admin. Fee Deduct.	Penalty (Public School Fund)	Total Municipal Distribution	Local Entity Share County Allocation		Local Entity Share Municipal Distribution		Local Entity Share Lodging Assessment	Local General Purpose Option		Mun General Purpose Option		Local Specific Purpose Option		Mun Specific Purpose Option		Resort District Purpose Option		Local Economic Devel. Option		Lodging Option Tax				
				Sales Tax (Gen Fund)	Use Tax (Gen Fund)	Lodging Tax (WTA)	Lodging Tax (WTR)					Sales Tax	Use Tax	Sales Tax	Use Tax		Sales Tax	Use Tax	Sales Tax	Use Tax	Sales Tax	Use Tax	Sales Tax	Use Tax	Sales Tax	Use Tax	Sales Tax	Use Tax		Sales Tax	Use Tax	Sales Tax	Use Tax
BASIN	1,441,708			667,726	129,162	9,060	2,265	1,077	6,636	2,250	623,534			279,389	55,162		242,431	46,551															
BYRON	629,068			291,352	56,358	3,953	988	470	2,895	982	272,070			121,907	24,069		105,781	20,312															
COWLEY	852,936			395,036	76,414	5,360	1,340	637	3,926	1,331	368,892			165,291	32,635		143,426	27,541															
DEAVER	172,378			79,837	15,443	1,083	271	129	793	269	74,553			33,405	6,596		28,986	5,566															
GREYBULL	1,880,442			855,912	165,564	11,613	2,903	1,380	8,506	2,884	831,679			358,130	70,709		310,755	59,671												32,413			
LOVELL	2,537,352			1,162,817	224,930	15,777	3,944	1,875	11,556	3,918	1,112,534			486,545	96,063		422,183	81,068												26,675			
MANDERSON	98,502			45,621	8,825	619	155	74	453	154	42,602			19,089	3,769		16,564	3,181															
BURLINGTON	351,472			162,784	31,488	2,209	552	262	1,618	548	152,011			68,112	13,448		59,102	11,349															
FRANNIE-BH	133,201			61,692	11,933	837	209	99	613	208	57,609			25,813	5,097		22,398	4,301															
Sub Totals	13,992,195	792,598	2,850	5,972,722	1,155,338	81,037	20,259	9,631	59,357	20,123	5,878,279	189,336	22,916	2,499,103	493,421	29,506	2,168,512	416,397													59,088		
10																																	
FREMONT	26,193,714	1,889,482	7,025	10,825,822	792,597	289,600	72,400	26,259	121,342	37,918	12,131,270	548,553	53,984	4,602,904	328,083	51,160	3,927,236	285,621											1,962,966	143,902	226,860		
DUBOIS	1,314,188			520,082	38,077	13,913	3,478	1,261	5,829	1,822	729,725			221,128	15,761		188,668	13,722										94,303	6,913	189,230			
HUDSON	532,324			246,054	18,015	6,582	1,646	597	2,758	862	255,811			104,617	7,457		89,260	6,492									44,615	3,271	100				
LANDER	9,548,153			4,307,950	315,400	115,241	28,810	10,449	48,286	15,089	4,706,927			1,831,646	130,555		1,562,776	113,658									781,129	57,263	229,900				
PAVILLION	284,018			131,305	9,613	3,513	878	318	1,472	460	136,459			55,828	3,979		47,633	3,464									23,809	1,745	673				
SHOSHONI	582,292			268,890	19,686	7,193	1,798	652	3,014	942	280,117			114,326	8,149		97,544	7,094									48,756	3,574	281,215				
RIVERTON	13,471,989			6,098,267	446,476	163,134	40,783	14,792	68,353	21,359	6,618,825			2,592,850	184,812		2,212,241	160,893									1,105,753	81,061					
Sub Totals	51,926,678	1,889,482	7,025	22,398,371	1,639,865	599,176	149,794	54,328	251,053	78,451	24,859,133	548,553	53,984	9,523,299	678,797	51,160	8,125,358	590,944									4,061,330	297,730	927,978				
11																																	
PARK	21,516,141	1,381,765	7,740	10,829,819	1,017,050	796,736	199,184	14,112	67,011	19,889	7,182,835	423,988	43,211	4,679,234	435,307					1,375	441										1,500,280		
CODY	15,471,907			8,456,738	794,189	622,152	155,538	11,019	52,327	15,531	5,364,413			3,653,898	339,920																1,370,595		
MEETEETSE	443,448			260,584	24,472	19,171	4,793	340	1,612	479	131,998			112,590	10,474																8,934		
FRANNIE	36,561			21,926	2,059	1,613	403	29	136	40	10,355			9,474	881																59,192		
POWELL	9,085,551			5,413,223	508,366	398,244	99,561	7,054	33,495	9,942	2,615,666			2,338,888	217,586																		
Sub Totals	46,553,608	1,381,765	7,740	24,982,290	2,346,136	1,837,916	459,479	32,553	154,582	45,881	15,305,267	423,988	43,211	10,794,085	1,004,168					1,375	441										3,038,000		
12																																	
LINCOLN	18,993,844	1,817,348	3,780	7,420,755	1,694,877	175,849	43,962	20,953	76,628	29,652	7,710,040	293,810	31,952	3,187,039	738,884	157,030	2,692,230	609,096													116,484		
AFTON	3,724,218			1,604,088	366,369	38,012	9,503	4,529	16,564	6,410	1,678,743			688,918	159,719		581,959	131,664													384		
COKEVILLE	834,216			370,742	84,676	8,785	2,196	1,047	3,828	1,481	361,458			159,225	36,915		134,504	30,431													7,104		
DIAMONDVILLE	870,834			384,036	87,713	9,100	2,275	1,084	3,966	1,535	381,126			164,934	38,238		139,327	31,522													90,078		
KEMMERER	4,101,440			1,783,551	407,358	42,265	10,566	5,036	18,417	7,127	1,827,121			765,993	177,588		647,068	146,394															
THAYNE	631,188			280,642	64,098	6,650	1,663	792	2,898	1,121	273,324			120,529	27,943		101,816	23,035															

Aggregated Sales and Use Tax - Distribution Report

Reporting Date Range: 07/2022 - 06/2023

Monthly Distribution Date: 6/30/2023

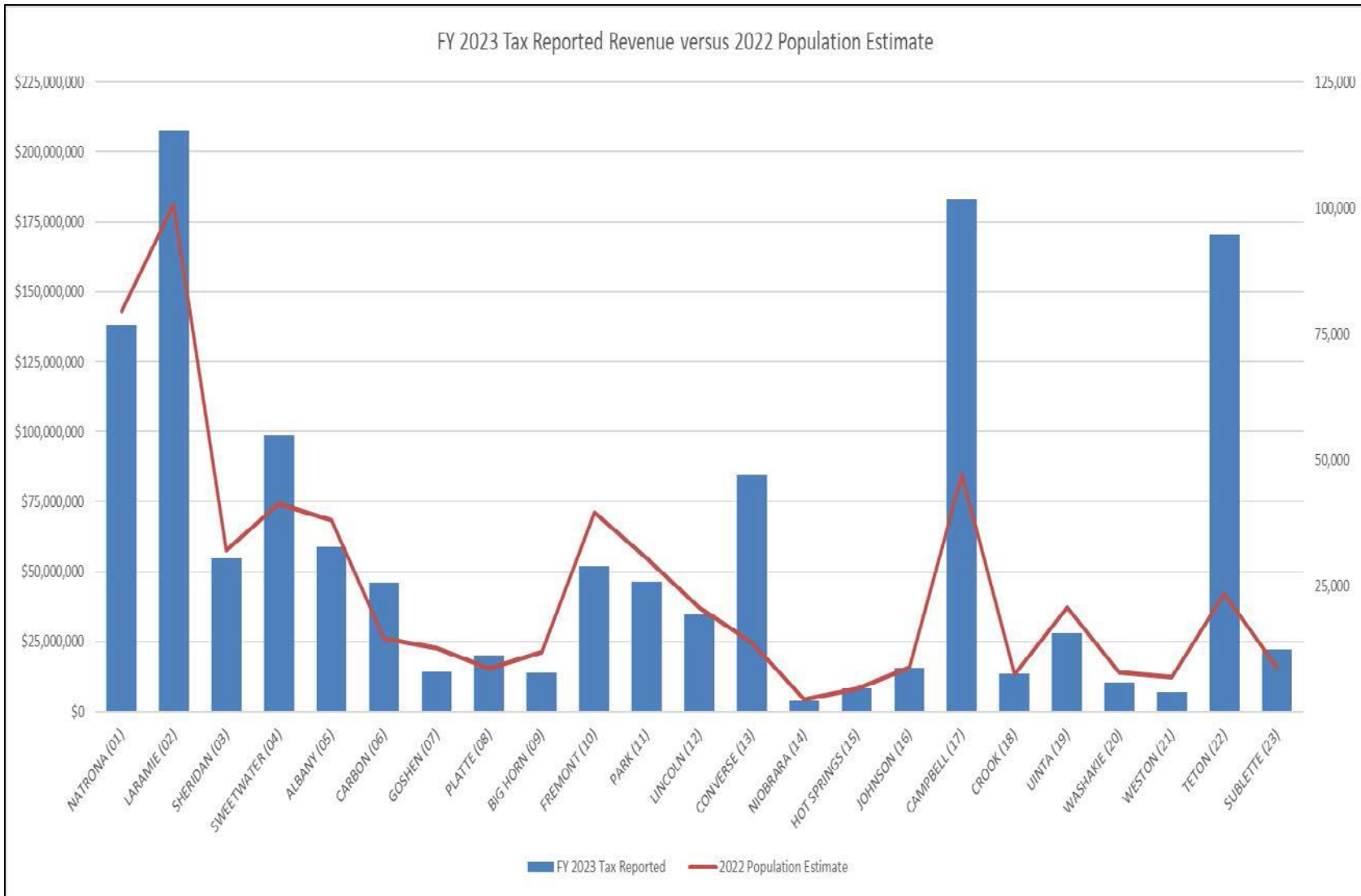
	Gross Revenue	Vendor Comp	Fees	State Share	State Share	State Share	State Share	Interest Collection	Admin. Fee Deduct.	Penalty	Total Municipal Distribution	Local Entity Share		Local Entity Share		Local Entity Share		Local General Purpose Option		Mun General Purpose Option		Local Specific Purpose Option		Mun Specific Purpose Option		Resort District Purpose Option		Local Economic Devel. Option		Lodging Option
				(Gen Fund)	(Gen Fund)	(WTA)	(WTR)			(Public School Fund)		Sales Tax	Use Tax	Sales Tax	Use Tax	Lodging Assessment	Sales Tax	Use Tax	Sales Tax	Use Tax	Sales Tax	Use Tax	Sales Tax	Use Tax	Sales Tax	Use Tax	Sales Tax	Use Tax	Sales Tax	Use Tax
ALPINE	2,029,045			901,007	205,787	21,351	5,338	2,544	9,304	3,600	880,113			386,961	89,713			326,883	73,955											2,601
LA BARGE	654,442			290,981	66,459	6,895	1,724	822	3,005	1,163	283,393			124,969	28,973			105,567	23,884											
OPAL	106,305			47,266	10,795	1,120	280	133	488	189	46,033			20,300	4,706			17,148	3,880											
STAR VALLEY RANCH	3,099,463			1,378,098	314,753	32,657	8,164	3,891	14,230	5,507	1,342,162			591,860	137,217			499,970	113,114											
Sub Totals	35,044,993	1,817,348	3,780	14,461,167	3,302,886	342,684	85,671	40,832	149,328	57,784	14,783,514	293,810	31,952	6,210,729	1,439,897	157,030	5,246,472	1,186,974												216,650
13																														
CONVERSE	28,968,711	1,654,181	2,820	14,238,528	593,663	92,899	23,225	16,092	122,449	11,523	12,213,329	218,241	25,416	6,306,516	257,911	30,199	5,144,092	214,715			673									15,566
DOUGLAS	38,559,633			20,152,314	840,233	131,484	32,871	22,776	173,307	16,309	17,190,338			8,925,845	365,031		7,280,623	303,894												314,946
GLENROCK	14,497,768			7,636,799	318,410	49,826	12,457	8,631	65,675	6,180	6,399,789			3,382,484	138,330		2,759,021	115,162												4,792
LOST SPRINGS	35,933			18,934	789	124	31	21	163	15	15,855			8,386	343		6,841	286												
ROLLING HILLS	2,557,232			1,347,485	56,182	8,792	2,198	1,523	11,588	1,091	1,128,373			596,827	24,408		486,819	20,320												
Sub Totals	84,619,276	1,654,181	2,820	43,394,061	1,809,278	283,125	70,781	49,043	373,183	35,119	36,947,685	218,241	25,416	19,220,058	786,023	30,199	15,677,395	654,376			673								335,304	
14																														
NIOBRARA	1,784,739	78,781	600	474,638	81,760	12,993	3,248	1,947	6,760	2,086	1,121,926	71,977	12,766	190,017	32,206	377	172,437	29,361			523,582	89,203								
LUSK	1,960,709			900,760	155,162	24,657	6,164	3,696	12,829	3,960	853,481			360,611	61,120		327,248	55,720												48,782
MANVILLE	114,145			53,777	9,263	1,472	368	221	766	236	48,042			21,529	3,649		19,537	3,327												
VAN TASSELL	27,296			12,860	2,215	352	88	53	183	57	11,488			5,148	873		4,672	795												
Sub Totals	3,886,888	78,781	600	1,442,034	248,400	39,474	9,869	5,917	20,538	6,339	2,034,937	71,977	12,766	577,305	97,848	377	523,894	89,203			523,582	89,203							48,782	
15																														
HOT SPRINGS	3,824,853	186,891	1,500	1,127,066	65,166	49,082	12,271	1,384	14,989	4,618	2,361,886	99,898	15,180	473,313	23,887		409,625	23,475			1,189,446	68,168							58,893	
E THERMOPOLIS	319,646			162,224	9,380	7,065	1,766	199	2,157	665	136,190			68,126	3,438		58,959	3,379												2,288
KIRBY	105,324			53,838	3,113	2,345	586	66	716	221	44,439			22,610	1,141		19,567	1,121												
THERMOPOLIS	3,952,801			1,930,392	111,614	84,066	21,017	2,371	25,673	7,910	1,769,759			810,671	40,913		701,589	40,207												176,379
Sub Totals	8,202,624	186,891	1,500	3,273,520	189,273	142,558	35,639	4,021	43,536	13,413	4,312,274	99,898	15,180	1,374,719	69,380		1,189,740	68,182			1,189,446	68,168						237,560		
16																														
JOHNSON	7,420,868	245,684	2,220	3,362,371	192,419	139,084	34,771	4,292	31,702	12,773	3,395,551	149,490	19,470	1,443,672	76,988		1,218,624	69,122			298,873	12,896								106,416
BUFFALO	7,831,091			3,922,026	224,446	162,234	40,558	5,007	36,979	14,899	3,424,941			1,683,966	89,802		1,421,460	80,627												149,086
KAYCEE	432,692			219,420	12,557	9,076	2,269	280	2,069	834	186,187			94,211	5,024		79,524	4,511												2,918
Sub Totals	15,684,651	245,684	2,220	7,503,817	429,422	310,394	77,598	9,580	70,750	28,506	7,006,680	149,490	19,470	3,221,849	171,814		2,719,609	154,259			298,873	12,896						258,420		
17																														
CAMPBELL	48,471,192	2,081,760	10,521	23,784,166	1,286,977	163,432	40,858	20,623	207,616	50,286	20,824,953	649,553	62,720	10,487,278	559,946		8,591,478	464,438			249									9,291
GILLETTE	128,258,069			66,321,271	3,588,689	455,724	113,931	57,506	578,930	140,222	57,001,797			29,243,388	1,561,390		23,957,020	1,295,069												944,930

Aggregated Sales and Use Tax - Distribution Report

Reporting Date Range: 07/2022 - 06/2023

Monthly Distribution Date: 6/30/2023

	Gross Revenue	Vendor Comp	Fees	State	State	State	State	Interest Collection	Admin. Fee Deduct.	Penalty (Public School Fund)	Total Municipal Distribution	Local Entity Share		Local Entity Share	Local General Purpose Option	Mun General Purpose Option		Local Specific Purpose Option		Mun Specific Purpose Option		Resort District Purpose Option		Local Economic Devel. Option		Lodging Option				
				Share	Share	Share	Share					Sales	Use			Sales	Use	Sales	Use	Sales	Use	Sales	Use	Sales	Use		Sales	Use	Sales	Use
				(Gen Fund)	(Gen Fund)	(WTA)	(WTR)					Tax	Tax			Tax	Tax	Tax	Tax	Tax	Tax	Tax	Tax	Tax	Tax		Tax	Tax	Tax	Tax
WRIGHT	6,372,612			3,264,143	176,625	22,429	5,607	2,830	28,493	6,901	2,865,582			1,439,276	76,847			1,179,096	63,740								106,624			
Sub Totals	183,101,872	2,081,760	10,521	93,369,580	5,052,291	641,586	160,396	80,959	815,039	197,409	80,692,332	649,553	62,720	41,169,942	2,198,184			33,727,593	1,823,246	249							1,060,845			
18																														
CROOK	9,347,254	350,107	2,400	3,002,675	610,395	68,079	17,020	10,372	44,052	16,708	5,225,444	133,080	18,050	1,271,716	261,372	8,897	1,091,436	219,701			1,778,906	358,481					83,804			
MOORCROFT	1,429,323			645,428	131,205	14,634	3,658	2,230	9,469	3,592	619,107			273,357	56,182		234,605	47,225									7,738			
SUNDANCE	1,618,160			704,104	143,133	15,964	3,991	2,432	10,330	3,918	734,288			298,207	61,290		255,933	51,518									67,339			
HULETT	479,918			210,822	42,857	4,780	1,195	728	3,093	1,173	215,270			89,289	18,351		76,631	15,426									15,573			
PINE HAVEN	746,972			336,360	68,376	7,626	1,907	1,162	4,935	1,872	324,735			142,458	29,279		122,263	24,611									6,125			
Sub Totals	13,621,626	350,107	2,400	4,899,389	995,966	111,083	27,771	16,925	71,879	27,263	7,118,844	133,080	18,050	2,075,027	426,475	8,897	1,780,868	358,481			1,778,906	358,481					180,579			
19																														
UINTA	7,281,995	728,178	3,890	2,939,779	435,471	66,607	16,652	10,624	28,488	11,945	3,040,360	305,074	32,926	1,250,206	186,189	43,499	1,066,129	156,338												
EVANSTON	15,510,605			7,242,782	1,072,876	164,100	41,025	26,175	70,187	29,430	6,864,030			3,080,153	458,716		2,626,640	385,172									313,348			
LYMAN	2,762,079			1,316,365	194,994	29,825	7,456	4,757	12,756	5,349	1,190,577			559,813	83,371		477,388	70,005												
MOUNTAIN VIEW	1,653,618			787,969	116,722	17,853	4,463	2,848	7,636	3,202	712,925			335,101	49,905		285,762	41,904									252			
BEAR RIVER	675,319			321,847	47,675	7,292	1,823	1,163	3,119	1,308	291,092			136,872	20,384		116,720	17,116												
Sub Totals	27,883,616	728,178	3,890	12,608,743	1,867,737	285,676	71,419	45,568	122,187	51,234	12,098,983	305,074	32,926	5,362,145	798,565	43,499	4,572,639	670,535									313,600			
20																														
WASHAKIE	3,826,475	182,957	1,610	1,715,115	197,615	24,601	6,150	1,614	16,090	4,026	1,676,696	139,613	18,615	722,998	81,867	6,972	622,297	71,219			3						13,111			
TEN SLEEP	334,300			158,259	18,235	2,270	568	149	1,485	371	152,964			66,713	7,554		57,421	6,572									14,704			
WORLAND	6,282,538			3,070,610	353,795	44,044	11,011	2,889	28,807	7,208	2,764,175			1,294,400	146,567		1,114,113	127,505									81,589			
Sub Totals	10,443,313	182,957	1,610	4,943,984	569,644	70,915	17,729	4,652	46,382	11,605	4,593,835	139,613	18,615	2,084,112	235,988	6,972	1,793,832	205,295			3					109,404				
21																														
WESTON	2,838,653	107,144	1,500	1,185,305	190,522	23,343	5,836	2,752	11,978	8,536	1,301,737	128,634	17,666	484,620	78,307		429,885	68,496			71,664	12,902					9,563			
NEWCASTLE	3,366,222			1,558,543	250,514	30,694	7,673	3,619	15,749	11,224	1,488,206			637,221	102,964		565,250	90,064									92,706			
UPTON	871,717			414,811	66,675	8,169	2,042	963	4,192	2,987	371,878			169,598	27,404		150,443	23,971									461			
Sub Totals	7,076,592	107,144	1,500	3,158,659	507,711	62,206	15,551	7,335	31,919	22,748	3,161,820	128,634	17,666	1,291,440	208,675		1,145,578	182,531			71,664	12,902				102,730				
22																														
TETON	99,242,187	3,090,116	6,724	30,932,482	2,715,537	6,616,901	1,654,225	51,981	479,185	252,402	53,442,634	342,417	36,156	13,729,688	1,192,698		11,221,260	977,563			20,826,110	1,813,900					3,302,841			
JACKSON	64,204,129			26,476,295	2,324,332	5,663,659	1,415,915	44,492	410,152	216,041	27,653,244			11,751,765	1,020,876		9,604,706	836,734									4,439,162			
TETON VILLAGE	6,643,611										6,643,611												4,073,320	174,468			2,395,823			



Note: This chart compares all reported sales tax, reported use tax, county lodging tax, and the statewide lodging assessment to the estimated 2022 population. If the tax reported (blue line) is higher than the population estimate (red line), this may support higher tax collections per capita when compared to the local population (i.e., mineral industry, tourism, etc.).

Sales and Use Tax Distribution Report - Total Distribution by County

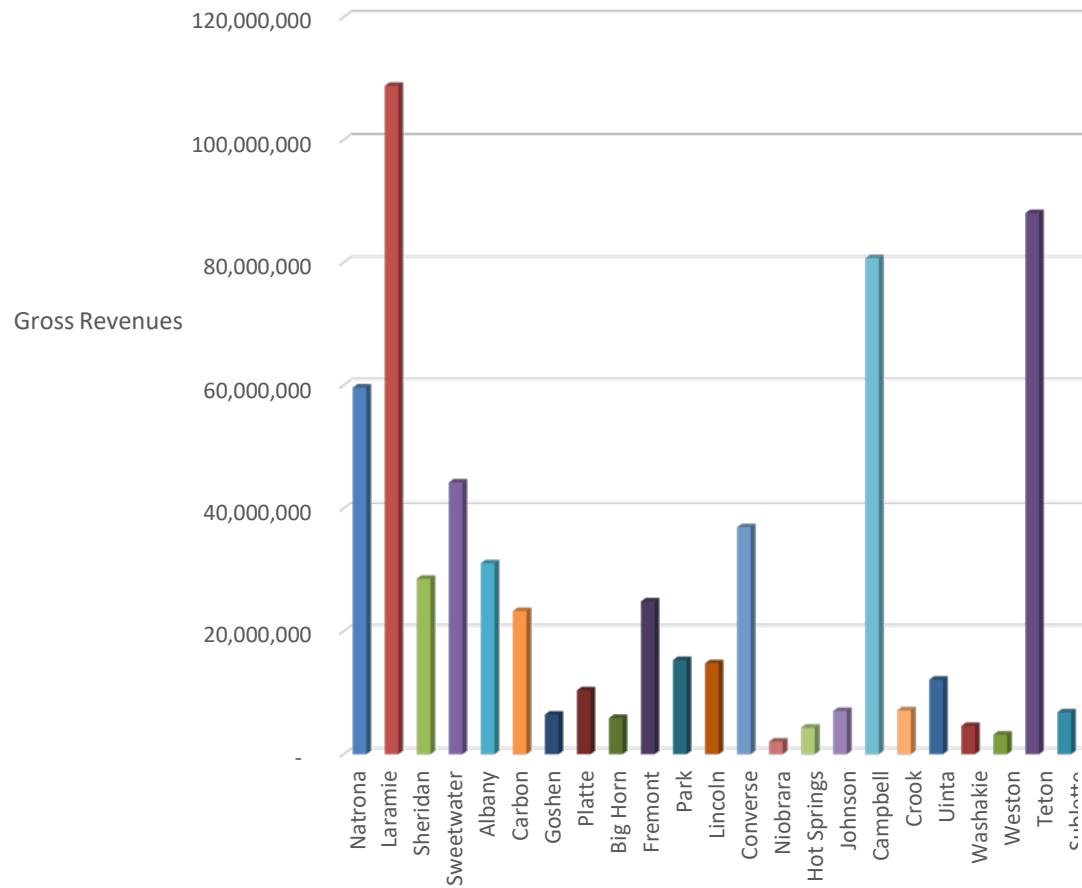
Report Date Range: 07/2022 - 06/2023

Monthly Distribution Date 06/30/2023

County	Lodging	General Purpose		Special Purpose		Resort District		Economic Devel.		State	State	State		County Total
	Option Tax	Sales Tax	Use Tax	Sales Tax	Use Tax	Sales Tax	Use Tax	Sales Tax	Use Tax	Sales Tax	Use Tax	Lodging	Assessment	
ALBANY (05)	1,216,937	8,667,857	622,016	8,667,854	622,016					34,412,071	2,483,273		1,045,615	57,737,639
BIG HORN (09)	59,685	2,190,407	420,603							8,688,308	1,676,890		131,100	13,166,992
CAMPBELL (17)	1,071,561	34,068,261	1,841,662	251						135,611,477	7,336,030		801,982	180,731,224
CARBON (06)	1,151,416	5,963,487	907,247	5,954,381	906,099					23,700,258	3,624,366		1,812,132	44,019,386
CONVERSE (13)	338,691	15,835,742	660,985	680						63,028,692	2,628,913		384,410	82,878,112
CROOK (18)	182,403	1,798,848	362,102	1,796,867	362,102					7,129,790	1,444,981		147,841	13,224,932
FREMONT (10)	937,351	8,207,419	596,913					4,102,336	300,737	32,571,943	2,380,047		800,646	49,897,391
GOSHEN (07)	99,602	2,263,826	307,289					565,955	76,822	8,973,062	1,228,131		71,718	13,586,405
HOT SPRINGS (15)	239,960	1,201,751	68,871	1,201,454	68,857					4,763,024	274,687		178,197	7,996,800
JOHNSON (16)	261,030	2,747,070	155,817	301,891	13,026					10,909,199	622,637		387,992	15,398,661
LARAMIE(02)	2,291,688	30,069,900	3,126,715	30,000,544	3,086,570					119,343,105	12,480,245		1,996,104	202,394,871
LINCOLN (12)	218,865	5,299,455	1,198,962							21,031,395	4,789,601		586,971	33,125,250
NATRONA (01)	1,868,528	24,178,918	1,800,201							95,990,501	7,183,264		1,668,050	132,689,463
NIOBRARA (14)	49,275	529,180	90,104	528,866	90,104					2,097,868	360,132		49,723	3,795,252
PARK (11)	3,068,687	-	-	1,389	445					36,313,660	3,404,094		2,297,394	45,085,669
PLATTE(08)	171,737	1,932,047	1,252,137	1,932,047	1,252,137					7,653,949	4,997,127		170,715	19,361,897
SHERIDAN (03)	871,302	7,901,537	714,855	7,901,537	714,855					31,331,684	2,852,625		735,674	53,024,068
SUBLETTE(23)	308,478									18,687,693	2,234,733		344,766	21,575,669
SWEETWATER(04)	1,265,384	14,653,903	3,475,860	2,161,024	556,472					58,224,700	13,864,379		1,102,880	95,304,603
TETON (22)	10,300,942	21,036,316	1,832,622	21,036,460	1,832,221	4,341,041	201,679			83,493,481	7,312,322		15,350,699	166,737,784
UINTA (19)	316,770	4,618,815	677,308							18,333,193	2,707,627		401,034	27,054,746
WASHAKIE (20)	110,510	1,811,942	207,368	3						7,190,160	826,819		95,686	10,242,488
WESTON (21)	103,768	1,157,141	184,374	72,386	13,032					4,593,069	736,338		77,758	6,937,866
Totals for State:	26,504,570	196,133,820	20,504,011	81,557,632	9,517,936	4,341,041	201,679	4,668,291	377,558	834,072,281	87,449,260		30,639,089	1,295,967,168

Note: This chart shows all reported sales tax collections, use tax, county lodging tax, and the statewide lodging assessment.

FY 23 LOCAL SHARE - TAX REVENUE DISTRIBUTIONS BY COUNTY



Note: This chart includes the county sales/use tax allocation, municipal sales/use tax allocation, local general purpose, specific purpose, lodging allocation, resort district, and local economic development option distributed to counties, cities, and towns. It does not include the state portion of the collected tax.

HISTORICAL SALES AND USE TAX DISTRIBUTIONS

Authority: Sales: W.S. 39-15-101 to 39-15-11; Use: W.S. 39-16-101 to 39-16-111

Tax Rate: There is a 4% state rate for sales and use tax. Each county may impose up to an additional 3% in local options taxes with voter approval.

Sales Tax Distribution

Fiscal Year	General Fund	Local Share	Total
2015	484,563,416	484,485,499	969,048,915
2016	381,842,524	360,868,696	742,711,220
2017	354,730,336	332,144,692	686,875,028
2018	414,349,880	374,840,011	789,189,891
2019	454,431,662	416,102,583	870,534,245
2020	463,305,801	424,146,713	887,452,514
2021	446,590,721	421,143,983	867,734,704
2022	501,360,918	394,649,064	896,009,982
2023	573,754,172	532,630,106	1,106,384,278

Use Tax Distribution

Fiscal Year	General Fund	Local Share	Total
2015	71,215,481	68,196,420	139,411,901
2016	57,741,693	55,992,184	113,733,877
2017	48,724,209	47,132,894	95,857,103
2018	58,068,593	55,358,558	113,427,151
2019	73,548,224	66,100,810	139,649,034
2020	63,270,892	56,849,833	120,120,725
2021	52,552,840	48,952,874	101,505,714
2022	54,139,009	42,503,176	96,642,185
2023	60,271,322	56,627,925	116,899,247

Penalty & Interest on Sales & Use Tax

Fiscal Year	General Fund
2015	3,535,854
2016	2,835,607
2017	2,423,262
2018	2,211,895
2019	2,854,657
2020	4,146,291
2021	3,569,961
2022	3,724,209
2023	4,290,876

Note: The local share includes the county allocation, municipal allocation, local purpose, and specific purpose tax. It does not include resort district or local economic development taxes.

HISTORICAL STATEWIDE LODGING TAX ASSESSMENT

Authority: W.S. 39-15-104(h)

Tax Rate: Effective January 1, 2021, a statewide lodging assessment of five percent (5%) on lodging services. Three percent (3%) is distributed to the Wyoming tourism account and the Wyoming tourism reserve and project account. The other two percent (2%) is distributed to the counties, cities, and towns.

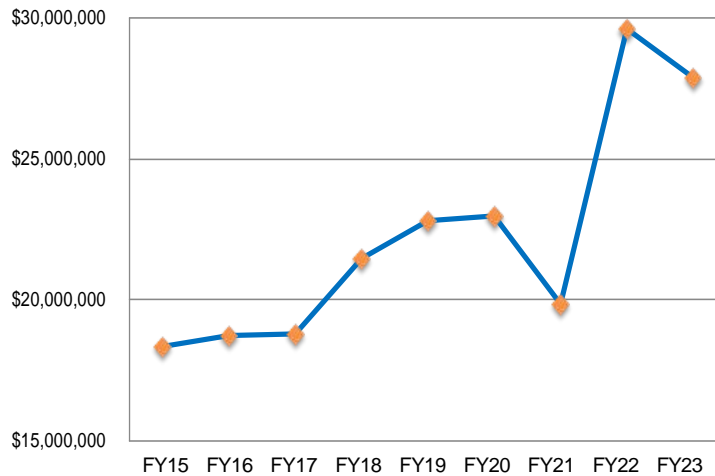
County	FY 22	FY 23
ALBANY	963,548	966,636
BIG HORN	122,892	101,296
CAMPBELL	682,656	801,982
CARBON	1,574,883	1,705,555
CONVERSE	293,063	353,906
CROOK	161,041	138,854
FREMONT	779,870	748,970
GOSHEN	71,636	71,718
HOT SPRINGS	174,152	178,197
JOHNSON	405,012	387,992
LARAMIE	1,893,679	1,833,180
LINCOLN	548,220	428,355
NATRONA	1,393,414	1,515,250
NIOBRARA	50,232	49,343
PARK	2,587,368	2,297,394
PLATTE	185,622	170,715
SHERIDAN	704,909	688,355
SUBLETTE	366,046	299,371
SWEETWATER	957,774	1,007,017
TETON	16,589,638	15,350,699
UINTA	380,486	357,095
WASHAKIE	101,343	88,643
WESTON	81,608	77,758
Total	\$31,069,091	\$29,618,282

Note: The chart above only includes the 3% distributed to the Wyoming tourism accounts.

FY 23 LOCAL SHARE – LODGING TAX DISTRIBUTION

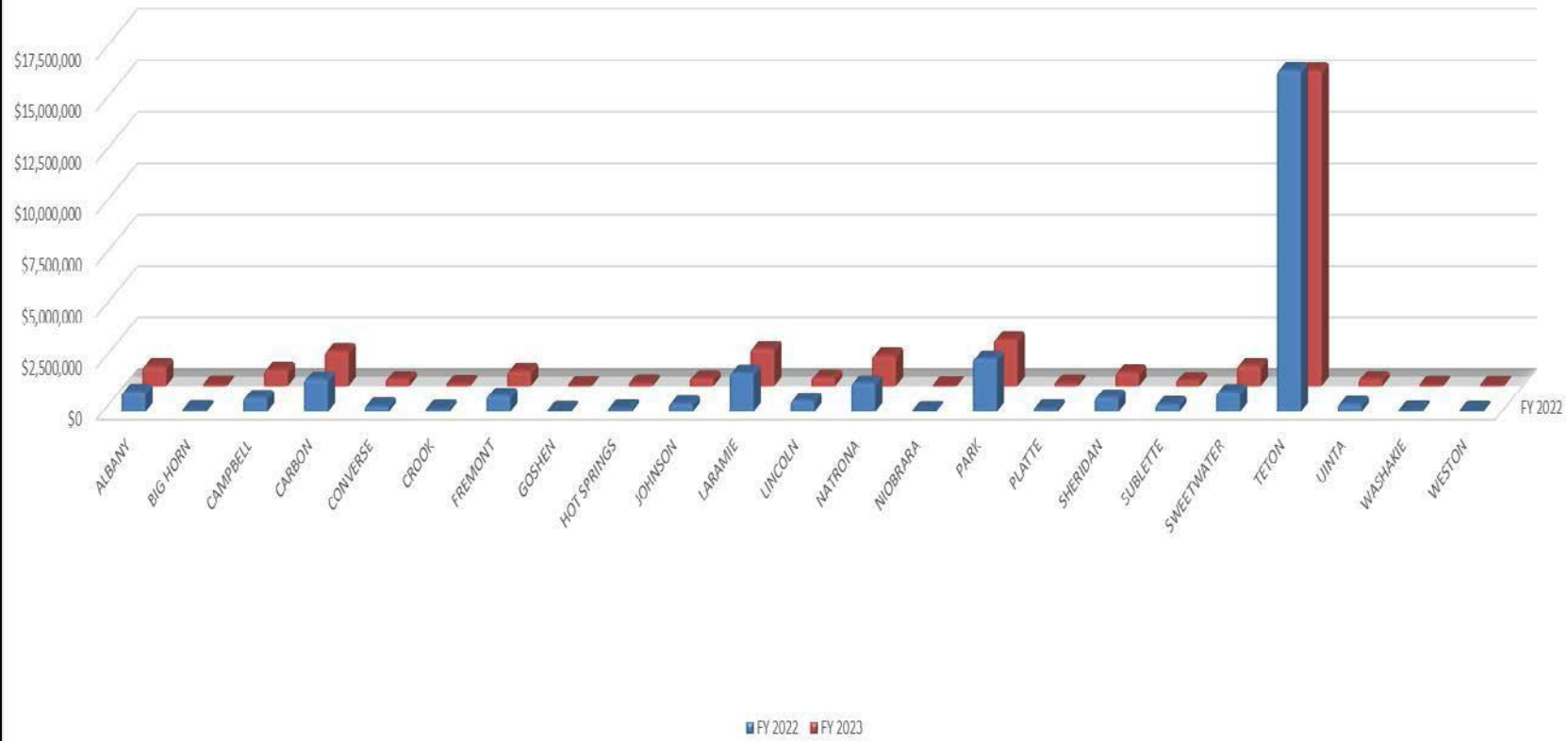
County	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Albany	867,646	853,433	856,360	932,416	971,070	938,882	912,798	1,276,592	1,204,768
BigHorn	32,505	41,077	38,863	43,640	41,959	41,744	41,576	69,147	59,088
Campbell	728,331	527,799	380,735	417,920	473,668	460,724	360,868	903,129	1,060,845
Carbon	511,833	605,432	573,300	663,951	790,954	773,427	739,716	1,051,969	1,139,902
Converse	367,931	232,470	174,992	256,417	379,874	399,818	204,595	290,392	335,304
Crook	74,737	87,961	80,304	85,665	93,323	165,035	182,647	212,017	180,579
Fremont	763,733	700,618	692,369	727,606	734,690	730,331	729,500	1,016,611	927,978
Goshen	118,804	112,160	93,281	95,876	121,273	113,156	75,745	98,947	98,606
Hot Springs	173,064	176,776	180,396	179,109	174,186	170,423	193,559	232,406	237,560
Johnson	226,162	203,637	192,250	202,533	216,849	204,700	176,798	270,740	258,420
Laramie	1,947,196	1,700,834	1,756,844	1,935,109	2,024,796	1,987,925	1,556,967	2,529,305	2,268,771
Lincoln	97,999	108,032	114,601	158,105	149,421	148,376	191,997	233,876	216,650
Natrona	1,676,561	1,634,387	1,477,940	1,626,554	1,799,963	1,800,506	1,319,128	1,842,267	1,849,843
Niobrara	46,589	40,486	43,640	54,056	55,931	62,693	43,326	49,381	48,782
Park	2,031,773	2,252,395	2,486,631	2,795,394	3,028,196	3,046,688	2,214,127	3,416,929	3,038,000
Platte	62,996	143,716	131,877	174,983	193,243	176,153	130,630	185,458	170,020
Sheridan	670,004	629,390	570,827	632,370	650,433	655,213	611,898	939,759	862,589
Sublette	167,170	152,255	168,903	303,698	286,356	237,840	213,829	335,974	305,393
Sweetwater	694,381	951,398	842,659	882,384	999,069	1,051,686	970,733	1,279,615	1,252,731
Teton	5,323,311	5,875,601	6,331,644	7,413,985	7,695,995	7,466,037	7,292,360	10,985,818	10,197,933
Uinta	277,210	284,588	252,974	257,141	281,880	272,888	249,486	335,837	313,600
Washakie	117,748	102,751	101,196	101,330	98,393	87,819	104,242	134,519	109,404
Weston	74,665	77,718	61,968	65,567	85,478	104,249	85,659	107,964	102,730
Total	\$17,052,349	\$17,494,914	\$17,604,554	\$20,005,809	\$21,347,000	\$21,096,313	\$18,602,184	\$27,798,652	\$26,239,496

Local Share-Lodging Taxes



Note: This page includes the local share for all combined lodging tax distributed to the counties, including the cities and towns within those jurisdictions. It does include the 2% of the statewide lodging assessment (effective January 1, 2021) and any locally-enacted lodging tax.

FY 2023 Statewide Lodging Tax Assessment



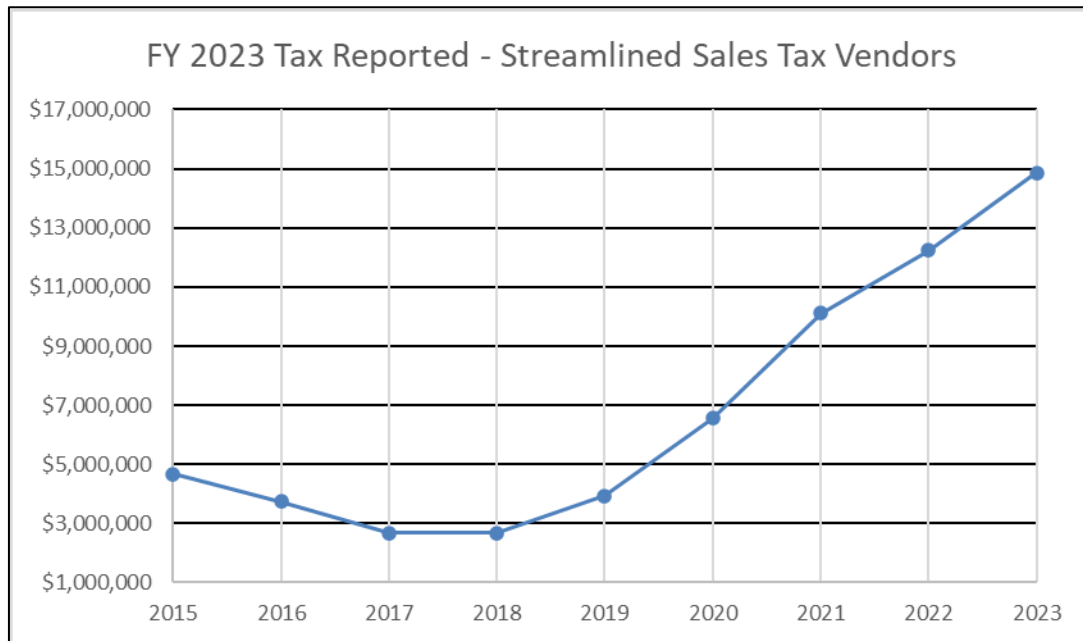
Note: This chart illustrates the reported 3% statewide lodging assessment by county over the last two fiscal years.

HISTORICAL STREAMLINED SALES TAX COLLECTIONS

Authority: W.S. 39-15-401

Wyoming is a member of the Streamlined Sales Tax Governing Board. The Streamlined Sales and Use Tax Agreement is an agreement among 24 states in an attempt to simplify sales and use tax administration for sellers operating in multiple states. Once a seller licenses with Streamlined, it enables them to license with member states that share similar product definitions, sourcing rules, and administration procedures.

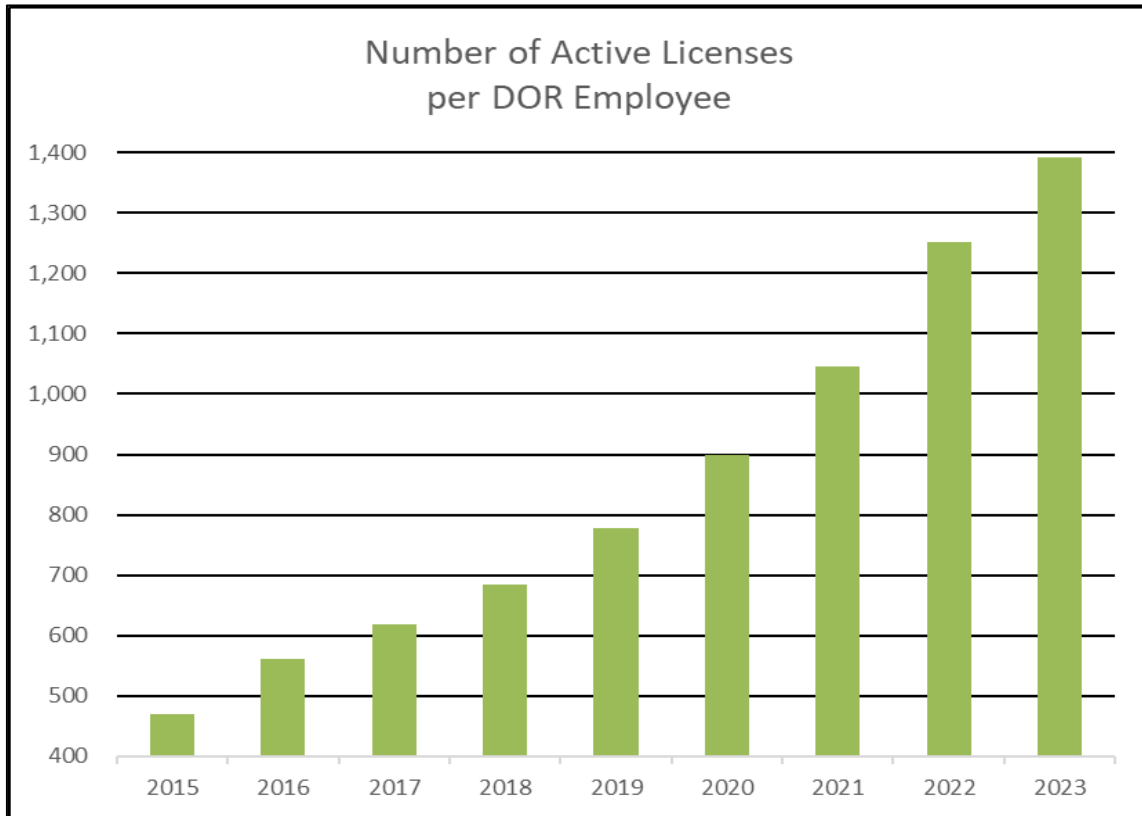
FY	Tax Reported
2015	4,673,989
2016	3,748,727
2017	2,683,643
2018	2,685,470
2019	3,940,346
2020	6,556,393
2021	10,114,633
2022	12,245,806
2023	14,869,435



Note: This chart includes all sales and use tax reported by sellers who registered with Wyoming via the Streamlined Sales and Use Tax Agreement. Streamlined is generally known as a way for online sellers to license in multiple states, especially with the rise of remote seller and/or marketplace facilitator statutes around the country.

HISTORICAL NUMBER OF LICENSED VENDORS

Fiscal Year	Active Licenses	Percentage Increase (from previous year)	DOR Excise Tax Employees	Active Licenses per DOR Employee
2015	16,451	--	35	470
2016	17,952	9%	32	561
2017	19,805	10%	32	619
2018	21,900	11%	32	684
2019	26,451	21%	34	778
2020	30,553	16%	34	899
2021	35,526	16%	34	1,045
2022	42,551	20%	34	1,252
2023	47,338	11%	34	1,392



Note: This chart includes active licenses based on liability start date for the following tax types: sales, use, lodging, cigarette and nicotine products, and prepaid wireless. The noticeable increase is based on additional licenses associated with remote sellers and marketplace facilitators.

FY 23 – Impact Assistance Tax Program

W.S. -15-111(c) provides for counties that have a major construction project to help with the financial impact caused by the project. After July 15, 2015, the Industrial Siting Council determines the impact payment based on unmitigated impacts not to exceed 2.76% of the total estimated material costs. These funds are transferred from the State general fund to the local County Treasurer.

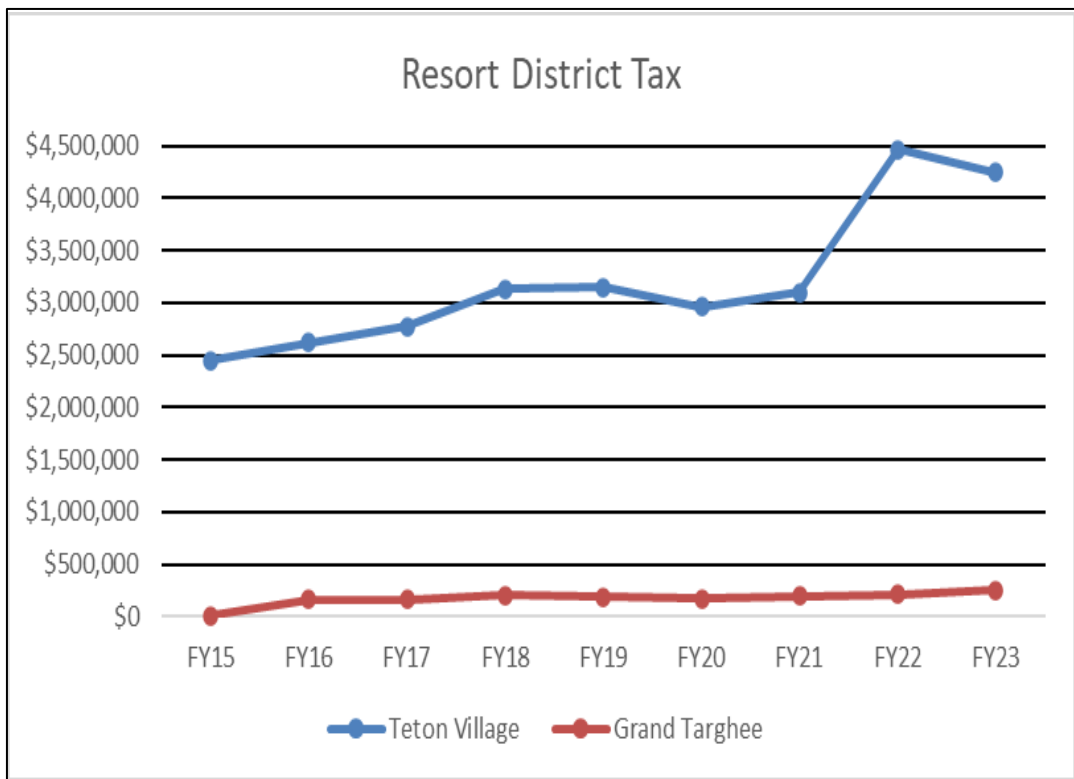
FY	Entity	Sales Tax	Use Tax	Total
FY-16	Converse County		259,456	259,456
	Natrona County		127,792	127,792
	Sweetwater County		99,132	99,132
	Rock Springs		99,132	99,132
	Green River		49,566	49,566
	Totals			\$635,077
FY-17	Albany County	1,002	7	1,009
	Carbon County	31,387	216	31,603
	Sweetwater County	1,002	7	1,009
	Totals	\$33,390	\$229	\$33,620
FY-18	Albany County	7,610	38	7,648
	Carbon County	238,449	1,202	239,651
	Sweetwater County	7,610	38	7,648
	Totals	\$253,670	\$1,278	\$254,948
FY-19	Albany County	4,355,040	511,268	4,866,308
	Carbon County	4,493,505	703,717	5,197,222
	Sweetwater County	609,912	179,544	789,457
	Totals	\$9,458,457	\$1,394,530	\$10,852,987
FY-20	Albany County	2,743,376	265,494	3,008,869
	Carbon County	12,812,295	2,392,871	15,205,166
	Converse County	2,910,304	576,174	3,486,478
	Laramie County	3,179,711	362,046	3,541,758
	Lincoln County	12,212		12,212
	Natrona County	1,630,799	161,443	1,792,242
	Sweetwater County	2,395,889	812,167	3,208,057
	Uinta County	12,212		12,212
	Totals	\$25,696,799	\$4,570,195	\$30,266,994
FY-21	Albany County	251,866	18,905	270,771
	Carbon County	5,472,777	259,907	5,732,684
	Converse County	2,589,741	229,906	2,819,647
	Laramie County	2,128,990	232,182	2,361,172
	Natrona County	1,563,883	142,719	1,706,602
	Sweetwater County	158,326	7,344	165,670
	Totals	\$12,165,583	\$890,963	\$13,056,546
FY-22	Albany County	20,643	4,392	25,035
	Carbon County	646,805	137,615	784,421
	Lincoln County	12,869		12,869
	Sweetwater County	68,441	4,392	72,833
	Uinta County	12,869		12,869
Totals	\$761,628	\$146,399	\$908,027	
FY-23	Carbon County	226,644	535,189	761,833
	Sweetwater County	1,960,798	115,215	2,076,013
	Lyman	170,504	10,019	180,523
	Rock River	49,752	117,481	167,233
	Totals	\$2,407,698	\$777,903	\$3,185,601

FY 22 - RESORT DISTRICT TAX

Authority: W.S. 39-15-201 to 39-15-211 and W.S. 39-15-211

Tax Rate: Qualifying resort districts may levy up to an additional 3%. A resort district is an unincorporated town of less than 500 people whose main industry is tourism. The resort district is assessed in addition to the sales tax and is distributed to the resort district board for general purposes.

Resort District Rate Effective	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Teton Village 2.00% 1/1/2008	\$2,446,551	\$2,615,472	\$2,773,678	\$3,133,221	\$3,148,048	\$2,963,920	\$3,099,306	\$4,462,811	4,247,788
Grand Targhee 2.00% 4/1/2015	\$10,012	\$161,599	\$160,430	\$201,443	\$187,384	\$173,130	\$199,747	\$212,452	249,507

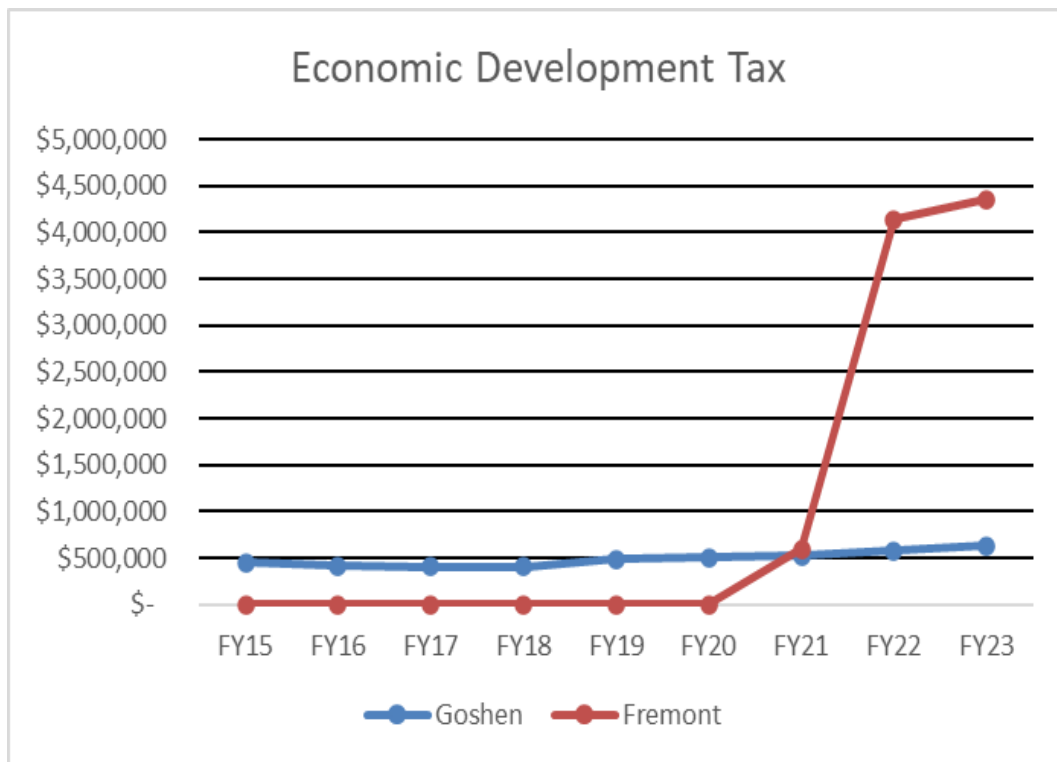


ECONOMIC DEVELOPMENT TAX

Authority: W.S. 39-15-201 to 39-15-11 and W.S. 39-16-201 to 39-16-211

Tax Rate: Imposed in quarter percent increments not to exceed a rate of one percent. The economic development tax is a local option tax assessed for the purpose of economic development and business assistance projects.

County	Rate	Effective	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Goshen	0.25%	4/1/2007	\$454,434	\$420,983	\$409,625	\$407,398	\$488,982	\$507,934	\$528,127	\$579,505	\$636,368
Fremont	0.50%	4/1/2021	\$0	\$0	\$0	\$0	\$0	\$0	\$598,577	\$4,135,770	\$4,359,061



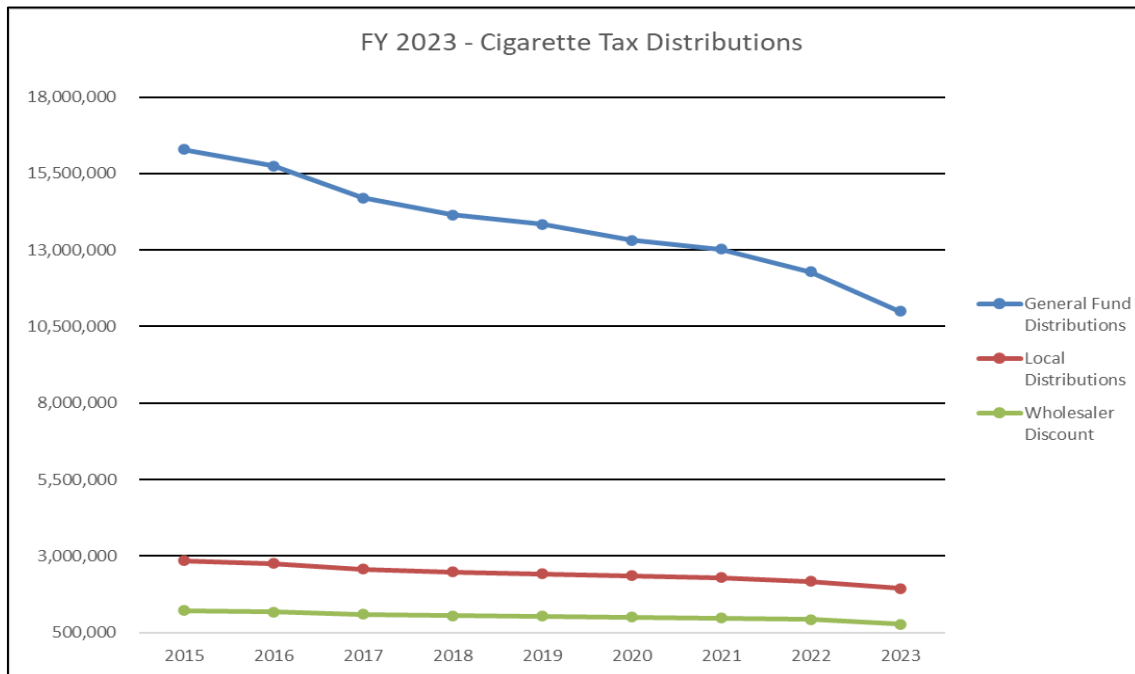
FY 23 – Cigarette Tax Distributions

Authority: W.S. 39-18-101 to 39-18-111

Tax Rate: \$0.60 per package of 20 cigarettes (\$0.03 per cigarette). A discount of 6% is given to wholesalers on stamp purchases.

There is 15% of this tax distributed to the counties, cities, and towns. The remaining 85% is distributed into the general fund.

Fiscal Year	General Fund Distributions	Local Distributions	Wholesaler Discount
2015	16,284,926	2,851,235	1,210,713
2016	15,753,043	2,758,119	1,172,824
2017	14,696,365	2,573,110	1,095,123
2018	14,144,100	2,476,186	1,054,895
2019	13,834,653	2,422,467	1,032,484
2020	13,325,367	2,349,949	995,701
2021	13,028,108	2,299,083	974,767
2022	12,287,440	2,168,372	918,799
2023	10,998,844	1,940,973	776,418



Note: Effective July 2003, the Legislature passed an increased tax rate for cigarettes from \$0.12 to \$0.60 per cigarette.

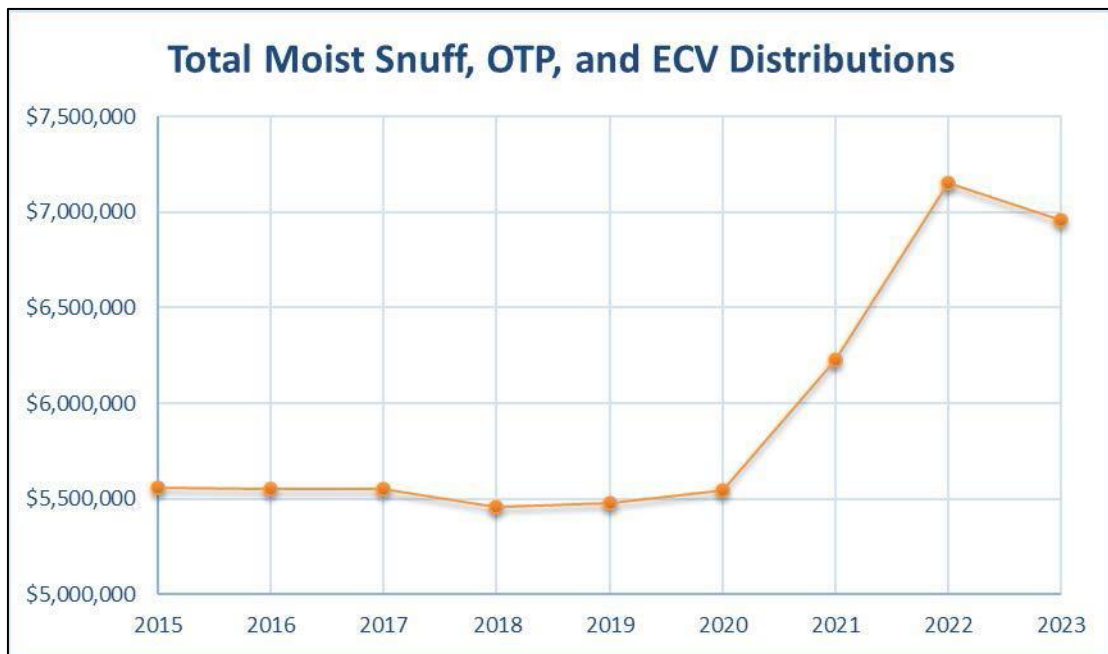
FY 23 - WHOLESALE MOIST SNUFF, OTHER TOBACCO PRODUCTS, AND ELECTRONIC CIGARETTES/VAPOR MATERIAL TAX DISTRIBUTION

Authority: W.S. 39-18-101 to 39-18-111

Tax Rate: Moist snuff is taxed based on weight. Packages weighing less than one ounce are assessed tax at \$0.60 per package. Moist snuff weighing more than one ounce will be charged \$0.60 per ounce times the number of ounces (i.e., a 1.5-ounce package will be assessed \$0.90 in tax). This tax is paid to the Department by the wholesaler.

All other tobacco products (except cigarettes and moist snuff) have an excise tax of 20% of the wholesale price. This tax is paid to the Department by the wholesaler.

Effective July 1, 2020, electronic cigarettes and vapor material have an excise tax of 15% of the wholesale price. This tax is paid to the Department by the wholesaler. There is a statutory 4% discount given to the wholesalers selling these products.



Note: All excise tax on moist snuff, other tobacco products, and electronic cigarettes/vapor material is distributed to the general fund.

HISTORICAL INHERITANCE TAX COLLECTIONS

Authority: W.S. 39-19-101 to 39-19-111

Tax Rate: Our inheritance tax is set per the United States laws governing federal estate taxes and the Internal Revenue Service code. Our estate tax is governed by the federal state death tax credit which was phased out by year 2005.

Fiscal Year	General Fund Distributions
2009	\$112,897
2010	\$27,766
2011	
2012	\$47,559
2013	
2014	
2015	
2016	\$367
2017	\$1,094
2018	
2019	
2020	
2021	
2022	
2023	

Note: Effective July 1, 2022, the Wyoming legislature also repealed the collection of the ten-dollar fee required for a certificate authorizing transfer of stock or securities of a corporation or a certificate showing no Wyoming inheritance tax due.

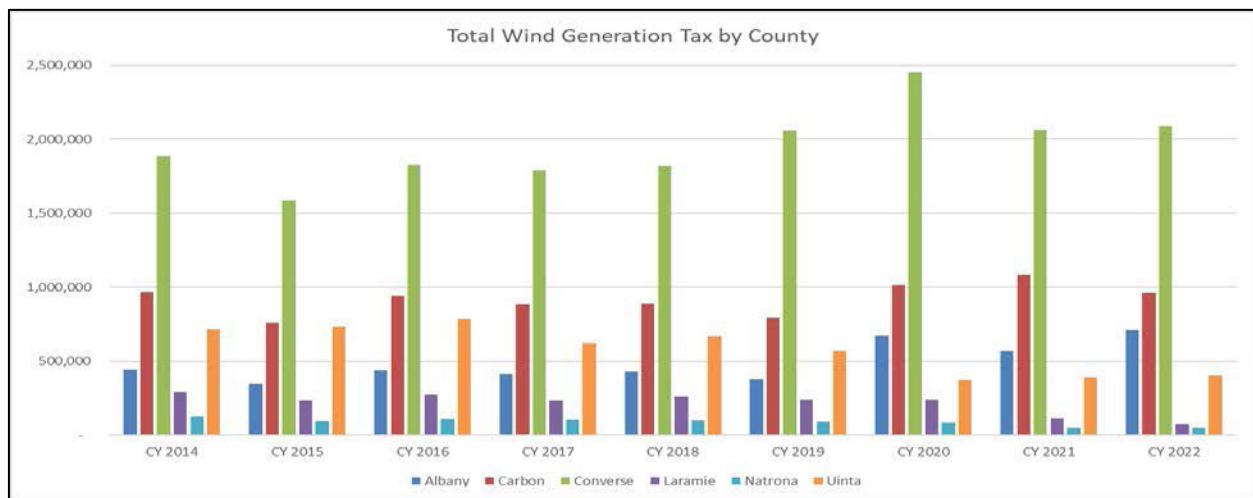
HISTORICAL WIND GENERATION TAX

Authority: W.S. 39-22-101 to 39-22-111

Tax Rate: There is a \$1.00 tax on each megawatt hour produced beginning three (3) years after the wind turbine first produces electricity on or after January 1, 2012. Sixty percent (60%) is distributed to the counties where the facilities are located while the remaining forty percent (40%) is deposited into the general fund.

Calendar Year	State Distribution	Local Share Distribution	Total Distribution
2014	1,772,147	2,658,221	4,430,368
2015	1,501,880	2,252,819	3,754,699
2016	1,750,026	2,625,038	4,375,064
2017	1,619,672	2,429,507	4,049,179
2018	1,665,589	2,498,383	4,163,972
2019	1,650,180	2,475,271	4,125,451
2020	1,933,944	2,900,916	4,834,861
2021	1,707,793	2,561,690	4,269,483
2022	1,716,039	2,574,059	4,290,098

County	CY 2014	CY 2015	CY 2016	CY 2017	CY 2018	CY 2019	CY 2020	CY 2021	CY 2022
Albany	442,039	345,970	437,692	414,016	425,776	376,767	671,438	570,415	711,243
Carbon	968,202	758,794	938,544	883,658	890,689	792,821	1,013,362	1,086,069	964,305
Converse	1,882,260	1,587,758	1,829,847	1,789,989	1,823,138	2,057,346	2,454,451	2,061,328	2,089,171
Laramie	292,127	234,024	274,809	236,834	257,624	239,945	240,304	113,696	74,598
Natrona	129,522	96,668	110,483	103,935	101,143	87,835	83,387	47,582	45,355
Uinta	716,217	731,485	783,689	620,746	665,601	570,736	371,920	390,393	405,425
Total	\$4,430,368	\$3,754,699	\$4,375,064	\$4,049,179	\$4,163,972	\$4,125,451	\$4,834,861	\$4,269,483	\$4,290,098



Note: This chart includes all reported wind generation tax broken down by county. The total amount generated from each county is distributed as outlined above (60% to county, 40% to state).

DEPARTMENT OF REVENUE
LIQUOR DIVISION
FACT SHEET FISCAL YEAR 2023

CONTACT INFORMATION

6601 Campstool Road, Cheyenne, Wyoming 82002-0110

Administrator: Thomas Montoya

Telephone: 307-777-7231

Facsimile: 307-777-6255

Web Page: revenue.wyo.gov

DIVISION FACTS

- The Division Biennium Budget for FY 2023-2024 biennium is \$11,422,977.
- The Division Fiscal Year Expenditures for FY 2023-2024 is \$128,154,843.
- The Division Biennium (Purchase Funds) Budget for FY 2023-20234 is \$275,000,000.
- The Division Expenditures for FY 2023 were \$7,150,681.
- The Division has 51 full time positions organized into five sections including:

Division Administrator, who is appointed by the Director of Revenue and oversees the day to day operations of the Division.

Purchasing Section with a manager and seven employees who are responsible for the purchase of approximately \$138 million in product inventory on an annual basis.

Accounting Section with a manager and nine employees who are responsible for daily sales orders, accounting for over one million cases ordered over the course of the year and accounts receivable and accounts payable.

Compliance Section with a manager and three full time field agents, who administer the state alcohol beverage control laws and inspect 1,513 retail establishments during the year. Compliance is also responsible for reviewing over two thousand liquor license/permit applications every year and is actively involved in many responsible alcohol education programs.

Warehouse Section operates three overlapping shifts with a warehouse manager, three supervisors, two lead workers, and twenty-two full time employees, who are responsible for shipping over one million cases, including more than 92,000 special order cases in the course of a year. They receive over 1,500 semi-truck loads of product annually and warehouse an average of \$22.3 million in product inventory on a monthly basis.

- Revenue Generated for General Fund: \$18,500,000 (excludes taxes & fees collected)
- Excise Taxes Collected: \$2,201,121
- License Fees: \$85,528
- Total Operating Expenses: \$7,188,864*

*Includes Microsoft 365 system expenditure

2023 FISCAL YEAR DATA

PRODUCT DISTRIBUTION PROGRAM

- Over 2,460 different wine & spirits were available to licensees daily.
- Over 36,500 items were available via special order.
- 1,069,426 standard nine liter cases sold to licensed retailers, a decrease of 1.40%.
- Case sales were 64.5% spirits and 35.5% wine.
- Total incoming freight trucks = 1,560.
- Total incoming freight received = 1,196,719 cases.
- Average monthly floor breakage was 87 bottles.
- On-line ordering system DSD Link was used by 1,073 retailers who placed 72,905 orders.
- Over 92,804 cases of special items were shipped to retailers.

DIRECT WINE SHIPMENT

- 1,268 Out-of-State shippers licensed.
- Cases direct shipped = 51,251 cases
- Excise tax collected = \$34,595
- General Fund Profit generated = \$1,560,239
-

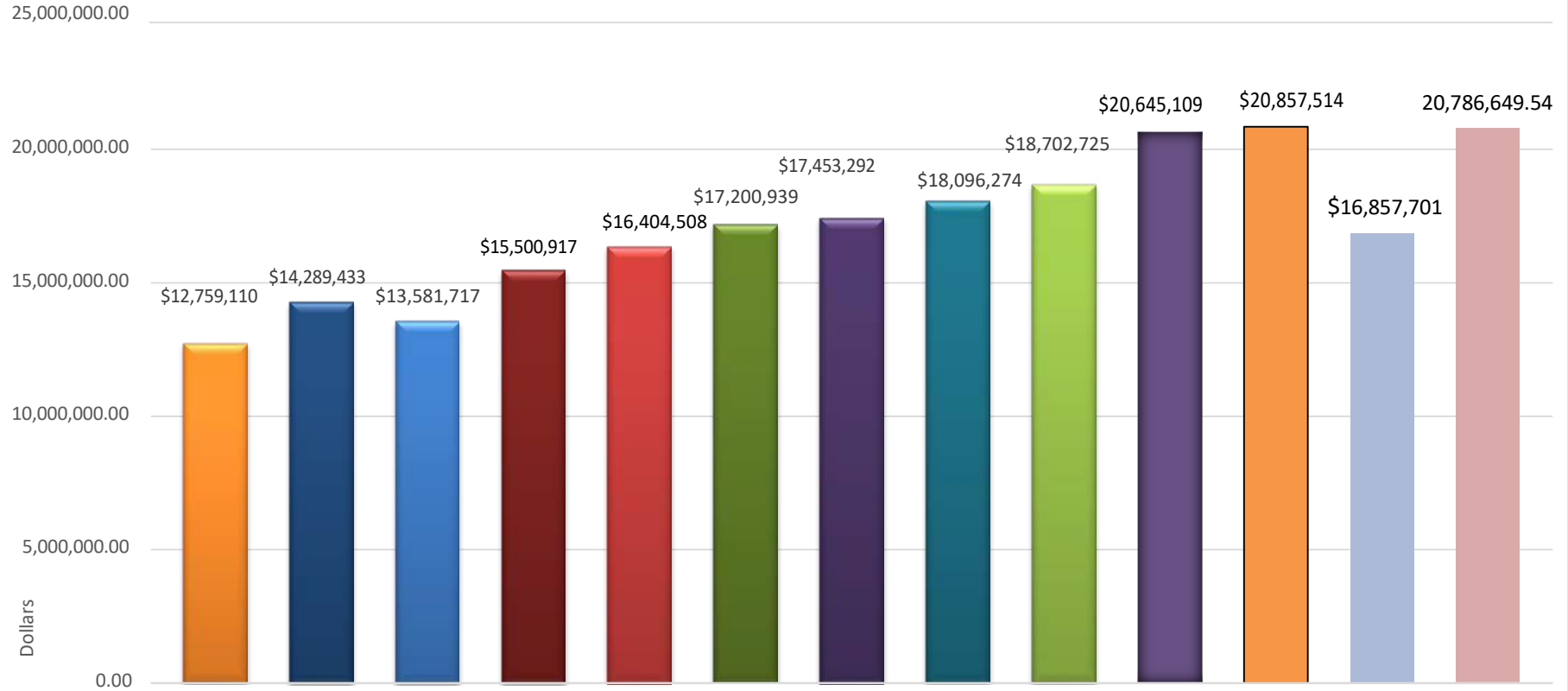
REGULATORY PROGRAM

- 1,755 total licensees = 802 retail, 255 restaurant, 100 bar and grill, 119 limited retail (club), 52 retail county malt beverage, 8 special malt beverage, 42 malt beverage wholesaler, 49 microbrewery, 11 winery, 4 winery satellite, 242 industry representative, 14 manufacturer, 41 resort, 5 importer and 11 manufacturer satellite.
- 975 on-premise inspections conducted with a 99.33% compliance rate.
- 1,580 liquor license applications reviewed and processed.
- 1,889 alcohol servers were TIPs trained in 23 counties.
-

DIVISION GOALS

- Maximize revenue to the state, provide quality service through effective and efficient product distribution and enforce alcoholic beverage control laws.
- Contribute at least 13 % net profit to General Fund each year.
- Distribute the right product to the right retailer every day.
- Keep local licensing authorities informed.

Remittances to General Fund by Fiscal Year

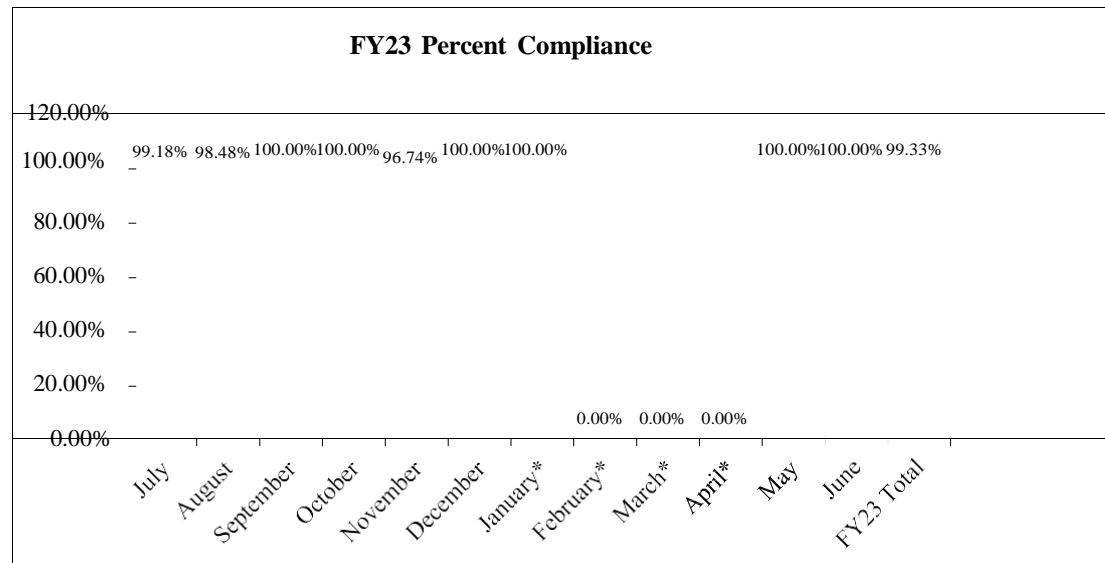


WY. State Statute 12-2-303 allows the Liquor Division to purchase and sell alcohol liquors to licensees within the State of Wyoming. Profits not to exceed 17.6% . Remittances include licensee fees, excise taxes and profits. Remittances were lower in FY13 due to approximately \$3,634,936 additional paid inventory in the new warehouse. Remittances were lower in FY22 due to funding of the new ERP and Online ordering system being installed in FY23.

■ FY11
 ■ FY12
 ■ FY13
 ■ FY14
 ■ FY15
 ■ FY16
 ■ FY17
 ■ FY18
 ■ FY19
 ■ FY20
 ■ FY21
 ■ FY22
 ■ FY23

Month	Conducted	Closed	Open	Violations Noted	Percent of Licensees in Compliance
July	161	39	122	1	99.18%
August	82	16	66	1	98.48%
September	123	41	82	0	100.00%
October	138	29	109	0	100.00%
November	114	22	92	3	96.74%
December	121	41	80	0	100.00%
January*	12	0	12	0	100.00%
February*	0	0	0	0	0.00%
March*	0	0	0	0	0.00%
April*	0	0	0	0	0.00%
May	1	0	1	0	100.00%
June	223	46	177	0	100.00%
FY23 Total	975	234	741	5	99.33%

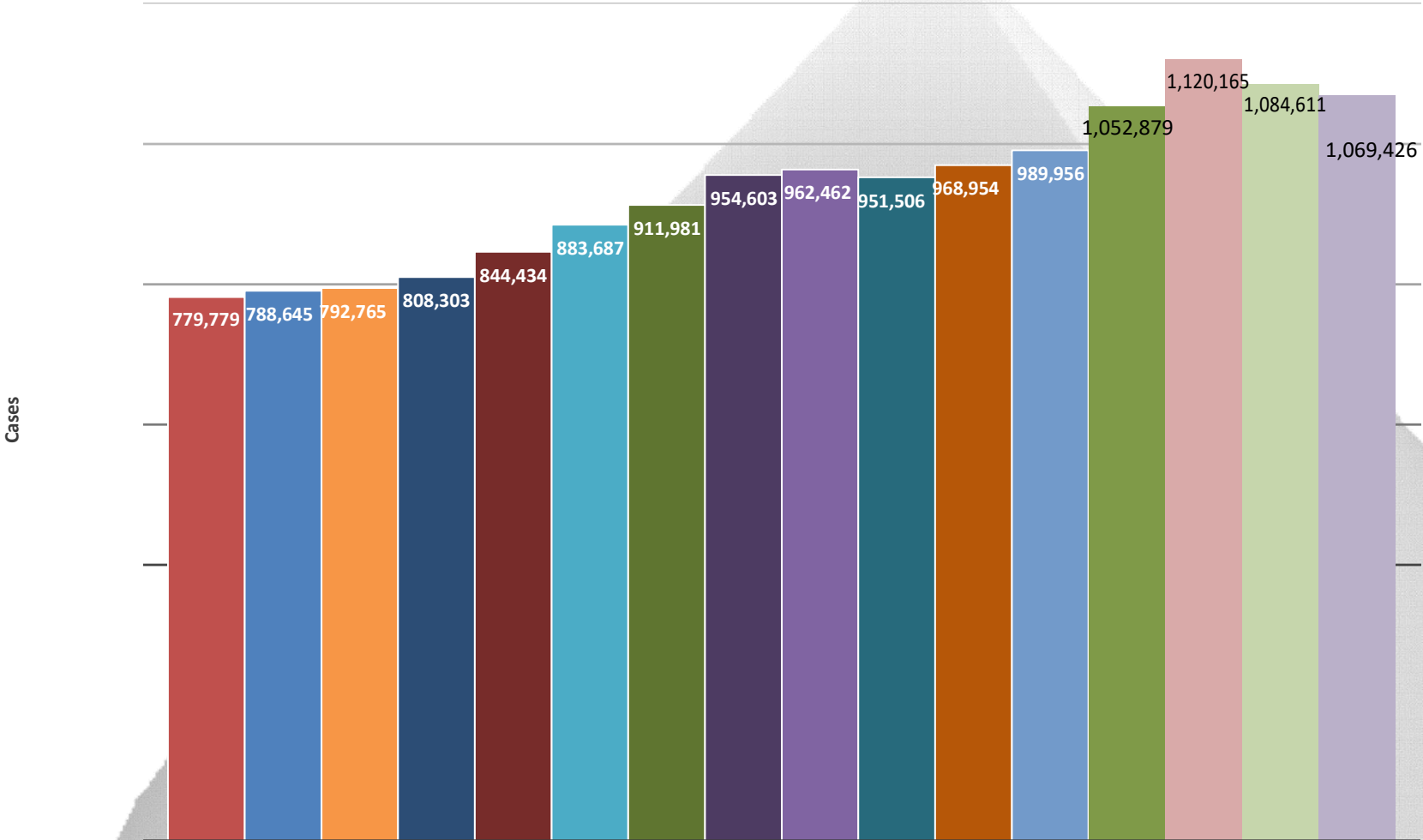
*INSPECTIONS SUSPENDED BY ADMINISTRATOR JAN 2023 DUE TO WLD SOFTWARE SYSTEMS CONVERSION PROJECT



The Liquor Division conducts regular unannounced site inspections to ensure the establishment is operating pursuant to Title 12 requirements. The types of violations typically noted by the division include: sales tax or liquor license are not held by the same person or not properly displayed, alcohol purchased from someone other than the Liquor Division, underage persons working or in licensed dispensing room, liquor inventory stored somewhere outside licensed building. Liquor Division staff work with the licensee and the local officials to bring establishments back into compliance.

Local licensing authorities and law enforcement officers are responsible for primary enforcement of liquor laws for establishments.

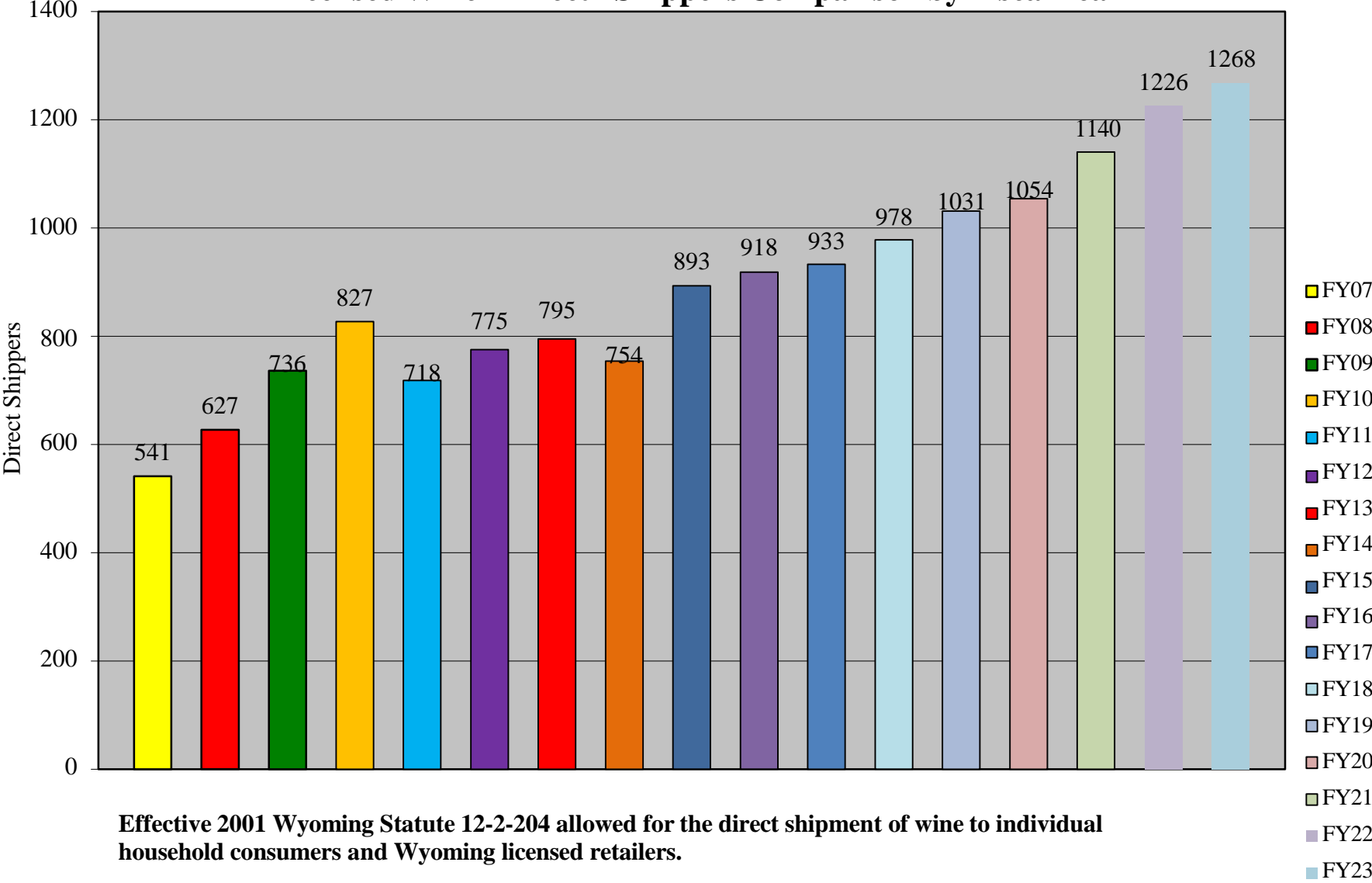
Standard 9 Liter Case Sales by Fiscal Year



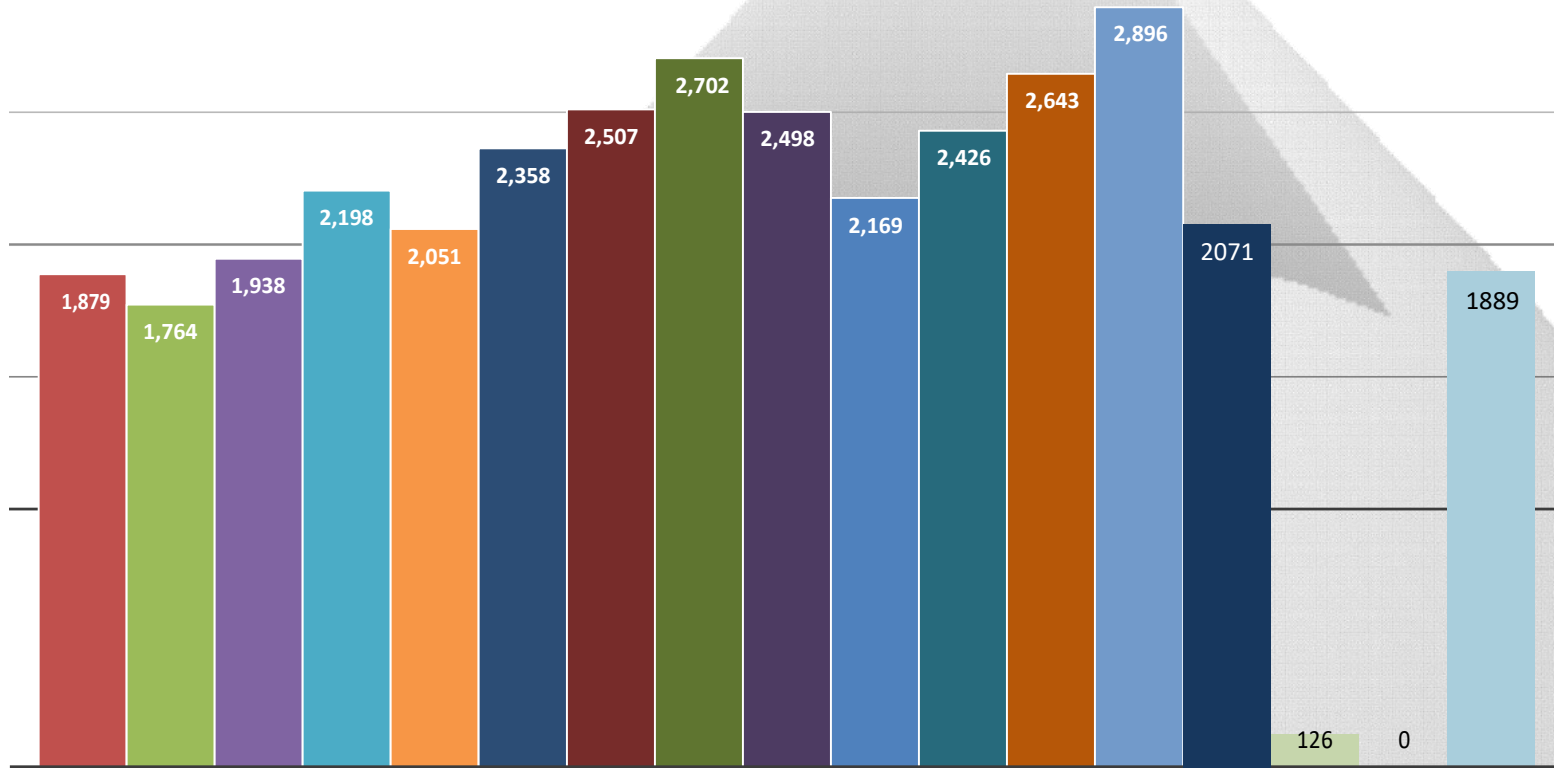
All different sizes that are sold by the Wyoming Liquor Division are converted to 9 Liter cases so that a true comparison can be made by fiscal

- 2008
- 2009
- 2010
- 2011
- 2012
- 2013
- 2014
- 2015
- 2016
- 2017
- 2018
- 2019
- 2020
- 2021
- 2022
- 2023

Licensed Wine "Direct" Shippers Comparison by Fiscal Year



Comparison of Servers Trained by Fiscal Year for Training for Intervention Procedures (TIPS)



Statewide TIPS training is funded through the Wyoming Liquor Division and provided through a partnership with Wyoming State Liquor Association (WSLA). TIPS is a nationally recognized responsible alcohol service course. FY21 Number is low due to cancelled funding.

■ FY07
 ■ FY08
 ■ FY09
 ■ FY10
 ■ FY11
 ■ FY12
 ■ FY13
 ■ FY14
 ■ FY15
 ■ FY16
 ■ FY17
 ■ FY18
 ■ FY19
 ■ FY 20
 ■ FY21
 ■ FY22
 ■ FY23

Wyoming Department of Revenue

Agency Information:

Director:
Brenda Henson

Contact Person:
Brenda Henson, Director
122 West 25th Street,
Herschler Building E 301
Cheyenne, WY 82002
(307) 777-5287

Website:
<http://revenue.wyo.gov/>

Statutory References:

W.S. 9-2-2007

Basic Information:

Number of Employees:
123

Clients Served: The Wyoming Department of Revenue currently serves the General Public, Legislature, Taxpayers/Vendors, Cities, Towns, and Counties.

Budget Information/Expenditures for FY23:

Wyoming Department of Revenue has a 2023-2024 Biennium Budget of \$719,317,150 of that \$30,524,767 is General Fund and \$328,721,027 is Enterprise Fund.
The anticipated expenditures for fiscal year 2023 are \$163,708,911 of that \$9,903,387 is general fund and \$153,805,524 is enterprise fund.

Core Business/Primary Functions:

The Department of Revenue applies the tax laws of the state fairly and equitably to all taxpayers by valuing property, collecting taxes, and distributing those values and taxes timely to all the governmental units of Wyoming.

In addition, the Department's Liquor Division distributes wine and spirits to retailers in the state and enforces the liquor control laws of the state. The Regulatory Section of the Wyoming Liquor Division has three main functions; ensure compliance with Wyoming's alcohol beverage control laws, a.k.a. Title 12, review all liquor licensing for all licensing authorities within Wyoming as well as the licenses issued by the Liquor Division and work with liquor licensees, local licensing authorities, law enforcement and other state agencies in various alcohol education programs.

Performance Highlights/Major Accomplishments of FY 2023:

- For the fiscal year 2023 the Administrative Services Division met their goal of 100% of all deposits were deposited same day. The department deposited a total of \$3.445 billion dollars which was an increase over last year. This increase was attributed again to high inflation costs and the Mineral Industry increasing revenues.

The division continues to achieve the highest possible standards and strives to meet their established goals. They look for efficiencies and combine efforts where needed. The division continues to make sure that all deposits are processed timely and accurately to ensure that we are providing the best possible service to our customers. This goal has been significantly hard on the division due to staffing levels over the past fiscal year and I commend the staff that has been able to continue to meet our established goal given this shortfall.

The division was also appropriated funding for the 2021 and 2022 tax years for the Property Tax Refund Program. The division was tasked with changes to the qualifications for the 2022 tax year through the legislative session. This year's program has seen over double the volume as in the past. The division under very small staff of 10 individuals and with the need for other divisions and temporary workers assistance were able to process over 9,900 applications and refund over \$8 million dollars to assist individuals with their rising property taxes for the 2022 tax year. This has been a major accomplishment for the division during a very short window of time with such a small staff.

- The Property Tax Division is organized into two groups, the Appraisal Services Group and the Technical Services Group. Performance highlights and major accomplishments completed in FY 2023 (July 2022 thru June 2023) are noted below.

The Technology Services Group (TSG) is responsible for coordinating the support and maintenance of the state-provided computer assisted mass appraisal (CAMA) system, which is deployed in all 23 counties. TSG staff are also responsible for the Department's Geographical Information System (GIS) efforts. This includes the yearly creation of state-wide tax district maps, mapping of oil & gas wells, and the creation of soil productivity maps that are used in the assessment of agricultural lands statewide. Another responsibility of the TSG is the development and maintenance of several software applications used by the Property Tax Division, the County Assessors and the general public. This includes the division's websites and the statewide parcel viewer. In support of this overall mission, the following items of note were completed during FY2023:

In support of the CAMA system; one full software upgrade, two system hotfixes, thirty-six data requests, fifty-three data corrections, ten database object corrections, five yearly cost table deployments/corrections, three control table updates unrelated to cost tables, seven report/query updates, two complete database rebuilds, and many other miscellaneous updates and fixes.

TSG staff performed a number of security changes during this period, including 16 individual role assignment changes, the retirement and subsequent addition of 42 users, removal of one user not replaced in the county assessor's office, five password resets, and two global role changes updates.

In support of in-house software development, TSG completed development and deployed upgraded applications for Agland Soil Productivity and Assessor Education tracking. Additional work was performed on the internal CAMA Health tracking system, and the upload process for distributing yearly Marshall & Swift cost tables to the county CAMA systems was completed. Also, during this time period, a new application used in the distribution of certified values for department-assessed utility companies was initiated. Planning also began earnestly on the Division's Tax District database, representing the last of the older applications built on an outdated development platform, requiring replacement.

Several special projects were also completed during FY2023, including:

The second flight from Pictometry commenced in the Fall of 2022 and is scheduled to conclude by December 31, 2023. As of June 30, 2023, over 97% of the flight capture has been completed.

A business proposal was drafted and submitted to the State's Enterprise Services (ETS) Department for migrating the State's CAMA system to a cloud-based technology. This request was reviewed and approved by ETS and now moves forward to the Joint Appropriations Committee and the Legislature for approval.

During FY2023, the Department purchased and coordinated the delivery of replacement workstations, monitors, and printers for the county assessor's office. These replacements were necessary due to the existing equipment's age and overall obsolescence.

The Appraisal Services Group (ASG) is responsible for assessment and valuation of all pipelines, railroads, airlines, public and private utilities, telecommunications and private rail car companies; providing of education, training and assistance to 23 County Assessors, and monitoring of local assessment work practices, along with the publishing of agricultural productivity valuations. The year 2022 saw three new Assessors elected with a 4th being appointed in 2023. In addition, 3 other Assessors are relatively new to their position within the last 4 years, accounting for nearly 1/3 of the State's Assessors having a limited amount of experience in the position. Election years always require more effort from the ASG to ensure that these individuals and county offices have the appropriate assistance to perform their duties.

In FY2023 the ASG sponsored 207 hours of accredited education coursework, which is an increase from the 197 hours sponsored in FY2022. These offerings included appraisal topics created and presented by division staff as well as courses from the International Association of Assessing Officers (IAAO). Staff appraisers completed appraisals for 200 public utility companies with a total assessed value of \$1,908,458,781 which was down 1.45% from tax year 2022. The slight decrease in assessed value is mainly attributed to the transfer of the independent power producer wind farms that are now being valued at the county assessor level. Public utility value would have shown an increase had the comparison been done using the same components as previous years. 334 private rail car companies were appraised resulting in an assessed value of \$25,280,559 and \$1,723,465 in tax dollars. The division continues to administer the Public Utility Commission annual assessment which for FY23 totaled \$3,999,808.

- The most notable accomplishments for the Mineral Tax Division for Fiscal Year 2022-2-23 were in the initial implementation of statutes passed during the 2021 and 2022 legislative sessions. The department collected and distributed to counties over \$985,000,000 in monthly estimated ad valorem payments. This was the first complete fiscal year in which these payments were due. The design, testing and implementation phases of this new system required over 4000 hours of effort put forth by Mineral Tax Division, Admin Services Division, ETS, and MBS vendor personnel.

The Mineral Tax Division utilized the Wyoming Oil and Gas Commission's new authority under HB2022-089 to request a hearing for each of four habitually delinquent taxpayers. Three of these taxpayers entered into individual payment plans with the department while the fourth declared bankruptcy. This legislation has provided the department with a highly effective and efficient collection tool.

Under the legislation enabling the collection of monthly estimated ad valorem taxes, the department filed its first lien on behalf of a county. After filing said lien, within five months the delinquent taxpayer cleared all of its outstanding severance tax and ad valorem production tax debts. This provision entered into statutes in 2022 has also been a benefit to the department in its collection efforts.

Notable Accomplishments FY 2023 (July 2022-June 2023)

In FY 2023, the Excise Tax Division resumed normal operations from the pandemic. The vast majority of our staff continue to work physically in the office, except in unique circumstances. This means that our customers from around the world know there will be someone in the office to promptly answer their phone calls or emails.

One of the most impactful administrative achievements of the past fiscal year was collaborating with our third-party IT contractor to make vendor account balances available online. This allowed our vendors to see updated account balances daily through their online WYIFS account while also allowing the Department to discontinue sending monthly account summaries to online filers (which reduced administrative delay and cost).

The Excise Tax Division continues to see rapid growth in our sales tax licenses due to several factors including a rise in online purchases, remote sellers, and marketplace facilitators. From FY 2015 to FY 2023, we've seen a 188% increase in the number of active licenses in our system. There was an 11% increase in FY 2023. This means that in just under a decade, the Excise Tax Division has almost triple the amount of licenses with one *less* position over that same time period. The primary growth in our sales tax licenses come from outside Wyoming and even outside the United States which creates administrative challenges completely different from our local in-state vendors. No matter the workload, our team strives to provide elite customer service in the face of administrative adversity.

Our Education & Taxability section is a team of tax experts that continue to provide written taxability determinations and monthly educational webinars. In FY 2023, the Excise Tax Division provided 23 webinars (compared to 40 in FY 2022) with a total attendance of 548 attendees (compared to 729 in FY 2022). The reduction in education webinars was primarily due to other duties with reduced staffing.

The Excise Tax Division at the Wyoming Department of Revenue continues to have a working partnership with the Excise Tax Division at the Wyoming Department of Audit. The Wyoming Department of Audit conducts compliance reviews of licensed sales/use/lodging/tobacco taxpayers and then submits their findings to the Wyoming Department of Revenue for approval and assessment. Per the Wyoming Department of Audit's FY 2023 Annual Report, their office completed 45 sales tax audits (down from 74 in FY 2022 and 156 in FY 2021). No tobacco tax audits were completed. There was a 95.78% compliance ratio among auditees (down from 99.30% in FY 2022 and 99.50% in FY 2021).

Other notable administrative collaboration tasks:

- Started partnership with a new collection agency - Linebarger Goggan Blair & Sampson, LLP
- Team up with online travel industry to update guidance for tax collection procedures to maintain consistency with remote seller and marketplace facilitator statutes
- Work with the motor vehicle industry to add fuel type for to the "Wyoming Sales/Use Tax Statement for Motor Vehicles" which allows for better evaluation about the types of vehicles being purchased in Wyoming
- Certified Wyoming's compliance with Streamlined Sales Tax Governing Board
- Provide testimony to various legislative committees per request

Wyoming Department of Revenue, Liquor Division

The Wyoming Liquor Division contributed revenues to the State's General fund totaling \$20,786,650 in FY 2023 as required under W.S.12-2-302(b). Sales for FY 2023 equate to 1,069,426 standard nine-liter cases sold. This is a 1.4% decrease in cases. Sales continue to normalize to pre-pandemic status but we are seeing a shift in drinking patterns especially with the Ready to Drink (RTD) category continuing to increase.

The Liquor Division currently lists over 2,460 products and has a catalog of over 36,500 products available by special order. The staff of the Liquor Division is dedicated to giving the best service possible and will always continue to look for ways to improve service.

The Regulatory Section of the Wyoming Liquor Division has three main functions: insure compliance with Wyoming's alcohol beverage control laws, a.k.a. Title 12, review all liquor licensing for 122 licensing authorities within Wyoming as well as the licenses issued by the Liquor Division. Work with liquor licensees, local licensing authorities, law enforcement and other state agencies in various alcohol education programs.

In FY2023 Compliance Agents performed 975 unannounced on-site inspections, a reduced number due to extensive training on the new ERP system. Inspections that were performed had an average of 99.33% compliance rate. Three Compliance Agents will resume travel one week per month performing these inspections in September 2023. The Alcohol Server Training program was once again funded beginning in FY23. There were 1889 alcohol server trained in the TIPS program in 23 counties.


The Liquor Division continues to work with the Department of Transportation Highway Safety Program, the Wyoming Highway Patrol, Wyoming Association of Sheriffs & Chiefs of Police, the Governor's Council on Impaired Driving and the Wyoming Prevention Action Alliance to distribute educational materials on a continuing basis. Our goal is to help educate liquor licensees and their staffs as well as Wyoming citizens on safe and legal consumption of alcohol.

WYOMING DEPARTMENT OF REVENUE

MAY 2023



BRENDA HENSON
Director



THOMAS MONTOYA
Liquor Division
Administrator

- 52 Positions
- Accounting
- Purchasing
- Compliance
- Warehouse Administration



BRET FANNING
Excise Tax Division
Administrator

- 34 Positions
- Sales/Use Tax
- Cigarette/Nicotine
- Lodging Tax
- Resort District
- Economic Development Tax
- Prepaid Wireless Tax
- Wind Generation Tax
- Impact Assistance Program



CHRISTIE YUREK
Administrative Services
Administrator

- 10 Positions
- Procurement
- Initial Operations
- Document Processing
- Validations
- Deposits
- Accounts Payable
- Tax Distributions
- Property Tax Refund Program



CRAIG GRENVIK
Mineral Tax Division
Administrator

- 16 Positions
- Severance Tax
- Ad Valorem Mineral Tax
- Oil & Gas Valuation
- Hard Minerals
- Audit Processing
- Account Maintenance



Ken Guille
Property Tax Division
Administrator

- 10 Positions
- Public Utilities' Valuation
- Assessor Education/Support
- Tax District Administration
- Computer Assisted Mass Appraisal System CAMA Admin
- Veterans Exemption Admin
- Agricultural Land Valuation
- Statewide Parcel Viewer
- Public Service Commission
- Annual Assessments

**STATE OF WYOMING
ATTORNEY GENERAL'S OFFICE**

**STRATEGIC PLAN
July 1, 2023 through June 30, 2027**

**Submitted
August 31, 2023**

**BRIDGET HILL
ATTORNEY GENERAL**

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MISSION

The Attorney General's Office mission is to serve the citizens of Wyoming by providing the highest quality services, including legal advice and representation to state and local government, criminal investigations and assistance, statewide law enforcement training and certification, and assistance to victims of crime; and by protecting the state's resources and the right of its citizens to be free from corruption in government and fraud in the use of public funds.

VISION

Mindful of the public trust and responsibility for the public safety, the Attorney General's Office will anticipate and meet the challenges of increased demands and limited resources by maximizing our effectiveness through improved cooperation, coordination and communication, appropriate prioritization of responsibilities, and the innovative use of technology and training. The Attorney General's Office efforts will continue to a safe and secure environment for all citizens of Wyoming.

PHILOSOPHY

The Attorney General's Office will carry out its duties in an ethical, professional, and timely manner. It is committed to using taxpayer resources efficiently and effectively, while providing professional services. The Office's most valuable resource is its staff, which is prepared to meet future challenges and responsibilities with a strong work ethic and common sense.

AGENCY STRATEGIC GOALS

- GOAL 1 Act as the state's attorney and provide other services as required by law in matters affecting the State of Wyoming.
- GOAL 2 Provide criminal investigation services, forensic science analysis and services, and criminal information sharing systems in order to deter and/or respond to a criminal threat or activity in the state, in a timely, professional and approachable manner.
- GOAL 3 Provide quality, current, basic and specialized training in a timely and cost-effective manner to enable state and local law enforcement officers and agencies to enhance their professionalism and meet the training requirements established by law.
- GOAL 4 Ensure that all peace officers, detention officers, correctional officers, dispatchers, coroners, and instructors in the state meet minimum hiring, basic training, and on-going training requirements to maintain certification.
- GOAL 5 Strengthen and improve the victim-survivor's relationship with the criminal justice system by providing information of victims' rights, support and advocacy services to victim survivors and witnesses, and necessary financial compensation to those eligible victim survivors.

Agency Goals, Objectives, Outcome Measures, Strategies, and Output Measures.

- I. GOAL: LEGAL COUNSEL. Act as the state's attorney and provide other services as required by law in matters affecting the State of Wyoming.
 - A. OBJECTIVE: Adversarial matters. Provide the highest caliber of professional representation to our clients in adversarial matters.
 1. OUTCOME: Approval rating of federal and state district court judges, and justices on the Wyoming Supreme Court.
 - a) STRATEGY: Provide legal representation in adversarial matters.
 - (1) OUTPUT: Adversarial matters opened.
 - (2) OUTPUT: Adversarial matters pending.
 - (3) OUTPUT: Adversarial matters resolved.
 - B. OBJECTIVE: Legal Advice. Provide legal advice to elected state officials, state agencies, and state boards and commissions.
 1. OUTCOME: Approval rating of elected state officials, state agencies, and state boards and commissions.
 - a) STRATEGY: Provide legal advice to governmental entities as set forth by statute.
 - (1) OUTPUT: Opinions and memorandums/letters of advice written.
 - (2) OUTPUT: Review of agency rules.
 - (3) OUTPUT: Review of legislative bills.
 - (4) OUTPUT: Client meetings attended.
 - (5) OUTPUT: Review of contracts, bonds, and leases.
 - C. OBJECTIVE: Consumer Protection. Provide consumer protection for the citizens of Wyoming
 1. OUTCOME: Dollars recovered.
 2. OUTCOME: Dollars saved.
 - a) STRATEGY: Investigate and enforce consumer protection laws and prosecute businesses engaged in deceptive trade practices.
 - (1) OUTPUT: Consumer contacts.
 - (2) OUTPUT: Consumer complaints received and opened.

(3) OUTPUT: Consumer complaints resolved/closed.

D. OBJECTIVE: Medicaid Fraud Control Unit. Utilize the Medicaid Fraud Control Unit to investigate, resolve, and when appropriate, to prosecute or assist in the prosecution of the perpetrators of Medicaid fraud and of patient abuse and patient trust fund misappropriation occurring in Medicaid funded facilities and in other federal health programs.

1. OUTCOME: Increase awareness of Medicaid fraud and of patient abuse and patient trust fund misappropriation.

a) STRATEGY: Meet with the general public, law enforcement officials, prosecutors and state agencies to provide training and to develop cooperative strategies and agreements for the detection, referral and resolution of allegations of Medicaid fraud and of patient abuse and patient trust fund misappropriation occurring in Medicaid funded facilities.

(1) OUTPUT: Number of training sessions provided for the general public, law enforcement officials, prosecutors, or state agencies during the year.

(2) OUTPUT: Number of memoranda of understanding or other agreements entered into with law enforcement officials, prosecutors, or state agencies.

2. OUTCOME: To increase investigation and resolution of Medicaid fraud referrals.

a) STRATEGY: Investigate and, when appropriate, prosecute or assist in the prosecution of providers engaging in Medicaid fraud.

(1) OUTPUT: Number of new allegations of Medicaid provider fraud.

(2) OUTPUT: Number of allegations of Medicaid provider fraud resolved.

(3) OUTPUT: Number of prosecutions of Medicaid provider fraud.

3. OUTCOME: To increase investigation and resolution of patient abuse or neglect or misappropriation of patients' trust funds.

- a) **STRATEGY:** Investigate and, when appropriate, prosecute or assist in the prosecution of perpetrators engaging in patient abuse or neglect or misappropriation of patients' private funds in facilities, which receive Medicaid funds or in other federal health care programs.
- (1) **OUTPUT:** Number of new allegations of patient abuse or neglect.
 - (2) **OUTPUT:** Number of new allegations of misappropriation of patients' trust funds.
 - (3) **OUTPUT:** Number of allegations of patient abuse or neglect resolved.
 - (4) **OUTPUT:** Number of allegations of misappropriation of patients' trust funds resolved.
 - (5) **OUTPUT:** Number of prosecutions of patient abuse or neglect.

II. GOAL: DIVISION OF CRIMINAL INVESTIGATION. Provide criminal investigation services, forensic science analysis and services, and criminal information sharing systems in order to deter and/or respond to a criminal threat or activity in the state, in a timely, professional and approachable manner.

A. OBJECTIVE: CRIMINAL INVESTIGATION. Successfully investigate and assist in the prosecution of criminal activity in the state.

1. OUTCOME: The repeat offender rate percentage, prosecution rate percentage, and conviction rate percentage.

a) STRATEGY: Act to enforce state and federal controlled substance laws.

(1) OUTPUT: Number of controlled substance arrests.

(2) OUTPUT: Number of controlled substance investigations.

(3) OUTPUT: Number of clandestine laboratory seizures.

(4) OUTPUT: Number of asset seizure dollars.

(5) OUTPUT: Number of asset forfeiture dollars.

2. OUTCOME: The prosecution rate percentage and conviction rate percentage.

a) STRATEGY: Respond to requests for assistance from local law enforcement agencies to conduct non-drug related investigations conducted upon direction of the governor or pursuant to original jurisdiction in the areas of organized criminal activity, sexual exploitation of children, and computer crimes.

(1) OUTPUT: Number of arrests.

(2) OUTPUT: Number of investigations.

3. OUTCOME: Number of information system inquiries/updates/submissions.

a) STRATEGY: Provide critical information to law enforcement officers and departments to enable them to ensure public safety.

(1) OUTPUT: Number of criminal intelligence reports prepared.

(2) OUTPUT: Number of warning, alerts and critical updates provided.

B. OBJECTIVE: CRIME LABORATORY. Provide forensic science services and analysis for local, state, and federal law enforcement and prosecutors statewide.

1. OUTCOME: The percentage of evidence submissions by type of agency and the evidence examination turn around rate.
 - a) STRATEGY: Conduct forensic examinations of evidence involving criminal investigations.
 - (1) OUTPUT: Number of forensic cases.
 - (2) OUTPUT: Number of forensic examinations.
 - (3) OUTPUT: Number of evidence items.
 2. OUTCOME: The Crime laboratory will respond to 100% of requests that justified a Crime Scene Response Team.
 - a) STRATEGY: Provide twenty-four hour crime scene response service.
 - (1) OUTPUT: Number of crime scene responses.
- C. OBJECTIVE: CRIMINAL JUSTICE INFORMATION. Provide access to criminal justice information to local, state, and federal law enforcement agencies, prosecutors, and the judicial system.
1. OUTCOME: The NLETS/NCIC user compliance rate percentage and the overall error rate percentage.
 - a) STRATEGY: Provide NCIC/NLETS control terminal services on a twenty-four hour basis.
 - (1) OUTPUT: Number of electronic transactions.
 - (2) OUTPUT: Number of quality assurance reviews.
 - (3) OUTPUT: Number of system user audits conducted.
 2. OUTCOME: The criminal history disposition percentage rate and the Automated Fingerprint System (AFIS) hit percentage rate.
 - a) STRATEGY: Provide critical criminal justice records service.
 - (1) OUTPUT: Number of fingerprint cards received.
 - (2) OUTPUT: Number of criminal history database inquiries.
 - (3) OUTPUT: Number of sex offender registration/updates conducted.
 - (4) OUTPUT: Number of concealed firearm permits issued.
 - (5) OUTPUT: Number of concealed firearm permits renewed.
 3. OUTCOME: The service availability percentage rate.

- a) **STRATEGY:** Provide twenty-four hour Wyoming Criminal Justice Network for local, state, and federal law enforcement agencies in Wyoming.
 - (1) **OUTPUT:** Number of WCJN terminals.
 - (2) **OUTPUT:** Number of WCJIN system users.
 - (3) **OUTPUT:** Number of information systems/databases provided.

III. GOAL: LAW ENFORCEMENT ACADEMY. Provide quality, current, basic, and specialized training in a timely and cost effective manner to enable state and local law enforcement officers and agencies to enhance their professionalism and meet the training requirements established by law.

A. OBJECTIVE: BASIC TRAINING. Provide 100% of the basic training needs of all eligible law enforcement candidates in a timely manner.

1. OUTCOME: No backlog of students waiting to receive basic training.

a) STRATEGY: Based on demonstrated needs, the Academy will schedule and provide legislatively mandated basic training courses

(1) OUTPUT: Number, type, and length of basic training provided.

(2) OUTPUT: Number of basic training hours provided.

(3) OUTPUT: Number of students trained.

B. OBJECTIVE: ADVANCED TRAINING. Assist state and local law enforcement agencies to meet the advanced and continuing law enforcement education requirements prescribed by law.

1. OUTCOME: Provide 60% of the training needed for officers to meet re-certification needs.

a) STRATEGY: Based on existing staff resources and alternative sources of training currently available, provide training at the Academy.

(1) OUTPUT: Number and type of specialized training classes offered.

(2) OUTPUT: Number of students attending those classes.

(3) OUTPUT: Number of hours of training provided.

2. OUTCOME: Provide train-the-trainer classes for Wyoming law enforcement.

a) STRATEGY: Assist state and local law enforcement agencies to be more self-reliant in their efforts to acquire the balance of advanced training required.

(1) OUTPUT: Number of courses provided.

(2) OUTPUT: Number of students attending.

(3) OUTPUT: Total hours of training provided.

C. **OBJECTIVE: FACILITY USAGE.** Maximize the use of the Law Enforcement Academy training facility by governmental entities other than law enforcement.

1. **OUTCOME:** All other agencies and entities use of the facility for their training and meeting needs.

a) **STRATEGY:** As space and availability permit, the Academy will allow and encourage use of its resources by other agencies.

(1) **OUTPUT:** Number and type of agencies accessing Academy services and facilities.

(2) **OUTPUT:** Number of times other entities used Academy facilities.

(3) **OUTPUT:** Number of occupancy days for these usages.

D. **OBJECTIVE: INFRASTRUCTURE.** Stabilize, preserve, repair, and upgrade the Academy infrastructure to prolong its life and to maintain it as a premier, state-of-the-art training facility.

1. **OUTCOME:** Preservation of the Academy facility and infrastructure.

a) **STRATEGY:** Identify deficiencies in the Academy infrastructure and correct them in a timely and cost-efficient manner.

(1) **OUTPUT:** Number of personnel hours invested in maintenance and repairs

(2) **OUTPUT:** Fiscal investment for maintenance and repairs.

IV. GOAL: PEACE OFFICERS STANDARDS & TRAINING (POST). Ensure that all peace officers, detention officers, correctional officers, dispatchers, coroners, and instructors in the state meet minimum hiring, basic training, and on-going training requirements to maintain certification.

A. OBJECTIVE: Establish standards for employing, training, and certifying peace officers, detention officers, correctional officers, dispatchers, coroners, and deputy coroners.

1. OUTCOME: Ensure compliance with employment standards pursuant to Wyoming state statutes and POST rules.

a) STRATEGY: Establish employment standards for specified law enforcement personnel and assist the coroner board with standards for coroners and deputy coroners.

(1) OUTPUT: Number of required POST forms received for Wyoming peace officers, detention officers, correctional officers, dispatchers, and coroners.

B. OBJECTIVE: Maintain employment hiring list for law enforcement agencies.

1. OUTCOME: Provide entry level testing procedures for law enforcement agencies.

a) STRATEGY: Administer entry level tests to prospective applicants.

(1) OUTPUT: Number of tests administered.

(2) OUTPUT: Number of applicants passed.

(3) OUTPUT: Number of applicants failed.

C. OBJECTIVE: Develop, maintain, and enforce training standards to assure that a minimum amount of quality training is attained for law enforcement personnel.

1. OUTCOME: Maintain a working relationship with the Wyoming Law Enforcement Academy and the Wyoming Association of Sheriffs and Chiefs of Police to ascertain what training is needed and in demand.

a) STRATEGY: Certify basic training classes and in-service training classes.

(1) OUTPUT: Number of in-service training classes.

(2) OUTPUT: Number of basic training classes.

b) STRATEGY: Certify instructors to deliver the training.

(1) OUTPUT: Number of instructors certified.

- D. OBJECTIVE: Implement a certification process for law enforcement officers, detention officers, correctional officers, dispatchers, and coroners.
1. OUTCOME: Ensure certification requirements are maintained.
 - a) STRATEGY: Maintain a database documenting training hours.
 - (1) OUTPUT: Number of training hours accrued.
 - (2) OUTPUT: Number of law enforcement officers, detention officers, correctional officers, dispatchers, and coroners certified.
- E. OBJECTIVE: Maintain a de-certification process for law enforcement officers.
1. OUTCOME: Work cooperatively with department administrators in the de-certification process and keep them knowledgeable and updated in the process.
 - a) STRATEGY: Open and pursue investigation of complaints on officer misconduct or violation of laws, or POST rules.
 - (1) OUTPUT: Number of complaints or requests filed.
 - (2) OUTPUT: Number of case files opened.
 - (3) OUTPUT: Number of voluntary compliance for de certification.
 - (4) OUTPUT: Number of hearings conducted.
 - (5) OUTPUT: Total number of de-certifications.
- F. OBJECTIVE: Establish and administer procedures for state issued law enforcement retirement ID cards per Wyo. Stat. Ann. § 9-1-709.
1. OUTCOME: Work with Wyoming Department of Transportation to ensure a procedure is in place and operable.
 - a) STRATEGY: Develop an application form letter to accomplish issuance of cards.
 - (1) OUTPUT: Number of applicants.
 - b) STRATEGY: Maintain file of issued cards.
 - (1) OUTPUT: Number of cards issued.

V. GOAL: DIVISION OF VICTIM SERVICES. Strengthen and improve the victim-survivors' relationship with the criminal justice system by providing information of victims' rights, support and advocacy services to victim survivors and witnesses, and necessary financial compensation to those eligible victim survivors.

A. OBJECTIVE: Funding and Program Development. Through funding and program development, the division will continue to support baseline services to crime victims in all 23 counties and on the Wind River Indian Reservation.

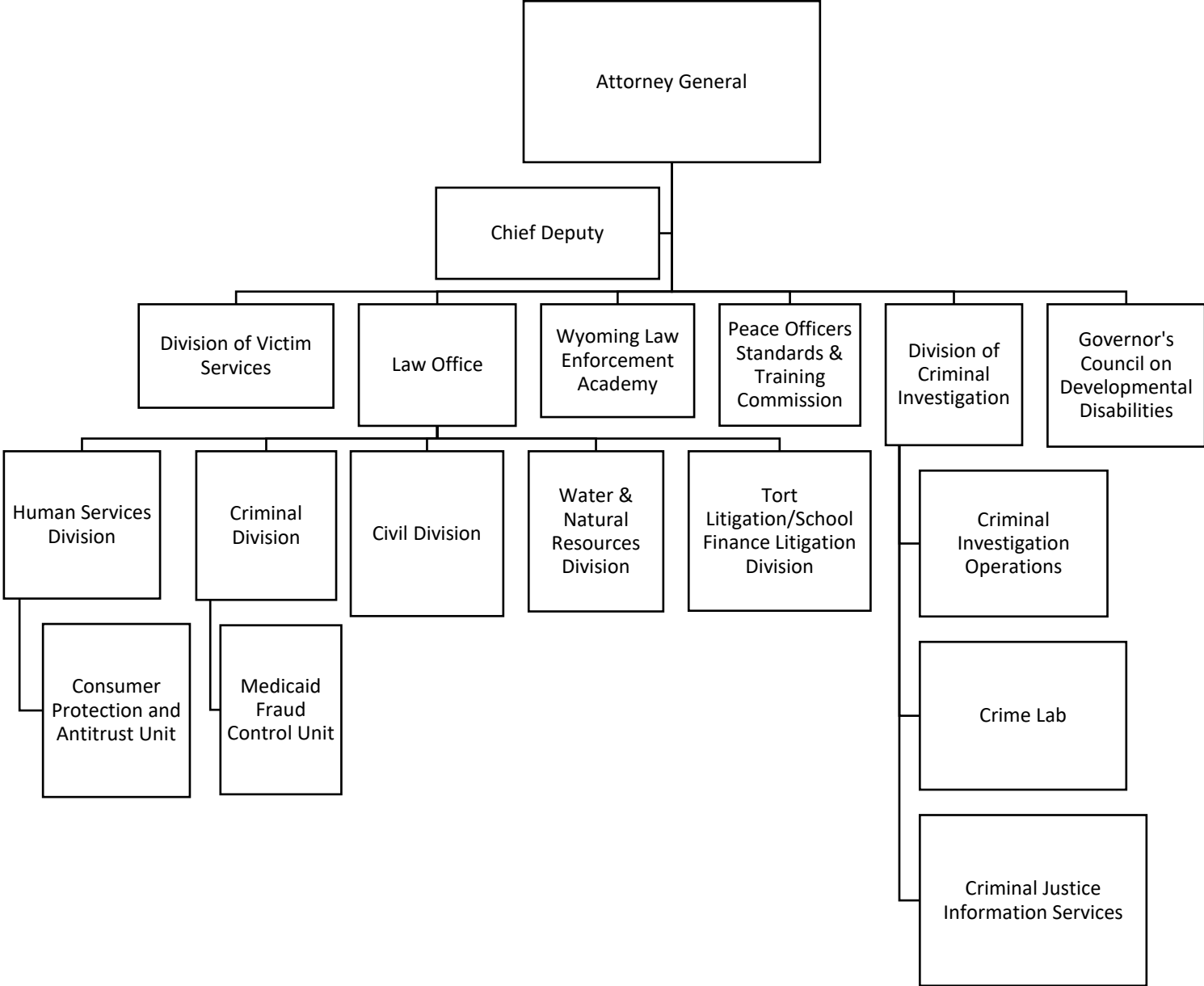
1. OUTCOME: Ensure that state and federal dollars are allocated to meet the needs of victims and the local system serving crime victims and their families. The division will continue to collect and analyze data from all victim service programs, law enforcement agencies, courts, councils and other state agencies to identify gaps in service and support the expansion of programs and services to crime victims.
2. OUTCOME: Conduct compliance audits of victim service programs.
3. OUTCOME: The division will work with programs in defining program competencies, special projects, and evaluation forms leading to better and enhanced services to victims.
4. OUTCOME: Continue to find ways to recognize advocates and members of the criminal justice system for their work on behalf and in support of victims.
5. OUTCOME: Track and collect restitution payments to the division.
 - a) STRATEGY: Develop a plan for the use of state and federal funds to meet the needs of victims and the local systems serving crime victims and their families.
 - (1) OUTPUT: Hold discussion groups with programs relative to funding and program development.
 - (2) OUTPUT: Utilize a strategic planning process that includes all key stakeholders in the state to develop a strategic plan for the utilization of all funding resources that applies a victim-centered perspective.

B. OBJECTIVE: Outreach and Training. Assist programs in meeting the needs of victims through outreach services and training to meet identified needs.

1. **OUTCOME:** The division will work with local and statewide programs and agencies in providing outreach services and information to crime victims.
 2. **OUTCOME:** The division, in collaboration with other state and local agencies, will develop training programs focusing on new trends in victim services, links of child abuse and domestic violence, restitution, and victim rights.
 - a) **STRATEGY:** Develop a timeline/schedule for outreach and awareness activities.
 - b) **STRATEGY:** The division, in collaboration with crime victim advocate programs, law enforcement agencies, and other members of the criminal justice system will develop a training plan to address victim survivor needs, advocate certification and law enforcement POST certification.
 - (1) **OUTPUT:** Work with teachers and local victim programs to develop outreach materials for schools.
 - (2) **OUTPUT:** Develop outreach materials with statewide implication for crime victims.
 - (3) **OUTPUT:** Continue to promote the Silent Witness Display statewide.
- C. **OBJECTIVE:** Cooperative Relationships. The Division of Victim Services will continue to nurture positive cooperative relationships with all agencies, local, state, and federal to foster positive, effective delivery of victim services.
1. **OUTCOME:** The division works closely with the Department of Health, the Department of Corrections, and the Department of Family Services to develop programs that will improve the awareness, the assessment, cross training, and referrals among these agencies.
 - a) **STRATEGY:** The division staff works closely with all state and local agencies on a number of mutually important committees and programs to improve services to victims of all crime.
- D. **OBJECTIVE:** Victim's Compensation. Ensure the delivery of crime victim's compensation.

1. **OUTCOME:** The division will work collaboratively with local programs, corrections, law enforcement agencies, medical professionals, and prosecutors to ensure that all crime victims have knowledge of and access to the crime victim's services and eligible victims have access to the crime victim's fund.
 - a) **STRATEGY:** Ensure that information on the crime victim's compensation fund is distributed widely across the state and training is provided in all communities.
 - (1) **OUTPUT:** Support the delivery of victim's compensation and assistance services through funding and technical assistance to local programs.
 - (2) **OUTPUT:** Deliver effective training and technical assistance to communities and local victim service programs working directly with victims of crime, witnesses and victim's families.
 - (3) **OUTPUT:** Continue to maintain the timeliness of regular and emergency requests and awards for crime victim's compensation.
 - (4) **OUTPUT:** Continue to revise policies and procedures for awarding compensation claims to meet the changing needs of crime victim survivors.

Agency Organizational Chart



Appendix

Responses to Questions in Wyo. Stat. Ann. § 28-1-115

(I) The specific purpose of each program, function and activity of the executive branch of government or any other major entity that receives funding from state revenue.

A. LAW OFFICE

The mission of the Law Office of the Attorney General's Office is to provide the highest quality legal services to the State of Wyoming, its elected and appointed state officials and agencies. In so doing, it will seek to anticipate issues, counsel its clients to solve problems and prevent disputes, and provide the highest caliber of professional legal representation to our clients in adversarial contested matters in a timely, effective, and efficient manner. It also provides legal advice to county and district attorneys and the legislature (while in session) in the form of written legal opinions; reviews and approves all state contracts; and reviews legislation, and tracks general legislative activity. It seeks to maximize the efficient use of attorney time and facilitate the successful litigation of state case.

The Law Office also represents the state in all criminal matters pending in the Wyoming Supreme Court (criminal appeals and original writs), represents the state in certain kinds of post-conviction actions filed by prisoners (state and federal habeas corpus and state post-conviction actions), and represents the state in civil forfeiture actions filed under the Controlled Substances Act. In each of these cases, the specific purpose served by the relevant program is to fulfill the state's obligations in the criminal justice system as established by the state and federal constitutions and various state statutes.

The Law Office also reviews and approved as to form all State contracts and tracks legislation during the session.

As stated in the Wyoming Medicaid Fraud Control Unit's (MFCU) mission statement, the purpose of the MFCU of the Law Office is to: "receive allegations of fraud in the Medicaid Program, of abuse or neglect of patients in Medicaid-funded facilities, and of misappropriation of patients' funds; investigate allegations and, when appropriate, prosecute or assist in the prosecution of such cases; work with federal, state and local agencies, prosecutors and law enforcement to provide training and develop mechanisms for the effective detection and prosecution of Medicaid fraud in Wyoming." This mission statement addresses the express responsibilities of the MFCU as found in 42 C.F.R. 1007.11. The MFCU's jurisdiction was expanded with Pub. Law 106-170 to include investigation, resolution and prosecution of patient abuse in non-Medicaid funded board and care facilities and in "other federally funded health care facilities."

B. THE DIVISION OF CRIMINAL INVESTIGATION

The Division of Criminal Investigation (DCI) is divided into three distinct areas; criminal investigations (or operations), crime laboratory, and criminal justice information services. DCI has original jurisdiction in the investigation of violations of the controlled substances act and organized crime that crosses jurisdictional boundaries. With these statutory responsibilities, DCI

has assumed the leadership position in the state for drug investigations. This drug enforcement effort is greatly enhanced by the partnerships that have been developed with local sheriffs and police departments through the regional enforcement teams. Since most law enforcement agencies in Wyoming are small (less than 10 officers), it is unrealistic to expect them to maintain undercover drug enforcement efforts.

DCI also assists in other areas of investigation at the request of the local sheriff, chief, or county attorney. These areas normally include homicides, internal affairs, public corruption, and computer crime investigations. These requests may come as a result of limited manpower, lack of expertise, or political considerations. DCI is not in competition with local law enforcement agencies but rather complements their efforts by providing “gap services” that are not normally offered by local departments.

The crime laboratory conducts forensic examinations of evidence submitted by local, state, and federal law enforcement agencies operating within Wyoming. This is a full service forensic crime laboratory that not only conducts analysis and examinations but also responds to crime scenes and provides expert court testimony. This work requires specialized equipment, instrumentation and training that normally is not present in local law enforcement agencies.

The criminal justice information section serves as the conduit for the transfer of intrastate and interstate law enforcement communications between federal, state, regional, and local law enforcement agencies. This information includes active warrants, criminal records, licensing status, and various alerts. The criminal justice information must be maintained and transferred utilizing equipment and procedures that are compatible and compliant with federal mandates and requirements.

C. WYOMING LAW ENFORCEMENT ACADEMY

The public receives a very direct benefit from the Law Enforcement Academy. Educated, well trained law enforcement personnel are better able to serve their citizens. They are more professional and able to act more quickly and more decisively. They are less likely to be a civil liability to their departments and their communities, thereby reducing the potential for injury to citizens and officers and reducing the need to expend unnecessary funds in needless litigation costs and settlements. To the extent space is available, the Academy is permitted by statute to allow outside governmental agencies to utilize the Academy facility and resources.

D. PEACE OFFICER STANDARDS AND TRAINING COMMISSION

Establish standards for employing, training, and certifying all peace officers, detention officers, correctional officers, dispatchers, coroners, and deputy coroners in the state and monitoring and enforcing the standards.

E. DIVISION OF VICTIM SERVICES

The specific purposes are administration and oversight of the use and distribution of state and federal dollars for crime victim services at both the local and statewide levels. Through the use of the surcharge funds, the division provides compensation to victims of crime. Administration

and distribution of state general funds is done by this office to 22 domestic violence/sexual assault shelter programs. These funds are used to provide basic services to victims through the development of a statewide plan.

(II) The specific public benefit that does or should result from the program, function or activity.

A. LAW OFFICE

The state receives excellent legal representation at a reasonable cost. The Law Office provides legal representation for state agencies that are efficient and professional. This produces public benefits in the form of good government and a reduction in exposure to lawsuits. The Law Office also benefits the public by helping regulatory agencies and numerous professional licensing boards enforce numerous regulatory statutes, rules, and public protection laws. The Law Office also helps collect funds due to various governmental agencies, including the Department of Revenue. The Law Office also benefits the public by providing protection services as set out by statute.

In situations where the Criminal Division of the Law Office is actively involved in criminal cases of all types, the public benefit that results is public safety. In civil forfeiture cases, drug distributors are deprived of the property and revenue produced by their illicit operations, reducing their capacity to distribute drugs and reducing the financial incentive to do so.

The public benefits of the MFCU of the Law Office are many, but the primary benefits are twofold. It is hoped that prosecution of perpetrators of patient abuse or neglect will effectively protect vulnerable populations of Wyoming citizens from harm and deter those who may commit these crimes in the future. It is hoped that prosecutions will protect public funds from being used inappropriately, punish those who have defrauded or abused the system, and deter future wrongdoers.

B. THE DIVISION OF CRIMINAL INVESTIGATION

The public benefits from DCI criminal investigations in several ways. Aggressive drug enforcement affects the availability of illegal drugs that are available in Wyoming communities. The availability of investigators with expertise in specialty areas, such as computer crimes, homicides, internal affairs, and public corruption, provides Wyoming communities with full service investigative capabilities.

The crime laboratory provides the Wyoming public with the latest state of the art forensic technology. This ensures that the latest technologies are available to Wyoming law enforcement agencies and are being utilized to solve crimes in their communities.

The rapid transmission of law enforcement information permits Wyoming law enforcement agencies to operate safely and immediately obtain information on wanted or missing persons and stolen property. The fact that Wyoming is compatible and compliant with the federal criminal databases ensures that Wyoming has some defense against interstate criminals who travel across the country.

C. WYOMING LAW ENFORCEMENT ACADEMY

The public receives a very direct benefit from the Law Enforcement Academy. Educated, well trained law enforcement personnel are better able to serve their citizens. They are more professional and able to act more quickly and more decisively. They are less likely to be a civil liability to their departments and their communities, thereby reducing the potential for injury to citizens and officers and reducing the need to expend unnecessary funds in needless litigation costs and settlements.

D. PEACE OFFICER STANDARDS AND TRAINING COMMISSION

To ensure the general public that only qualified individuals are being employed and certified as law enforcement officials in the state. It also assures them that those who do not belong in the profession are eliminated from contention for employment, or terminated from employment, if necessary, after being employed.

E. DIVISION OF VICTIM SERVICES

The Division of Victim Services benefits the public by improving the treatment of all victims of crime by providing them with the assistance and services essential to their restoration.

The division raises society's awareness of the needs and rights of victims through education, advocacy and legislative action.

(III) Alternative courses of action that would result in administration of the same program, function or activity in a more efficient or effective manner including:

- 1. Whether a program, function or activity could be implemented more effectively by another level of government or by a private entity.**
- 2. Whether there is sufficient public benefit to justify the funding necessary for the program, function or activity.**

A. LAW OFFICE

While limited individual cases may be more appropriate for private attorneys to handle, the majority of the Law Office would not be more efficiently or effectively handled by outside counsel.

Under current law, the Attorney General's Office is the only governmental entity authorized to perform the functions and activities set out in Section (II)(A) of this Appendix. There is no other level of government that exists that could perform these functions. Because the professional legal services performed by the Attorney General's Office could possibly be performed by private attorneys on a contract arrangement with the state, such a transfer of services may be conceptually possible but such a transfer of duties would result in a much higher cost to the state. Such a transfer of services would also result in the loss of many years of experience possessed by staff attorneys in performing these tasks. Also, letting out professional service contracts to

handle all of the state's legal work would certainly result in a diminution in the quality of work performed and a lack of consistency.

Public safety demands that the state have legal representation that will respond to all the appeals and other legal actions filed by inmates who have been duly charged, tried and convicted of serious crimes, and who then seek release from their convictions in the state and federal courts. Members of the general public would certainly conclude that there is sufficient public benefit to justify the effort and funds dedicated to keeping these dangerous individuals in prison and that this service should be provided by experts in these legal areas.

The structure and process of the Wyoming MFCU as a unit of the Attorney General's Office is generally quite effective. Secondly, federal law requires that each state establish and maintain a fraud unit within its state government in order to participate and to receive the federal Medicaid funding match rate. (42 C.F.R.1007.7)

B. THE DIVISION OF CRIMINAL INVESTIGATION

It is probably both appropriate and significant that the state Division of Criminal Investigation is a division of the Attorney General's Office, the chief law enforcement officer of the state. The Wyoming Highway Patrol is concerned with traffic enforcement and does not get involved in criminal investigations. There are no other state level agencies that have the expertise or resources to conduct criminal investigations more efficiently. Private entities are not an option in the areas of criminal investigations.

The DCI crime laboratory is the only forensic crime laboratory in the state. There were discussions in the past about combining all state laboratories into one super lab, but this is not a viable option for the crime laboratory. Chain of custody issues, court testimony and crime scene response are unique responsibilities of the DCI crime laboratory and require its own laboratory. Private labs are sometimes used for contract work, in specialty areas, but totally relying upon private labs would be cost prohibitive.

The Wyoming Highway Patrol operates a 24/7 dispatch center but does not get in the areas of control terminal responsibilities. The storage, maintenance, and dissemination of the criminal history information is covered by extensive state and federal legislation. The DCI control terminal operates smoothly on a 24/7 basis and exceeds all federal standards for accuracy. The various agreements and MOU's between the federal and state law enforcement entities require law enforcement control and preclude private entities.

C. WYOMING LAW ENFORCEMENT ACADEMY

No alternatives to the Law Enforcement Academy currently exist. It is the only facility of its kind in Wyoming, since it contains indoor and outdoor firearms shooting ranges and an emergency vehicle operation track. Centralized training at the Law Enforcement Academy provides all Wyoming law enforcement personnel uniform and consistent basic training, which is not true in many states that have many, separate training facilities. A central training facility also allows the state to invest in one set of training equipment, as opposed to separate sets for multiple training facilities. The public benefit definitely justifies continued funding of the

Law Enforcement Academy, which is further supported by the answers to the next two questions.

D. PEACE OFFICER STANDARDS AND TRAINING COMMISSION

It could not be administered by another level of government or private entity. Integrity of the program must be maintained as is.

The public benefits greatly from the POST function. It is a very necessary function that must be maintained in order to assure the high level of expertise and professionalism Wyoming law enforcement stands for.

E. DIVISION OF VICTIM SERVICES

The division was formed at the request of the legislature in 1998, following an LSO study to provide a more effective and efficient manner in providing victim compensation and victim survivor services to victims of crime. This is the most effective way to provide these statewide services such as victims' compensation, restitution recovery, and healing.

(IV) The consequences of discontinuing any program, function or activity.

A. LAW OFFICE

The consequences of discontinuing any program, function or activity of the Law Office would be a substantial risk to the state in terms of liability. Non-compliance with statutory requirements to provide legal representation would lead to increased legal fees and increased costs to all agencies to pay increased damages to third parties.

If the Attorney General's involvement in criminal appeals, prisoner litigation, and representation of law enforcement and corrections agencies was to be discontinued, convicted criminals would have no one to oppose them in court in their efforts to obtain release. Presumably, it would be much easier for them to overturn their convictions and be released. As a practical matter, the legislature would have to devise some other method whereby the state would have legal representation in these cases. Suppression of crime and incarceration of dangerous criminals are core functions of government. Public safety requires that the state be represented when criminals attempt to obtain their release through legal process.

Failure to maintain an anti-fraud and abuse unit or noncompliance with the federal law could result in the state's loss of its federal Medicaid funding.

Statutory mandates would not be met. Failure to adequately protect the state's environment and interest and enforce state environmental laws would result in federal intervention, control, and penalties. Fair and orderly regulation and development of the state's water and natural resources could not be assured.

B. THE DIVISION OF CRIMINAL INVESTIGATION

If criminal investigations were discontinued at DCI, local police departments, sheriffs' departments, and federal law enforcement agencies would have to pick up the slack. In addition, DCI has assumed original jurisdiction in the investigation of computer crimes and sexual exploitation of children. In reality, local law enforcement agencies would simply lack the resources and expertise to handle some crimes. Illegal drug activity would, no doubt, increase because small departments are severely restricted from conducting undercover operations. Federal agencies could absorb some of the investigations if they met the criteria for federal involvement, but most times that would not be the case.

The closing of the state crime laboratory would have a catastrophic impact on Wyoming law enforcement, since it is the only forensic crime laboratory in the state. The significant costs of instrumentation, equipment, and training required for a crime laboratory makes it unreasonable for local Wyoming law enforcement agencies. While the FBI operates a forensic crime laboratory, the criteria for them to accept local cases is very restrictive and would prohibit them from being an option. The result would be that many criminals would go undetected and criminal trials would be lost.

Without the interfaces and connectivity provided by the criminal justice information section, Wyoming law enforcement agencies would operate in an informational vacuum. Both intrastate and interstate communication would be limited, at best. Public safety would be threatened because criminals would go unidentified and undetected in the communities.

C. WYOMING LAW ENFORCEMENT ACADEMY

Should the Law Enforcement Academy be discontinued, the state would create a vacuum, which would need to be filled by law enforcement agencies or community colleges, requiring tremendous expenditures of labor and money. In fact, some equipment currently being used by the Academy to train all basic officers would likely be too expensive for most, if not all, training providers to afford independently. Should the vacuum not be adequately filled, the state would be opening a floodgate for litigation when untrained or undertrained officers use excessive or inappropriate force, commit unethical acts, or otherwise act contrary to their duty.

D. PEACE OFFICER STANDARDS AND TRAINING COMMISSION

Lack of funding for the POST function would result in unqualified, unsuitable individuals becoming employed as law enforcement officials in our state.

E. DIVISION OF VICTIM SERVICES

If the Victims Compensation Program or the network of sheltering and advocacy for victims ceased to exist the following would happen: (1) a significant delay in victim recovery; (2) an increase in the lack of cooperation with law enforcement and the criminal justice system; (3) an increase in the lack of faith in local and state government; (4) re-victimizing the victim and no accountability by the offenders; and (5) decrease in safety for families and children.

(V) Whether the methods, rules, and policies employed by the agency to implement a program, function or activity are cost effective, efficient and consistent with law and impose a minimum of regulatory burden.

A. LAW OFFICE

Because the staff attorneys of the Law Office are employed to render professional legal services in the state and federal courts, and to agencies there is a minimum of rules, policies or regulatory burdens of the type usually associated with government programs. To the extent that such rules or policies exist, they primarily consist of the rules of practice and procedure that all lawyers must obey, whether they practice in the public or private sector. These rules of professional practice are established by the state and federal courts and are designed to produce uniformity and efficiency in the practice of law. Internal office management policies are always reviewable for efficiency and effectiveness using a cost/benefit or other type of analysis.

Federal and state laws broadly guide the MFCU's operations. The unit works closely with local and federal law enforcement entities including county attorneys, the Office of Inspector General and the U.S. District Attorney. Through these combined efforts, fraud and patient abuse in the Medicaid program may be more effectively and efficiently investigated, resolved and/or prosecuted, as appropriate.

B. THE DIVISION OF CRIMINAL INVESTIGATION

The partnerships that have been developed with local law enforcement agencies through the implementation of policies has certainly been beneficial to all parties and promoted effective drug and violent crime enforcement efforts. The staffing of field and satellite offices has contributed to the rapid and efficient response to drug and violent crime investigations.

The expense of the instrumentation, equipment, and training required for a forensic crime laboratory makes it a natural responsibility for the state to assume. The geographical expanse of Wyoming sometimes makes it challenging to get evidence to Cheyenne or respond to a crime scene, but it works well. Backlog in the crime laboratory has been a source of attention, but priority cases are always addressed and court deadlines met. Wyoming law enforcement agencies are not and should not be charged for services provided. This ensures that all appropriate evidence is examined and available for comparison.

Virtually all of the programs and activities of the criminal justice information section are mandated by state or federal statutes and the state computerized data base system is compatible

and compliant with all federal/state mandates and requirements. The state also provides telecommunication lines, to access these systems, to the doors of Wyoming law enforcement agencies. They are only responsible for the equipment within their own agency and its compatibility with the state lines and federal systems. DCI also provides training to these Wyoming law enforcement agencies on the operation of these systems.

C. WYOMING LAW ENFORCEMENT ACADEMY

Currently, the statutes, rules, and policies affecting the Law Enforcement Academy are not creating an undue regulatory burden.

D. PEACE OFFICER STANDARDS AND TRAINING COMMISSION

POST operates on a very frugal budget. The benefits derived by the citizens of this state are immense compared to the costs. The regulatory burdens imposed are minimal in comparison to the end results, i.e., a highly professional law enforcement contingent that takes a back seat to no one.

E. DIVISION OF VICTIM SERVICES

Policies and standards are viewed annually to ensure that the statewide services programs and the state's victim compensation program are both meeting the needs of victims statewide. Input on standards and compensation policies are solicited from service providers statewide. Procedures and rules are constantly reviewed to keep the reporting burden by programs at a minimum, while meeting federal requirements.



WYOMING DEPARTMENT OF
ENVIRONMENTAL
QUALITY

FY2024-FY2025
Strategic Plan

Submitted

August 31, 2023

By

Wyoming Department of
Environmental Quality

Message from the Director

This year marks 50 years that the Wyoming Department of Environmental Quality has been entrusted to protect the state's precious air, water, and land resources. Throughout this time, the Agency has experienced and overcome many challenges while remaining true to its mission.

To fulfill our stewardship responsibilities, it is extremely important to look ahead and anticipate the needs and challenges associated with the protection of our environmental resources. For that reason, I am pleased to provide the Wyoming Department of Environmental Quality's Fiscal Year 2024-2025 Strategic Plan.

This Strategic Plan sets forth DEQ's goals, objectives, and strategies that will support conserving and protecting the state's natural resources, while maintaining a high quality of life and fostering economic development. The Strategic Plan also imposes accountability on DEQ by setting forth performance measures with which we will measure our successes and identify areas to continue to strive for improvement.

While the Strategic Plan identifies how DEQ will measure its efforts to protect the environment, DEQ will continue to deliver exceptional service and work with federal, state and local partners, the regulated community, and other stakeholders to achieve the agency's mission.

Wyoming is a wonderful place to live and recreate and DEQ is committed to protecting the State's resources now and for future generations. Please review the Strategic Plan and let us know if you have questions or if your organization could be a partner with DEQ in the implementation of the plan. Feel free to contact Keith Guille at (307) 777-6105 or keith.guille@wyo.gov.

Todd Parfitt

A handwritten signature in blue ink, appearing to read 'T Parfitt', written over a horizontal line.

Director,
Wyoming Department of Environmental Quality

Introduction

The Department of Environmental Quality (DEQ) was established by the Wyoming Environmental Quality Act and Industrial Development Information and Siting Act pursuant to W.S. §§ 35-11-101 through 2001 and W.S. § 35-12-101 through 119 respectively. As Wyoming's environmental regulatory agency, DEQ is responsible for the implementation and enforcement of delegated federal programs under the Clean Air Act, Clean Water Act, Safe Drinking Water Act, Resource Conservation and Recovery Act, and Surface Mining Control and Reclamation Act, as well as other state environmental regulatory programs.

DEQ consists of seven divisions; Air Quality, Water Quality, Solid and Hazardous Waste, Land Quality, Industrial Siting, Abandoned Mine Lands, and Administrative. DEQ has 257 employees located in Sheridan, Lander, Casper, Rock Springs, Pinedale, and headquartered in Cheyenne. Together we ensure that Wyoming's natural resources are managed to maximize the economic, environmental and social prosperity of current and future generations. DEQ does this through a combination of monitoring, permitting, enforcement, remediation, and restoration activities that protect, conserve and enhance the environment while supporting responsible stewardship of Wyoming's resources. Other important DEQ functions include human resources, accounting, and emergency response. Together DEQ's programs serve over 5,000 businesses operating thousands of facilities across the state.

Over the past decade, the workload of DEQ has grown. To effectively deal with growth and environmental management requirements associated with expanding regulatory oversight from federal agencies, DEQ continually works to identify efficiency opportunities in programs and where justified, request and add staff. DEQ has also implemented a paperless office initiative and worked with outside consultants to improve performance in targeted areas. DEQ continually looks for opportunities to restructure programs in a manner to bring added focus to priority areas and make concerted efforts to collaborate with stakeholder groups to streamline the permitting process.

Additionally, DEQ has implemented several online tools to better serve the public in participating on department actions. All public notices are posted on the agency website and sent out via email. This is in addition to statutory and rule requirements of posting public notices within local newspapers. Next, all DEQ permitting actions, rule making, and other actions are open to public comment through an online portal. In the past, the agency only accepted written comments through mail or fax. Finally

DEQ's Mission

To protect, conserve and enhance the quality of Wyoming's environment for the benefit of current and future generations.

DEQ's Values

The success of this mission requires our shared commitment to values that define and guide who we are, what we do and how we do it. These values are:

We are proactive by anticipating future impacts on Wyoming's environment and taking actions to minimize those impacts.

We are innovative by encouraging people from both inside and outside the agency to consider new approaches to protecting, preserving and enhancing a healthy environment.

We are consistent by fairly applying and implementing regulatory requirements.

We are responsive through timely and open communications with the public, the regulated community and other stakeholders who are affected by our work.

We are committed to a culture and work environment where everyone is treated respectfully, professionally developed and continuously challenged.

We are decisive and make decisions in a timely manner supported by thorough analysis, quality data and sound rationale.

DEQ's Vision Statement

The Wyoming Department of Environmental Quality envisions a Wyoming where vibrant economic development and prosperity is achieved by providing sound and sensible environmental protection for the benefit of the State and its citizens.

Strategic Plan Development Process

DEQ is directed by W.S. §§ 28-1-115 and W.S. §§ 28-1-116 to develop and maintain a strategic plan that guides its functions and activities. The plan is designed to plan activities, evaluate effectiveness and cover a two-year term.

The purpose of this plan is to provide planning and performance measurements to DEQ, the legislature and the public. This plan allows the legislature and the public to see the activities and achievements of DEQ by tracking its performance with the strategies outlined in this plan with the accomplishments identified in DEQ's Annual Reports.

Goals, Objectives, Strategies and Performance Measures

DEQ developed goals that describe the broad environmental responsibilities with which the various Divisions are tasked. These broad goals are applied to each Division, and each Division identifies its objectives that fall under this goal and the strategies that are needed to achieve these objectives. Performance measures are attached to the strategies to ensure that progress is made to accomplishing the strategies, objectives and overall goals. Through this process, DEQ can monitor the progress on the achievement of its goals through each of the Divisions. The following provides a brief description of each of the levels in this Plan.

Goals – Describe broad environmental tasks that DEQ is striving to achieve.

Objectives – Incremental steps that will aid in the accomplishment of the goals.

Strategies – Specific actions needed to achieve the objectives.

Performance Measures – The measurable milestones that show achievement of the strategies.

DEQ Goals

Goal 1 – To investigate, remediate, restore and reclaim contaminated and disturbed sites.

DEQ investigates, remediates, restores, and reclaims contaminated and disturbed sites in order to protect the health, welfare and safety of Wyoming's citizens and to preserve, reclaim and enhance air, land and water resources of the state. For example, DEQ recognizes the continued focus placed on the restoration and enhancement of Greater sage-grouse habitat, wildlife migration corridors, and other wildlife concerns. In consideration of the future economic and environmental health of the state, DEQ seeks to maximize the value of post-mining and post-remediation landscapes. DEQ continues to respond to evolving and emerging priorities in order to address those sites that present the greatest risk to safety and health of Wyoming's citizens. In conjunction with restoration and remediation activities, DEQ attempts to prevent, reduce, and mitigate impacts to the environment by fostering pollution prevention, spill prevention and control, and green and sustainable remediation approaches, including the beneficial use and re-use of materials, as appropriate. DEQ believes investigation, remediation, restoration and reclamation actions are most successful when expectations are clearly defined and conveyed. DEQ continues to work closely with all affected stakeholders in striving to find the most protective and effective short- and long-term solutions.

Goal 2 - To collect, manage and monitor the environmental data needed to accomplish agency responsibilities.

DEQ continues to strive for excellence in developing and maintaining scientifically based and quality-controlled data to support the DEQ's diverse programs, activities and regulatory responsibilities. Though the type and extent of monitoring may be different in each of the DEQ's divisions, monitoring activities are designed to measure compliance with permitting requirements and with state and federal regulations and standards; to identify and understand trends in environmental conditions and performance; to inform the public; and to plan for future growth and sustainable use of resources.

DEQ endeavors to take advantage of improving technologies and cooperative efforts with outside entities to collect, manage and interpret the environmental data needed to accomplish its

regulatory and programmatic responsibilities. DEQ's data needs are served from various sources. Generally, monitoring to assess ambient environmental conditions such as statewide or regional air and water quality is performed directly by DEQ or its qualified contractors. Permit compliance data is generally required to be submitted by permittees and verified by systematic DEQ inspections. Remediation, restoration and monitoring data is typically submitted by the responsible party and verified by DEQ, but in other programs (e.g., AML, Storage Tank Program and Orphan Sites Program), DEQ is responsible for collecting and managing monitoring data. DEQ also enters into cooperative agreements with federal agencies such as the United States Geological Survey (USGS) and the U.S. Environmental Protection Agency (EPA) to collect data where there is a mutual interest.

Goal 3 - To develop a clear, concise and consistent regulatory framework.

The development of a regulatory framework that affected entities and the public can understand is key to achieving the agency's mission. DEQ, with input from the public and other stakeholders, continues to review and update sensible and appropriate environmental standards that are protective of Wyoming's air, water and land resources. DEQ is committed to continue to review and update its regulations to ensure simplified and streamlined regulations are maintained. This provides a system that can deliver the requirements of the regulatory program in a clear and consistent manner. The DEQ is also committed to reviewing and commenting on proposed federal guidance, policy, and regulations that may impact Wyoming.

In addition to DEQ's goal of a consistent regulatory framework, DEQ examines the potential for additional reductions and/or updates in our current regulations. The objective is more accessible and better organized rules, fewer rules, and shorter rules – in sum, more efficient and effective government. The proposed reductions have been and continue to be realized by reorganization, consolidation, repeal of obsolete or unnecessary rules, and more concise rule language or some combination.

Goal 4 - To apply environmental standards and requirements that protect the environment while allowing for responsible economic development.

DEQ strives to make the application of environmental standards easier for stakeholders to understand and for the regulated community to comply. The application of environmental standards is a complex and challenging process. DEQ strives to simplify this process through more efficient and environmentally protective permitting. This facilitates diverse economic growth and development to proceed in an environmentally responsible manner.

Goal 5 - To ensure adherence with environmental standards and other requirements.

DEQ will promote a culture that engages both the regulated community and general public. DEQ will educate and clearly communicate standards and permit requirements to the regulated community in a manner that fosters compliance and transparency. DEQ will apply rules and regulations fairly and consistently across the state. DEQ will operate compliance programs with timely inspections and decisions that provide certainty to the regulated

community and responses to citizen inquiries.

Goal 6 – To develop and maintain an outcome-oriented workforce and culture.

DEQ is committed to hiring, training, and retaining an outcome-and solution-oriented workforce and culture. DEQ will continue to explore and develop strategic objectives to address workforce challenges related to recruitment, retention and workforce needs. Some of these include workload allocation analysis, succession planning, the implementation of a workforce development program, continued training initiatives, enhancing employee reward and recognition efforts and revisions to employee performance plans to promote strategic results.

Goal 7 - To administer and manage the resources of the agency in a responsible manner.

DEQ is committed to providing its employees with a professional work environment that is accessible and open to the public. DEQ is committed to managing its resources in the most efficient and effective manner.

This requires management of budget expenditures, grants, financial assurance instruments, information technology solutions, and contract oversight and processing procedures. DEQ will maximize utilization of its resources to meet the needs of the mission. DEQ will continue to devote resources to areas where they are most needed and manage the business of the agency in the most efficient and transparent manner possible.

Abandoned Mine Land Division

The Abandoned Mine Land Division (AML) is responsible for reclaiming and remediating lands disturbed by historic mining activities prior to the passage of the Surface Mining Control and Reclamation Act in 1977. Reclamation includes, but is not limited to, reclaiming open pits and shafts, addressing mine subsidence features, mine fire impacts and watersheds impacted by the historic mining. Important elements of the reclamation activities are the re-vegetation of those disturbed sites and creation of stable landforms, which will return the land to the previous land use and re-establish appropriate habitat for wildlife. AML also focuses on mitigating the impacts from historic underground coal mining in communities in the state.

AML administers the Wyoming Mine Subsidence Insurance Program WMSIP. The WMSIP offers homeowners and businesses in communities impacted by historic underground coal mining insurance to repair damage that may result from mine related subsidence. The insurance is an option available to homeowners and businesses for a reasonable fee. This program operates strictly as an insurance program.

Challenges of Division

AML is funded through the Office of Surface Mining Reclamation and Enforcement (OSMRE) from funds collected through a mine reclamation fee assessed on each ton of coal produced. The Surface Mining Control and Reclamation Act (SMCRA) includes a provision that each state, including Wyoming, receives an amount equal to 50% of the mine reclamation fee collected in that state. New AML funding was appropriated by the Infrastructure Investment and Jobs Act (IIJA) for coal mine reclamation. -A new “Hardrock AML Program” was also created in the IIJA although no money was appropriated.

Application of Goal 1 to AML - To investigate, remediate and restore contaminated and disturbed sites.

Objective: AML will continue to pursue the goal of reclaiming historic mining activities with the following strategies:

Strategy 1: AML will continue to update the Wyoming abandoned mine land inventory to include any new sites or features that are discovered.

Strategy 2: AML will continue to review sites on the abandoned mine land inventory to determine the highest priority sites to reclaim with the limited funding that remains.

Strategy 3: AML will continue to work with Wyoming communities such as Rock Springs, Hanna, and Glenrock to address mitigation priorities for critical infrastructure and structures within their communities due to mine subsidence impacts.

Strategy 4: AML will review past projects reclaimed in critical habitat areas to determine if further revegetation should be conducted to improve and restore habitat to pre-mining conditions.

Strategy 5: AML will continue to investigate and manage soils to increase the odds of successful reclamation.

Performance Measure: AML will measure its success by the numbers of hazards abated and the number of acres restored to beneficial use. Metrics would include such items as the numbers of open shafts or portals closed, linear feet of dangerous highwalls reduced and miles of stream channels restored, as well as estimates of acres of disturbed lands returned to beneficial use and cubic yards of mine void mitigation through grouting.

Application of Goal 2 to AML - To collect, manage and monitor the environmental data needed to accomplish agency responsibilities.

Objective: AML will improve the surface water, groundwater and vegetation impacted by past mining activities through sampling and post-reclamation monitoring.

Strategy 1: AML will share water quality data from AML reclamation programs with other divisions within DEQ to ensure that the sampling results are made a part of the DEQ water database.

Strategy 2: AML will continue to conduct post-reclamation monitoring and, where necessary and appropriate, develop a plan to perform further reclamation.

Performance Measure 1: AML will enter new sites and track project completions in OSMRE's Abandoned Mine Land Inventory System (e-AMLIS).

Performance Measure 2: AML will close out the post-reclamation monitoring for a project and ensure the recordation of Certificates of Completion in the appropriate county courthouse certifying the project is complete and accepted.

Application of Goal 3 to AML - To develop a clear, concise and consistent regulatory framework.

Objective: AML is committed to ensuring all rules and regulations are up to date.

Strategy: AML's regulations are largely driven by federal regulation and must meet the requirements of the federal program. AML will review its regulations to determine if reductions can be made to streamline its rules and maintain the requirements of the federal program.

Performance Measure: AML will continue to closely monitor federal regulations to determine if the AML rules require modification.

Application of Goal 4 to AML - To apply environmental standards and requirements that protect the environment while allowing for responsible economic development.

Objective: AML is committed to work with other state agencies and federal land managers to ensure that the appropriate environmental standards are being applied to abandoned mine land reclamation. AML also works with developers and utility companies that are proposing projects in areas where past mining may have occurred.

Strategy: AML will respond to all inquiries for information and, where necessary, conduct limited exploration drilling for further information.

Performance Measure: All inquiries will be addressed and documented.

Application of Goal 5 to AML - To ensure adherence with environmental standards and other requirements.

Objective: AML is committed to following all environmental and permitting requirements during reclamation activities. AML works closely with the Wyoming Game and Fish Department (WGFD) to ensure that the most appropriate wildlife safeguards are in place, such as seasonal stipulations. This coordination also includes work with other state agencies and federal land managers on reclamation and revegetation standards and requirements. AML also works closely with State Historic Preservation Office (SHPO) to ensure that all cultural and historic standards are identified and that significant cultural properties are properly protected or mitigated.

Strategy: AML will work closely with other state and federal agencies to determine the appropriate standards to include in all reclamation. AML will continue to work with all surface and mineral owners as well as any lessees to identify site specific reclamation strategies.

Performance Measure: AML will continue to perform National Environmental Policy Act (NEPA) compliance analyses on all projects and to consult with appropriate federal agencies, SHPO, and WGFD on: threatened, endangered and sensitive species; crucial wildlife habitat, wetlands, floodplains and cultural resources; as well as consulting with the Tribes on issues of Native American concern. Where necessary the AML projects will incorporate appropriate mitigation actions.

Application of Goal 6 to AML - To develop and maintain an outcome-oriented workforce and culture.

Objective: AML strives to maintain a work environment that is positive and encourages attention on the positive outcomes of each staff member and every project.

Strategy 1: AML will hold annual staff meetings to focus on what is working and what needs improvement, new developments or pending changes for each of the AML partners and identify issues or concerns that will need attention.

Performance Measure: AML will hold an all staff meeting each year.

Strategy 2: AML supervisors will continually review and mentor employees on an on-going basis to encourage the development of increased skills and knowledge. AML will encourage professional development through training and workshops and participation in national reclamation organizations.

Performance Measure: Employee feedback will be continuous.

Application of Goal 7 to AML - To administer and manage the resources of the agency in a responsible manner.

Objective: AML is committed closely managing projects and all contracts to ensure that the funding is used in the most cost-effective manner, thereby allowing the available funding to achieve the maximum benefit for Wyoming. AML will diligently work to complete all known reclamation as quickly as possible. As reclamation projects are completed, the AML transition plan will address long-term monitoring and maintenance, as well as emergency response, ensure funding is available for newly discovered AML sites and recurring problems at old AML sites requiring maintenance. Funding will continue for the subsidence insurance program and its administration. It is recognized that AML reclamation will continue for several years to complete the funded AML reclamation activities.

Strategy 1: AML will work closely with the DEQ Administration Division to track and monitor all expenditures and to explore opportunities to control costs.

Strategy 2: AML will also continue to work cooperatively with funding partners such as BLM. AML will continue to perform traditional reclamation projects as long as the physical hazards on abandoned mine sites require remedial actions.

Performance Measure: AML will continue to monitor the workloads of AML Project Managers and future funding levels to ensure resources are being utilized effectively and efficiently to address the most hazardous sites first.

Administration Division

The Administration Division performs or secures, in support of the Director's Office and all of the DEQ's divisions, administrative services to assist the DEQ programs, activities and personnel. Administration also provides financial management support, provides personnel support to ensure effective management of human resources while protecting the employee rights and safety, supplies information technology support, manages the DEQ's inventory, promotes operational efficiency and provides timely and adequate information, direction and other assistance required to fulfill the DEQ's purpose.

The Administration Division also now includes the following two functions:

National Environmental Policy Act (NEPA) Coordination

This program provides agency level coordination for NEPA projects statewide. The staff engages in projects, provides close coordination with Governor's Policy Office and establishes the agency's role as a cooperator. Additionally, the Program Manager leads a core NEPA team comprised of staff from each Division. The team works collaboratively to streamline document reviews and provide consistent comments.

Office of Communication and Outreach

The Office of Communication and Outreach provides information and assistance to industry, public, small businesses, and non-governmental organizations. The Outreach Program is a non-regulatory service that DEQ provides to minimize environmental impacts through education and pollution prevention efforts. The Outreach program manages funds and implements a number of Federal grants such as Diesel Emissions Reduction Act (DERA), Source Reduction Act (SRA) and Pollution Prevention (P2). The Program also coordinates information requests for the agency as well as social media and press releases.

Challenges of Division

The primary challenge facing Administration is the ongoing changes and increased number of federal grant requirements and funding levels. The change in federal grant requirements impacts DEQ's fiscal structure and often requires changes in state budgeting policies and procedures.

Additionally, Administration is also challenged by the rapid changes to Federal and State regulations and policies.

Another challenge facing Administration is key staff turnover. The change in staff creates challenges administering complex federal grants, contract management and fiscal processes.

Application of Goal 1 to ADM - To investigate, remediate and restore contaminated and disturbed sites.

Administration does not have responsibilities for tasks related to this goal.

Application of Goal 2 to ADM - To collect, manage and monitor the environmental data needed to accomplish agency responsibilities.

Administration does not have responsibilities for tasks related to this goal. However, Administration through the Deputy Director does review environmental information that relates to the review of NEPA documents and proposed federal regulations.

Application of Goal 3 to ADM - To develop a clear, concise and consistent regulatory framework.

Administration through the Deputy Director coordinates with the DEQ division on the review of NEPA documents, proposed federal regulations, and new or changes to existing regulations relating to division operations.

Objective: The NEPA team under the Deputy Director will lead the review of key proposed NEPA documents, proposed changes to NEPA, and proposed federal regulations to help ensure that the human health and environment are protected while allowing for responsible economic development.

Strategy: The NEPA team will coordinate the review by the divisions of NEPA and federal regulations and ensure timely comment and input on those documents.

Performance Measure: The NEPA team will track and report on the number of NEPA documents, proposed changes to NEPA, and proposed federal regulations reviewed during the FY.

Application of Goal 4 to ADM - To apply environmental standards and requirements that protects the environment while allowing for responsible economic development.

Objective 1: The Bonding Program will ensure that adequate financial assurance is in place to meet the construction, reclamation and remediation requirements established by the various divisions.

Strategy: The Bonding Program will review bonding instruments for form, sufficiency, and risk.

Performance Measure: The bonding program will provide a monthly program summary to the director. This will list the amount of bonds processed per year, the total dollar amount bonded through the division and time spent to process bonds.

Objective 2: The Deputy Director and Outreach Program is committed to answer questions and disseminate environmental standards to the public and regulated community. This includes assisting permit and license applicants in navigating and completing the permitting or licensing process of the agency.

Strategy: The Deputy Director and Outreach Program will provide support to the public, industry and the small business community to minimize environmental impacts through education and outreach efforts.

Performance Measure: The Outreach Program will provide an annual summary of education and outreach efforts conducted in FY2024 and FY2025.

Strategy 2: The Outreach and Communication Office will develop a yearly plan that will detail upcoming outreach and public relation events targeted to the public, media, and regulated community.

Performance Measure: The Outreach and Public Relations plan will be completed each December.

Strategy 3: The Deputy Director and the Outreach Program will work on development for a permitting online wizard to help the regulated community navigate the Agency rules and regulations required for operating in Wyoming.

Performance Measure: Complete wireframe of online application by end of CY2024.

Application of Goal 5 to ADM - To ensure adherence with environmental standards and other requirements.

Administration does not have responsibilities for tasks related to this goal.

Application of Goal 6 to ADM - To develop and maintain an outcome-oriented workforce and culture.

Objective: Administration is committed to communicate benefits and opportunities to staff and emphasize appropriate staff training and development.

Strategy 1: Administration will ensure DEQ employees take and complete the Defensive Driving Course.

Performance Measure: 100% completion of the Defensive Driving Courses.

Strategy 2: Administration will ensure employee PMI reviews are completed by established deadlines.

Performance Measure: 100% completion of the Employee PMI review by A&I established deadlines.

Strategy 3: Administration will ensure DEQ employees successfully complete Substance Abuse Awareness Training.

Performance Measure: 100% completion of the Substance Abuse Awareness Trainings.

Strategy 4: Administration will develop a virtual on-boarding training for all new employees.

Performance Measure: This training will be developed and implemented by the end of FY2024.

Strategy 5: Administration will ensure its metrics are maintained on a monthly basis to better identify recruiting needs.

Performance Measure: Submit monthly data into the dashboard forms.

Strategy 6: Administration and other Divisions will attend recruiting events at regional universities and colleges to help increase application and hiring numbers for open positions.

Performance Measure: The division will compare application and hiring numbers before and after the recruiting events.

Application of Goal 7 to ADM - To administer and manage the resources of the agency in a responsible manner.

Objective 1: Administration is committed to ensuring fiscal compliance with state and federal audit principles.

Strategy: Administration will establish and maintain internal accounting controls through policy.

Performance Measure: Administration will track its progress through audit exceptions.

Objective 2: Administration will continue to develop, administer, manage and participate in new IT solutions that enhance the agency's ability to perform its duties and those we serve.

Strategy 1: DEQ currently has an RFP out for Surface Water Monitoring (SWM) to replace the legacy software and expand it to include Lake, Reservoir, and Harmful Cyanobacterial Bloom data. Ultimately the new system will report data to EPA.

Performance Measure 1: The RFP selection process will be complete by January 2024.

Performance Measure 2: Full replacement of the legacy software will be completed by end of calendar year 2026.

Strategy 2: Air Quality IMPACT Software will undergo additional improvements which includes: refining e-payments, reporting, Minor Source Operating Permits and smaller enhancements for user experience.

Performance Measure: Improvements will be completed by June 30, 2024.

Strategy 3: Integrate Industrial Siting Division into nViro consolidated system for facility and permit data.

Performance Measure: Integration will be completed by end of 2025.

Strategy 4: Replace the Land Quality Division's authorization software program with the EPA's shared CROMMER services.

Performance Measure: Complete replacement by June 30, 2024

Strategy 5: Administration will lead paperless office initiative for agency.

Performance Measure: Prioritize projects for implementation and continue scanning and electronic archiving initiatives.

Objective 3: The Outreach and Communications office will apply for and manage various grants and other assigned funds.

Strategy: Apply for and/or manage the Diesel Emissions Reduction Act (DERA) Grant (19/20, 21/22/ and 23/24), WIIN Lead in Schools Grant, and the Volkswagen (VW) Settlement funds.

Performance Measure 1: Send in all application information for the DERA 23/24.

Performance Measure 2: Send in all required reporting for DERA, WIIN Grants, and VW Settlement Funds.

Air Quality Division

The Air Quality Division (AQD) is responsible for the protection and preservation of the ambient air (the air we breathe) in the State of Wyoming. The United States Environmental Protection Agency (EPA) sets National Ambient Air Quality Standards (NAAQS) for six criteria pollutants: particulate matter (PM), nitrogen dioxide (NO₂), carbon monoxide (CO), sulfur dioxide (SO₂), ozone (O₃), and lead (Pb). These standards are designed to protect public health. The AQD establishes requirements designed to maintain state primacy and attainment of the NAAQS and Wyoming's ambient air quality standards (WAAQS). These requirements are implemented through the Division's permitting, compliance and inspections, resource management, air monitoring, and regulatory and state plan development programs.

Challenges of Division

The AQD faces challenges protecting Wyoming's air quality for the health and welfare of its citizens. Air quality is affected by changes in weather and emissions from regulated entities, and other unregulated emission sources such as wildfires. Both Wyoming and EPA regulations provide tools to set limits on the amount of man-made pollution that can be emitted to the atmosphere. AQD's greatest challenge remains in understanding how air pollution affects ambient air and how to work with industry to allow continued economic growth while ensuring all our citizens breathe air that meets air quality standards to protect their health.

A second challenge is the tsunami of federal air regulations, policy, and guidance promulgated, revised or rescinded. New and revised federal regulations trigger numerous state obligations and deadlines. These obligations often involve revisions to state regulations and State Implementation Plans (SIP) in order to retain primacy. Generally, the state must meet these deadlines and obligations even though many of the federal regulations are simultaneously being litigated.

Application of Goal 1 to AQD – To investigate, remediate and restore contaminated and disturbed sites.

AQD responsibilities will be in a support role, when necessary. Sometimes the site remediation technique(s) to be employed result in emissions of air pollutants to the atmosphere, such as with an air stripper. Depending on the type and quantity of these air emissions, an air quality permit may be required. Otherwise, no authorization of activities or oversight by the AQD is typically needed.

Application of Goal 2 to AQD – To collect, manage and monitor the environmental data needed to accomplish agency responsibilities.

Objective: The AQD monitors, collects, and evaluates data statewide so that compliance with the EPA mandated NAAQS are attained. One way this is done is through the operation of a statewide ambient air monitoring network. This network operates according to the EPA federal reference methods to ensure data is collected accurately and consistently. The monitoring network has been developed and modified through time according to the Division's Network Assessment that is reviewed every five years and the Division's Network Plan that is reviewed every year. These reviews are part of the ongoing partnership with the EPA to ensure adequate ambient air monitoring data is collected in Wyoming.

Another way air data is collected is through the Emission Inventory reporting program. This data is reported to the AQD by industrial and commercial sources statewide and in accordance with the conditions in their air permit or other federal and state requirements. The Emission Inventory is collected annually for major sources of emissions and every three years for minor sources. In the Upper Green River Basin (UGRB) ozone nonattainment area, the Emission Inventory is collected annually for all sources of emissions.

Strategy 1: AQD will continue to operate the ambient air monitoring network statewide and include revisions to the network as necessary guided by the results of the five-year Network Assessment and Annual Network Plan.

Performance Measure 1: Annually, evaluate and prioritize network improvements, reconfiguration, removal or installation of monitors to ensure an efficient and effective network is implemented for monitoring criteria pollutants, precursors and meteorology that satisfy the seven monitoring objectives outlined in the Wyoming Annual-Network Plan and Wyoming five-year Network Assessment.

Performance Measure 2: Provide public access to near-real-time air quality, meteorological and scene data throughout the State of Wyoming on the WyVisNet website.

Performance Measure 3: Assess air quality of the State and downwind impacts of industrial development and pollution transport to ensure air quality standards are attained or maintained.

Performance Measure 4: Maintain and operate an adequate network for monitoring criteria air pollutants, such that the continually collected data are verified, validated, and certified to the USEPA by May 1 of each year for the previous calendar year.

Strategy 2: AQD will collect Emission Inventory data through the established frequency to ensure accurate and timely compilation for accurate reporting and other use.

Performance Measure 1: Data collected will be quality assured and uploaded annually into IMPACT and EPA's Emissions Inventory System (EIS).

Performance Measure 2: Annually analyze, develop and implement improvements that maximize and enhance data quality and collection.

Application of Goal 3 to AQD – To develop a clear, concise and consistent regulatory framework.

Objective: AQD is tasked to keep pace with EPA's new and updated rules and regulations. AQD will continue to pursue this task in addition to the challenge of drafting our regulations so they are easier to understand and organized better for the user.

Strategy 1: AQD will continue to use its resources wisely in regulation development so that timely state rulemaking occurs and subsequent SIP submittals to the EPA are supported.

Performance Measure 1: The AQD will take necessary actions to maintain primacy, including timely and complete State Plan submittals to EPA.

Performance Measure 2: AQD will complete SIP submittals to the EPA within required federal timeframes.

Performance Measure 3: The AQD will examine and evaluate opportunities to participate in rule revisions or development at the national level that may directly impact Wyoming's air quality resources.

Strategy 2: AQD will conduct review of its regulations to ensure compliance with federal standards, while maintaining they are understandable and clear to the public and regulated community.

Performance Measure: AQD will complete the review of its regulations for streamlining opportunities annually.

Application of Goal 4 to AQD – To apply environmental standards and requirements that protect the environment while allowing for responsible economic development.

Objective: AQD continues to look for ways to improve the air permitting process in both the New Source Review and the Title V Operating permit programs. This is important so the rate of permit issuance can keep pace with the demand for air permits from the energy industry and other businesses in our state.

Strategy 1: The AQD will ensure that permitting decisions are timely and appropriate.

Performance Measure: The AQD will review and act on permit applications and respond to comments within statutory and regulatory timeframes.

Strategy 2: The AQD will continue the enhancement, development, maintenance, and implementation of IMPACT as the Division's singular enterprise system. Industry and the AQD Permitting, Compliance, Emission Inventory and Monitoring sections use IMPACT for electronic data and information submittals and retrieval in part to satisfy paperless office initiatives.

Performance Measure 1: Prioritize IMPACT maintenance and enhancements in accordance with the task list, identified issues and risks and project funding. Enhance existing and create new business processes in order to consistently manage large columns of integrated high-quality regulatory data within IMPACT to meet AQD goals.

Performance Measure 2: Continue to enhance industry use and AQD's customer service for IMPACT by providing timely and consistent support and training.

Implement timely and effective communication and customer service support strategies to promote Open Air to the public for AQD information self-service.

Application of Goal 5 to AQD – To ensure adherence with environmental standards and other requirements.

Objective: Promote compliance with permit conditions and regulatory requirements through facility site inspections, compliant response, report reviews, compliance assistance and complaint investigations.

Strategy 1: Provide verbal feedback to the facility at the end of the inspection, or site visit, followed by a timely, clear, and concise written report.

Performance Measure: AQD will track the number of major, synthetic minor and minor sources inspected. The numbers completed will coincide with our Compliance Management Strategy.

Strategy 2: Provide compliance rates for permitted facilities on an annual basis.

Performance Measure 1: AQD will input timely inspection reports, stack tests, and violations into EPA's ICIS-Air database.

Performance Measure 2: AQD will participate in quarterly calls and share penalty calculations as appropriate during meetings.

Performance Measure 3: AQD will conduct at minimum 20 asbestos inspections annually and provide results when requested.

Performance Measure 4: AQD will calculate the compliance rate for Minor Sources in the statewide region using the number of inspections versus Notice of Violations and Letter of Violations.

Performance Measure 5: AQD will calculate the compliance rate for Minor Sources in the UGRB region using the number of inspections versus Notice of Violations and Letter of Violations.

Performance Measure 6: AQD will submit a Compliance Management Strategy (CMS) to EPA. The CMS outlines the facilities to be inspected by the AQD staff during the upcoming federal fiscal year. AQD will meet or exceed the expectations set forth in the CMS.

Application of Goal 6 to AQD - To develop and maintain an outcome-oriented workforce and culture.

Objective: Develop and maintain a well-educated staff with technical expertise in air

quality. Staff development takes time and other resources, so it is imperative to create a work environment and compensation structure that supports the recruitment and retention of staff long enough for the Division to benefit now and long-term.

Strategy 1: AQD will explore ways to create professional development opportunities within AQD to increase staff knowledge and job satisfaction as well as orient new staff. Participation will be available to all staff and can be in the form of training, participation in state or federal led information sessions or with regional or national air organizations such as WESTAR and AAPCA course work and peer mentoring.

Performance Measure 1: The AQD will develop and integrate new staff members using a training initiative that provides new staff with an opportunity to learn about programs within the Division, share knowledge and maximize resource utilization.

Performance Measure 2: Staff that represent the Division in local, regional, national or international organizations will maintain and enhance interagency relationships and partnerships and share information or training expertise back through to the AQD and Department.

Strategy 2: AQD will explore and manage ways to provide internal and external outreach opportunities.

Performance Measure 1: The AQD will explore outreach efforts and communication opportunities within the Division, Department and other State Agencies such as the Public Service Commission and the Oil and Gas Conservation Commission.

Performance Measure 2: The AQD will continue to explore external community outreach including opportunities such as Air Quality Awareness Week and Earth Day efforts.

Application of Goal 7 to AQD - To administer and manage the resources of the agency in a responsible manner.

Objective: Track and manage resources to be as efficient as possible. Work priorities can change rapidly, so AQD management staff must communicate effectively to ensure timely and appropriate response and resource utilization, and accurate and consistent messaging.

Strategy 1: AQD management staff will continue to meet monthly to communicate emerging priorities so that adequate planning to accomplish these goals is possible.

Strategy 2: Prior to each budget planning period, AQD management staff will discuss budget challenges, program requirements and priorities and identify possible opportunities for efficiency.

Performance Measure 1: During each biennium fiscal planning period, AQD will provide program priorities and cost estimates by the prescribed times so the Agency is timely with its budget requests.

Performance Measure 2: Ensure proper grant application and management, contract management and budget adjustment options are timely formulated and completed.

Performance Measure 3: Establish fees sufficient to meet program needs each biennium.

Performance Measure 4: Promptly process all permit fees and emission inventory invoices.

Industrial Siting Division

The Industrial Siting Division (ISD) provides a mechanism to assess and mitigate adverse effects of major industrial facilities on the social, economic, and environmental conditions of communities in Wyoming. This purpose is accomplished by coordinating the timely processing of permits for the construction of large industrial facilities. Permit applications are reviewed for completeness and evaluated to ensure that impacts from the project are identified and properly mitigated. ISD represents the State's interest at the contested case hearing for projects and provides recommendations to the Industrial Siting Council (Council) for specific permit conditions, as well as the advisability of the issuance or denial of permits. The process also establishes a distribution of impact assistance payments amongst affected local governments for unmitigated impact from the construction of the large industrial facility.

Challenges of Division

Coordinating ISD's limited workforce with the demand for permits on an unknown timetable. ISD consists of one Administrator and one Principal Economist. ISD has little control over when projects will file applications. This can create significant resource challenges in meeting statutory timelines. ISD anticipates the submission of five applications within the next year.

Application of Goal 1 to ISD - To investigate, remediate and restore contaminated and disturbed sites.

Application of Goal 2 to ISD - To collect, manage and monitor the environmental data needed to accomplish agency responsibilities.

Objective: Staying informed on potential projects is crucial to the success of the Division. In the pursuit of this objective, the Division must develop and maintain relationships with the regulated industry as well as other state and federal agencies.

Strategy: ISD will continue to develop relationships with stakeholders in order to stay informed on projects throughout Wyoming. ISD will accomplish this by continuing coordination with County Commissioners, outreach to the public and federal agencies.

Performance Measures: ISD will coordinate with County Commissioners within the area of proposed projects to ensure effective communication is taking place between project proponents and local governments.

Application of Goal 3 to ISD - To develop a clear, concise and consistent regulatory framework.

Objective 1: ISD is committed to developing a clear and consistent regulatory framework.

Strategy: ISD is in the process of revising its rules and regulations to incorporate changes that were made to the Industrial Siting Act in 2018. DEQ anticipates a vigorous public outreach effort to ensure that all affected parties and local governments have input into the new regulations.

Performance Measure: ISD will complete the revisions to Chapters 1 and 2 of its rules and regulations in by FY2025.

Application of Goal 4 to ISD - To apply environmental standards and requirements that protect the environment while allowing for responsible economic development.

Objective 1: ISD is committed to manage and process the permitting of facilities that meet the Division requirements. ISD is also committed to ensuring that spills are cleaned up to the appropriate standard.

Strategy: Process permit applications that meet all regulatory requirements and all spills will be cleaned up to the appropriate standards.

Performance Measure: ISD will track how many permit applications are processed in the FY2024-2025.

Application of Goal 5 to ISD - To ensure adherence with environmental standards and other requirements.

Objective: ISD is committed to monitoring facilities to ensure that the facilities are constructed and operated in accordance with the conditions of its permit. ISD performs this task by requiring quarterly reports during the construction period and other updates after construction is completed to ensure that all conditions are addressed.

Strategy: ISD will continue to monitor facilities for compliance with conditions of permit and develop quarterly reports to report the progress to the Industrial Siting Council.

Performance Measure: ISD will monitor 100% of facilities in construction to ensure compliance and present this information to the Council quarterly.

Application of Goal 6 to ISD – To develop and maintain an outcome-oriented workforce and culture.

Objective: ISD recognizes that staff is the key to the program's ability to be effective and successful. It is important to ensure that staff secures appropriate training to improve professionally and be more effective in their programs.

Strategy: ISD staff will be provided the opportunity to pursue appropriate training that aids them in their professional development and improves their effectiveness in their programs.

Performance Measure: Staff will attend two appropriate training programs through FY2024-2025.

Application of Goal 7 to ISD - To administer and manage the resources of the agency in a responsible manner.

Objective: ISD will manage its program to ensure the most cost-effective application of funds and the most effective use of staff resources.

Strategy: ISD will continue to manage the program with a strong focus on fiscal restraint.

Performance Measure: ISD will manage the program in accordance with its approved budget.

Land Quality Division

The Land Quality Division (LQD) regulates surface and underground mining operations and ensures successful reclamation following mining to the approved post mining land use. LQD establishes bond amounts and holds reclamation financial assurance for mine operations. LQD is responsible for ensuring that mining is conducted in a manner that complies with state environmental standards as established in the Environmental Quality Act (EQA). LQD is also responsible for ensuring that mining is conducted in a responsible manner that protects the safety and welfare of the citizens of the state and that the impact on the environment is minimized. LQD currently regulates mine operations, including 24 coal mines that are active or in reclamation. Oversight of these operations requires review of 650 annual reports, and 1,035 inspections.

Mining activities require a notification or permit to operate. Permit types range from simple one-page documents, like Limited Mine Operation applications, to complex 40-volume coal permits that can cover > 50,000 acres. LQD maintains three programs – coal, non-coal, and the Uranium Recovery Program. The LQD is also in the process of standing up a new Source Material Program within the existing Agreement State with the NRC. Under the provisions of the Surface Mining Control and Reclamation Act (SMCRA), LQD has primacy from the Office of Surface Mining Reclamation and Enforcement (OSMRE) over the Title V coal program. The rules for the coal program are therefore consistent with federal OSMRE SMCRA rules and the EQA. The non-coal program regulations are based on the EQA, and the Uranium Recovery Program rules are based on the Agreement State requirements of the Nuclear Regulatory Commission (NRC). Permits provide information on all activities associated with mining including prospecting, exploration, mining and reclamation commitments. LQD is responsible for reviewing, processing and issuing all permit applications to ensure compliance with environmental standards established through the EQA and LQD rules and regulations.

On average, approximately 500 permit actions are approved annually. These permit actions include approval of new permits, modifications of existing permits, permit amendments, and bond release actions. Approximately 25% of these permit actions are new permit actions, ranging from a very simple License to Explore, to more complex coal or uranium mine permit. The remaining 75% are permit actions associated with maintaining existing permits, which may be simple one-day approvals or major revisions that require a public notice and comment process.

Regular field inspections are conducted by LQD staff to ensure consistency with permit commitments and compliance with the EQA and LQD rules and regulations. The frequency of inspections range from monthly for the coal program to annual inspections for small and regular mines, and less active Limited Mining Operations.

The LQD bonding program is a cornerstone of the permitting process. Annual review of active bond instruments includes both the evaluation of the proposed reclamation bond for adequacy and revisions to any financial assurance instruments that may be necessary. LQD currently holds a monthly average of 990 individual bond instruments for a total value of \$2.6 billion.

Challenges of the Division

LQD faces several challenges in the upcoming years. The largest challenge is the continuing task of balancing the extraction of Wyoming's mineral resources in the most environmentally conscious manner possible. In order to meet this task, LQD develops and maintains long-term technical systems for capturing and managing vast amounts of permitting and environmental data associated with mine permitting and environmental compliance. Over time, system platforms change and adjusting to these changes is a continuous process. Technological advancements have resulted in larger data sets that are available for review when complex permitting decisions are made.

The LQD has certainly not been immune to the issues related to staffing and retention and has seen as many as 9 vacancies in the past two years. The LQD is thankful to the Governor and the Legislature for their commitment to addressing the wage gap issues during the past two legislative sessions. LQD is hopeful this will help address some of the staffing retention issue.

A new challenge for the Division is responding to the volume and complexity of public records requests. Recent legislative updates relating to public records access and required response time frames has resulted in an increase in public records requests. The Division continues to move to a more digital based records system to help facilitate responses to the records requests. However, the demand for information increases annually and is outpacing current staffing.

The LQD would agree that there is an upward trend related to the increase in records request. The LQD also agrees that these requests are placing an increased demand on staff resources. As detailed above, for the 2022/2023 fiscal year LQD received and processed 267 records requests that required 494-man hours to complete. The 494-man hours do not include the additional and substantial time required to process requests for confidentiality.

Application of Goal 1 to LQD - To investigate, remediate and reclaim contaminated and disturbed sites.

Objective 1: LQD has develop a systematic approach to remediating and restoring sites associated with forfeited mining activities.

Strategy: LQD maintains a list of forfeited mining sites across the state, along with their associated forfeited bond amounts. As sites complete the forfeiture process, the site is added to the list.

Performance Measure: LQD will update the forfeited site list annually and initiate processes for soliciting contracting for necessary design and construction services and complete the remedial construction work.

Objective 2: LQD strives to ensure current mines are meeting reclamation requirements.

Strategy: LQD will maintain a list of current mines and their reclamation

Performance Measure: LQD will track number of reclamation bond release actions within Phases 1, 2, and 3.

Application of Goal 2 to LQD - To collect, manage and monitor the environmental data needed to accomplish agency requirements for permitting, reclamation and bond release responsibilities.

Objective: LQD is committed and accelerating an extensive IT project to convert conventional paper permits to electronic formats using the Mine Information Database System (MIDAS) program.

Strategy: LQD has deployed the electronic permitting program in segments, starting with the inspection application, uploading LMO and small mine permits and progressing to more complex large coal, trona and bentonite mine permits that will require an upload interface. One FTE was also added to the records section in 2022 in order to address the projected increasing demand to move permits to the upgraded MIDAS system. The LQD approach has been to move coal permits onto MIDAS first, as the coal grant funded the majority of the expense in developing, improving and maintaining the MIDAS system. Currently 25 of the 29 coal permits are digital. The priority order has been coal permits, uranium permits, sand and gravel notifications, trona permits, and bentonite permits.

Performance Measure: LQD will track the percent of permits, number of annual reports, number of correspondences, number of letters and templates all processed electronically.

Application of Goal 3 to LQD - To develop a clear, concise and consistent regulatory framework.

Objective: LQD is committed to ensuring all rules and regulations are up to date.

Strategy: The LQD will evaluate its existing rules and identify reductions that can be achieved, and necessary updates related to new legislative actions.

Performance Measure: LQD will complete its review and the results of such evaluation will be reported to the DEQ Director and the Land Quality Advisory Board.

Application of Goal 4 to LQD - To apply environmental standards and requirements that protect the environment while allowing for responsible economic development.

Objective: LQD strives to be timely in permitting and process.

Strategy: Continue to implement efficiency changes LEAN A-3 process.

Performance Measure: LQD will track the number of days for permitting to be completed and will compare to previous years to assure a positive trend on a monthly basis.

Application of Goal 5 to LQD - To ensure adherence with environmental standards and other requirements.

Objective: LQD will continue to strive for excellence in the inspections of mines throughout Wyoming.

Strategy: LQD will conduct inspections with the goal of identifying and correcting any identified environmental issues prior to causing adverse material environmental damage.

Performance Measure 1: LQD will track the number of inspections conducted monthly at coal and non-coal mines.

Performance Measure 2: LQD will track the number of bond release inspections in FY 2024.

Application of Goal 6 to LQD - To develop and maintain an outcome-oriented workforce and culture.

Objective: LQD will continue rigorous position justification assessments, by evaluating the need for, or classification of, that position in its current capacity as positions become available from attrition or as staffing needs change based on industry trends. An assessment of regulatory need for mining industries statewide relative to staffing expertise and availability, decisions will be made annually at a minimum.

Strategy: LQD will conduct an on-going assessment of the regulatory need for the various mining industries statewide based on current and projected permitting activity and bond release activity.

Performance Measure: Based on annual evaluations, LQD will make staffing recommendations that can provide reliable service to existing and new mine permits. LQD will evaluate forward industry trends and determine if additional or temporary staffing will be needed to accommodate a surge in demand in a particular mineral commodity.

Application of Goal 7 to LQD - To administer and manage the resources of the agency in a responsible manner.

Objective: LQD will manage its program to ensure the most cost-effective application of funds and the most effective use of staff resources.

Strategy: LQD will continue to manage the program with a strong focus on fiscal restraint.

Performance Measure: LQD will manage the program in accordance with its approved budget and evaluate cost saving measures where appropriate.

Solid and Hazardous Waste Division

The Solid and Hazardous Waste Division (SHWD) regulates the storage, treatment, and disposal of municipal solid waste, industrial waste, coal combustion residuals, and hazardous waste to ensure that these activities do not harm the public or damage the environment. SHWD also oversees environmental remediation projects and regulates certain storage tanks that store and dispense petroleum products throughout the State. The primary programs are:

Storage Tank Program (STP)

Tanks regulated by the STP include most underground storage tanks (UST) and those aboveground storage tanks that sell fuel to the public. Currently, there are over 600 active or temporarily out-of-use facilities requiring an inspection by the STP. The STP ensures tank owners/operators operate, maintain, install, and modify regulated tanks in accordance with the regulations, which helps to minimize the potential for future releases from the tanks. The STP also offers tank owners/operators a cost-effective means to meet federal requirements for cleanup and financial assurance. Without the program, tank owners would be responsible for cleanup or obtaining private insurance which can be difficult to obtain and costly. Cleanup and insurance costs could result in smaller gas stations going out-of-business.

Hazardous Waste Program

SHWD is responsible for permitting hazardous waste treatment, storage and disposal activities under the federal Resource Conservation and Recovery Act (RCRA) Subtitle C. SHWD is also responsible for coordination of corrective action for hazardous waste sites. Currently, there are nine (9) hazardous waste facilities in the Hazardous Waste Corrective Action program. Corrective action is required to address releases from units or areas where wastes were treated, stored, or disposed at these facilities. The corrective action process at these large facilities is complex, often taking several years to complete. The Hazardous Waste Program also oversees corrective action at four (4) other sites under administrative orders.

Voluntary Remediation Program (VRP)

The VRP encourages Wyoming facilities to conduct environmental remediation of sites that experienced environmental degradation as a result of historic facility operations and new releases. Under this program, the Volunteer has the option to voluntarily clean-up the affected properties cooperatively with the DEQ in lieu of more stringent enforcement actions. The Brownfields Assistance Program (BFAP) is a sub-program of the VRP, designed to provide additional incentives to local governments to develop and put idle, unused and potentially contaminated properties back into productive reuse. The BFAP also provides assistance and support for EPA grant applications, community outreach and workshop development.

Orphan Sites Remediation Program (OSRP)

The OSRP investigates, mitigates, and remediates contaminated sites that have no viable party that is responsible for causing the release of the contamination. The OSRP is currently conducting these activities at fourteen (14) sites throughout the state. An additional ten (10) known sites are awaiting funding for further investigation, with over 30 additional potential sites needing evaluation.

Solid Waste Program

The Solid Waste Program has the responsibility for regulation of municipal and industrial landfills and waste transfer, treatment, and storage facilities; improving state-wide waste diversion; recycling and beneficial use; providing planning assistance to local governments; and collaborating with state and local organizations to improve waste management in Wyoming. Currently, there are over 200 permitted solid waste facilities in the State.

Landfill Remediation Program

The Landfill Remediation Program oversees and funds up to 75% of the cost of investigating and remediating contamination at landfills for up to 10 years after completion of the remedial activities.

Cease and Transfer Program

The Cease and Transfer Program works in cooperation with the Office of State Lands and Investments to provide funding assistance for landfill operators who wish to cease receipt of municipal solid waste and transfer it to regional landfills.

Inspection and Compliance Program (I&C)

The I&C supports the Hazardous Waste and Solid Waste Programs by performing inspections of facilities and completing enforcement when necessary.

Challenges of Division

SHWD continues to be challenged by limited staff resources, budget constraints, and static federal funding levels to implement programs. Financial conditions in the State result in pressure to manage costs and program activities more effectively. These factors make it challenging for the division to fulfill core duties associated with statutory, regulatory, and program primacy and authorization requirements while also efficiently and effectively responding to new division problems as they arise. In addition, this presents a significant challenge when SHWD is asked to provide more with fewer resources.

A second challenge is the rate at which federal regulations are being promulgated, while existing regulations continue to evolve. New and revised federal regulations result in numerous obligations with fluctuating timelines and consequences for states. Programs must review federal regulations and provide comment when appropriate. Additionally, programs must determine if these new and revised regulations impact existing state regulations so that a subsequent authorization or primacy package can be updated and submitted in a timely fashion to the EPA.

A third challenge facing SHWD is tracking, applying to, and managing new federal grant opportunities from the Bipartisan Infrastructure Law and the Inflation Reduction Act. The additional federal grant requirements prove to be a challenge as these funding sources have specific and individual grant timelines and often requires concurrence with state policies and procedures.

Application of Goal 1 to SHWD - To investigate, remediate, and restore contaminated and disturbed sites.

Objective: SHWD will continue its efforts to remediate the contamination at sites where releases have occurred.

Strategy 1: The STP will continue to initiate remediation of contaminated sites as funding is available.

Performance Measure: The STP will track the number of sites under active remediation, the number of sites waiting to go into a project and the number of sites that have been fully remediated and closed out.

Strategy 2: The Cease and Transfer and Landfill Remediation Programs will continue to ensure that landfill remediation and closure activities are conducted in accordance with Solid Waste Rules. The Solid Waste Program will continue to provide technical and permitting assistance to local governments, including the implementation of general permits for municipal landfill closure as needed for the Cease and Transfer and Landfill Remediation Programs.

Performance Measure: The Cease and Transfer Program will continue to implement the program using funds provided by the Legislature and awarded by the State Loan and Investment Board. The Landfill Remediation Program will continue implementation of the program through the engagement of eligible facilities and with initiation of the remediation processes.

Strategy 3: The Hazardous Waste Program, VRP, BFAP and OSRP will continue to lead the remediation activities for contaminated sites including facilities regulated under the jurisdiction of RCRA Subtitle C. The remediation will be addressed both under the RCRA permit authority and the VRP.

Performance Measure: The Hazardous Waste Program will track the number of permit actions taken. The VRP, BFAP, and OSRP will track the number of new sites, the number of sites under a remedy agreement or under active remediation, the number of sites waiting to start work, and the number of sites completed by the end of each fiscal year.

Application of Goal 2 to SHWD - To collect, manage, and monitor the environmental data needed to accomplish agency responsibilities.

Objective - All programs under SHWD collect environmental data as part of program operations. The data collected is primarily groundwater, but soil and other data are collected where necessary. This data is primarily collected by consultants engaged on specific projects and activities.

Strategy: SHWD will continue to collect, manage, and monitor environmental data required for program activities. SHWD will continue work to improve the internal IT systems and processes to increase the ease of entering and accessing all environmental data.

Groundwater data will be entered into the applicable database as appropriate.

Performance Measure: SHWD will continue to implement appropriate IT improvements that will improve the ease of entering and managing environmental data.

Application of Goal 3 to SHWD - To develop a clear, concise, and consistent regulatory framework. Federally delegated programs, such as under RCRA, must adopt regulations and standards no less stringent than federal law. SHWD fully complies with that requirement but works with the regulated community to explain the requirements and expedite permitting where appropriate and possible.

Objective: The SHWD continues to review existing rules to determine if rules applicable to the respective programs need to be updated or reduced.

Strategy 1: SHWD will review all existing rules to evaluate where changes may be appropriate to eliminate redundancy and make the rules easier to read and understand.

Performance Measures: All rules will be reviewed for potential revision. A timeline will be developed to revise any rule identified for revision each fiscal year.

Strategy 2: SHWD will use its resources wisely in regulation development and review relevant federal regulations and determine whether or not to revise or submit an application package to EPA for review for authorization, reauthorization, or primacy.

Performance Measure: SHWD will examine and evaluate opportunities to participate in rule revisions or development at the national level that may directly impact Wyoming resources. SHWD will take necessary actions to obtain or maintain primacy or authorization for Hazardous Waste, Solid Waste, Coal Combustion Residuals, and STP.

Application of Goal 4 to SHWD - To apply environmental standards and requirements that protect the environment while allowing for responsible economic development.

Objective: SHWD addresses this goal through permitting where required, inspection and enforcement, state-funded cleanup at STP sites, and voluntary remediation actions.

Strategy 1: STP will remediate eligible sites as funding is available. Sites will be closed as soon as cleanup objectives are met.

Performance Measure: STP will measure performance based on the number of sites put into a remediation project during the year, the number of sites that went into O&M during the year, and the number of sites that were closed during the year.

Strategy 2: Hazardous Waste and Solid Waste will continue to work with potential permit applicants early in the permit development process to help them complete applications and will issue draft and final permits.

Performance Measure 1: Hazardous Waste and Solid Waste will measure performance based on the timeliness of issuing permits and related permitting actions within statutory, regulatory, and policy requirements.

Performance Measure 2: Hazardous Waste and Solid Waste will complete a LEAN process evaluation or equivalent of the permitting process to identify efficiency improvements.

Strategy 3: Hazardous Waste and VRP (including Brownfields) will continue to collaborate with responsible parties to complete investigations and remedial alternatives to meet cleanup standards. OSRP will perform investigations and remedial alternatives will be evaluated and implemented to meet cleanup standards.

Performance Measure: Hazardous Waste, VRP (including Brownfields), and OSRP, will measure performance based on the number of sites in investigation or remediation and the number of sites where remedy is completed. VRP will measure performance based on the number of sites entered into the VRP or issued an Order.

Application of Goal 5 to SHWD - To ensure adherence with environmental standards and other requirements.

Objective: SHWD will continue a strong inspection and compliance program focused on ensuring compliance with permit requirements and adherence to environmental rules and standards.

Strategy 1: The STP will notify owners ahead of time of upcoming deadlines, which enables the owner to have the required testing/inspection completed before it is past due and the facility is out of compliance. The STP will inspect regulated facilities and conducts follow-up inspections at facilities that have a history of non-compliance.

Performance Measure: STP will measure performance by the number of inspections conducted and enforcement actions taken. STP will further track most common violations and the compliance percentage, and enforcement case settlement values to detect trends and develop and apply resolutions. STP will also track owner notifications.

Strategy 2: The I&C Program will conduct Hazardous Waste and Solid Waste inspections in accordance with SHWD commitments, rules, and policy.

Performance Measure: I&C will measure performance by the number of Hazardous Waste and Solid Waste inspections conducted and enforcement actions taken, including Notice of Violations and Compliance Advisory Letters. I&C will

further track most common violations, compliance percentage by general industry/waste activity sectors (petroleum refineries, vehicle maintenance facilities, etc.) and enforcement case settlement values to detect trends and develop and apply resolutions. I&C will track the amount of time from inspections to a written report sent to facilities to ensure efficiency in reporting information. I&C will measure performance by the number of spills and complaints responded to and compliance assistance provided.

Application of Goal 6 to SHWD - To develop and maintain an outcome and solution-oriented workforce and culture.

Objective: SHWD recognizes that staff is the key to SHWD program's ability to be effective and successful. SHWD staff will secure appropriate training to improve professionally and be more effective in their programs.

Strategy 1: SHWD will create division onboarding training material to ensure new employees are consistently informed on SHWD rules and policies, information and records best management practices, and other key aspects of the division's workforce and culture. Staff will be provided the opportunity to pursue appropriate internal and external training that aids them in their professional development and improves their effectiveness. Routine staff meetings will be held to provide staff with opportunities to present new ideas on program improvements and ensure program consistency. When appropriate, electronic meetings will be conducted to minimize travel expenses.

Performance Measure 1: SHWD will measure performance by developing a division onboarding training initiative and provide the training to new employees within two weeks of their employment start date.

Performance Measure 2: SHWD will measure performance by staff attending training when funds are available. Lead workers and supervisors will mentor employees on an ongoing basis. Training will be completed in the following order to best use fund resources: required training, needed training, and wanted training. Equitable distribution of training amongst all staff is considered when approving training programs. This will be measured by evaluating workload distribution and filling vacant positions in programs and offices based on projected workloads for the division and discussion between Program Managers and the Administrator.

Performance Measure 3: SHWD will explore outreach efforts and communication opportunities within the Division, Agency, and other state and federal agencies, and state and national organizations.

Strategy 2: Performance evaluations will receive full and thorough attention to help serve as work planning and development. As positions become vacant, careful consideration will be given to where those positions should be located in the future to best reflect the workload of SHWD.

Performance Measure: SHWD will ~~be~~ measure this by completing PMIs on time and using the PMIs as planning and development tools.

Application of Goal 7 to SHWD - To administer and manage the resources of the agency in a responsible manner.

Objective: SHWD will manage all programs to ensure the most cost-effective application of available funds and the most effective use of staff resources. All programs will be managed in the most efficient and cost-effective manner possible to ensure that the funds made available are used wisely.

Strategy 1: SHWD will continue to manage the Corrective Action Account in a cost-effective manner.

Performance Measure: SHWD will measure performance by STP's on-going update of cash flow projection spreadsheet based on monthly project cost tracking so new projects can be started as soon as possible. Operation and maintenance data are reviewed as soon as reports are available, and systems are shut down to completed remediation projects as quickly and efficiently as possible to minimize electricity and other operational costs. New projects are started as soon as funds are available. Project costs are tracked monthly and future costs are revised at the end of the fiscal year based on the past fiscal year's data. STP will also measure performance by ensuring that the Corrective Action Account maintains fund soundness.

Strategy 2: Cease and Transfer and the Landfill Remediation Programs will operate in a manner that results in the lowest administrative cost and the most cost-effective option for completing program goals of funding transfer stations, landfill closures and landfill remediation.

Performance Measure: The Cease and Transfer and Landfill Remediation Programs will measure performance by ensuring that facilities are properly sized for operations and remediation is conducted in a fiscally responsible and environmentally protective manner. These programs will also measure performance by the number of facilities that enter the Landfill Remediation Program and the number of facilities that receive funding through the Cease and Transfer Program and track associated program funding balances.

Strategy 3: OSRP will continue to implement the strategy memo, Prioritization of Potential Orphan Sites, and will pursue appropriate funding options when identified in order to address the highest priority sites. BFAP will provide assistance to local governmental entities in order to evaluate environmental conditions and put properties back into productive use while being protective of human health and the environment. The BFAP will seek funding options to provide financial assistance to local governmental entities.

Performance Measure: The OSRP will measure performance by routinely evaluating the budget balances and adjust work priorities accordingly at sites. The BFAP will work with grant recipients and the EPA Brownfields Program to facilitate federal funding options. The BFAP will identify funding options to provide funds to assist local governmental entities and evaluate state Brownfields budget balances monthly if funds are available. BFAP will provide assistance to at least one community per fiscal year.

Strategy 4: SHWD will review and evaluate the associated program fee structures as well as identify any associated outstanding invoices.

Performance Measure: Hazardous Waste, VRP, and STP will measure performance by timely review and issuance of associated fees and invoices annually and track outstanding invoices.

Strategy 5: Prior to each budget planning period, SHWD management staff will discuss budget challenges, program requirements and priorities and identify possible opportunities for efficiency.

Performance Measure: SHWD management staff will provide program priorities and cost estimates by the prescribed times so the Agency is timely with its budget requests. SHWD will ensure proper grant application and management, contract management and budget adjustment options are timely and completed.

Water Quality Division

The principal goal of the Water Quality Division (WQD) is to protect and restore Wyoming's water quality for current and future generations. The WQD achieves this goal by implementing both regulatory and non-regulatory programs. Through its regulatory programs, the WQD issues permits for the discharge of pollutants into waters of the state to ensure water quality standards are met. Permits include effluent limits as well as monitoring and reporting requirements. WQD conducts inspection and compliance activities to ensure permit requirements are met. The WQD also permits the design and construction of water and wastewater treatment facilities and certifies operators of those facilities to protect public health and the environment. WQD implements non-regulatory programs that establish water quality standards, monitor and assess water quality, develop plans for remediation, and provide financial and technical assistance for remediation projects. The WQD also has staff to respond to spills and complaints and to conduct quality assurance/quality control activities. The WQD works through the operation of the following sections:

The Wyoming Pollutant Discharge Elimination System (WYPDES) Section permits the discharge of wastewater effluent via point sources into surface waters of the state. These permits contain limits on the quality of the discharge based on in-stream conditions and standards and establish self-monitoring and reporting requirements for the permittees. The WYPDES Section also has an independent compliance and monitoring unit that ensures compliance with permit conditions.

The Groundwater Section includes the Underground Injection Control (UIC) Program that permits the discharge of wastewater effluent into subsurface geologic formations. These permits contain limits on the quality of the discharge based on aquifer or groundwater conditions and standards, and the permits establish self-monitoring and reporting requirements for the permittees. The UIC Program also oversees the permitting of geologic sequestration sites where carbon dioxide is injected into deep geological reservoirs for long-term or permanent storage. In addition, the Groundwater Section is responsible for developing groundwater classifications for exemption of aquifers under the UIC program, overseeing groundwater investigations, implementing the division's ambient groundwater monitoring program, administering the division's groundwater data management system, and overseeing the cleanup of legacy groundwater-contaminated sites such as historic spill sites and Department of Defense cleanup of Formerly Used Defense Sites (FUDS) (e.g., the former Atlas Missile Sites in Laramie and Platte counties).

The Water and Wastewater Section permits the construction of water and wastewater treatment facilities to design criteria established in regulation. In addition to construction permitting, this section reviews and provides recommendations to county officials regarding proposed water and wastewater systems for new rural subdivision developments; oversees the permitting, bonding, and inspection of commercial oilfield waste disposal facilities (COWDFs); and licenses water and wastewater system operators to ensure their technical competency.

Finally, this section coordinates with the Office of State Lands and Investments and the Wyoming Water Development Office in the management of the federal program for funding construction of water and wastewater systems via the Clean Water and Drinking Water State Revolving Funds (SRFs).

The Watershed Protection Section monitors and evaluates the ambient quality of Wyoming surface waters, identifies which surface waters may be impaired, and identifies the cause of those impairments through the development of Total Maximum Daily Loads (TMDLs). This section is responsible for the distribution and management of approximately \$900,000 per year in federal Clean Water Act grant funds provided to local, state, and federal agencies and organizations for water quality improvement projects such as agricultural conservation practices, constructed stormwater wetlands, and stream stabilization and restoration projects.

This section is also responsible for analyzing water quality samples at the DEQ Water Quality Lab, developing and reviewing the state's surface water quality standards, Section 401 certification of U.S. Army Corps of Engineers permits (i.e., CWA Section 404) for dredge and fill activities, conducting National Environmental Policy Act (NEPA) reviews, and development of the agency's Integrated Report to EPA on the quality of Wyoming's surface waters based on monitoring performed by the division, conservation districts, and others.

The WQD also has an Emergency Response Coordinator that leads the division's and agency's response to spills and complaints within the state. The WQD also has a Quality Assurance/Quality Control Officer who works with all sections to review data quality to ensure that accurate and defensible data are being collected and used for decision making.

The division's Integrated Management Services Section provides data management, records management, management of the division's website, and administrative support to all staff within the Cheyenne and District offices. This section is the division's lead for developing strategies, procedures, and technical assistance to accommodate the transition to electronic document and records management and e-Permitting frameworks. This section coordinates fulfillment of public requests for information. In addition, this section facilitates the development of new or amended rules and policies, coordinating rule development with the division's Water and Waste Advisory Board and the Environmental Quality Council.

Challenges of Division

Limited staff resources and static funding levels from federal programs make it challenging for the WQD to fulfill core duties associated with statutory, regulatory, and program primacy requirements while also efficiently and effectively responding to state priorities and new water quality problems, including spill and complaint investigations, as they arise. The WQD continues to emphasize the importance of partnerships at the local, state, and federal levels to make the best use of available resources to protect water quality. Responding to new and emerging threats to water quality (e.g., per- and polyfluoroalkyl substances [PFAS], harmful cyanobacteria blooms), administering new priority programs (e.g., Class VI UIC permitting for carbon sequestration), and responding to proposed or implemented changes to federal regulations (e.g., Section 401 Certification Rule, Waters of the United States, new water quality standards) will continue to require significant staff resources.

In addition, the division continues to implement streamlining and efficiency recommendations stemming from past Kaizen/Lean Management events held with each section. Many of these recommendations center around challenges associated with paper-based document and records management and the division's efforts to transition to a digital environment to increase efficiency, improve customer service, and increase public transparency. A consolidated and up-to-date data

management system for WQD permitting and compliance programs is another critical step toward these objectives, and that effort is currently underway.

Application of Goal 1 to WQD - To protect, investigate, remediate and restore contaminated and disturbed sites.

Objective 1: WQD will work with local stakeholders and partnering agencies to reduce and prevent nonpoint source pollution to surface waters and groundwater of the state.

Strategy: WQD will administer grant funds (i.e., Clean Water Act Section 319 and Section 205(j) grant funds) disbursed by the EPA to support voluntary and locally led projects (selected through the Governor-appointed Nonpoint Source Task Force) that will restore and protect waters of the state.

Performance Measure: WQD will provide an annual report to the public and partnering agencies that includes information about planned and completed projects, improvements in water quality, and successful restoration of impaired waterbodies by June 30 of each year.

Objective 2: WQD will work with governmental and non-governmental stakeholders to identify impaired surface waters and the cause(s) of those impairments.

Strategy: The WQD will identify impaired surface waters and the cause(s) of those impairments biennially in the Integrated Report. The public, including governmental and non-governmental stakeholders, will be provided an opportunity to comment during the development of the Integrated Report.

Performance Measure: The Integrated Report will be completed and submitted to the U.S. Environmental Protection Agency by April 1st every other year (even years). The next Integrated Report will be submitted to EPA by April 1, 2024.

Objective 3: WQD will encourage, facilitate, and implement plans for the reclamation of both orphaned and unused coalbed methane (CBM) on-channel impoundments associated with CBM development.

Strategy 1: WQD will monitor and track the reclamation of on-channel CBM impoundments that were bonded for reclamation with DEQ. WQD will coordinate closely with the State Engineers Office (SEO) to ensure that reservoirs retained by landowners for beneficial use are properly permitted before releasing bond funds back to the CBM operators.

Performance Measure: WQD will ensure that all reservoirs to be retained by landowners are properly permitted by the SEO before releasing bond funds back to operators.

Strategy 2: For reservoirs that will not be retained by landowners for beneficial use, WQD will inspect reclamation performed by CBM operators to ensure that site restoration

complies with WQD reclamation guidance and ensure that the sites are adequately vegetated and stabilized before releasing bond funds back to CBM operators.

Performance Measure: WQD will ensure that all reservoirs that are reclaimed meet WQD reclamation and closure criteria before releasing bond funds back to operators.

Strategy 3: Where operators failed to reclaim or transfer reservoir operation to the landowners, or in the case of bankruptcy, WQD shall require forfeiture of bond funds to reclaim these ‘orphaned’ reservoirs. The reclamation of these sites will be accomplished by contracting for construction and reclamation services. The agency will also consider allowing bonding companies to complete the necessary reclamation in lieu of bond forfeiture on a case-by-case basis.

Performance Measure: For those reservoirs whose bonds have been forfeited, WQD (or the appropriate bonding company) will implement reclamation within twelve (12) months of bond forfeiture or finalization of an agreement with a bonding company.

Objective 4: WQD will continue investigation and corrective action activities at Pavillion Gas Field oil and gas produced water disposal pits.

Strategy: WQD will continue to review work plans and reports associated with the investigation and cleanup of five (5) oil and gas produced water disposal pits that are in various stages of corrective action (i.e., site characterization, remedy evaluations, or remedy implementation) under the Voluntary Remediation Program (VRP).

Performance Measure: WQD will conduct reviews and provide comments in a timely manner to ensure investigation activities are conducted in accordance with WQD approved work plans and the VRP process and by working collaboratively with the regulated community and stakeholders.

Objective 5: WQD will conduct a Lead Service Line inventory program to assist drinking water systems throughout the state.

Strategy: WQD will implement a Request for Proposals to hire a contractor to conduct Lead Service Line inventories throughout Wyoming. In accordance with federal requirements, lead service line inventories are to be conducted by public water systems and submitted to USEPA by October 2024.

Performance Measure: WQD will work with the selected contractor and communities to complete the Lead Service Line inventories, assist communities throughout the process, and develop projects to use State Revolving Funds to remediate Lead Service Lines.

Application of Goal 2 to WQD - To collect, manage and monitor the environmental data needed to accomplish agency responsibilities.

Objective 1: WQD will ensure appropriate evaluation and use of water quality data for reporting and decision-making purposes and evaluate the adequacy of its current quality assurance and quality control (QA/QC) systems.

Strategy: Evaluate internal QA/QC processes related to water quality monitoring and laboratory practices to ensure all collected and analyzed data are scientifically defensible and reproducible.

Performance Measure: A summary of work completed will be provided annually on the WQD website.

Objective 2: WQD will implement a surface water monitoring strategy that efficiently collects appropriate surface water quality data to support strategic priorities.

Strategy 1: WQD will monitor surface waters to determine water quality standards attainment, identify impaired waters, causes and sources of impairment, and high-quality waters as candidates for voluntary protection activities

Performance Measure: WQD will update the Surface Water Monitoring Strategy upon completion of the current National Rivers and Streams monitoring strategy and develop annual monitoring plans by March 15 each year.

Strategy 2: WQD will work cooperatively with the U.S. Geological Survey to monitor water quality and streamflow at select stations in support of priority data needs, including assessment of nutrients and HCBs.

Performance Measure: WQD will re-evaluate the cooperative monitoring program before May 1 of even-numbered years (e.g., 2024).

Objective 3: WQD will continue to work with the Wyoming Department of Health, the Wyoming Livestock Board, and other cooperators (e.g., Wyoming Game and Fish Department, United States Forest Service, Wyoming Department of Agriculture, Conservation Districts, etc.) to refine and implement Wyoming's Harmful Cyanobacteria Bloom (HCB) Program, which aims to inform cooperators and the public when HCBs may be present in Wyoming surface waters so they can make informed decisions to protect public and animal health.

Strategy: Conduct surveillance and reporting, data collection and evaluation, public notifications, and monitoring. Continue collaboration with the HCB coordination group to ensure the public is adequately notified.

Performance Measure: WQD will convene the HCB coordination group annually following the HCB season (May through October) and as needed to evaluate program effectiveness and identify areas for program improvements.

Objective 4: WQD will continue to work with interested parties and stakeholders to evaluate nitrate exceedances in groundwater within the Hoback Junction investigation area.

Strategy 1: WQD will develop and implement an outreach and education strategy in collaboration with local governmental agencies.

Performance Measure: WQD will form a working group consisting of members from local governmental agencies and conservation groups. WQD will complete its education and outreach training by December 31, 2023.

Strategy 2: WQD will collect water quality data from county, state, and federal agencies and develop a conceptual site model to evaluate potential sources for nitrate exceedances in the area.

Performance Measure: WQD will complete a conceptual site model and draft a report that includes findings from the information collected by December 31, 2023.

Objective 5: WQD will continue to evaluate and research emerging contaminants, specifically PFAS, throughout the State.

Strategy 1: WQD will develop and implement an outreach and education strategy in collaboration with local governmental agencies on what PFAS is, where it is located, and how it is remediated.

Performance Measure: WQD will work with a contractor to develop outreach and education materials and work with members of local governmental agencies and communities. WQD will complete its education and outreach training by December 31, 2024.

Strategy 2: WQD will collect water quality data from sources identified in DEQ's PFAS Response and Implementation Strategy.

Performance Measure: WQD will complete the investigation identified in DEQ's PFAS Response and Implementation Strategy, complete a conceptual site model, and draft a report that includes findings from the information collected by December 31, 2025.

Strategy 3: WQD will continue to review and evaluate federal regulations for PFAS.

Performance Measure: WQD will review regulations developed at the federal level and provide comments as appropriate. Evaluation of standards and development of guidance on addressing PFAS at Wyoming facilities will be completed as necessary.

Strategy 4: WQD partnerships and programs for Emerging Contaminants.

Performance Measure: WQD will work with partner agencies on Emerging Contaminant funding programs including the State Revolving Fund and USEPA Emerging Contaminant funds. Emerging Contaminant funding will allow WQD to further successfully implement Strategies 1 through 3. The funding programs will

allow the state to collect information, develop a strategy, and target remediation areas with available funding packages in place.

Application of Goal 3 to WQD - To develop a clear, concise, and consistent regulatory framework.

Objective 1: During its Triennial Review of Chapter 1, Water Quality Rules, WQD will develop protective surface water quality rules that are consistent with the federal Clean Water Act and improve regulatory clarity where needed.

Strategy: With input from a broad group of stakeholders, the WQD will develop and propose clear and consistent regulations governing the protection of the quality of Wyoming surface waters.

Performance Measure: The WQD will complete the formal rulemaking process for the revised Chapter 1 by June 30, 2025.

Objective 2: WQD will review and revise UIC permitting by proposing updates to rules (Chapter 27 of Wyoming's Water Quality Rules).

Strategy: The WQD will follow rulemaking and outreach procedures to develop clear, concise, and consistent regulations governing the construction and operation of UIC Class I and V facilities.

Performance Measure: The WQD will present Chapter 27 to the Water and Waste Advisory Board by August 31, 2024.

Application of Goal 4 to WQD - To apply environmental standards and requirements that protect the environment while allowing for responsible economic development.

Objective 1: As needed, update existing general permits or draft new general permits for permitting programs in accordance with statutory authority and regulations and increase outreach to the regulated community regarding available general permits.

Strategy 1: The WQD will revise and reissue general permits to increase clarity for permittees. Where applicable and in accordance with statutory and regulatory authority, general permit(s) may be drafted for facilities that will have limited to no impacts to water quality to expedite the permitting process under a General Permit rather than an Individual Permit. General Permit applications will be revised to provide clarity and will be streamlined to allow for more timely permit issuance.

Performance Measure 1: UIC general permits and associated forms will be completed by June 30, 2024.

Performance Measure 2: The WQD will update and reissue general permits and application forms for the Water and Wastewater Section by June 30, 2024.

Strategy 2: The WQD will provide greater access to electronic applications for general permits. The WYPDES Program will make the Wyoming Information Management System (WYIMS) permitting database available to permittees and assist permittees in the online application and permit management process. The WYPDES Program will begin database outreach with general permit applicants.

Performance Measure: WYPDES will measure performance by overall number of applications submitted online through WYIMS, as a percentage of total submittals.

Objective 2: WQD will conduct public education and outreach of the UIC Class VI permitting program for geological sequestration.

Strategy: The WQD will conduct training and outreach with the Wyoming County Commissioners Association, Petroleum Association of Wyoming, federal and state agencies, the regulated community, and stakeholders. The WQD will draft guidance documents to outline the permitting process and address frequently asked questions to facilitate an expedited permitting process.

Performance Measure: Draft and complete guidance documents as they are identified.

Application of Goal 5 to WQD - To ensure adherence with environmental standards and other requirements.

Objective 1: WQD's WYPDES and UIC programs will achieve or exceed its commitments to EPA regarding the number of compliance inspections completed.

Strategy: Identify and schedule inspections sufficient to meet or exceed commitments to EPA as part of Program Performance Goals.

Performance Measure: Completion of the number of inspections within periods as specified in State/EPA work plans.

Objective 2: Reduce WYPDES facilities in Significant Noncompliance (SNC) status.

Strategy: For WYPDES facilities in SNC status, increase direct outreach to permittees in order to address any reporting issues. Provide assistance where needed for enrolling in electronic reporting of discharge monitoring reports (DMRs). Provide advance reminders of DMRs and provide technical assistance when needed. For recurring effluent violations, assist in directing permittee to available resources. This will apply especially to municipalities.

Performance Measure: Percentage of WYPDES permitted facilities in SNC status. Rate is measured continuously and noted quarterly in meetings with EPA.

Application of Goal 6 to ADM - To develop and maintain an outcome-oriented workforce and culture.

Objective 1: The WQD will promote consistency in foundational staff knowledge.

Strategy: Managerial and supervisory staff will follow the division's onboarding policy to ensure new employees are consistently informed on WQD rules and policies, information and records best management practices, and other key aspects of the division's workforce and culture.

Performance Measure: All new employees will receive training through the onboarding policy process within two weeks of their employment start date.

Application of Goal 7 to WQD - To administer and manage the resources of the agency in a responsible manner.

Objective 1: WQD will continue to identify and implement workflow process modifications to improve efficiencies in accordance with Kaizen/Lean Management Methodologies.

Strategy 1: The Administrator and Section Managers will (1) review the status of workflow process modification recommendations from previous Kaizen events, (2) identify programs needing additional workflow modifications, and (3) implement Kaizen events for priority programs.

Performance Measure: Previous workflow modification recommendations will be reviewed by December 31, 2023. Programs needing additional workflow modifications will be identified and prioritized for new Kaizen events by June 30, 2024. The WQD will hold at least one new Kaizen event for priority programs by June 30, 2025.

Strategy 2: The WQD will complete migration of UIC permitting and compliance functions to an updated data management system.

Performance Measure: Migration of UIC permitting and compliance functions to new data management system completed by June 30, 2024.

Objective 2: WQD will continue developing electronic document management systems and division-wide policies to promote consistency, efficiency, and quality.

Strategy: WQD will continue developing and using SharePoint, Smartsheet and other DEQ and State Archives-approved software solutions to facilitate digital workflows, information sharing, collaborative document editing, improved records management, and reduced physical space needed to house hard copy records. Workflows will be modified as necessary to support electronic document management and increase efficiency. As needed, WQD will develop or update division-wide policies to standardize and document workflows.

Performance Measure: WQD will (1) review existing digital workflows, (2) identify areas to improve efficiency with the use of application programming interfaces (APIs) and automation between SharePoint, Smartsheet, and DEQ and State Archives-approved software solutions, and (3) revise WQD policies as appropriate.

Objective 3: WQD will continue digitizing hard-copy records to support electronic document management and record keeping.

Strategy: WQD will continue inventorying and prioritizing hard-copy records for digitization and will use a combination of in-house and third-party contractor resources to scan hard-copy records, completing quality assurance procedures to ensure integrity of WQD records.

Performance Measure: WQD will (1) complete digitization, quality assurance procedures, and final storage of hard-copy records currently stored in-house for Groundwater, GPC Program by June 30, 2025, and (2) coordinate between Groundwater, IMS, and Water and Wastewater Sections to inventory and begin digitization of hard copy records associated with data mining projects by June 30, 2025.

Objective 4: WQD Section Managers will provide one-day training each year to review existing section policies, guidance documents, and applicable regulations with staff and to educate and train staff on the proper application of these policies, guidance documents, and regulations.

Strategy: Training will be provided annually.

Performance Measure: Training completed annually.



Strategic Plan

FY2025-2026






(July 1, 2024 – June 30, 2026)

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Agency Overview

The Department of Audit has 103 authorized positions as of July 1, 2023 with a 2023-2024 biennial budget of \$24.7 million, and is organized into five divisions with three primary functional areas. The department’s funding sources include General Funds, Federal Funds, and Special Revenue generated from fees. Staff primarily have business degrees, with several holding professional certifications relevant to their functional area.

	DIVISION	FTE	BUDGET	FUNCTION
	Administration	3	\$957,198	Supports all functions
	Banking	28	\$6,513,288	Financial
	Public Funds	17	\$5,500,787	Accounting
	Mineral Audit	37	\$7,924,038	Revenue
	Excise Tax	18	\$3,767,253	Revenue

Financial

The integrity of the state banking system and individual banks is maintained through the administration of Title 13 and federal banking regulations. The Division of Banking supervises all state-chartered financial institutions and is responsible for their safety and soundness examinations. The division also licenses and examines various grantors of consumer credit to ensure compliance with consumer protection statutes.

Accounting

The Public Funds Division supports transparency and accountability of government financial information through collection, monitoring, and auditing of state and local government data. The division actively provides training regarding statutory requirements and internal controls, as well as makes recommendations for correcting audit findings when compliance violations or inaccurately reported data has been identified.

Revenue

The Mineral Audit and Excise Tax divisions support state revenue collection through conducting audits to verify the correct amount of taxes, fees, and royalties were paid through the State’s self-reporting system. The audit population for these two divisions represent virtually every industry in the state, and range in size from small local businesses to large global companies.

Agency Performance

In connection to the Wyoming Quality of Life Results outlined in the 2025-2026 Biennial Budget instructions, the Department of Audit supports Wyoming State Government as a responsible steward of state assets and effectively responds to the needs of residents and guests (Result #6). The department contributes to the State’s prosperity through audit and regulation to promote compliance with state revenue collections, state and local government accounting requirements, and the regulation of financial service providers.

As such, we have identified the following performance measures that are most important to the mission and functions of the department (and only ones reported in the annual report):

Financial

The quality of financial services provided, on a scale of 1 (strong) to 5 (critically deficient). Lack of regulatory oversight from the Banking Division could lead to financial institution failures similar to those in recent national news.

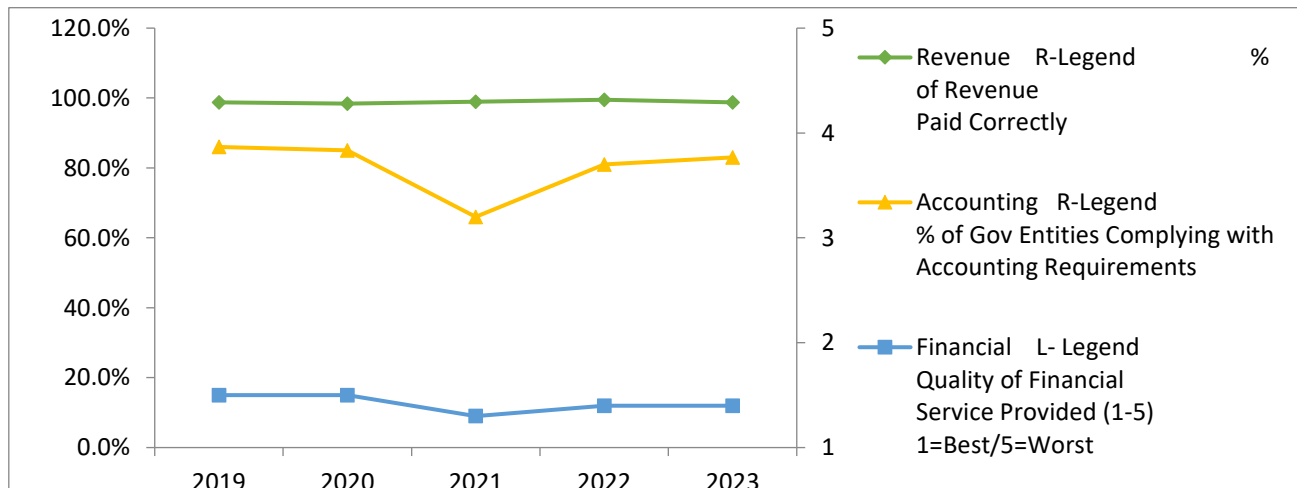
Accounting

The percentage of state and local government entities complying with financial reporting and other compliance requirements in three primary areas: school finance audits, state agency performance audits, and local government financial reporting. This function provides a degree of assurance in the reported information from government entities.

Revenue

The percentage of state revenue paid correctly (includes compliance of the revenue function for both the Mineral Audit and Excise Tax divisions). The difference between the compliance rate and 100% results in additional revenue collections to the State as a result of the department’s audits that the State would not otherwise receive if the agency function did not exist.

	FY2019	FY2020	FY2021	FY2022	FY2023
Financial	1.5	1.5	1.34	1.40	1.39
Accounting	86%	85%	66%	81%	83%
Revenue	98.8%	98.4%	98.9%	99.5%	98.8%



At A Glance

\$3.79	<i>Dollars assessed in FY2023 per direct dollar spent on audits in the Mineral Audit and Excise Tax divisions.</i>
\$11.8 million	<i>Additional dollars collected in FY2023 from taxpayers as a result of Mineral and Excise Tax division audits.</i>
\$6.3 billion	<i>Dollars received in FY2022 by local government entities that fall under Department oversight.</i>
4,083	<i>Reports received and processed from 952 local government entities.</i>
133%	<i>Increase in the number of state-chartered trust companies over the last 5 years, with interest continuing to build.</i>
38%	<i>Increase in financial institution licenses eligible for examination in the last 5 years.</i>

Looking Forward:

Over the past several years, the department has experienced significant turnover while experiencing increasing demands on department resources. This in turn has led to a reduction in the number of audits and exams performed across the agency. While turnover has stabilized in most divisions, the level of staff experience remains low when compared to historical norms. In an effort to maximize resources and increase productivity, the department has implemented the following strategies:

- Cross-training staff across functions that were once siloed.
- Flexibility in travel: leveraging technology to conduct more of our audits/exams in the office and shifting to allowing documentation to be brought back to the office.
- Converting as many processes as possible to electronic, making them more efficient for processing and finding documents.
- Rethinking historical processes to adapt to current situations.
- Encouraging teambuilding within and among divisions in an effort to create connections to the department and its employees.

Additionally, OpenAI (the developer of ChatGPT) has identified accountants and auditors as top professions it expects to be impacted and/or displaced by AI. Our department and its employees will need to adapt to this changing landscape and leverage new technologies in order to remain relevant and provide the best service possible. This will require new skills beyond those traditionally sought after in the profession.

Banking Division

Quality of Life Result:

Confidence in the State’s financial system is enhanced through an industry that ensures fair and lawful consumer-related financial transactions, provides the public with convenient, safe, and competitive banking, and allows for economic development.

Contribution to Wyoming Quality of Life:

Regulation of financial institutions operating in the state to ensure those entities are complying with laws and are appropriately managing their risk profile protects consumers and their money.

Basic Facts:

The division has 28 FTE positions with a total 2023-2024 biennial budget of \$6.51 million, at consisting of special revenue (fees charged to regulated entities).

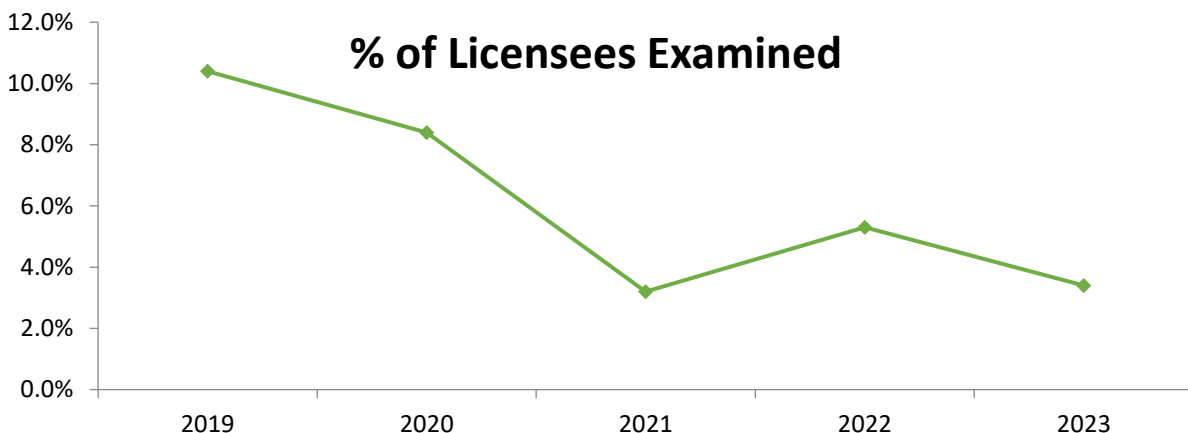
The primary function of the division is regulation of the following:

Institution	Eligible Licenses	Exams
State-chartered banks	21 (73 branches)	11
State-chartered trust companies	28	13
Special Purpose Depository Institutions	4	0
Mortgage companies	786	33
Uniform Consumer Credit Code companies	1,066	7
Money transmitters	125	5

Additionally, the division provides administrative support of 621 debt collector licenses for the Collection Agency Board; however, the division does not conduct examinations of these entities.

Performance Measures (Internal Only - Not part of the agency-wide measures reported in the Annual Report):

1. Percent of licensees examined



Story Behind the Performance:

At the same time as the number of licensees falling under the regulatory purview of the division has increased year-over-year for the past several years, the division has experienced heavy turnover, including the Commissioner and both Deputy positions. This turnover, particularly in the Examiner-In-Charge (EIC) level, has put downward pressure on the number of exams. Additionally, with fewer EICs to lead exams, coupled with new, inexperienced entry-level examiners, more demands have been placed on the Commissioner and Deputies to participate on exams and help train staff. An inexperienced examination team also requires the division to more frequently rely on federal banking agencies (FDIC and Federal Reserve) to provide more experienced examiners to help staff state independent bank examinations.

Despite these challenges, the division has worked hard to complete statutorily required exams and recently retained its Conference of State Bank Supervisors (CSBS) accreditation for the next five years. Additionally, the condition of financial service providers remains satisfactory as the bank health rating remained stable in FY23. Finally, it is anticipated that fee revenue to the division will continue on an upward trend in the future, which should provide additional flexibility to address turnover issues.

What Do You Propose to Do to Improve Performance in The Next 2 Years?

The division has taken the following actions in an effort to address the issues caused by several years of high turnover:

1. During the 2023 General Session, the division submitted a supplemental budget request with the goal of making examiners more competitive with regulatory peers in other states. Backed by turnover and examiner experience data, the request was approved and included in the division's budget going forward. The increased compensation should help reduce turnover and allow the division to return to historical exam output.
2. Empowered licensing staff to make decisions that were previously made by examiners. Not only has this given licensing staff a more complete understanding of their job, but it has freed up examiners to put more attention to exams.
3. Training Safety and Soundness staff to perform both bank and trust company exams rather than previously specializing in one or the other. Training compliance staff (mortgage, UCCC, money transmitter) in multiple areas rather than just one.
4. More direct and continuous communication between management and staff to foster an environment of team and feeling valued.

Public Funds Division

Quality of Life Result:

Transparency and accountability of taxpayer dollars is enhanced through monitoring and oversight, protecting public interest through audits, training, and reporting.

Contribution to Wyoming Quality of Life:

Collection, analysis, and reporting of government financial information, as well as auditing for data accuracy and compliance with laws and regulations provides relevant information to governing bodies to aid in decision making and oversight of public dollars.

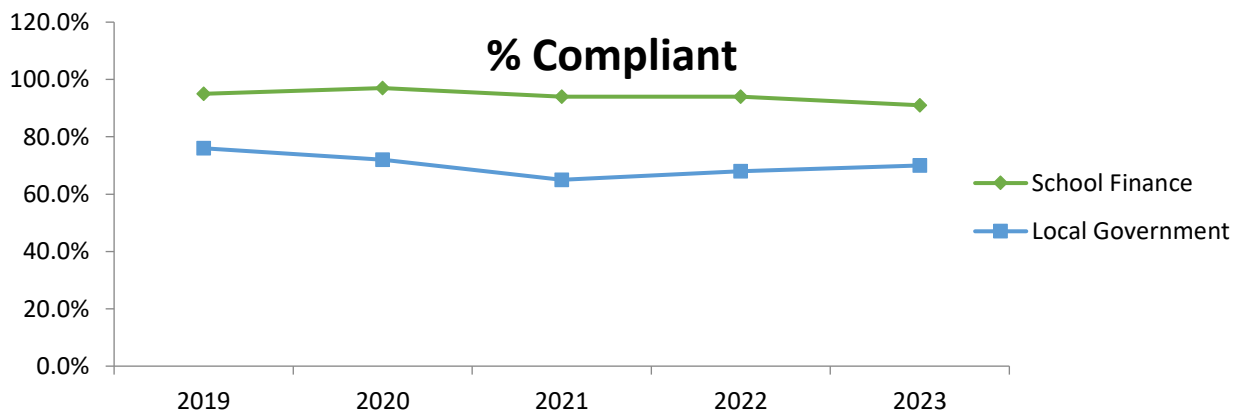
Basic Facts:

The division has 17 FTE positions with a total 2023-2024 biennial budget of \$5.5 million in general funds. Of that amount, approximately \$2.1 million is specifically for the contract for the audit of the State's ACFR and its Single Audit.

The division is separated into two primary functional areas (School Finance Audit and State and Local Government), and is responsible for the following (approximately 1,260 entities):

1. Audit of data reported by school districts for use in the funding model.
2. Receive and analyze census reports from local government entities and compile annual Cost of Government report.
3. Audit local government entities.
4. Manage the contract for the ACFR and Single Audit (including putting out the RFP, analyzing submitted proposals, and selecting contractor).
5. Audits of state agency performance measures reported in their annual report.
6. Audits of various state trust funds.
7. Assist law enforcement on fraud investigations.
8. Put on or facilitate training of local government officials.

Performance Measures (Internal Only - Not part of the agency-wide measures reported in the Annual Report):



Story Behind the Performance:

The compliance rate (accurate data reported in compliance with statutes and rules) for school finance audits has remained largely consistent over the past several years, ranging between 91% and 97%. However, with only five school auditors and significant turnover in the past several years, time between audits has increased. This has resulted in some audit findings that had been resolved in prior years starting to return. Additionally, there have been a number of statutory changes related to funding model components in recent years.

After a drop from FY2019 to FY2020 due to aligning compliance methodologies, the compliance rate for local government reporting has also remained consistent over the past several years, but at a much lower percentage as compared to school finance audits. Contributing factors include submission dates changing multiple times in the last few years, smaller entities with part-time and/or inexperienced personnel responsible for reporting, and significant turnover within the State and Local Government audit section.

Additionally, the division has experienced increasing demands for its services from law enforcement, local government entities, and concerned citizens.

What Do You Propose to Do to Improve Performance in The Next 2 Years?

Several actions have been taken in an effort to improve performance going forward, including:

1. Reducing the number of funding model elements audited for each audit. Although it will ultimately take the same timeframe to audit all traditional elements for all school districts, reducing the number of elements per audit will allow for a more time-efficient audit turnaround of audit completion and allow for more districts to be audited each year.
2. In the 2022 legislative session, House Bills 56 and 60 were passed and enacted July 1, 2022. Both bills aim to aid the division in increasing compliance of department reporting requirements by local government entities. HB56 directs additional withholding of funds from local governments until they become compliant with reporting requirements. HB60 requires the department to provide or approve training consisting of minimum knowledge/experience requirements of public officials handling accounts and of governing bodies.
3. The conversion of the census review process from paper-based to electronic has made the process more efficient. This, combined with a dedicated team focusing on improving the census process, has allowed more entity reports to be reviewed and analyzed than in years past.
4. The audit staff as a whole have relatively few years of experience. However, as the high turnover of the past several years has started to subside, the division can now focus on training a consistent, experienced staff. In the future, it is anticipated that staff auditors will be cross-trained between school and local government functions, thereby providing more flexibility in responding to periods of high turnover.

Mineral Audit Division

Quality of Life Result:

Wyoming's voluntary tax and fee collection process is enhanced through fair and impartial compliance audits, which protect the public interest and preserve a prosperous economy.

Contribution to Wyoming Quality of Life:

The Mineral Audit Division serves the public interest by performing quality mineral tax and royalty audits to ensure compliance with governing laws including the collection of unpaid taxes and royalties.

Basic Facts:

This division has 37 full time equivalent employees with a total 2023-2024 biennial budget of \$2.68M in general funds, \$5.03M in federal funds, and \$206,300 in Highway Non-Statutory funds.

Four primary functions of the division include:

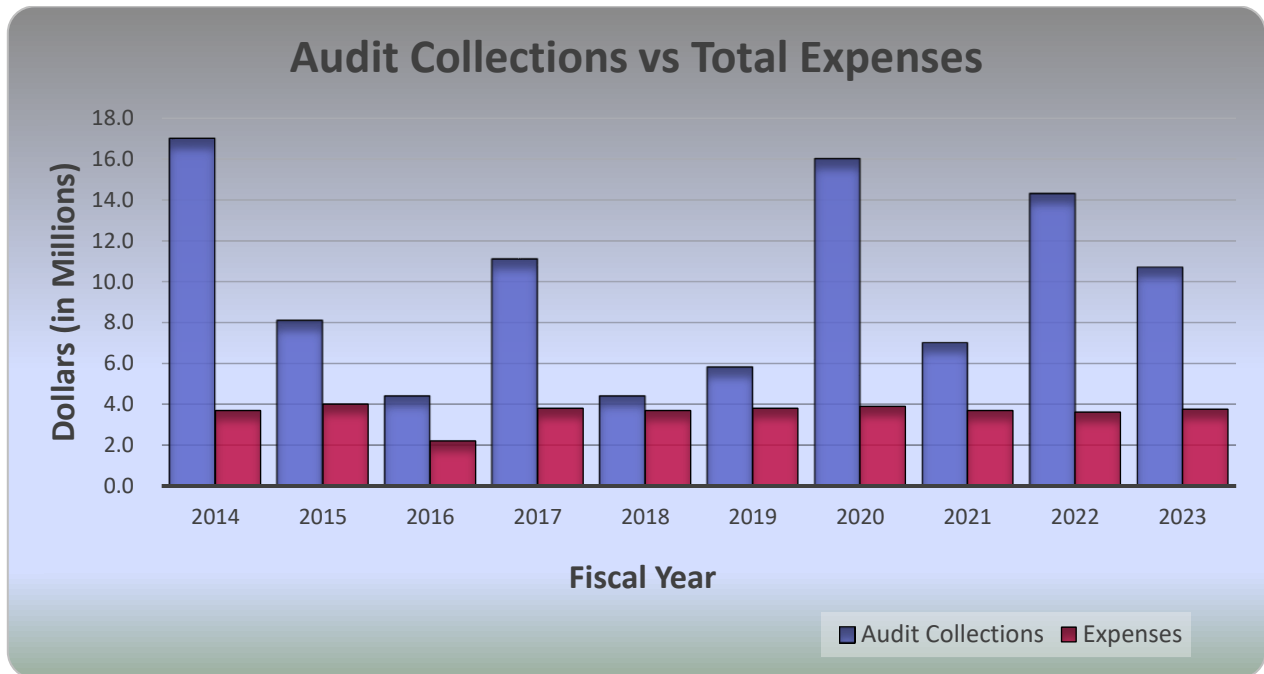
1. Auditing severance taxes on oil, gas, coal, trona, bentonite, uranium, and other minerals for the Department of Revenue (DOR).
2. Auditing Gross Products taxes on oil, gas, coal, trona, bentonite, uranium, and other minerals for the Department of Revenue (DOR) and the counties of Wyoming.
3. Auditing federal royalties on oil, gas, coal, trona, and other minerals for the Office of Natural Resources Revenue (ONRR).
4. Auditing state royalties on oil, gas, coal, trona, and other minerals for the Office of State Lands and Investments (OSL&I).

Performance Measures (Internal Only - Not part of the agency-wide measures reported in the Annual Report):

1. Compliance Ratio – Audit Assessments vs. Taxes and Royalties Remitted.



2. Audit Collections to Expense Ratios



Story Behind the Performance:

1. The division monitors the taxes and royalties assessed through an audit and compares it to the amounts paid to the respective administrative agency by periodic tax and royalty filings. This is monitored monthly by use of a Compliance Ratio. This ratio is a comparison of the taxes and royalties assessed to the taxes and royalties paid by the companies under audit. Revenue compliance for the Mineral Audit Division was 99.2% for FY23. Thirty-five (35) audits were completed and \$6.87 million was assessed.
2. The division compares the collections to total division expenses. The comparison reveals a positive collection to expense ratio. This has consistently shown an average recovery ratio of \$2.88 collected to \$1 spent. The actual ratio varies considerably from year to year because of the cyclical nature of some of the high-risk audits. Collections for FY23 totaled \$10.7 million. The average assessments for the last three years were \$10.2 million and average collections were \$10.66 million.

Peer Review of Federal Royalty Audit Program: Generally Accepted Government Auditing Standards (GAGAS) requires an independent peer review of audit activities every three years. The Mineral Audit Division received a Final Peer Review Report on May 10, 2021 for the period January 1, 2018 through December 31, 2020, receiving a rating of “Pass,” which is the highest possible rating. The next peer review will be conducted in Federal fiscal year 2024.

3. Risk-based audits are performed based upon various factors that contribute to the probability that an error in paying taxes and royalties will exist. Risk-based audits are determined by utilizing risk analysis, which identifies high-risk tax and royalty payors, as well as high-risk mineral properties/fields/areas.

There are approximately 842 mineral producers in the state. Severance and gross products taxes and state and federal royalty dollars remain a key component of risk determination, resulting in some high-value companies and properties being selected for audit. All companies, though, regardless of size, are subject to potential selection for audit. The Mineral Audit Division is mandated to audit bentonite for severance and ad valorem taxes every four years.

The Mineral Audit Division works closely with the Department of Revenue, Office of State Lands and Investments, and Department of Interior to ensure that refund requests or specific complicated situations are reviewed.

What Do You Propose to Do to Improve Performance in The Next 2 Years?

1. We will continue to focus on severance and gross products taxes and state and federal royalty dollars as a key component of risk determination, resulting in some high-value companies and properties being selected for audit. All companies, though, regardless of size, are subject to potential selection for audit.
2. We will continue working with the State and Tribal Royalty Audit Committee (STRAC) and other Federal counterparts on current Federal audit issues and concerns.
3. We will continue the use of sampling techniques to allow greater coverage of complex companies.
4. Information Technology: The Mineral Audit Division has had an Electronic Review Committee (ERC) in effect for several years. The ERC continues to research and implement technology to improve the audit process for the Mineral Audit Division. The Minerals Division is actively engaged in obtaining usable information and documents electronically from auditees, and currently does receive all data electronically from the Department of Revenue, ONRR, and Office of State Lands and Investments.

Excise Tax Division

Quality of Life Result:

Wyoming's voluntary tax and fee collection process is enhanced through fair and impartial compliance audits protecting the public interest and preserving our economy.

Contribution to Wyoming Quality of Life:

The Excise Tax Division contributes to Wyoming's economy through compliance auditing. These audits increase state revenue by exposing unpaid or underpaid taxes and fees. The audit process also increases tax law compliance by providing an onsite educational opportunity for the taxpayers.

Basic Facts:

The Excise Tax Division has 18 FTE employees with a FY2023-2024 biennial budget of \$3.8 million, almost all from general funds except for \$91,000 in highway funds. The division is responsible for an audit population of 43,025 sales tax licenses as well as 164,690 revenue identification (RID) numbers assigned to contractors throughout the state.

The division performs audits in the following areas:

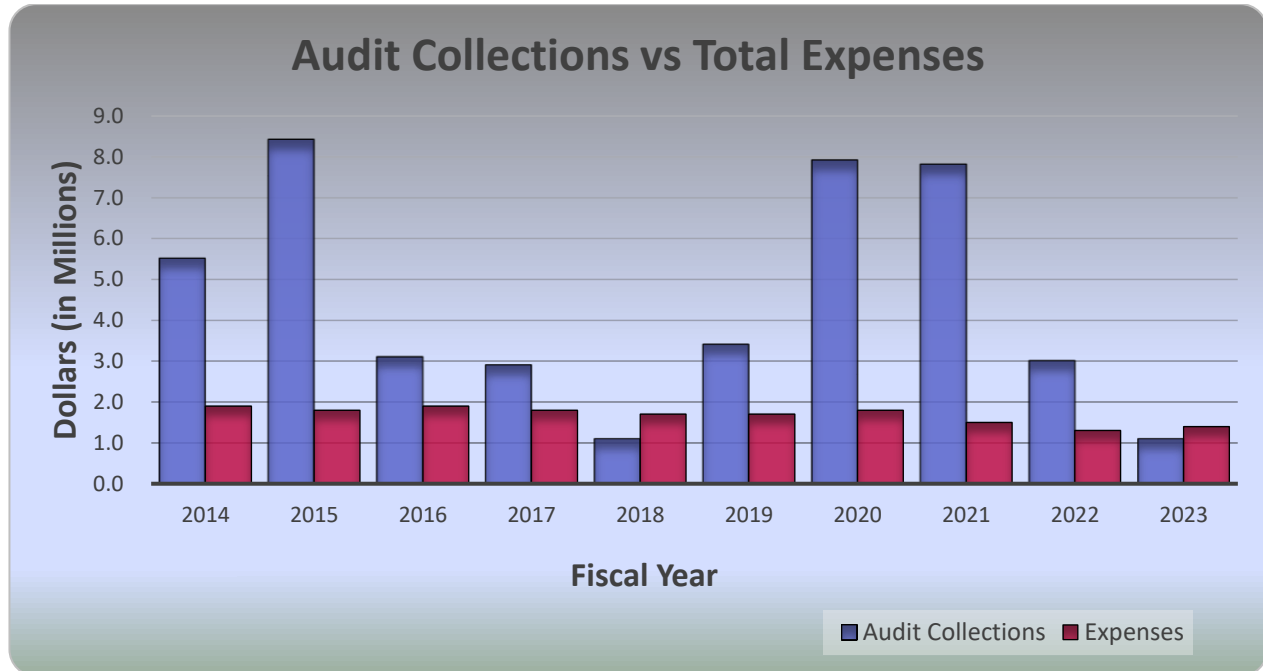
1. Sales tax
2. International Fuel Tax Agreement (IFTA)
3. International Registration Plan (IRP)
4. Fuel Tax
5. Tobacco Tax

Performance Measures (Internal Only - Not part of the agency-wide measures reported in the Annual Report):

1. Compliance Ratio – Audit Assessments vs. Taxes Remitted



2. Audit Collections to Expense Ratios



Story Behind the Performance:

While compliance rates have remained fairly consistent and the division has generated more in audit collections than total expenses for all but two years in the last decade, the division has had substantial turnover. The two primary drivers of the turnover have been the amount of travel required to perform audits, and a compensation level that doesn't adequately address said travel. The loss of experienced auditors, combined with vacant positions for an extended period of time due to lack of qualified candidates, has led to a reduction in the number of audits completed as compared to historical output.

The division continues to more than pay for itself, but the reduced number of audits has reduced the opportunity to identify additional tax dollars due to the state. However, the turnover rate has started to subside, and the division is now in the process of developing the experience of its staff.

What Do You Propose to Do to Improve Performance in The Next 2 Years?

The division has taken the following proactive steps to move audit production back toward historical figures:

1. Started requiring auditors to learn multiple audit types, rather than specializing in just one as was prior practice. This provides flexibility in maintaining audit production in times of turnover.
2. Created a Supervising Auditor position responsible for training new auditors. This accomplishes two goals: providing a rewarding avenue to keep top talent, and freeing up audit managers to focus on management rather than going on audits.
3. Providing the option to reduce time away from home by allowing auditors to make day-trips to get documentation and bring it back to the office for testing.
4. Leveraging telework to keep an experienced IFTA/IRP auditor employed with the Department even though the employee moved out of state.

Wyoming Public Service Commission

BFY2025-2026 Strategic Plan

Agency Overview

The Wyoming Public Service Commission (WPSC) serves all residential, commercial, and industrial customers of electric, natural gas, water, and intrastate pipeline public utilities and certain telecommunications companies in Wyoming by ensuring the availability of safe, adequate, and reliable utility service at just and reasonable rates while maintaining the financial viability of the public utilities.

Primary Functions

- Regulation: Establish and maintain appropriate public utility rates and terms of service, ensure safety and reliability, and establish utility service territories.
- Public Outreach: Provide opportunities for utility customers and other interested parties to participate in hearings, public meetings, technical conferences, and proposed rulemakings to provide input on utility issues, and to promote public understanding of public utility regulation and awareness of related Wyoming law and policy.
- Administration: Manage WPSC and Wyoming Universal Service Fund (WUSF).
- Advocacy: Represent the interests of Wyoming and its citizens in public utility matters at the regional and national levels.
- Inspection: Ensure safe operation of natural gas distribution facilities, electrical facilities, and intrastate natural gas pipelines by conducting methodical inspection of operator records and facilities.

Results Statement

- Wyoming state government is a responsible steward of State assets and effectively responds to the needs of residents and guests.
- Wyoming has a diverse economy that provides a livable income and ensures wage equality.
- Wyoming natural resources are managed to maximize the economic, environmental, and social prosperity of current and future generations.
- Advanced technologies and a quality workforce allow Wyoming businesses and communities to adapt and thrive.

WPSC Contribution to Wyoming Quality of Life

- All residents have access to safe, adequate, and reliable utility services at just and reasonable rates.
- Utilities have the ability to seek recovery of prudently incurred expenses and the opportunity to earn a fair return on investment to remain capable of providing adequate, safe, reliable utility service to residential, commercial, and industrial consumers, thereby promoting economic stability, development, and growth.
- Facilitate economic and prudent utility infrastructure investment consistent with environmentally, technologically and economically sound practices for the benefit of Wyoming citizens and businesses.

Basic Facts:

Statutory Authority: The general statutory authority for the WPSC is in Wyoming Statutes, Title 37, Chapters 1, 2, 3, 6, 12, 15, 16, 17, and 18. The WPSC has the following three budgetary divisions to accomplish its statutory responsibilities:

- [1] The Administration Division includes the core of the WPSC office that is authorized to regulate monopoly utility rates, services, geographic territory, safety, reliability, quality of service and financing. The purpose of the Administration Division is to ensure Wyoming utility customers have safe, adequate, and reliable utility service at reasonable prices and Wyoming utility companies have the opportunity to recover prudently incurred expenses and earn a fair return on investment. The WPSC serves residential, commercial (including agriculture), and industrial customers of jurisdictional natural gas, electric, telecommunications, water, and pipeline companies in Wyoming. The Administration Division includes three federal grants from the U.S. Department of Transportation, Pipeline and Hazardous Materials Safety Administration.
- [2] The Office of Consumer Advocate (OCA) is authorized by Wyo. Stat. §37-2-401 through 404. The OCA is an independent division of the WPSC and represents the interests of Wyoming citizens and all classes of utility customers in matters involving public utilities. In the exercise of its powers, the OCA considers all relevant factors, including, but not limited to, the provision of safe, efficient, and reliable utility services at just and reasonable prices.
- [3] The WUSF and its administration and management are authorized by Wyo. Stat. § 37-15-501 through 502. All telecommunications companies must contribute to the WUSF and are entitled to receive distributions from the fund (to be credited to customers) to the extent local exchange service prices, after consideration of any contributions from the Federal Universal Service Fund (FUSF), exceed the \$30 imputed price benchmark or an optional method of fund disbursements whereby a company can elect to receive WUSF support to the extent that its loop costs exceed the company's FUSF funds receipts and annual local revenues.

Funding:

The WPSC is funded through the utility assessment, statutorily limited to five mills (.005) for regulated electric, gas and intrastate pipeline utilities and three (3.0) mills for water, retail rate unregulated rural electric cooperatives, and telephone companies, on gross intrastate retail revenues of utility service and commodity providers; from the WUSF assessment on intrastate retail sales of telecommunications services; interest earned on the WUSF balance; and from federal funds from a grant for the Wyoming One Call public service announcements and for the Wyoming pipeline safety program.

The WPSC is authorized 39 full time positions, six of which are OCA positions and the WUSF has the equivalent of 0.80 full time position. The WPSC is also authorized one part-time AWEC position.

Performance Objectives for BFY2025-2026:

Objective 1: Ensure Safe, Adequate, and Reliable Utility Service at Just and Reasonable Rates and Improve Efficiencies and Communication Strategy

Story Behind the Objective

Objective 1 is a statement of the WPSC's fundamental statutory mandate. The WPSC reviews utility costs, practices, and performance to set just and reasonable rates for regulated utilities, provides regulatory oversight of utilities to ensure safety, reliability, adequacy of service, and operational efficiency, consistent with the public interest.

Performance Proposal for the Next Two Years

The WPSC will work to:

- Provide efficient regulatory tools and adequate resources to ensure agency personnel can fully analyze utility filings, including significant, complex dockets and routine regulatory filings;
- Support staff development and compensation to retain and attract employees with the expertise to meet WPSC obligations;
- Complete decisions in a timely fashion, striving to resolve less complex dockets within 30 days of a Commission decision and more complex cases within 90 days of a decision, unless an earlier deadline is set by statute;
- Incorporate recent legislative direction and increased scope of responsibility;
- ; and
- Improve equitable terms and conditions for utility service.

Objective 2: Continue Development of the WPSC Role in Regional Forums to Represent Wyoming's Interests

Story Behind the Objective

The WPSC has been involved in regional organizations for several years. The WPSC Regional Staff will increase the regional involvement in BFY2025-2026 through participation in a variety of complex public utility policy and planning related proceedings and activities conducted by regional and national organizations and agencies and multi-jurisdictional energy utilities, develop and present comments, position statements, and testimony consistent with Wyoming policy and interests at the regional and federal level, and monitor, investigate, research, and analyze developments and trends affecting regional and national issues to advance development of Commission policies and positions regarding regional energy utility issues.

Performance Proposal for the Next Two Years

The WPSC will utilize and develop its Regional Staff to monitor the regional and national organizations, including RTOs, ISOs, FERC, and organizations specific to the Western Interconnection. Working with existing Regional Staff and the Commissioners, the WPSC's new dedicated regional staff person, approved in the Supplemental Budget, will monitor these

organizations to be able to recognize issues affecting Wyoming and develop comments in informal and formal processes if applicable.

The Regional Staff will continuously provide the Commissioners with current information regarding regional activities that affect Wyoming and its ratepayers. The regional policy analyst will derive a system of communicating with Commissioners and an enduring method of preserving and organizing data and reports for the agency.

Objective 3: Mission Support through Digital Accessibility of WPSC Dockets and Archives to Improve Efficiency and Transparency

Story Behind the Objective

Enhance internal and external digital accessibility of WPSC dockets and documents to increase internal efficiency, reduce costs, increase transparency, and increase its ability to serve the public. The WPSC began digitizing documents in 2010 with its Docket Management System. In 2019, the WPSC began to further digitize its operations, to include utilization of the State of Wyoming's digital archive system.

Performance Proposal for the Next Two Years

- Complete an additional 25% of the transfer of archived records to the electronic archives system by the end of FY2026.

Objective 4: Complaints to the WPSC

Story Behind the Objective

- The WPSC will continue to provide staff to aid in the resolution of complaints of utility customers. The WPSC assists consumers with complaints against utilities.

Performance Proposal for the Next Two Years

- Continue processing complaints with the goal of resolving 80% of informal complaints within 45 days of receipt.

Objective 5: Excavation Damage Prevention

Story Behind the Objective

The WPSC Facility Engineers conduct inspections of utility facilities. Wyo. Stat. § 37-3-114 provides the WPSC authority to inspect electric utility facilities in Wyoming. Pursuant to Wyo. Stat. § 37-2-131, the WPSC has safety jurisdiction over certain transmission lines associated with wind generation facilities located in Wyoming. The WPSC also conducts natural gas safety inspections pursuant to Wyo. Stat. §§ 37-2-128 and 37-2-131 as an agent of the U.S. Department of Transportation's Pipeline and Hazardous Material Safety Administration (PHMSA) pursuant to a Grant-in-Aid program. The inspection programs ensure that Wyoming consumers of natural gas and electricity have access to safe, adequate, and reliable service. Citations for noncompliance with the applicable laws, rules, codes, and standards that assure safe and reliable operation may be issued to utilities and intrastate pipeline operators. The WPSC works with the utilities and pipeline operators to ensure prompt correction of safety violations.

In September 2022, PHMSA evaluated the CY2021 excavation damage prevention enforcement program. PHMSA rated the WPSC pipeline safety Program Evaluation of 98 out of a possible 100 points and 50 out of 50 points for its Progress Report Review for CY2021.

Performance Proposal for the Next Two Years

- The WPSC will continue to work with the AG to ensure appropriate enforcement actions are taken to reduce excavation damage in Wyoming. No less than once each quarter, the WPSC will send a list of recommendations for enforcement action to the AG's office. The WPSC is committed to work with the AG's office on such actions through completion.
- The WPSC's Facility Engineers will work with pipeline operators through inspections to ensure full participation in the one call program which requires appropriate locating of pipeline operator facilities and filing of complaints against excavators with One Call of Wyoming.

WPSC Facility Engineers will meet or exceed PHMSA's minimum inspection day requirement for the Gas and Pipeline Safety Program each year (22 inspection days for CY2019, 216 inspection days CY2020, and 220 inspection days in CY2021), and the WPSC goal of 70 days per year of electric utility safety inspection.

- WPSC will score 97 or better on the annual PHMSA pipeline program audits.
- WPSC Facility Engineers will utilize the WPSC's Service Interruption Data Base to focus inspection activity more efficiently on areas where reliability or safety issues require prompt attention.

Objective 6: Communication Strategy

Story Behind the Objective

The Commission's role in regulating public utility service, upon which most citizens and businesses of Wyoming rely on every day is a complex undertaking not readily understood by the public at large or stakeholders. In this period of fundamental change in the energy sector, particularly the provision of electric service, the Commission faces nearly unprecedented scrutiny of its work and ultimate decisions. A communication strategy that encourages greater understanding and participation of the public in the regulatory process will not only improve transparency, but the inclusion of more voices will improve the Commission's decision-making process. Members of the general public find the Commission processes opaque at best and perhaps inaccessible. Commission meetings and hearings, while open to the public, are not easily understood. There is little understanding of what the Commission can and cannot do to react to changes in the utility sector. The Commission needs a proactive communications plan that anticipates public interest and assists the public in understanding the mission of the Commission.

Performance Proposal for the Next Two Years

- Use existing agency talent to develop and implement a written strategy that is periodically reviewed internally for effectiveness
- Update PSC 101 Presentation for outreach to the public and interested stakeholders, including legislators, other affected policymakers, and community groups
- Develop a proactive social media and traditional strategy to help prevent the dissemination of misinformation about the Commission mission

- Review the website for accessibility to the general public including the addition of a guide to the public that assists the public in participating in Commission activities and accessing relevant information

Wyoming Office of Consumer Advocate (OCA)

2025-2026 Biennium Strategic Plan

Results Statement

- Wyoming has a diverse economy that provides a livable income and ensures wage equality.
- Wyoming natural resources are managed to maximize the economic, environmental, and social prosperity of current and future generations.
- Advanced technologies and a quality workforce allow Wyoming businesses and communities to adapt and thrive.
- Wyoming State government is a responsible steward of State assets and effectively responds to the needs of residents and guests.

Our Contribution to Wyoming Quality of Life

- Provide evidence and analysis to the Wyoming Public Service Commission (WPSC or Commission) regarding the prudent level of utility rates necessary in order for all Wyoming ratepayers to have access to safe, reliable, and adequate utility services at just and reasonable prices.
- Provide evidence and support for policies before the WPSC and the state legislature that ensure that utilities are stable and able to provide adequate, safe, and reliable utility service to residential, commercial and industrial consumers, thereby promoting economic stability and consumer welfare.
- Participate in the review of utility resource planning to ensure that future utility infrastructure investments, including investments in energy conservation and demand management, are the least cost, least risk alternatives reasonably available to serve new demands, consistent with the provision of safe, adequate and reliable utility service.
- Provide the WPSC with analysis and review of new and emerging complex regulatory policy issues such as decoupling, rate design and cost of service, emerging wholesale markets, regional transmission organizations, utility-owned commodities, and smart grid proposals.
- Investigate utility proposals for alternative regulatory mechanisms to determine if such proposals are consistent with Wyoming law and Commission rules, and that any such mechanism provides benefits to Wyoming utility ratepayers and the citizens of the State.

- Engage in regional dialog related to the development and expansion of west-wide real-time and day-ahead energy market(s) across the western interconnect, as well as the development and adoption of a west-wide regional transmission organization, in order to understand the potential impacts of these developments on Wyoming utility customers, and to advocate on Wyoming consumers' behalf.
- Engage in regional dialog related to the development of multi-state utility infrastructure projects to ensure that the proportion of the cost of such facilities borne by Wyoming ratepayers is equitable and consistent with the fundamental principles of ensuring provision of safe, adequate, reliable and affordable service to all Wyoming utility consumers.
- Support the adoption of cost-effective advanced utility and customer technologies that enhance service quality and reduce the cost of utility service.
- Maximize the value of staff and budget resources through structured training and development and through the use of outside consultants when appropriate.

Basic Facts

Statutory Authority: Title 37 of the Wyoming Statutes

Funding: The OCA 2023-2024 Biennium Budget appropriation is \$2,112,048. The OCA's budget is derived entirely from an assessment on gross intrastate retail sales of utility providers. Based on Statutory revisions adopted in the 2020 General Session, the combined budget of the WPSC and the OCA is funded through a tiered assessment structure in which the maximum assessment level is limited to 5 mills, with some utilities being limited to a maximum of 3 mills. W.S. § 37-2-107 (a). For administrative and budget purposes the OCA is an independent division within the WPSC. W.S. § 37-2-404 (a).

Personnel: The OCA has six authorized full-time positions: Administrator, Deputy Administrator, two attorneys, and two rate analysts. In addition to managing the day-to-day administrative functions of the agency, the Administrator and Deputy Administrator also function as working rate analysts for the purpose of litigating cases before the WPSC.

Note: The OCA is requesting to expand its authorized personnel with the addition of one new position that will be dedicated primarily to engaging in the ongoing development of western power markets and regional transmission organizations across the western interconnect.

Primary Functions

Contested Cases: Provide formal recommendations and supporting evidence, as well as informal comments to the WPSC for consideration in its determination of just and reasonable utility rates and adequate service in contested proceedings; and enter into settlement agreements with utility companies that serve the interests of ratepayers as well as utilities.

Advocacy: Represent the interests of Wyoming utility consumers in matters involving utility and energy policy at the state, regional and national levels.

Public Outreach: Promote increased public awareness of utility issues and their impact on Wyoming utility consumers; support and promote the efficient use of energy resources by Wyoming utility customers; respond to customer inquiries regarding rate setting and rate design issues. Emphasize how the OCA represents the interests of Wyoming citizens and all classes of utility customers in matters involving public utilities. (W.S. § 37-2-401)

Performance Objectives (FY2025-2026)

Objective No. 1 - Contested Rate Cases & Regulatory Proceedings:

The OCA reviews utility applications filed with the Commission to determine whether or not a public interest issue is raised that merits the involvement of the OCA. In the context of contested utility filings, the function of the OCA is to develop independent public interest positions regarding utility requests for changes in the rates, terms and conditions of utility services. The OCA presents these public interest positions to the WPSC for its consideration in making determinations in contested cases.

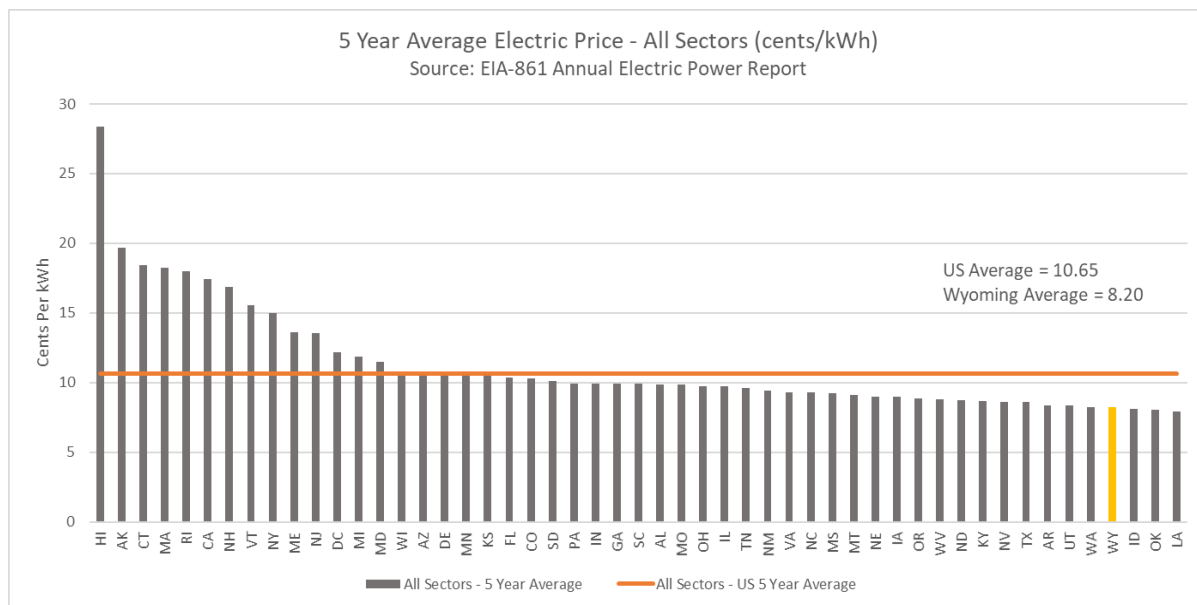
The OCA intervenes in many cases filed before the Commission and is often the only intervening party. Without the involvement of the OCA in these proceedings, the WPSC would have no independent public interest analysis representing the broadest possible public interest upon which to base its determination. However, it should also be understood that the OCA can only intervene in cases filed by jurisdictional utilities or proceedings initiated by the Commission on its own motion. The OCA has no independent authority to initiate proceedings before the Commission on its own motion.

Cases in which the OCA intervenes most often involve weighty public interest issues that bear directly on the rates paid by Wyoming utility consumers, and/or on the quality and reliability of service. These cases can set significant precedence regarding the resolution of future utility applications before the WPSC.

During the 2023-2024 biennium, the OCA intervened in major rate cases involving six utilities: Cheyenne Light, Fuel and Power (CLFP), Lake Water Company (LWC), Questar Gas Company d/b/a Dominion Energy Wyoming (DEW), Beulah Land Water (BLW), Rocky Mountain Power (RMP), and Black Hills Wyoming Gas d/b/a Black Hills Energy (BHWG). While several of these general rate case applications are still pending, the OCA anticipates achieving beneficial outcomes, whether through settlement or litigation, in comparison to these utilities' initial proposals. The OCA's intervention in these general rate cases has resulted in a recommended reduction and savings for Wyoming ratepayers of nearly \$88 million thus far, as illustrated in the table below.

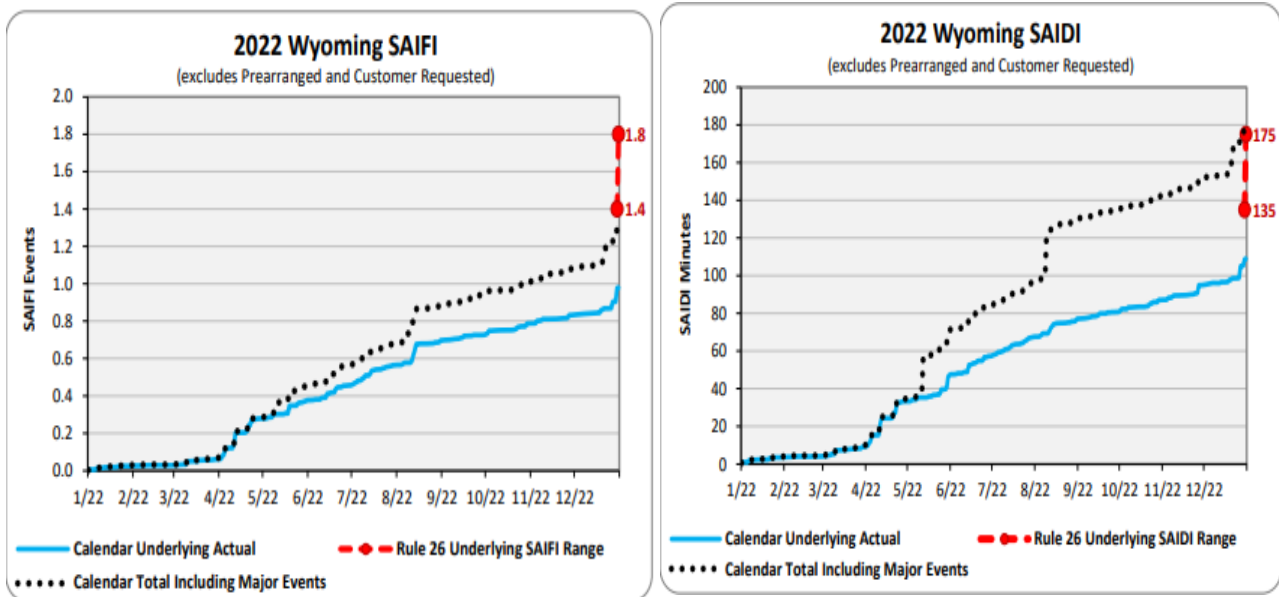
	Docket No.	Date Filed	Utility's Requested Increase (\$)	Utility's Requested Increase (%)	OCA Recommended Increase	Authorized Increase (\$)	Authorized Increase (%)	Disposition	Rate Effective Date
CLFP	20003-214-ER-22	1-Jun-22	\$15.4 Million	10.30%	\$9.7 Million	\$8.7 Million	5.80%	Settlement	1-Mar-23
LWC	80012-12-WR-22	28-Jul-22	\$36.3 Thousand	38.50%	\$18.8 Thousand	18.8 Thousand	20.00%	Settlement	1-Jan-23
DEW	30010-215-GR-23	1-Mar-23	\$2.1 Million	7.28%	\$1.5 Million	N/A	N/A	Pending	1-Jan-24
RMP	20000-633-ER-23	1-Mar-23	\$140.2 Million	21.60%	\$59.8 Million	N/A	N/A	Pending	1-Jan-24
BLW	80032-3-WR-23	21-Apr-23	\$73 Thousand	380.00%	\$25 Thousand	130%	N/A	Pending	1-Jan-24
BHWG	30026-78-GR-23	18-May-23	\$19.3 Million	22.00%	Pending	N/A	N/A	Pending	1-Feb-24

While electric utility rates are projected to increase in the coming years, Wyoming ratepayers continue to enjoy some of the lowest cost of delivered electricity in the nation. In fact, looking back over the last five-years, the average cost of delivered electricity in Wyoming has been the fourth cheapest in the nation. Although this is a statistic to be proud of, there are number of current headwinds and issues putting upward pressures on current utility rates. The OCA will continue to fulfill its statutory obligation to represent the interests of Wyoming ratepayers in receiving reliable and affordable utility services



Wyoming ratepayers receive high quality, reliable service, based on outage metrics that measure the frequency and duration of customer outages. As an example, RMP’s 2022 - Wyoming Service Quality Review met and exceeded its Commission authorized reliability standards¹ (excluding major weather events), that were established and benchmarked against relevant industry reliability and customer service standards.

In the charts below, “SAIFI” stands for System Average Interruption Frequency Index. “SAIDI” stands for System Average Interruption Duration Index. “Major Events” stands for major event days caused by severe storms or uncontrollable events as defined by the Institute of



Electrical and Electronics Engineers, Inc.

Performance Proposal (FY2025-2026):

The OCA will continue to review each utility filing made with the Commission to determine if any public interest issues exist that rise to a level meriting the involvement of the OCA. The goal of the OCA is to maintain Wyoming’s status as a low cost, reliable provider of utility services. In order to provide effective advocacy in contested regulatory proceedings the OCA will continue to utilize its available resources, across a number of areas of expertise, with plans to effectuate the following:

- Seek out and examine available sources of data and information, including utility annual reports to the Commission, SEC filings, FERC filings, and others, to better identify and understand the public interest issues presented by utility applications.

¹ Rocky Mountain Power Wyoming PSC No. 17 Tariff. Rules 25 & 26.

- Continue to discuss current and evolving utility regulatory mechanisms with consumer advocates and other experts in the field to better understand and address the potential implementation of such mechanisms.
- Develop data sources and analytical techniques to quantify the impacts of utility applications on the provision of utility service provided in the state both in terms of reliability and rate impacts.
- Develop evidence-based alternatives for the Commission’s consideration that more equitably balance the risks inherent in utility service between ratepayers and utility shareholders. (When appropriate, such alternatives may be non-traditional and innovative solutions to unique rate setting challenges.)
- Continue to seek agreement among the OCA, the utility, and other parties on contested issues, to the extent that a common understanding and agreement can be reached by the parties that reflects an equitable balance of the competing interests, minimizes the weaknesses of the adversarial process, and improves efficiency and reduces costs within the regulatory process.

Objective No. 2 – Energy Resource Transformation, and Reliability and Resource Adequacy:

Resource reliability, resource adequacy, and the transformation of energy markets have recently become high-profile issues throughout the west, although these are issues that the OCA has been raising for a number of years, both in proceedings before the Commission and elsewhere.

Across the western interconnect, a generational transformation continues to accelerate across the electric utility industry. Large coal-fired power plants are being converted to or replaced with natural-gas-fired plants, renewable sources, and other distributed resources, in an effort to decarbonize the industry at a rapid pace. This change to the generation resource mix, coupled with extreme weather and continued growth in demand for electric power, is redefining the way electric power is being generated, transmitted and distributed in ways that could have a profound impact on the reliability and affordability of utility services provided to Wyoming citizens.

A recent reliability report submitted by the Western Electricity Coordinating Council (WECC) identified several key risks to the reliability of the bulk power system. The number one risk identified by this report is Energy Policy, followed by Grid Transformation, Resilience, Security, and the Interdependency of Critical Infrastructure.² Each of these critically important regional matters have a direct effect on the type of generation that will be built in the future, how generation will be dispatched, and who will pay for the build-out and use of new

² WECC 2023 ERO Reliability Risk Priorities Report. July 24, 2023.

generation and transmission investments required to decarbonize and connect the western power markets.

Over the next two years, in addition to traditional regulatory proceedings that the OCA participates in before the Wyoming Commission, it will be imperative for the OCA to actively participate in a multitude of regional and national forums related to the transformation and reliability of the western power market in order to provide effective advocacy for Wyoming's interest in these matters. Examples of these regional organization and activities include, but are not limited to, the following:

- Western Resource Adequacy Program (WRAP): WRAP is a regional reliability planning and compliance program throughout the western interconnect. The intent of WRAP is to provide a common set of capacity accreditations for different types of generating resources, develop reliability standards across the region, and encourage shared pooling of resources among western utilities in order to capture operational efficiencies across the region.

The development of WRAP began in 2019 consisting of initial discussions on the development of a federal tariff filing addressing capacity accreditation, minimum capacity requirements, and capacity sharing policies. In 2022, WRAP filed its tariff with FERC, which was approved in first quarter of 2023. At this time, the program is voluntary and includes eleven western utilities, including Wyoming's largest electric utility (PacifiCorp d/b/a Rocky Mountain Power). During the voluntary phase, participants are not required to make operational commitments or incur financial penalties for non-compliance. However, the development of this programs continues with the goal of increasing participation across the Western Interconnect, and reaching a binding-phase and full implementation in 2025.

- Expansion of Regional Power Markets: Since 2013, PacifiCorp d/b/a Rocky Mountain Power has participated in a California Independent System Operator (CAISO), Energy Imbalance Market (EIM). This program provides CAISO with real-time visibility across several western electricity grids and allows participants to buy and sell power in near real-time from a pool of shared transmission and generation assets by automatically optimizing and procuring the lowest-cost resource to meet real-time power needs.

Currently, utilities participating in the EIM are estimated to account for 80% of total electricity demand throughout the Western Interconnect. Since implementing the EIM, efforts have remained underway to expand this real-time power market through the development of an Expanded Day Ahead Market (EDAM). The development of a day ahead market would provide the ability for participants to provide operating and dispatch authority to CAISO for utility-owned transmission and generation facilities. The goal is to optimize western transmission capabilities between western balancing authorities through energy transfers across the west which will enhance system reliability through the optimal dispatch of pooled resources among participants.

Proponents of the EDAM are currently in the process of developing a tariff for participation in this program that is expected to be filed with FERC in the next year or so. Prior to the final development of this program and approval of its tariff by FERC, PacifiCorp has announced its intention to join the EDAM. Therefore, it is important that the OCA participate in these planning and development discussions in order to help guide the structure of this program as it is being developed (to the greatest extent possible), and to gain a thorough understanding of how this program could impact utility rates throughout the west, including Wyoming. In addition, an in-depth understanding of how generation and transmission facilities across the western interconnect will be optimized through the enactment of this program is necessary, in order to identify potential impacts of various state and federal greenhouse gas policies that may be embedded within principles and policies of the EDAM.

- Western Markets Exploratory Group (WMEG): In 2022, a group of western utilities and public power entities formed WMEG to explore the potential for a staged approach to new market services including day-ahead energy sales, transmission system expansion, power supply and grid solutions, and existing and emerging public policies. The stated goals of this group are to develop an initial western market proposal and road map to the development of a western Regional Transmission Organization (RTO). Initial participants in this group include several Wyoming affiliated utilities and government power agencies including Black Hills Energy, PacifiCorp, Tri-State Generation & Transmission Association, and Western Area Power Administration.
- Expansion of Regional Transmission Organizations: Concerted efforts on the planning and development of a west-wide RTO are underway. At this time, both CAISO and the Southwest Power Pool (SPP) are actively engaged in discussions to develop and expand their transmission system operations through the development of a west-wide system operating program across the western interconnect. The development of an RTO across the west is felt to be an essential step in the decarbonization of the electric utility industry and continued penetration of renewable generating resources, by consolidating transmission planning, development, and cost allocation among all western utilities.

Recently, both Nevada and Colorado have passed legislation requiring electric utilities in those states to join a full-blown RTO by 2030, indicating the urgency of these discussions. The implementation of a west-wide RTO would mark a historical, and fundamental shift in how electricity generation and transmission is planned, procured, and paid for. The OCA's active participation in the potential development of an RTO is essential in order to guide these policies through public participation, and to fully understand how it could impact electric utility rates throughout Wyoming. In addition, an in depth understanding of how the optimization of the western interconnect would occur is necessary to assess the potential impact of various state and federal greenhouse gas policies on utility rates in Wyoming.

- Expansion of Federal and State Greenhouse Gas (GHG) Policies: The expansion of federal and state policies designed to accelerate the closure of dispatchable thermal generation, decarbonize the electric utility sector, and support the build-out of the bulk transmission

system across the west are currently underway at breakneck speed. As an example, the following policies have begun to be implemented in recent years.

- August 16, 2022 - The Inflation Reduction Act (IRA) was passed by the U.S. Congress and signed into law by President Biden, which includes a number of tax credits and other financial incentives designed to encourage the development of more clean energy projects, as well as the capture of carbon from existing or new thermal generating resources.
- March of 2023 – The U.S. Environmental Protection Agency (EPA) proposed the implementation of a Federal Implementation Plan (FIP) that could have important and potentially costly implications for remaining thermal generating resources located in Utah, Colorado, and Wyoming.

The proposed plan was issued under the EPA Clean Air Act authority, and is commonly referred to as the Ozone Transport Rule (OTR). Based upon the EPA’s plan, it is estimated that Wyoming generation sources could be impacted beginning in 2024, and would require expensive pollution-control upgrades at these facilities or changes to the dispatch capability of these facilities to comply with the related emissions standards. Although it is likely that the implementation of this policy will be tied up in court for some period of time, PacifiCorp is already modeling the OTR as part of its 2023 Integrated Resource Plan (IRP).

- May of 2023 – The EPA announced a new carbon standard for coal- and gas-fired power plants that is several hundred pages in length. At this time, the OCA has not had sufficient time to fully review and understand the potential impacts that this new rule could have on Wyoming generating resources. Initial reports seem to indicate that this rule would apply to nearly all of the existing and new coal- and gas-fired generation fleet across the U.S., and would require utilities to retrofit many of these existing plants with carbon capture, utilization and storage (CCUS) technologies, or convert to clean hydrogen fuel to reduce their emissions.

However, neither of these technologies have currently been shown to be economically feasible, or deployable at an industrial scale. By all accounts, it appears that this proposed rule will establish a race against time for the technologies to mature to a point that they can be effectively and affordably deployed prior to the remaining fleet of coal- and gas-fired resources being required to retire early.

- In addition to these federal policies, a number of states continue to implement their own greenhouse gas emission standards, including Oregon’s Clean Energy Plan (HB 2021). This legislation requires certain electricity providers within the state to incrementally reduce greenhouse gas emissions associated with the generation of electricity between now and 2040. This legislation has important implications and has already begun to impact the way that system resource planning is conducted, and it influences the

ongoing negotiations of PacifiCorp's multi-state cost allocation agreement. The states of Washington and California have also enacted state-specific greenhouse gas emission standards in recent years, which also stand to influence how resource planning and cost allocation are handled into the future.

Performance Proposal (FY2025-2026):

- Refine and analyze information collected and analysis performed by independent organizations, such as WECC, and present that information to the Commission for its consideration in determining regulatory issues related to reliability, adequacy, and affordability of electric service in Wyoming.
- Seek out opportunities to engage the Southwest Power Pool (SPP) planning committee, which is currently closed to consumer advocacy agencies, related to the development of SPP + day ahead energy market, and a west-wide RTO.
- Review, assess, and provide comment on the development of the EDAM. Advocate for the identification of state policies that influence the way generating resources are dispatched and that influence the cost of providing service to Wyoming.
- Provide comments in response to FERC tariff filings, and other policy proposals related to the reliability and regionalization of the western power markets.
- Attend and engage in western reliability and resource adequacy work groups, committee meetings, conferences, and other related forums to stay informed and to advocate on behalf of Wyoming ratepayers.
- Continue our involvement in the RMP IRP public stakeholder process. Review and analyze RMP's 2023 IRP and participate in any investigation of the IRP initiated by the Commission.
- Review and participate in any future proceedings where the early retirement of coal generation resources is proposed to ensure the reliability and affordability of electric service is maintained for all Wyoming ratepayers in compliance with SF 159.
- Review and evaluate information provided by the utilities related to compliance with HB 200 and the Commission's rules. Intervene as necessary in formal proceedings before the Commission related to compliance with HB 200 and provide informal advice to the Commission in undocketed matters related to HB 200.
- Continue to remind other stakeholders of Wyoming's unique position in the west, including its large coal fleet, its outsized industrial load, its relatively small and geographically dispersed population, and its role as a large energy exporter and provider of reliability services, both regionally and nationally.

- Develop and support metrics and methods designed to ensure that regional dialogs result in proposals that are cost effective and that equitably apportion both costs and benefits among the various regional interests.

The OCA's aim throughout these interconnected forums and processes will be to ensure Wyoming ratepayers continue to have access to adequate firm, dispatchable generation capacity. Secondly, we also want to ensure that other states, which may not have adequate firm generation capacity as a function of their resource choices, do not lean on Wyoming when shortfalls occur. To that end, the OCA will advocate strongly that capacity resources are characterized appropriately in the resource adequacy program and that there is a strong likelihood that those resources will be available to generate energy on-peak. To the extent that load-serving entities outside of Wyoming rely on those resources to serve their loads, the OCA will work to ensure that these entities pay for the use of that firm dispatchable generation, as well as the cost of any state-specific policies impacting the dispatch generation resources and the affordability of service.

Objective No. 3 – PacifiCorp Multi-State Cost Allocation Protocol:

The OCA has long been engaged in discussions regarding the cost allocation procedure (Multi-State Protocol or MSP) used by RMP to allocate the cost of its system resources among the various states in which it serves. The OCA will continue to participate in these discussions over the next two years.

System resources are defined as generation and transmission facilities that serve customers in PacifiCorp's six-state service territory: Wyoming, Utah, Idaho, Oregon, Washington and California. The cost of these investments is apportioned to each of the six states according to the agreed upon MSP negotiated among interested parties in each of the states and approved by each state public service commission. The previous versions of the protocol were negotiated on an interim basis in 2010, updated in 2015, and replaced in 2020 with the allocation methodologies currently in effect.

While the revised protocol provided some important benefits for RMP's Wyoming ratepayers, it did not resolve all of the outstanding issues disputed by stakeholders in the various states. The 2020 Protocol is generally divided into two time frames; the period between January 1, 2020 and December 31, 2023 (the interim period), and the period beginning on January 1, 2024 (the post-interim period). Some of the revisions to the protocol were implemented on January 1, 2020. Some additional changes agreed upon by the parties will be implemented at some point during the interim period. Still other issues that remain unresolved will be the subject of further negotiations during the interim period and any agreement thereon will be implemented during the interim period, if possible.

This last category of unresolved issues, however, consists of the most thorny and intractable issues that have been the subject of negotiations for many years. A major issue in this category

is how to assign and account for coal-fired generation costs and benefits when Washington and Oregon have recovered their share of the coal assets and no longer take generation from those plants. Oregon and Washington state laws requires that they exit the coal plants in 2025 and 2030, respectively. Additional, state greenhouse gas policies have also been enacted by these states since the 2020 MSP was negotiated and approved, including the phase out of other carbon emitting resources (including natural gas), and the implementation of a carbon tax on electricity generated from emitting resources.

At this time, pursuant to current thinking on the protocol, it is unlikely that parties will be able to reach a resolution on the remaining unresolved issues prior to the end of the current interim period at the end of this year. PacifiCorp has filed for an extension of the current allocation agreement for an additional two-year period. It is hopeful, but not certain, that this extension will provide an opportunity for further negotiations, and to determine if it remains feasible to continue to collectively procure, own, and operate PacifiCorp's generation and transmission system as an integrated system resource for the purposes of cost allocation given the increasingly divergent policies being enacted in each of its six-state service territories.

Performance Proposal (FY2025-2026):

- Continue the multi-state dialog on cost allocation for RMP and seek a thorough understanding of all proposed revisions to the current protocol.
- Actively engage in PacifiCorp's Integrated Resource Planning processes, as well as its Multi-State Allocation Protocol workgroup to ensure that the potential impacts and costs of complying specific state standards do not end up being subsidized by Wyoming ratepayers.
- Critically analyze the proposed or revised cost allocation methods and elements to ensure that they are feasible and that RMP's Wyoming ratepayers are treated fairly relative to ratepayers in other states.
- Work to ensure that any new or revised elements of the current protocol do not adversely impact cost or reliability of electric service provided to RMP's Wyoming ratepayers.



STRATEGIC PLAN

Keyhole State Park

DEPARTMENT OF STATE PARKS
AND CULTURAL RESOURCES

Plan Period:
July 1, 2023 - June 30, 2025

**ARTS. PARKS.
HISTORY.**

State Parks & Cultural Resources

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INTRODUCTION

Wyoming State Parks and Cultural Resources (SPCR) developed an overall strategic plan to provide a guide for accomplishing the Department's priorities over the next two years. This plan will establish cascading goals throughout the agency that will be measured through a balanced scorecard (BSC). Our vision and mission have not changed and neither have our overall goals for SPCR, however, the goal objectives, strategies and targets have been updated to reflect areas of emphasis for the next two years. This plan will provide a short explanation of the BSC methodology. All programs will continue to improve upon their own strategic planning by creating individual BSCs that will filter up to and align with the Agency's overall BSC. The Agency utilizes the State's Performance Management Initiative (PMI) system to align the Agency's goals with their employees' individual goals. This process completes the strategic planning cycle for setting an overall strategic plan, having programs set goals that are aligned with the overall agency plan, and finally having programs align their employee individual goals to the program's goals.

Mission Statement:
We provide memorable recreational, cultural and educational opportunities and experiences to improve communities and enrich lives.



Guernsey State Park

IMPROVE COMMUNITIES & ENRICH LIVES



UW Dancers, Coe Library

Vision Statement:
Provide the best opportunities and experiences in the Nation.

OVERVIEW OF THE AGENCY

The SPCR agency serves Wyoming citizens, out-of-state visitors, local, county and state governments and agencies, public schools and institutions of higher education, Wyoming nonprofit organizations and Wyoming businesses. Those served by this agency enjoy more enriched and well-rounded lives because the Department provides memorable opportunities to learn about and enjoy Wyoming's arts, parks and history through a combination of responsible recreation, preservation, education, outreach, planning, granting, conservation, construction, maintenance, public safety, economic impact and development.

The Department of State Parks and Cultural Resources consists of 148 full-time positions, 71 part-time positions (11 permanent part-time, and 60 seasonal positions) and 15 At-will contract (AWEC) positions. The Department consists of three divisions: the Division of State Parks, Historic Sites and Trails (which includes the Office of Outdoor Recreation), the Division of Cultural Resources (Wyoming State Historic Preservation Office, State Archives, Wyoming Arts Council, the State Museum, Office of the State Archaeologist and Wyoming Cultural Trust Fund), and Administrative Services Division that services the entire agency (Director's office, Accounting, and Public Information/ Marketing/ Technology).

The Department's Headquarters, State Museum off-site storage and State Archives off-site storage are located in Cheyenne, with State Historic Preservation Records Office and State Archaeologist offices in Laramie, Trails Program field office in Lander, Central Construction field office in Shoshoni, and State Parks and Historic Sites located statewide.

The total 2023/2024 original biennial budget for the Department of State Parks and Cultural Resources was \$63,987,071, of which \$30,441,601 was general funds. The Department's budget accounts for roughly 1% of the state's overall General Fund budget.

SPCR accomplishes its mission in consultation with the Wyoming State Parks & Cultural Resources Commission, a nine-member advisory body representing seven geographically appointed districts with two additional at-large members. The commission meets quarterly and additionally as needed. SPCR has five additional boards/councils that assist individual programs, including; State Trails Council, Wyoming Arts Council, Wyoming Cultural Trust Fund Board, State Historic Records Advisory Board and National Register of Historic Places.

The Division of State Parks, Historic Sites, Trails, and Outdoor Recreation received economic impacts studies based on 2019 and 2021 data and completed by the University of Wyoming, that revealed a \$651 million dollar contribution to the economy each year by the Division. This is a 39% increase over the previous economic impact studies which showed the impact at \$469 million. The reports also demonstrate that for every one dollar of general funds invested in our agency, \$8.52 is returned to communities across the state.

Primary functions of our department include:

Administration Division:

Administration Office - to provide policy, strategic and budgetary planning, development and implementation support and leadership

Support (Accounting, PIO/Marketing/Technology) - to provide agency with centralized internal and external administrative support functions

State Parks Division:

State Parks & Recreation Areas - to provide outdoor recreation and educational opportunities throughout the state

Outdoor Recreation Office - to enhance and expand the outdoor recreation industry and improves outdoor recreation infrastructure/ access within the agency and statewide

Historic Sites & Museums - to provide preservation, interpretation, and educational opportunities throughout the state

Trails (Motorized/Non-motorized) - to manage and develop recreational trails throughout the state

Support - (Youth, Volunteers, Special Events, Construction/Engineering, Planning/Grants, Concessions/Revenue) - to support the division in its mission and grant funds to communities for recreation

Cultural Resources Division:

State Historic Preservation Office - to evaluate, protect and preserve Wyoming's significant archaeological and historic resources, and educate the public on their value

Archives - to ensure ready access to the documentary resources reflecting Wyoming's history and governmental functions

State Museum - to collect, preserve, interpret and exhibit artifacts that reflect the human and natural history of Wyoming

State Archaeologist - to preserve and educate the public of the archaeological heritage of the state

Arts Council - to provide resources to sustain, promote and cultivate the arts in Wyoming

Cultural Trust Fund - to support Wyoming's culture and heritage through grant funding

OVERALL GOALS

The five overall goals for the Department are listed below. As a service driven agency, our staff is the foundation for the success of our mission and vision and SPCR cannot be successful with any of our goals without having a cohesive and well-trained staff.

- #1** Improve Impact and Contribute to the State's Economic Diversification
- #2** Serve and Educate our Customers/Constituents
- #3** Perform Evaluation, Preservation, Conservation and Restoration
- #4** Exercise Brand Management
- #5** Have a Competent and Satisfied Workforce

OVERALL STRATEGIES

To assist our agency in achieving its five goals, the following strategic performance measures have been established.

#1 *Improve impact and contribute to the State's economic diversification by expanding and enhancing the agency's ability to directly/indirectly support jobs, attract businesses and generate revenue for the state of Wyoming and its communities.*

- Lead the State of WY to improve economic diversification through economic growth in the creative sector, tourism and outdoor recreation
- Increase capacity for organizations, private businesses, and communities to enhance economic development
- Increase ability for communities and organizations to use historic assets to their economic benefit
- Increase visitation numbers, focusing on underutilized assets
- Increase revenue while maintaining mission integrity

#2 *Serve and educate our customers/constituents by providing high quality customer service, facilities, opportunities, experiences, educational resources, outreach and public safety.*

- Provide consumer/constituent requested services and products
- Integration of education into our agency
- Work to increase grant funding and improve grant categories to meet current needs of constituents
- Increase volunteers and volunteer hours
- Increase electronic access to Agency resources
- Develop multilingual and inclusion outreach and opportunities
- Ensure operating policies and procedures, as well as personnel resource allocation are meeting customer needs

#3 *Perform evaluation, preservation, conservation and restoration of our important cultural and historic resources in the state of Wyoming and educate the public regarding these resources and their historic and cultural significance.*

- Restore, maintain, or stabilize SPHS facilities
- Properly manage all objects, artifacts and records in collections facilities following accepted professional standards
- Buildings and archaeological sites are evaluated, preserved and/or restored
- Place a high focus on natural and recreation resource management

#4 *Exercise brand management consistent with our mission and through department planning and strategies to enhance and showcase agency's programs and educate the public of our brand value.*

- Learn more about our costumers/constituents
- Improve Brand recognition and awareness through public outreach, programming and events
- Improve Brand Awareness through internal and external teams
- Showcase accomplishments, recognition, awareness, and economic impact

#5 *Have a competent and satisfied workforce through recognition, retention and recruitment of employees to ensure a cohesive, well trained, happy, safe and healthy workforce.*

- Improve environment to reduce number of worker's comp claims
- Have a vigorous training and professional development program to create a well trained and competent workforce
- Have a high employee satisfaction rating (overall)
- Maintain employee recognition program with robust nominations
- Increase efficiency and productivity

PERFORMANCE MEASURES

*The performance measures are updated when needed and shown on the **Balanced Scorecard** below.*

The agency adopted the BSC process as it focused on these critical areas: Impact and Diversification, Customer Service, Resource Stewardship, Marketing, Employee Satisfaction. This template will be utilized by all programs to develop their own BSC that will strengthen the agency's mission/vision and performance.

#1

Improve impact and contribute to the State's economic diversification by expanding and enhancing the agency's ability to directly/indirectly support jobs, attract businesses and generate revenue for the state of Wyoming and its communities.

Goal	Objective	Strategy	Target
Improve Impact and Contribute to the State's Economic Diversification		Expand and enhance the positive impact of the Agency to directly/ indirectly support jobs, attract businesses and generate revenue for the state of Wyoming and its communities.	
	Lead the State of Wyoming to improve economic diversification through economic growth in the creative sector, tourism and outdoor recreation	Work with all related agencies, communities, counties and NGO's to develop and implement strategies	Increase the number of visitors to our state and increase the length of visit, develop baseline and track community livability
	Increase capacity for organizations, private businesses, and communities to enhance economic development	Facilitate collaborations with, and/or provide grant funding and strategic support to, communities and organizations who provide activities tied to economic development	Increase grant applications for economic development projects and activities as well as create one new outdoor recreation collaborative per year
	Increase ability for communities and organizations to use historic assets to their economic benefit	Provide technical assistance and grant funding for renovation/ restoration projects that contribute to economic development strategies or plans for an organization	Increase technical assistance and increase efforts to encourage economic development projects/activities
	Increase visitation numbers, focusing on underutilized assets	This is measured through a best practice visitation capture systems; focus energies on, and track visitation at underutilized assets	5% increase in underutilized asset visitation
	Increase revenue while maintaining mission integrity	Analyze fee elasticity and implement accordingly, expand revenue generating opportunities and products	Increase revenue by 10%

#2 *Serve and educate our customers/constituents by providing high quality customer service, facilities, opportunities, experiences, educational resources, outreach and public safety.*

Goal	Objective	Strategy	Target
Serve and Educate our Customers/Constituents		Provide high quality customer service, facilities, opportunities, experiences, educational resources, outreach and public safety for our customers/constituents	
	Provide consumer/constituent requested services and products	Reserve funding for new product development, launch as appropriate	New products/ services focused on impact and revenue generation
	Integration of education into our agency	Assist with creation of education standards and standards based teaching guides; increase staffing resources dedicated to education	Development of 10 standards/guides
	Work to increase grant funding and improve grant categories to meet current needs of constituents	Review programs and require grant recipients to provide feedback on funding and grant categories	Survey all grant recipients and evaluate future needs
	Increase volunteers and volunteer hours	Improve marketing and incentives to recruit, and training to improve utilization to be brand ambassadors	23,000 hours and 400 volunteers
	Increase electronic access to Agency resources	Continue to develop electronic access to records and information	Add records/ information and increase users
	Develop multilingual and inclusion outreach and opportunities	Investigate need and technology assistance tools	Determine multilingual needs per program
	Ensure operating policies and procedures, as well as personnel resource allocation are meeting customer needs	Continually review all policies, procedures, and existing personnel allocations	All aspects of operations are functioning at optimal efficiencies

#3

Perform evaluation, preservation, conservation and restoration of our important cultural and historic resources in the state of Wyoming and educate the public regarding these resources and their historic and cultural significance.

Goal	Objective	Strategy	Target
Perform Evaluation, Preservation, Conservation and Restoration		Evaluate, protect, conserve and restore important cultural and historical resources in the state of Wyoming and educate the public regarding resource significance	
	Restore, maintain, or stabilize SPHS facilities	This is measured by determining funds spent on cultural, historic and recreational sites including planning that keeps these assets viable into the future	At least \$100,000 /yr
	Properly manage all objects, artifacts and records in collections facilities following accepted professional standards	Evaluate condition of objects, artifacts and record and provide appropriate conservation methods. Evaluate and add to collections following collections policies	Increase number of artifacts conserved, objects stabilized and entered into database by 10%
	Buildings and archaeological sites are evaluated, preserved and/or restored	Provide funding and technical assistance through SHPO and WCTF grants for restoration and stabilization or documentation of historic and archaeological properties	Increase number and diversity of constituents assisted and number of grants awarded by 5%
	Place a high focus on natural and recreation resource management	Integrate resource management plans in master planning process	All future master plans will include a resource management plan component

#4 *Exercise brand management consistent with our mission and through department planning and strategies to enhance and showcase agency’s programs and educate the public of our brand value.*

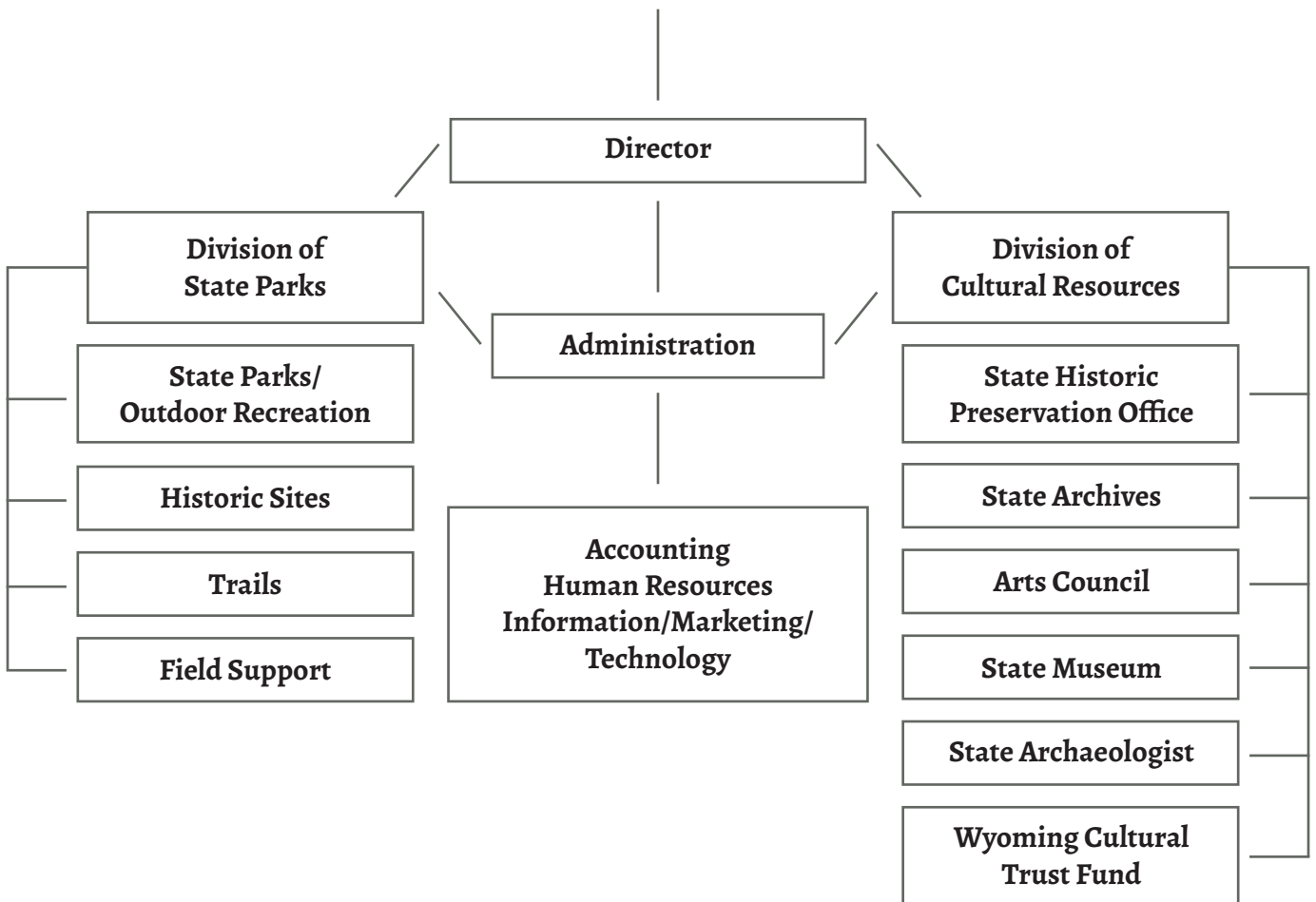
Goal	Objective	Strategy	Target
Exercise Brand Management		Provide high quality consumer evaluation, department planning and strategies to enhance and showcase Agency’s programs and educate the public of our brand value	
	Learn more about our customers/constituents	Survey customers/constituents and non-consumers/constituents	Complete three market surveys
	Improve brand recognition and awareness through public outreach, programming and events	Analyze all existing programing and events for efficiency and effectiveness including cost benefit, community benefit and program awareness	Develop and implement process and standards to analyze effectiveness of programming and events
	Improve brand awareness through internal and external teams	Develop strategies that maximize agency and division awareness	100% compliance with proper agency/division branding, Increase website redirects/hits, Increase social media numbers by 10%
	Showcase accomplishments, recognition and awareness, and economic impact	Maintain and expand our offerings that can receive recognition of excellence and seek opportunities for increased public awareness of accomplishments	Every program to have an appearance on TV and radio and one print article; completion of updated economic impact study

#5 *Have a competent and satisfied workforce through recognition, retention and recruitment of employees to ensure a cohesive, well trained, happy, safe and healthy workforce.*

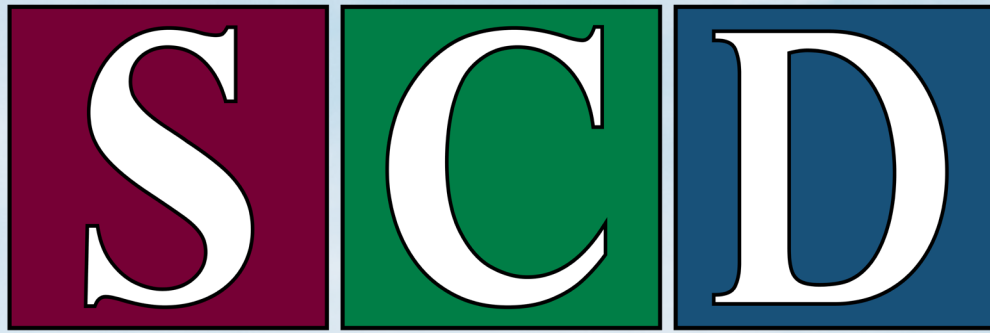
Goal	Objective	Strategy	Target
Have a Competent and Satisfied Workforce		Recognize, retain and recruit employees to ensure a cohesive, well trained, happy, safe and healthy workforce	
	Improve environment to reduce number of worker's comp claims	Improve our employee safety program	Less than 10
	Have a vigorous training and professional development program to create a well-trained and competent workforce	Review staff and duties, provide training opportunities to effectively assist in efficiency; supervisors identify deficiencies to managers for budget planning	Enable a minimum of ten staff training opportunities
	Have a high Employee Satisfaction Rating (Overall)	Survey employees annually	Greater than 70%. Establish baseline data on employee movement sorted by division, section
	Maintain employee recognition program with robust nominations	The established employee recognition programs as approved by HRD requires well written nominations	At least 10 nominations a year
	Increase efficiency and productivity	Investigate and develop plans for alternative work schedules and locations	Establish baseline measurement. Insure it works for employee, supervisor and Agency as a whole

ORGANIZATION CHART

WYOMING DEPARTMENT OF STATE PARKS & CULTURAL RESOURCES



WYOMING



STATE CONSTRUCTION
DEPARTMENT

A large, grey, columnar rock formation, known as Devil Tower, stands prominently in the center of the page. The rock has a distinct vertical striation pattern. The base of the tower is surrounded by a dense forest of green trees. The background is a clear, light blue sky with some light clouds.

Strategic Plan
For the Period of FY 2023-2025
(July 1, 2023 through June 30, 2025)

(307) 777-8670
StateConstruction.Wyo.Gov

August, 2021
Jerry Vincent, Director

700 West 21st St.
Cheyenne, WY 82002

Function

The SCD does not have specific named programs, but rather is a service department. The SCD's mission is to provide a diverse range of knowledge and expertise in the planning, building condition assessments, design, construction, and preservation of state buildings, community colleges, and K-12 educational facilities throughout Wyoming. The clients we serve include the Governor, Legislature, state agencies, school districts and the residents of Wyoming. Our objective is achieved through discussion with our clients, utilizing building condition assessments, as well as a daily commitment to our principles: effective communication, respectful collaboration, excellence in service, continued education and training, and transparency in our work. The department consists of three divisions: Construction Management Division (CMD), School Facilities Division (SFD), and State Construction Department Finance and Operations Division (FOD).

1. The Construction Management Division (CMD) is an administrative arm of the State Building Commission (SBC) which consists of the state's top five elected officials - Governor, Secretary of State, Auditor, Treasurer, and Superintendent of Public Instruction. Additionally, four members of the Legislature serve as liaisons in a non-voting advisory capacity with two appointed by each presiding officer; one of four must be from the Joint Appropriations Committee (JAC).

Through the SBC, the CMD coordinates and oversees funding and project management of capital construction projects and the major maintenance program for 19.4 million square feet of state-owned buildings for the State of Wyoming, the University of Wyoming and Wyoming's eight Community Colleges, in concert with various layers of state facility management owner groups.

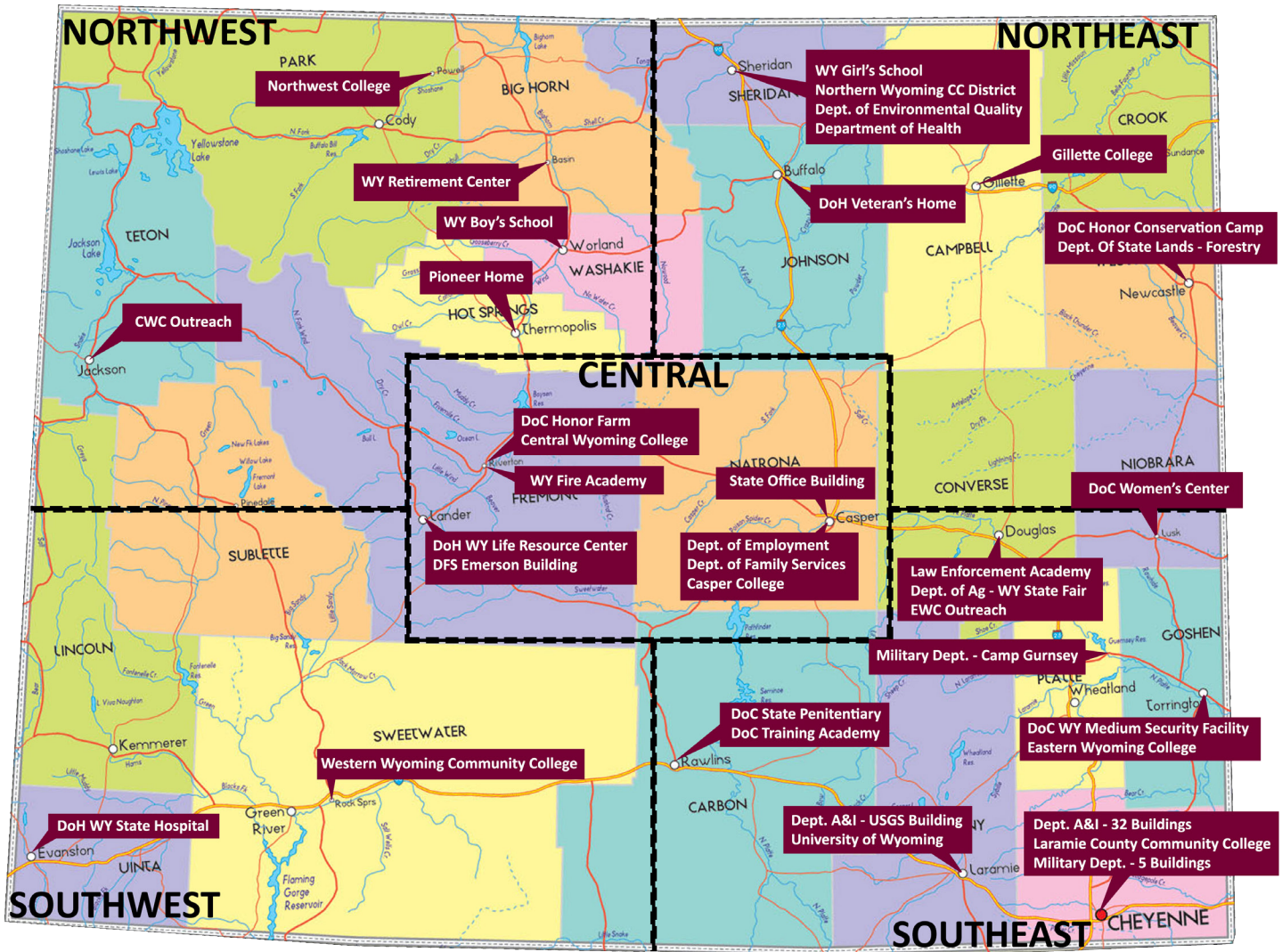
2. The School Facilities Division (SFD) partners with school districts for the construction, renovation, and major maintenance of K-12 facilities. The SFD, in collaboration with the Select Committee on School Facilities and the School Facilities Commission (SFC), is charged with: implementing policies, guidelines, and standards adopted by the Commission; helping districts develop and capture comprehensive/long range facility plans; maintaining the statewide school facilities database comprised of building and facility specific information such as facility type, usage, age, and physical condition; and many other duties as outlined in W.S. 21-15-123.
3. The Finance and Operations Division (FOD) manages budgets for capital construction and major maintenance projects totaling over \$1 billion dollars. The FOD tracks all project management information for new projects and major maintenance on existing facilities with data such as appropriations, payments, master plans, and property profiles. The FOD actively manages a portfolio of all state and school district buildings. Additionally, for current projects, specific information such as appropriations, payments, master plans, and property profiles are recorded in the database.

Per statute, the SCD handles all construction procurement for 48 school districts, state agencies, boards, councils, commissions, separate operating agencies, institutions, or other instrumentalities and community colleges projects using state funds. This is handled by the FOD which works to ensure compliance with statutes and rules so that the bidding process is fair and encourages competition by adequately advertising projects to bid, posting addenda and answers to questions, and awarding bids with a preference to Wyoming contractors.

Activities - CMD

The Construction Management Division (CMD) regularly oversees a numerous amount of Capital Construction and Major Maintenance projects needed on behalf of agencies across the state.

- \$612,126,271.50 in Appropriations
- 53 Capitol Construction Projects
 - 42 Projects in design
 - 11 Projects in construction
- 547 Active major maintenance projects
- 19,400,000 State facility square footage

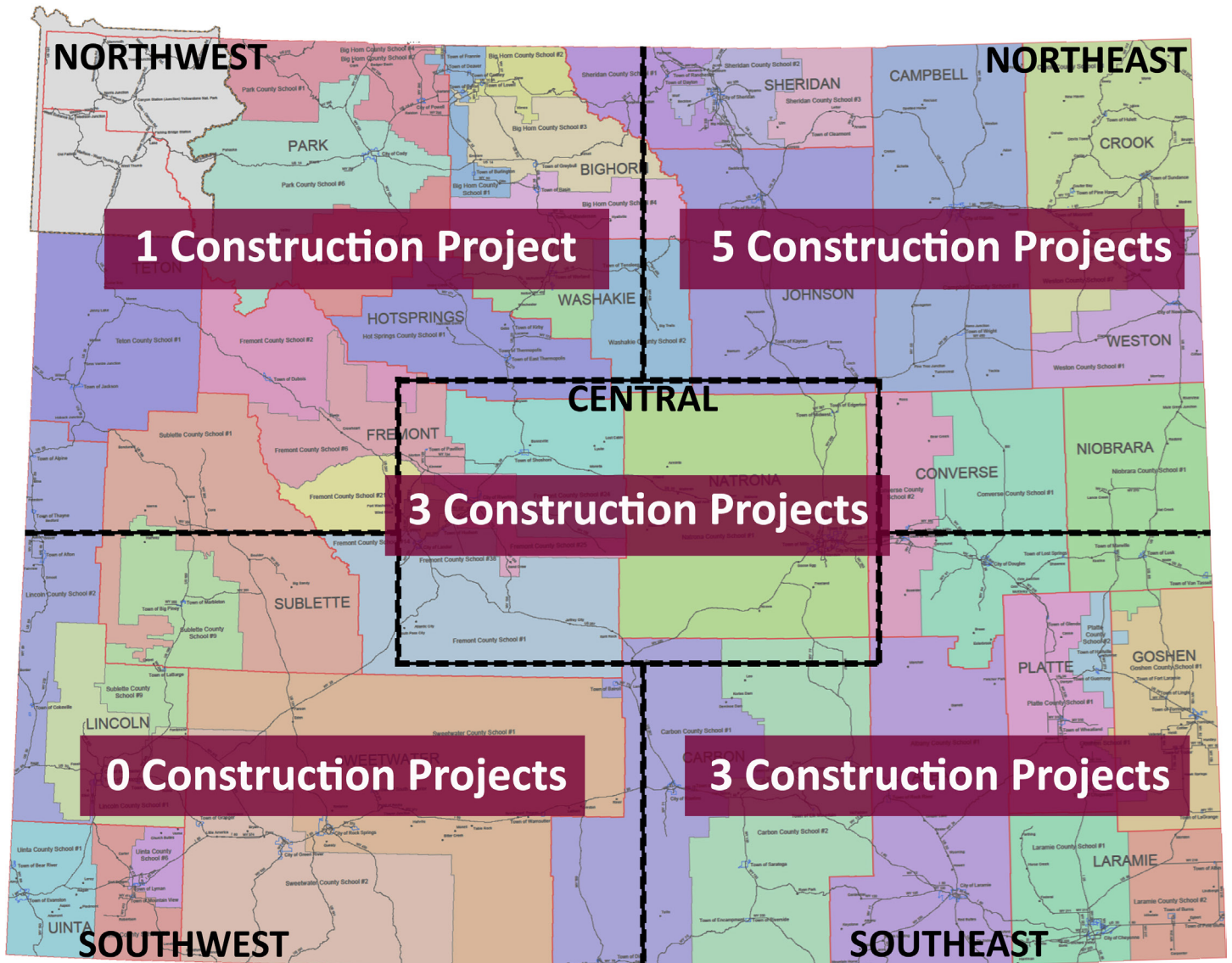


This schedule map is updated annually in the first quarter of each year, therefore there will be projects that have since been started or completed that may or may not be reflected here.

Activities - SFD

The School Facilities Division (SFD) works with school districts to accomplish their Capital Construction and Major Maintenance projects.

- \$213,310,032.69 in Appropriations,
- 57 Projects
 - 27 Projects in design
 - 30 Projects in construction



This schedule map is updated annually in the first quarter of each year, therefore there will be projects that have since been started or completed that may or may not be reflected here.

Operational Figures

The SCD currently has 30 positions including 29 full time and 1 AWEC position. The SCD approved standard budget for the 23-24 budget is comprised of General fund and Other funds (School Cap Con). Below is a chart showing the Standard budgets for the 23-24 biennium including changes from the 2023 legislative session.

Standard Budgets for 23-24	SCD Operations	SFD Operations*	CM Operations	Total Operations
General Fund	\$1,627,048		\$2,368,721	\$3,995,769
School Cap Con	\$4,680,436	\$3,408,068		\$8,088,504
All Funds	\$6,307,484	\$ 3,408,068	\$2,368,721	\$12,084,273

*Includes SFD operations and Engineering & Technical standard budgets

Expenditures as of the end of fiscal year 23 (June 30, 2021) are as follows:

General Fund	Expenditures
CM Cap Con Projects *	\$ 26,706,01
CM Community College Projects	\$ 22,167,066
CM Major Maintenance**	\$ 8,293,171
Community College Major Maintenance	\$ 14,385,925
Contingency Funds (SBC & Flex)	\$ 8,498,637
Operational/ Administrative Budgets	\$ 1,387,867
Total	\$ 81,438,682

* Does Not Include State Parks And Military Cap Con Projects
 **Does Not Include State Parks Major Maintenance

Recap of General Fund	Expenditures
Cap Con Expenditures	\$ 48,873,082
Major Maintenance (CM & CC)	\$ 22,679,096
Contingency Funds (SBC & FLEX)	\$ 8,498,637
Operational/ Administrative Budgets	\$ 1,387,867
Total	\$ 81,438,682

School Facilities	Expenditures
SFD Cap Con Projects	\$ 45,144,535
SFD Major Maintenance	\$ 78,895,125
Operational	\$ 2,872,721
Total	\$ 126,912,381

Department Contribution to Wyoming Quality of Life

The divisions within the SCD are mandated by statute. They contribute to the quality of life in Wyoming by the following:

- Ensuring that state buildings and school facilities are safely constructed and maintained properly to provide the best long-term use for Wyoming residents.
- Being a responsible steward of state assets and by providing management and oversight of state resources dedicated to facility maintenance and construction.
- Providing an environment to educate students successfully and prepare them for life's opportunities.
- Providing construction management assistance to other state agencies and local school districts.
- Providing transparent, understandable information to the Governor, Legislature and residents of Wyoming



Strategic Goals

For this plan period, the SCD has identified strategic goals in 3 areas

Capital Construction & Major Maintenance Procurement

SCD will review and analyze the rules governing capital construction and major maintenance procurement processes to identify how they could be streamlined and provide greater clarity and efficiency. When capital construction and major maintenance procurement was moved to the SCD in 2020 not all of the practical applications were realized. As SCD has gained practical experience working with stakeholders, it has become evident that there are situations where the application of the statutes is unclear. These areas of ambiguity can cause confusion both for other agencies and the SCD procurement team. SCD consistently adheres to statute in the administration of construction procurement, but when statute is unclear judgment calls are made and precedent is set. Therefore, SCD intends to proactively guide those judgment calls with clear and concise capital construction and major maintenance procurement rules.

During the upcoming Strategic Planning Period, SCD will continue to develop the SCD Construction Procurement program through the following:

- SCD will systematically analyze the construction and major maintenance procurement statutes and existing SCD rules to identify vague or ambiguous elements and consider how the rules could be streamlined or clarified for efficiency in procurement processes and adherence to statutory intent.
- Prepare changes that are equitable, functional, effective, and beneficial to the process.
- Collaborate with our stakeholders throughout the state to better understand potential misunderstandings in existing rules to ensure a shared understanding of SCD processes and procedures as they evolve.
- Once changes are made, they will be communicated out, posted online with other procurement documents and tools, and continuing education of agencies and contractors will occur on a regular basis.

State Facility Real Property Master Plan

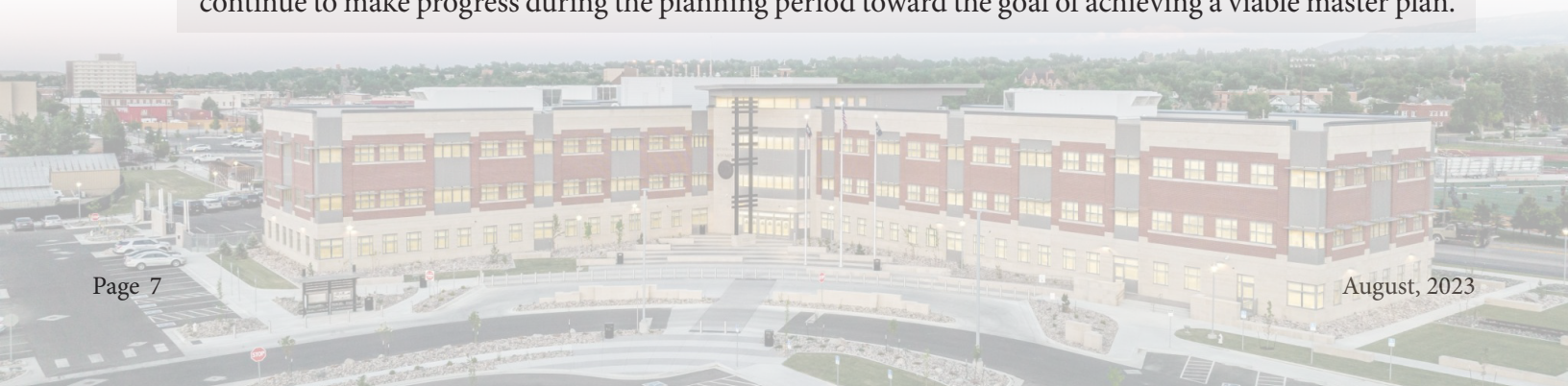
The Wyoming State Building Commission (SBC) was established by Wyoming Statute § 9-5-101, as amended, and has the powers and duties established in W.S. §§ 9-5-101 through 108. Pursuant to WS § 9-2-3004, the SCD is required to review and make recommendations concerning capital construction budget requests made by the SBC, the University of Wyoming, community college commission and any state agency; plan for all construction projects in accordance with statute and rules, procedures, and criteria adopted pursuant to statute and adopt rules and regulations.

The SBC rules were updated in February 2022. Among the principal reasons for SBC rule updates included eliminating ambiguities across multiple chapters that hindered the SBC's ability to perform certain duties. As a result of the rules revision, the facility plan template was updated to include collecting additional information aimed at moving toward the SCD goal of a 25-year master plan for all state facilities.

During this Strategic Planning Period, SCD will utilize the information collected from agencies to work toward establishing a statewide real property master plan for all building construction, renovation, and major maintenance requirements for a twenty-five (25) year period and update the real property master plan every five years. This is a large effort that will require SCD serve as the repository for the real property master plans of all agencies; and:

- Develop the statewide real property master plan with:
 - o The overall real property plan for agencies;
 - o Data collection and analysis from all agencies;
 - o Construction and renovation goals and objectives for all agencies;
 - o Possible alternatives to planned construction and renovation projects.
- Support and monitor agency-level master plans which include the lifecycle cost analysis for each state-owned building. Each occupant agency shall prepare an agency-level master plan, which includes the lifecycle cost analysis for each state-owned building it occupies
- Coordinate with agencies to develop five-year (5-year) need assessments specifying construction, renovation, and major maintenance needs and requests; to receive and review each agency and community college districts' building and facility systems assessment for construction, renovation, or major maintenance projects for the purpose of addressing capacity issues or reducing the life cycle cost of a building the agency or community college occupies.

Creating a proactive management strategy for the state's capital facilities calls for forward thinking, determination, and concerted effort from many levels of government. That effort should be grounded by significant attention to facility planning: at individual sites, within agencies, and statewide. SCD will continue to make progress during the planning period toward the goal of achieving a viable master plan.

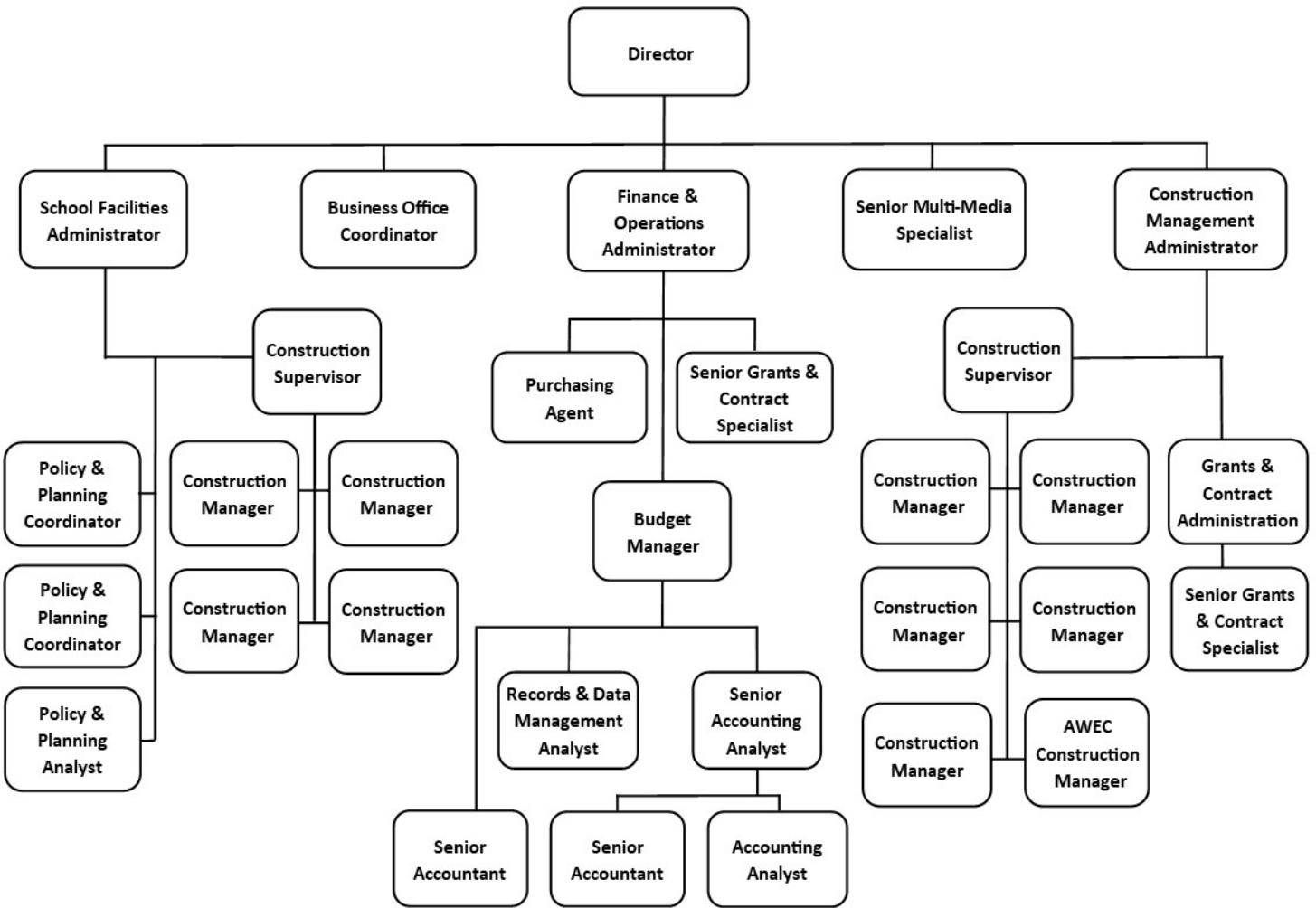


School Facilities

During the upcoming Strategic Planning Period, SCD will be focusing efforts on the following items:

- Initiate a State-driven Most Cost-Effective Remedy (MCER) effort. Per Statute, the commission shall ensure the adoption of the most cost-effective method of remediation of building and facility needs and shall only request capital outlay for a building after considering all other remedies for that building. Having all MCER studies initiated through the SCD ensures equity in the process and that the state receives an unbiased opinion of potential options.
- Update School Design Guidelines. The Design Guidelines provide standards and guidelines for the design of new school buildings and facilities, remodels, renovations, or additions to school buildings and facilities and are typically part of the design contracts between the State, School District and Architect. Revising the Design Guidelines is necessary to stay current with changing regulatory requirements such as building codes, new design and construction technology, as well as for inclusion of best practices and procedures, and coordination with rules and statutes.
- Refinement of the Facility Condition Assessment (FCA)/Facility Condition Index (FCI) process. Per statute, the SCD maintains a comprehensive assessment of the adequacy of existing school buildings and facilities and of future space requirements within the state. When provided funding, the SCD contracts a professional entity to assess the condition of all school facilities in the state and produces a report of the findings (FCA). Additionally, the SCD ranks the condition of educational buildings using the Facility Condition Index (FCI). The FCI is an assessment tool for determining the condition of major components within the building envelope such as: roofing, ventilation, plumbing and other major building systems; and results in an FCI “score” – the greater the FCI score, the higher the building ranks and the more repair the building is likely to need. The SCD will continue to refine this process and how that information is communicated to stakeholders and districts to ensure there is an understanding of the process.
- Review the Value Engineering process. In addition to the suggestions the value engineering (VE) team makes to reduce capital costs, during each review they also look at issues pertaining to safety and security, quality control, and code compliance all of which may help reduce capital costs while providing a better functioning, safer school. The VE team also looks at long term costs such as energy costs, life cycle costs, and maintenance costs. The SCD will review the VE process and will put out a request for qualifications or proposals. Then review all the data and award a new contract for value engineering services.

Organization



Statutes Governing the SCD

- § 9-2-2020. SFD and CM consolidation.
- § 9-2-3001. State Construction Department created.
- § 9-2-3002. Department divisions.
- § 9-2-3003. Director and division administrators; appointment; removal.
- § 9-2-3004. Duties of the department.
- § 9-2-3005. Department budget.
- § 9-2-1016. General Services Division. (Procurement)
- §§ 9-2-1027 – 1033. Professional Architectural, Engineering and Land Surveying Services Procurement Act.
- §§ 16-3-101 – 115. Administrative Procedure
- §§ 16-4-201 – 205. Public Records
- §§ 16-4-401 – 408. Public Meetings
- §§ 16-6-101 – 121. Public Works and Contracts
- §§ 16-6-201 – 206. Preference for State Laborers
- §§ 16-6-401 – 403. Public Facility Life-Cycle Cost Analyses
- §§ 16-6-501 – 504. Accessibility of Handicapped to Public Buildings
- §§ 16-6-601 – 602. Payment of Agency Accounts
- §§ 16-6-701 – 708. Construction Contracts with Public Entities
- §§ 16-6-801 – 805. Works of Art in Public Buildings
- §§ 16-6-901 – 902. Use of Apprenticeship Programs on Public Works Projects
- § 16-6-1001. Capital Construction Projects

Statutes Governing Operations Division

- § 9-2-3002(a)(iii). Division created.



Statutes Governing the CMD

Statutes Governing Construction Management Division

- § 9-2-1016. General Services Division. (SBC)
- § 9-5-101. State Building Commission; composition; general powers and duties; conflicts of interest.
- § 9-5-102. State Building Commission; authority to buy and lease property; acceptance of donations, grants and devises.
- § 9-5-103. State Building Commission; supervision and control of governor's residence.
- § 9-5-104. State Building Commission; state office buildings; authority to maintain; rental; use of proceeds.
- § 9-5-105. Purchase or lease of state lands and buildings; State Building Commission authority.
- § 9-5-106. State Building Commission; powers relative to use of state buildings; rules authorized; exceptions.
- § 9-5-107. Duties and responsibilities with respect to state buildings; state capital construction needs assessment and priorities.
- § 9-5-108. Development of building projects; rehabilitation of building projects



Statutes Governing the SFD

Statutes Governing Schools Facilities Division

- § 21-15-109. Major Maintenance Computation, Payments, Reporting
- § 21-15-111. Definitions
- § 21-15-112. Leasing of Capital Assets
- § 21-15-113. School Facilities Commission Membership
- § 21-15-114. Powers and Duties
- § 21-15-115. Statewide Standards and Assessment
- § 21-15-116. School District Facility Plans and Review
- § 21-15-117. Annual Evaluation and Prioritization
- § 21-15-118. Building and Facility Construction and Renovation
- § 21-15-119. Commission Budget and Funding Recommendations
- § 21-15-120. Emergency Contingency Account/Restrictions
- § 21-15-121. Annual School Building Status Report
- § 21-15-122. School Cap Con Transfers to the Common School Permanent Land Fund
- § 21-15-123. State Construction Department; duties and authority relating to school facilities
- § 28-11-301. Appointment of Members, Powers and Duties, Related Duties of School Facilities Commission



WYOMING WATER DEVELOPMENT PROGRAM STRATEGIC PLAN

NAME OF DEPARTMENT/PROGRAM:

The Wyoming Water Development Office (WWDO) administers the Wyoming Water Development Program with oversight from the Wyoming Water Development Commission (WWDC).

PLAN PERIOD: FY 2025-FY 2028 (July 1, 2024 through June 30, 2028)

QUALITY OF LIFE RESULT:

Wyoming natural resources are managed to maximize the economic, environmental and social prosperity of current and future generations.

CONTRIBUTION TO WYOMING QUALITY OF LIFE:

This agency contributes to the quality of life by addressing the water resource needs of our citizens through the construction of new water supply projects and the rehabilitation of existing water supply projects. As a result, Wyoming's water resources are managed, developed, and maintained for the enjoyment and beneficial use of current and future generations of Wyoming citizens. For example, the Wyoming Water Development Program serves over 260 municipalities, counties, and special districts. In serving these entities, the program benefits the entire population, as well as all visitors to the state, by providing and maintaining adequate water supplies and planning for future needs.

BASIC FACTS

The agency is staffed by the Director and twenty-five (25) full time employees. In addition, there is a ten-member commission appointed by the Governor. The agency's FY2023/2024 Biennium Budget is \$8,965,653 from Water Development Account I [W.S. 41-2-124(a)(i)]. The agency budget does not include any federal funds or appropriations from the General Fund.

There are three primary programs within the Water Development Program that address water supply projects:

1. New Development – This program provides planning services and construction funds for the infrastructure necessary to supply unused and/or unappropriated water to meet the present and future needs of Wyoming and its citizens. Water supply and storage facilities such as potable storage tanks, small dams, diversion structures, groundwater wells and transmission pipelines are eligible for consideration under the New Development Program.
2. Rehabilitation – This program provides planning services and construction funds for the improvement of water projects that have been in place for at least fifteen (15) years. Improvements to ensure dam safety, decrease operation and maintenance costs and provide a more efficient means of using existing water supplies can be considered for the Rehabilitation Program. The efficient maintenance of the state's water related infrastructure provides assurances Wyoming will continue to benefit from its water related investments.

3. Dams and Reservoirs Program-In 2005, the Governor and Wyoming Legislature affirmed their interest in the construction of large dams and reservoirs by creating a new division within the Wyoming Water Development Program for the specific purpose of developing storage projects in Wyoming. In order to qualify for this program, new dams must impound a minimum of 2000 AF and dam enlargements must impound a minimum of 1000 AF of additional storage.

Applications for technical and financial assistance are submitted by legal subdivisions of the State of Wyoming such as irrigation districts, drainage districts, water conservancy districts, watershed improvement districts, conservation districts, municipalities, water and sewer districts, joint powers boards, improvement and service districts, counties, Indian tribes, state agencies, and other eligible water users experiencing water supply problems. Each application is reviewed by the WWDO staff. If the project meets the requirements of the Program Operating Criteria and sufficient funding is available, the Director may recommend to the Wyoming Water Development Commission (WWDC) that the project be incorporated into the New Development, Rehabilitation, or Dam and Reservoir Program for a Level I reconnaissance evaluation or a Level II feasibility study. If the WWDC agrees with the recommendation, it is provided to the Legislative Select Water Committee (Committee) for approval. The approval of the Committee is documented by its willingness to sponsor legislation which will provide funding through the Omnibus Water Bill-Planning. If the Legislature approves the funding, the project evaluations are completed. The WWDC procures the engineering and other technical services necessary to complete the project evaluations. The contracts are administered by the Planning or Dam and Reservoir Division of the WWDO.

Before a project may be considered a candidate for construction, it must be economically, technically and legally feasible as determined by the project evaluation. If the project is deemed feasible by the project sponsor and the WWDO, the project sponsor may request the project be moved to a Level III construction status. This request is processed in the same manner as project evaluations, except the funding is provided by the Legislature through the Omnibus Water Bill-Construction. The legislation establishes the financing plan for the construction projects. The Level III construction process includes land and easement acquisition, state and federal permitting, preparation of plans and specifications, construction bidding process, construction, construction management administration and final completion. The relationship between the WWDC and the project sponsor is documented in a construction project agreement. The Construction Division of the WWDO administers the project agreements on behalf of the WWDC.

The WWDO is also responsible for the following additional programs:

1. River Basin Planning Program – This program serves to provide a basin wide and state wide perspective of the status of Wyoming’s water resources and identify water development opportunities. The program also promotes interest from potential project sponsors. In addition, the program provides water availability and use data that support project evaluations.

2. Water Investment Management – This program administers the state’s investments in Buffalo Bill Reservoir, Fontenelle Reservoir, High Savery Reservoir, Palisades Reservoir, Pathfinder Reservoir, Glendo Reservoir, Lake DeSmet/Healy Reservoirs and Middle Piney

Reservoir. The WWDO ensures that the state’s annual loan payments and operation and maintenance obligations are met on each of these Reservoirs. The WWDO serves as the owner and operator of High Savery Reservoir as well as Healy Reservoir. In addition, the WWDO collects payments against outstanding project loans and monitors potential water sales from those completed projects in which the state retained limited partnerships with the project sponsor. The WWDC holds all in-stream flow water rights in the name of the state.

3. Groundwater Exploration Program – This program provides grant assistance for municipalities wanting to expand their potable water supplies by drilling new water wells.

4. Small Water Project Program – This program provides grant assistance to small water development projects. These projects aim to enhance watershed condition and function, through the new development or rehabilitation of small reservoirs, pipelines, wells, windmills, springs, wetland developments, solar platforms, as well as environmental, rural community fire suppression, recreation, and irrigation facilities.

The New Development Program and the River Basin Planning Program are funded by Water Development Account No. I [W.S. 41-2-124(a)(i)]. The Rehabilitation Program is funded by Water Development Account No. II [W.S. 41-2-124(a)(ii)]. The Dams and Reservoirs Program is funded by Water Development Account No. III [W.S. 41-2-124(a)(iii)]. All three accounts receive funds through revenues from the severance tax distribution account, interest on the accounts’ unspent balance, payments from outstanding project loans and direct appropriations earmarked for the respective Account. The obligations for the state’s water investments are funded through debt service accounts provided by W.S. 99-99-1001.

PERFORMANCE MEASURES:

The first two (2) performance measures are based on expectations of the Governor and Wyoming Legislature that the WWDO is being responsible in the manner in which it is seeking project appropriations and that it is being a good steward of the appropriated funds. The third performance measure relates to development of dams and reservoirs; while the fourth measure addresses the public’s use of the recently developed river basin plans.

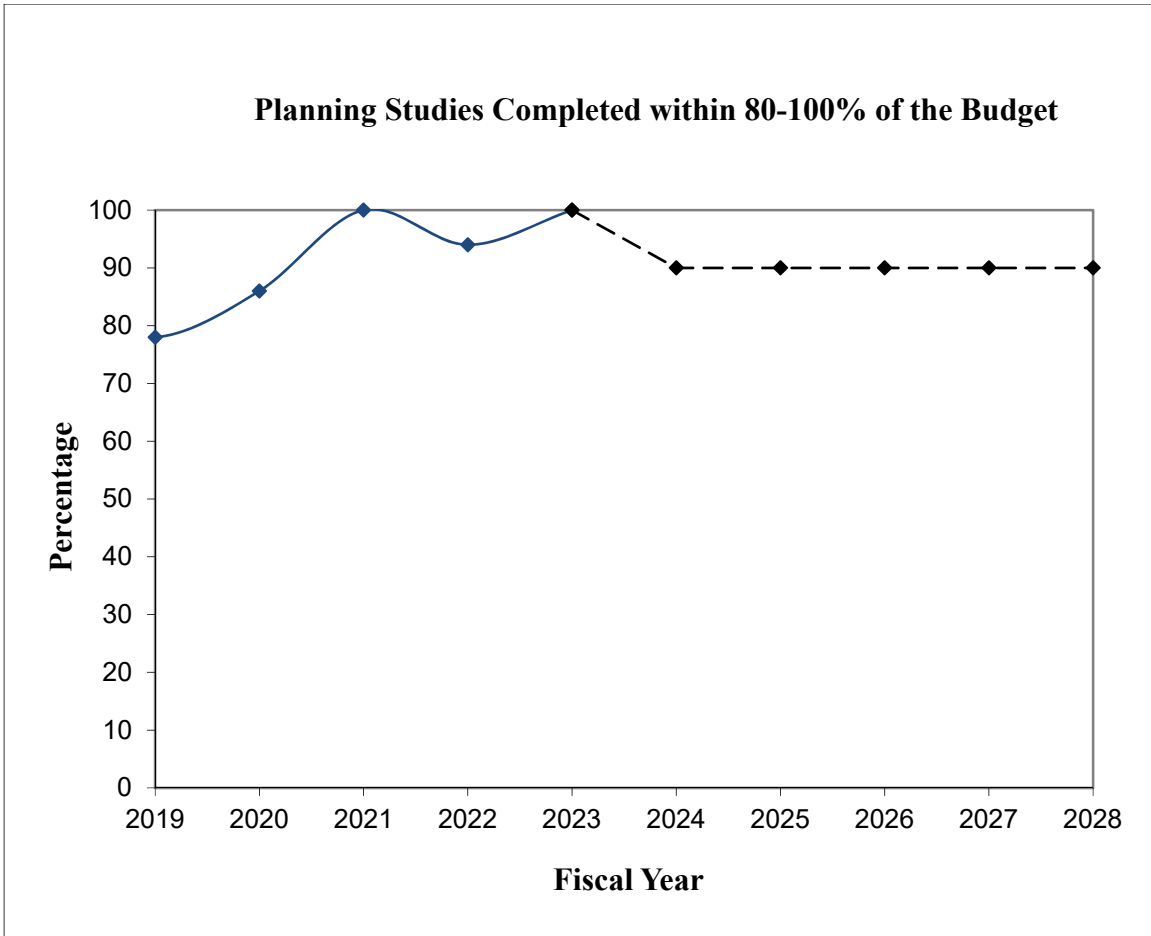
1. Project Budgets-Planning Studies

Budgets for planning studies are determined by a competitive consultant selection process following W.S. 9-23-105. These budgets are then ultimately used in seeking project appropriations from the Legislature. Project specific planning studies include Level I Reconnaissance studies that identify solutions to water supply problems and Level II Feasibility Studies that test the technical, economic, and legal feasibility of those solutions. In addition, planning studies can be in the form of master plans, basin wide studies, or general water related research.

Budgets need to be large enough to complete the work while assuring that limited funds will not be unnecessarily earmarked to a project in which they are not needed. The following graph depicts the percentage of planning studies completed in FY19 through FY23 that were completed within 80% to 100% of the established budget. The budgets

completed for less than 80% of the budget indicates that the budgets may have been excessive.

The performance measure for the budgeting and managing of budgets of planning studies during the FY2025/2028 biennia is the completion of 90% of the planning studies within 80% to 100% of the budget.



Story Behind the Performance Measure:

Budgets for each study are provided by consultants through a competitive consultant selection process and are based on individual tasks to be completed under each study. Budgets must also include contingencies to address unanticipated changes, that are beyond the control of the WWDO and the selected consultants, that must be addressed to complete the study in an efficient and timely manner.

Proposed Performance Improvements:

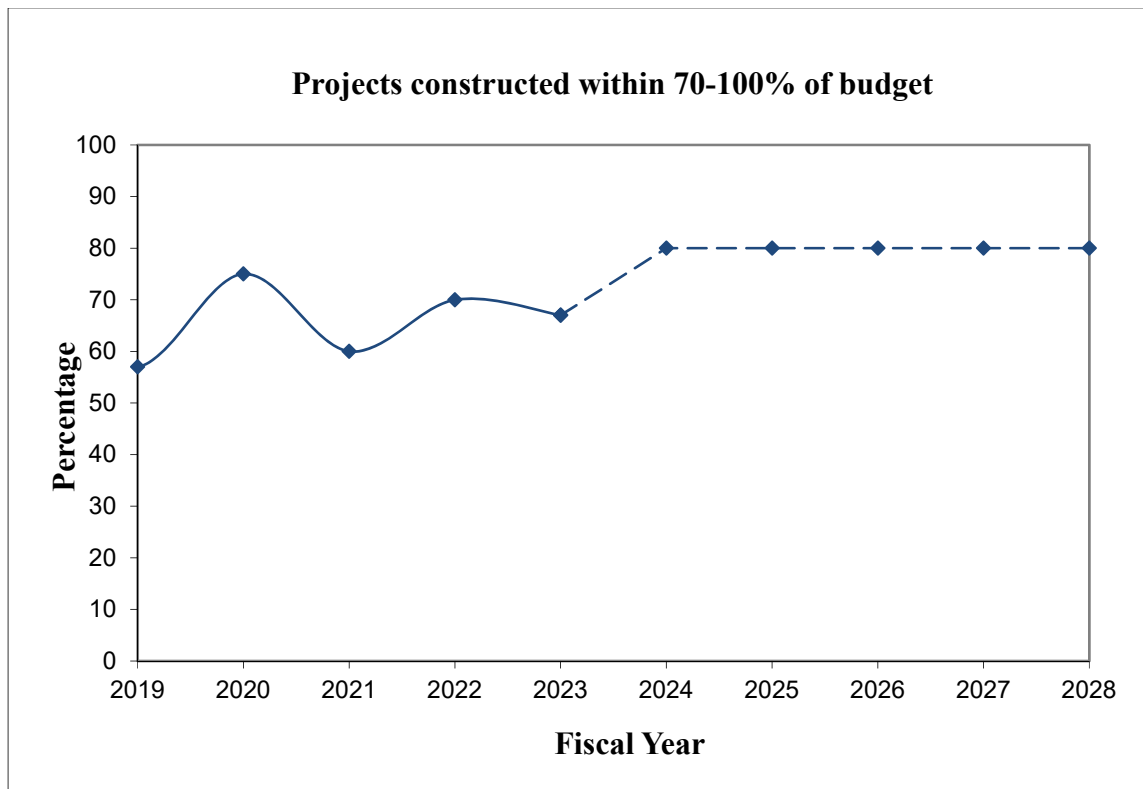
Improved planning study budgets will provide a better representation of the work to be completed and will not unnecessarily encumber limited funds.

2. Project Budgets-Construction Projects

Before the projects can progress to the construction status, planning studies, as discussed previously, are completed. Construction budgets are determined through the planning studies and are used to request the appropriation of construction funding, from the Legislature, to specific construction projects.

As with the budgets for planning studies, construction budgets need to be large enough to build the projects while assuring that limited funds will not be unnecessarily earmarked to a project in which they are not needed. The following graph depicts the percentage of construction projects completed in FY19 through FY23 that were completed within 70% to 100% of the budget. The projects completed for less than 70% of the budget may indicate the excessive budgets, a favorable bidding environment, cost savings realized with value engineering and good contractors during the project, or any combination of these factors.

The performance measure for the budgeting of construction projects during the FY2025/2028 biennia is the completion of 80% of the construction projects within 70% to 100% of the budget.



Story Behind the Performance Measure:

Given the complexity of the construction process, it is not realistic to expect a perfect budget on every project. Budgets for construction include the costs of permitting (state and federal), final design (plans and specifications), land acquisition and easements, construction, and construction management administration. Project construction has become more time consuming over recent years due to more stringent federal permitting requirements. Construction cost estimates are based on the engineer's estimate of the bid prices that will be received from contractors during the construction bidding process. The

engineer’s estimate and contractor’s bids are based on the materials and manpower needed to construct the project. The fluctuations in the economy make the development of budgets for construction projects difficult. Budgets must also include contingencies to address unanticipated conditions that are beyond the control of the engineers and the project sponsors. Delays caused by insufficient funds only increase the ultimate cost of the projects.

Proposed Performance Improvements:

Improved construction budgets will provide a better representation of the work to be completed and will not unnecessarily encumber limited funds.

3. Dams and Reservoirs

Through the establishment of Water Development Account III, the Wyoming Legislature has documented their commitment to the construction of dams.

The performance measure for dams and reservoirs is to initiate the federal permitting process on one dam and reservoir project per year during the FY2025/2028 bienniums.

Story Behind the Performance Measure:

Since 1982, the Wyoming Water Development program has developed new or expanded existing dam and reservoir storage facilities by approximately 445,200 acre-feet of water. The projects are as follows:

<u>Project</u>	<u>Storage (acre-feet)</u>
Buffalo Bill Enlargement	250,000
Cheyenne Stage II – Hog Park	22,656
Fremont Lake Reservoir Enlargement	10,292
Greybull Valley Reservoir	33,000
High Savery Reservoir	22,432
Lake Adelaide Reservoir Enlargement	3,314
Park Reservoir Enlargement	885
Pathfinder Modification	53,493
Rob Roy Reservoir Enlargement	29,944
Sulphur Creek Reservoir	13,361
Tie Hack Reservoir	2,435
Twin Lakes Enlargement	<u>3,410</u>
Total	445,222

The project evaluations, permitting and construction processes for dam and reservoir projects are more complex, costly and time consuming than typical new development and rehabilitation projects. In today’s permitting and legal environment, it can take ten years or more to complete a dam from inception through construction. Applications relating to dam and reservoir projects are subjected to the same review and approval process as new development projects.

Proposed Performance Improvements:

Dams store water during times of surplus, both seasonally and from year to year. Stored water is then used to supplement late season flows and to mitigate drought through carryover storage. Dams also re-regulate existing water supplies to meet the demands of the water users in a more efficient manner. Reservoirs can provide secondary benefits in the form of recreation and environmental enhancement.

4. **River Basin Planning**

The River Basin Planning Program develops essential information concerning the current status and future availability of water resources in Wyoming. Developing in-house expertise in water use, water supply and water availability, and an understanding of how climate variability affects Wyoming is important to ensure current, consistent, and accurate data. Readily available access to these data is critical for decision makers and important to the general public. River Basin Planning fosters data coordination and provides an active understanding of water supply and demand in the state as well as highlighting areas of change.

The performance measure is to continue the river basin planning process and maintain public use of river basin planning information, indices and tools as evidenced by 75,000, or more, contacts per year by unique visitors on the river basin and agency websites during the FY2025/2028 bienniums.

For FY 2023 the WWDC website that is managed by the Water Resources Data System at the University of Wyoming Department of Atmospheric Science recorded 95,948 contacts by unique individuals.

Story Behind the Performance Measure:

River basin planning serves as a tool for Wyoming citizens to better understand Wyoming water issues. Water users, students, teachers, consultants, state and federal agencies, and the general public may access river basin planning information through WWDC websites managed by the Water Resources Data System within the University of Wyoming Department of Atmospheric Science. There is a presentation tool on the website for each river basin. The presentation tool allows the user to “bore down” through layers of information depending on the detail of the information desired.

Proposed Performance Improvements:

The availability of water related information will assist in the support of project evaluations, education of the public on the importance of water management to the future of Wyoming and will communicate the availability of Wyoming Water Development Program assistance.

STATE OF WYOMING

WYOMING STATE ENGINEER'S OFFICE



STRATEGIC PLAN

JULY 1, 2020 – JUNE 30, 2024

SUBMITTED
AUGUST 2019

RICK DEUELL
STATE ENGINEER

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STRATEGIC PLAN

I. INTRODUCTION

Wyoming State Agencies are required to complete and update strategic plans as required by W.S. § 28-1-115 and §28-1-116. The Wyoming State Engineer's Office (SEO) July 1, 2020 – June 30, 2024 Strategic Plan provides a multi-year prospective to accomplish and further the goals and objectives statutorily required of the agency.

PURPOSE AND AUTHORITY

Article 1, Section 31 of the Wyoming Constitution states, "Control of Water - Water being essential to industrial prosperity, of limited amount, and easy of diversion from its natural channels, its control must be in the state, which, in providing for its use, shall equally guard all the various interests involved."

Article 8 of the Wyoming Constitution created the SEO and Board of Control (BOC) to provide general supervision of the waters of the State of Wyoming. The role of both the SEO and the BOC is to administer a water law system that allocates the waters of the state based upon the doctrine of prior appropriation. Water users are then able to rely on a defined water law system which provides protection and security in a state that has to endure the scarcity of water on an annual basis.

The SEO issues permits for the beneficial use of Wyoming's water resources. The BOC, comprised of the State Engineer (SE) and four Water Division Superintendents, is an independent, quasi-judicial entity, having sole jurisdiction over the final adjudication of water rights and amendments made to those adjudicated rights.

The SEO's primary responsibilities are:

- Interstate streams coordination,
- Surface water administration,
- Groundwater administration,
- The adjudication and certification of water rights, and
- Dam safety.

It is the SEO's goal to provide for the proper regulation, administration, management, and protection of the waters of the State of Wyoming.

The SEO is a regulatory agency responsible for the issuance of permits prior to construction or development of any groundwater or surface water resource. All impoundments, stream diversions, spring developments, groundwater wells, and weather modification efforts are permitted and regulated by the agency. In addition to assuring that water is put to beneficial use, the agency is also responsible for the administration of Wyoming's obligations under various

interstate Compacts and Court Decrees which allocate water among Wyoming and adjacent river basin states. Wyoming is a headwaters state, and the SEO recognizes that certain leadership obligations rest with the state. Thus, it is imperative to disseminate knowledge gained from the experiences of being located near the headwaters of every major river basin in the West.

Statutes governing dam safety inspections and regulation were enacted by the Wyoming Legislature and are administered by the SE. W.S. §18-5-306 (a), related to the adequacy of subdivision water supplies, was passed by the Legislature in 1997. The legislation states that the Department of Environmental Quality, Water Quality Division (DEQ/WQD) will be the lead agency in administering the law; however, DEQ/WQD can request assistance from any other state agency in carrying out the activities required by law. The DEQ/WQD receives assistance from GWD in reviewing and commenting on the adequacy of proposed subdivision water supplies. Both of these functions represent a public safety effort to protect the citizens of this state.

The SEO works closely with other state and federal agencies to better manage the state's water resources for the benefit of its citizens. Important cooperative efforts include:

- River basin planning and Weather Modification Research – Water Development Commission,
- Instream flow water rights – Game and Fish Department and Water Development Commission,
- Oil and Gas Development – Department of Environmental Quality and Oil and Gas Conservation Commission,
- Sage Grouse Conservation – Game and Fish Department,
- Memorandum of Understanding covering the issuance of permits for water rights and uses on or derived from National Forest System Land,
- Memorandum of Understanding covering the issuance of permits for water rights and uses on or derived from the Bureau of Land Management Land, and
- Memorandum of Understanding covering the issuance of permits for water rights and uses on or derived from Office of State Lands.

Wyoming's initial framework for water regulation and administration was created by Territorial and State Engineer Elwood Mead. This system is based upon the doctrine of prior appropriation. The State Constitution affirms the importance of water administration by incorporating articles pertaining to water rights and their administration. As defined by the Wyoming Supreme Court, water rights are considered property rights when beneficial use is applied. The first water right in Wyoming has a priority date of 1862. Many water rights are older than statehood (July 1890), these rights are referred to as territorial permits (pre-July 10, 1890). The SEO is responsible for maintaining all water rights in perpetuity.

MISSION STATEMENT

“To provide for the general supervision and protection of both inter and intra-state waters of this state, including the appropriation, distribution, and application to beneficial use of water as provided under the prior appropriation doctrine while maintaining the flexibility within that framework to meet the changing needs of the citizens of Wyoming.”

To accomplish this mission, the SEO maintains a water law system which provides security, reliability, and protection to all users of the system under a defined process.

VISION STATEMENT

“The SEO will continue in its role and reputation as the authoritative voice in water allocation and water rights administration of the waters of the state. State primacy over water regulation and apportionment will continue into the future. Water users will continue to enjoy the certainty, predictability and consistency in water management inherent to the prior appropriation doctrine and the specifics of Title 41 statutes.”

The SEO’s regulation of surface water commences upon receipt of a valid request from a senior water right holder, or when required under a compact or decree. Wyoming’s water users trust our water allocation system and recognize water regulation as a proper function of government.

Although different demands for the state’s water resources may arise in the future, the state’s existing laws have the flexibility to accommodate new uses. When changes to law or rule may be needed, revisions will be carefully analyzed to ensure that any changes protect the rights of existing water right holders and are consistent with the state’s constitutionally mandated system of prior appropriation.

PHILOSOPHY

In administering the waters of the State, SEO employees provide the most efficient and courteous service possible to the people we serve and regulate. The SEO maintains a high level of accuracy and a common-sense approach to all regulatory activities. The SEO is proud of the heritage, integrity, and efficiency associated with Wyoming’s water regulation and administration. The SEO fulfills the agency’s constitutional obligations of protecting and preserving Wyoming’s use of its water resources and ensuring water distribution and administration are conducted in an accurate, legal, and timely manner. The SEO strives to obtain and maintain the resources necessary to meet these goals.

The SEO is committed to providing our employees with the training necessary to understand the complexities of water law, water right permitting and water regulation. Agency management strives to provide consistent decisions and application of those decisions equitably across all divisions. The public has confidence in the water resources data that our employees collect and

manage, and we maintain that confidence by accurately collecting, analyzing, updating, and reporting information on Wyoming's water resources and uses. On an interstate basis, Wyoming is proud of the leadership reputation gained over the years of participation in the many river basin organizations in the West - our broad exposure to issues allows us to meld ideas and successes from one basin to another.

CORE VALUES

We respect and defend the foundation of Wyoming's water law.

We have pride in, and dedication to, serving the public and supporting each other.

We are reliable and conscientious stewards of Wyoming's water resources.

We exhibit a professional and honest work ethic while striving for excellence.

CORE BUSINESS FUNCTIONS

The agency's three core business functions serve Wyoming's citizens and all water appropriators, including agricultural, industrial, commercial, municipal, and domestic water users.

1. Permitting and Adjudication of Water Rights: Anyone who wishes to put the state's water to beneficial use must first obtain an approved permit to do so from the SEO. The permit is the first step in acquiring a water right, and it defines the conditions of use as well as the priority date. Once a permit is approved, the permit holder may begin construction of the facility (e.g., a water well, irrigation ditch or reservoir) and begin beneficially using water. Upon satisfying the conditions of the permit, the appropriator may file a notice of beneficial use and seek adjudication of the water right, which is a function of the BOC.
2. Administration and Regulation of Water Rights: Wyoming has a semi-arid climate and most areas of the state occasionally experience water shortages. During times of shortage, water is allocated to senior water users based on the doctrine of prior appropriation and supporting Wyoming Statutes. The administration and regulation of water rights are supervised by four Water Division Superintendents, one of which is located in each water division (i.e., Torrington (Water Division 1), Sheridan (Water Division 2), Riverton (Water Division 3), and Cokeville (Water Division 4)). Each Superintendent has a staff of Hydrographer-Water Commissioners (H/WC) located throughout each division who are responsible for allocating water by regulating head gates, pumps, stream diversions, reservoirs, etc.
3. Administration of Interstate Compacts and Decrees: Wyoming is party to seven interstate water compacts and three interstate court decrees. These documents define the amount of water Wyoming can either use or must provide to downstream states. In addition to the SE, a staff of four SEO staff in Cheyenne maintains contact with adjoining states and federal agencies to assure compliance with the compacts and decrees, monitor federal actions, and participate in programs that have the potential to impair or enhance Wyoming's ability to use water.

QUALITY OF LIFE RESULTS

The Governor's Office previously developed ten Quality of Life Results that are important to Wyoming and should be used to guide agency missions and strategic planning and were developed pursuant to W.S. §28-1-116(a). Two of those results are applicable to the SEO.

Result #6: Wyoming state government is a responsible steward of State assets and effectively responds to the needs of residents and guests.

Result #8: Wyoming's natural resources are managed to maximize the economic, environmental, and social prosperity of current and future generations.

II. PERFORMANCE MEASURES

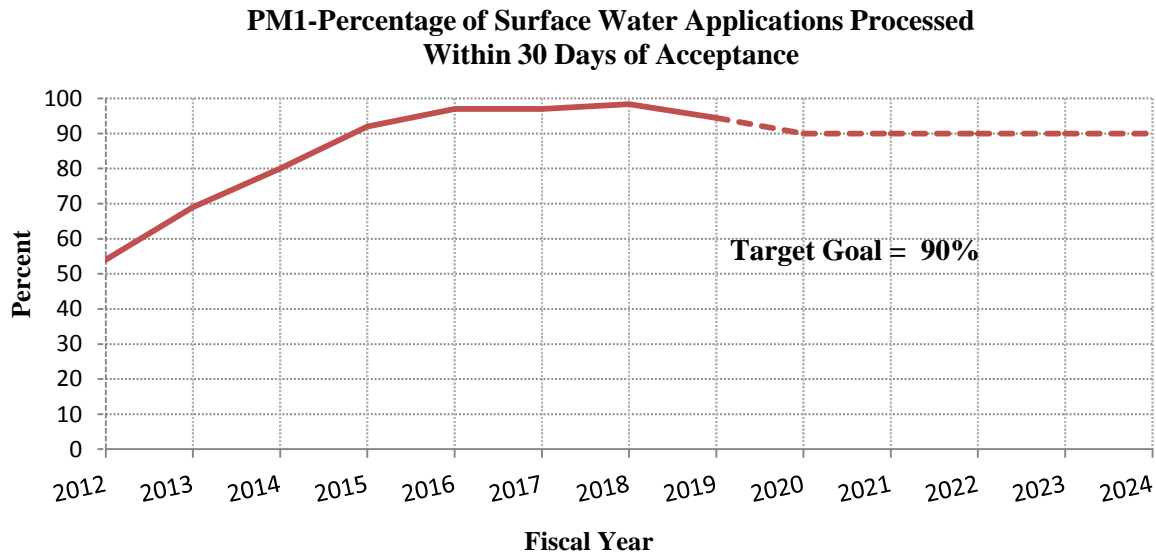
The SEO developed the following six performance measures with the intent of monitoring and improving customer service, as well as measuring its accomplishments in both permitting and field administration activities.

Performance Measure 1: Surface Water Applications Processed within 30 Days of Acceptance

Prior to utilizing surface waters of the State, an appropriator must obtain a permit through the Surface Water Division (SWD). The Division processes permit applications for stream diversions, canals, instream flows, reservoirs, and weather modification efforts. A permit allows the permittee to construct facilities and begin using water for its permitted purpose.

Processing of an application is complete when it is either advanced to permit status or is rejected. For those applications that have been reviewed and found to be deficient (i.e., require additional information from the applicant), the tracking of time is suspended until the applicant responds to the agency's request for additional information.

Performance Measure 1 establishes a goal expecting 90% of acceptable applications be processed within 30 days of acceptance. This performance measure not only allows the SWD to track a reasonable expectation of service, but also the reduction in backlogged applications. If the SWD can process the majority of applications within 30 days of acceptance, applicants benefit by being able to beneficially use Wyoming's water in a timely manner.



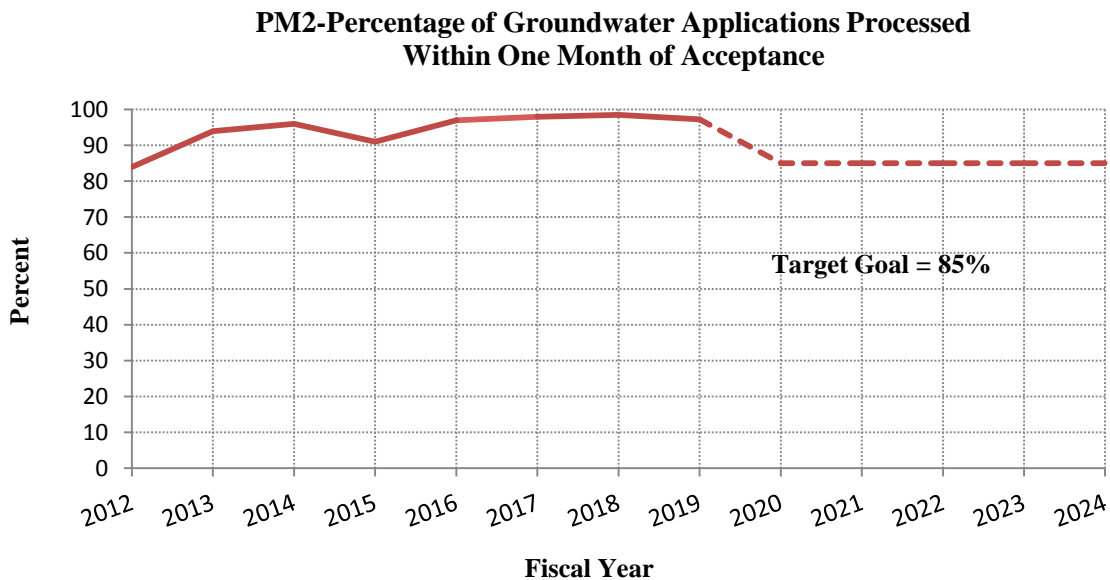
Performance Measure 2: Groundwater Applications Processed Within 30 Days of Acceptance

The Ground Water Division (GWD) believes that when an applicant submits a groundwater application for consideration, there is a reasonable expectation that the application is processed in a timely manner. Performance Measure 2 establishes a goal expecting 85% of acceptable applications be processed within 30 days of acceptance.

The groundwater permit application process is complete when an acceptable application has been either approved or rejected. For those applications that have been reviewed and found to be deficient (i.e., needing additional information from the applicant) the tracking of time is suspended until the applicant responds to the GWD's request for additional information.

Performance Measure 2 includes processing groundwater applications for wells located in the state's three groundwater control areas. These applications are subject to public notice and comment, potential mediation and/or hearings, and review by the Control Area Advisory Board. The Board then provides a recommendation to the SE as to whether or not the SE should approve or reject the application. In most cases, an application in a Control Area is processed in a timely manner. However, if the application is protested, the process can take six months to a year (or more), depending on objections to the application, whether the parties agree to mediation, or proceed to a hearing.

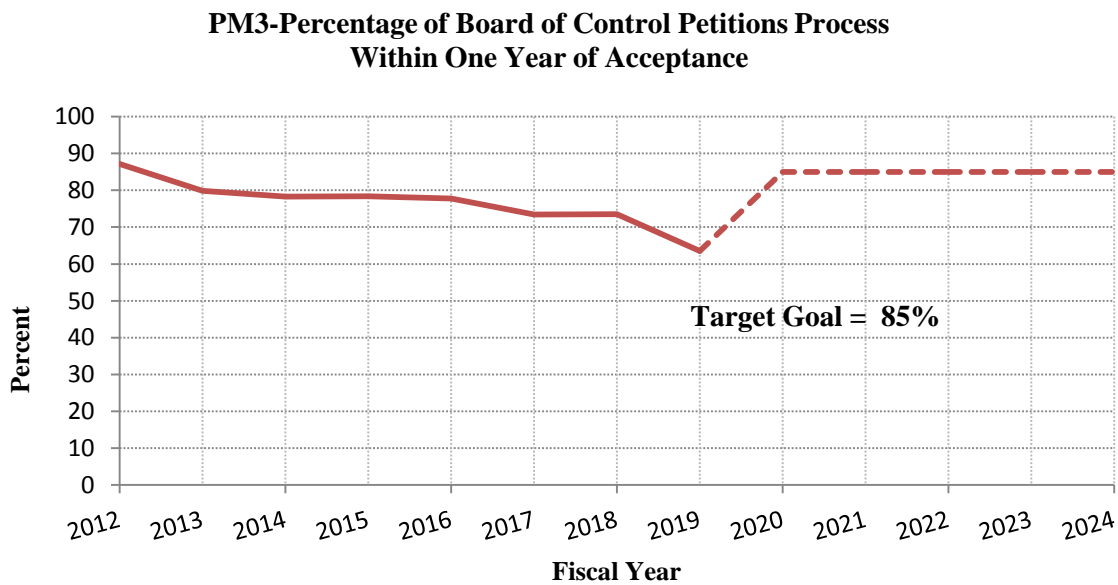
Certain uses (e.g., irrigation, industrial uses, or conversion of coal bed methane wells to water wells) or applications proposing wells in certain areas of the state (e.g., the North Platte drainage), may also require additional review and processing time, as do those applications subject to sage grouse-related reviews.



Performance Measure 3: Board of Control Petitions Processed within One Year of Acceptance

Once an appropriator has been granted a permit, water may be applied to beneficial use in accordance with the permit. In order to perfect the water right, the appropriator is expected to adjudicate the water right through the BOC. Once adjudicated, a Certificate of Appropriation is issued. If at some later date the appropriator wishes to change some part of the adjudicated water right, they are required to petition the BOC for the change. The BOC reviews the petition for compliance with state statutes and determines if other appropriator(s) will be injured by the granting of the petition. Processing of the petition can require extensive staff review and deliberations by the BOC. Expeditious review and action is a service that Wyoming water users should expect with regard to their petitions. The start time for tracking purposes is the date of acceptance by the agency. The end time for tracking purposes is the date that the BOC takes final action to either grant in full, grant in part, or deny the petition.

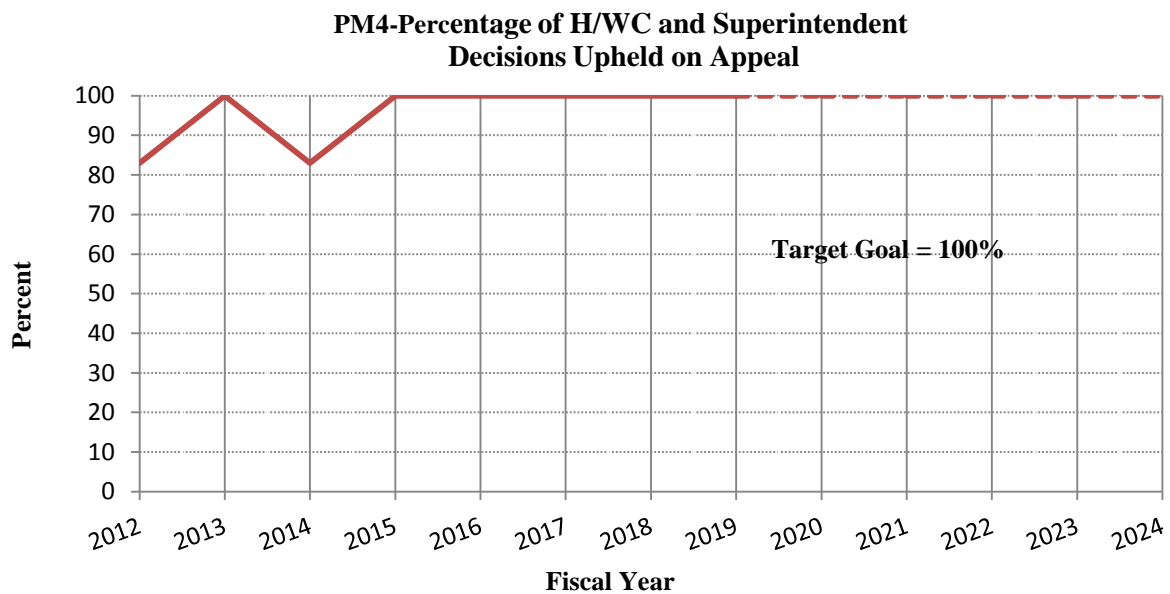
Performance measure 3 establishes a goal expecting 85% of BOC petitions be processed within one year of acceptance.



Performance Measure 4: Hydrographer/Water Commissioner (H/WC) and Superintendent Decisions Upheld on Appeal

Each year the agency’s field staff is required to make dozens of water regulation decisions in drainages where the water supply is not sufficient to fully supply all water demands. These decisions are often controversial when a junior appropriator is denied water due to a shortage of available water. It is imperative that field decisions are compliant with the state’s complex water right statutes. In order for this to occur, the field staff must be professional and well educated in the field of water rights. W.S. §41-3-603 provides for an appeal process whereby any person who feels they may be injured by a decision of an H/WC can appeal the decision to the division superintendent, and from the superintendent’s decision may appeal to the SE, and from this decision may appeal to district court. If the BOC is utilizing knowledgeable and well trained field personnel, the H/WC will make good decisions.

Appeals monitored under this performance measure are pursuant to W.S. §41-3-506 and §41-3-603. Performance measure 4 establishes a goal expecting all (i.e., 100 percent) H/WC and Superintendent decisions are upheld on appeal.



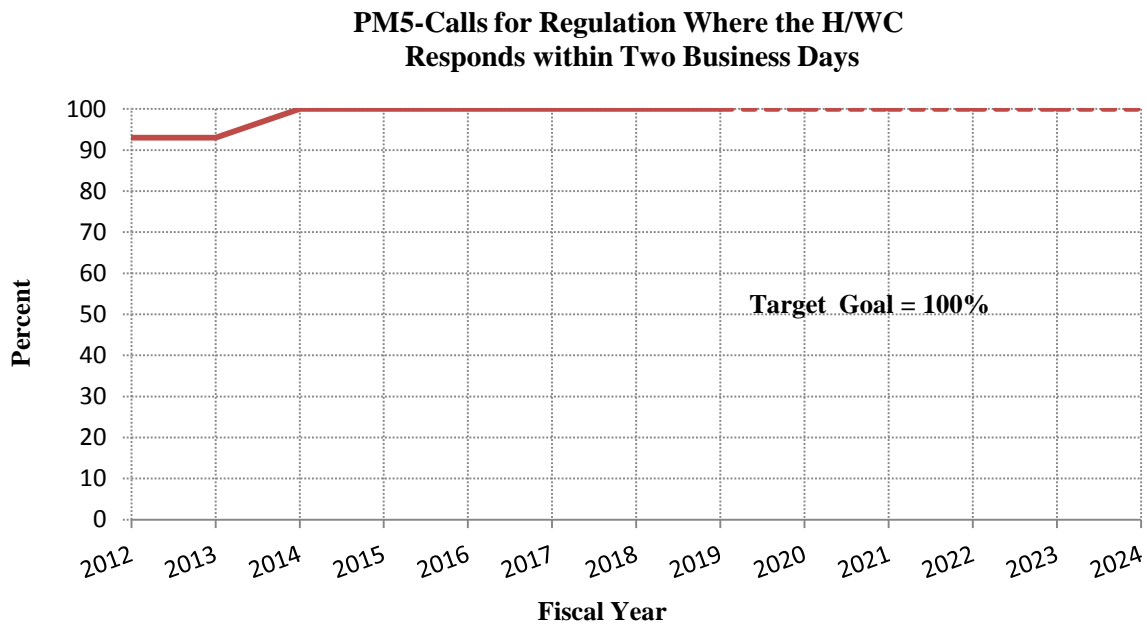
Performance Measure 5: Calls for Regulation Where the H/WC Responds within Two Business Days

As streams recede from their runoff peaks, less water is available for diversions. When there is insufficient water in a stream system to satisfy senior water rights, the appropriator may place a call for regulation with the local H/WC. The H/WC then begins to regulate junior water right diversions until the calling party's water right has been satisfied. Based upon the doctrine of prior appropriation and various Wyoming statutes, the most junior water rights are regulated first and senior water rights are allowed to continue to divert up to their permitted/adjudicated rate.

During the growing season, availability of water is critical to maximize crop yields. If a senior irrigator runs short of water and places a call for regulation, the H/WC response time can greatly influence crop productivity.

As such, the agency has adopted a standard of responding to all calls for regulation within two business days from receipt of a written request. By tracking response times, the Division Superintendents can assess where additional resources may be needed in times of future water shortages.

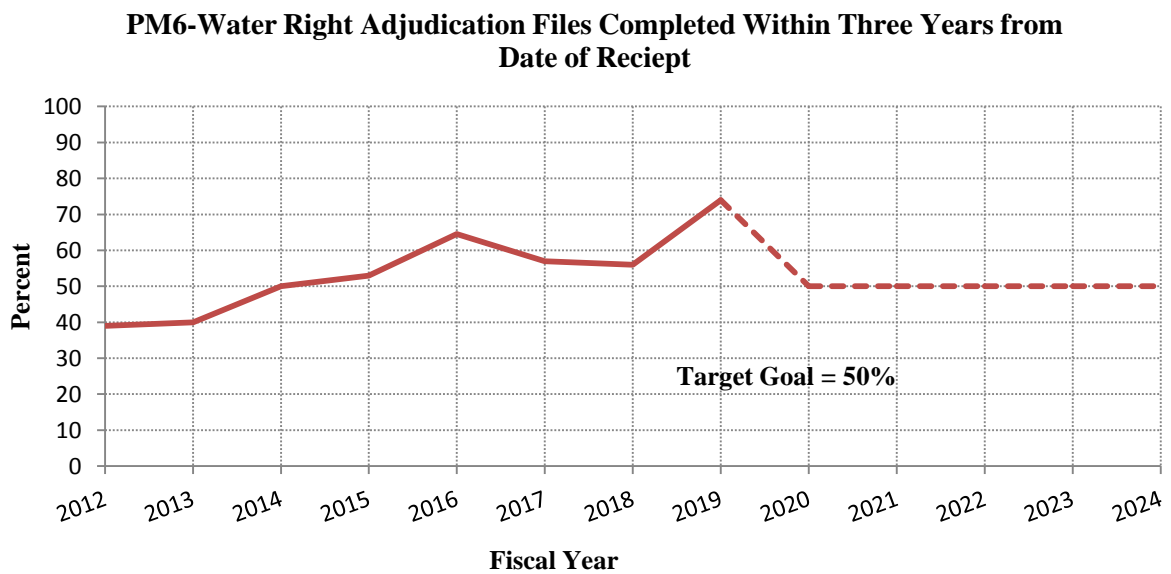
Performance measure 5 establishes a goal expecting H/WC always (i.e., 100 percent) respond to calls for regulation within two days.



Performance Measure 6: Water Right Adjudication Files Completed Within Three Years from Date of Receipt

Performance Measure 6 tracks the percent of water right adjudications completed within three years of the date of receipt for both surface water and groundwater proofs. The performance measure uses data compiled by the SWD, GWD, and BOC. The start time for tracking the water-right adjudication process through the Board of Control (BOC) is the date the agency accepts one of the following documents as complete, which then triggers generation of a proof, 1) Notice of Completion to Beneficial Use for ditches, 2) Notice of Completion of Construction for reservoirs; or 3) Proof of Appropriation and Beneficial Use of Ground Water (Form U.W. 8) and an acceptable map for wells and springs. Tracking ends the day the BOC takes final action to either, 1) adjudicate, 2) adjudicate in part, or 3) reject the adjudication. The final result (after adjudication) is the issuance of a certificate of appropriation which is recorded in the County Clerk’s office as a property right.

Performance Measure 6 establishes a goal expecting 50 percent of water right adjudication files be completed within three years of the date of receipt.



III. AGENCY PROGRAMS AND PRIORITIES

W.S. §28-1-115(ii) (B) requires that every state agency, within the context of its strategic plan, “State the relative priority that each current or proposed program bears with regard to all other programs and objectives within the agency.”

The SEO has nine programs as defined by both budget and organizational structure.

Program	Priority
1. Administration	1, 3
2. Interstate Streams	1, 2
3. Surface Water	1
4. Ground Water	1
5. Board of Control	1
6. Support Services	1, 3
7. North Platte	1, 2
8. Board of Professional Engineer’s and Land Surveyors	1
9. Board of Examining Water Well Drilling Contractors and Water Well Pump Installation Contractors	1

Notes: Priority 1 Constitutionally and/or statutorily required
Priority 2 Required by Court Decree and/or Compact
Priority 3 Support and administration for required program

PROGRAM DESCRIPTIONS

1. Administration Division

Governing Provisions

Wyoming Constitution Article 8, W.S. §41-3-901 through §41-3-938.

Description

Administration includes staff common to all of the agency's operations. Duties of this division include overall agency management, budget, strategic planning, fiscal, personnel, and executive management.

2. Surface Water Division

Governing Provisions

Wyoming Constitution Article 8, W.S. §9-1-905 through §9-1-909, W.S. §41-3-307 through §41-3-318, W.S. §41-3-1001 through §41-3-1014, W.S. §41-4-501 through §41-4-510.

Description

The SWD is divided into two sections; 1) Permitting, and 2) Safety of Dams.

The Permitting Section administers and manages the water right permitting process of surface water resources. This section also processes and issues permits for weather modification activities in the state.

The Safety of Dams Section has two general functions: 1) review of detailed plans and specifications showing the work necessary to construct jurisdictional new dams and diversion systems, repair or modification of existing structures, and/or the removal or breaching of unsafe structures; and 2) administering the Periodic Safety Inspection Program. Other important functions of the Safety of Dams Section include public education, hazard awareness program, coordination with other state and federal agencies, and maintenance of the dam inventory for the state.

3. Ground Water Division

Governing Provisions

Wyoming Constitution Article 8, W.S. §41-3-901 through §41-3-938.

Description

The GWD's primary function is to process and approve groundwater permit applications and conduct field inspections for the adjudication of groundwater rights.

Additionally, the GWD is responsible for conducting interference investigations, hydrogeologic investigations, and maintaining a statewide network of approximately 112 active observation wells and a number of inactive observation wells pending rehabilitation or abandonment. Changes in groundwater elevations observed in these wells are used to monitor impacts to the groundwater resource and to support the Agency's permitting and management decisions.

The GWD coordinates the efforts of three Control Area Advisory Boards (W.S. §41-3-912 through §41-3-915, and W.S. §41-3-932) and four Ground Water Advisory Committees (W.S. §41-3-908. W.S. §18-5-306 (a), related to the adequacy of subdivision water supplies, was passed by the Legislature in 1997. The legislation states that the Department of Environmental Quality, Water Quality Division (DEQ/WQD) will be the lead agency in administering the law; however, DEQ/WQD can request assistance from any other state agency in carrying out the activities required by law. The DEQ/WQD receives assistance from GWD in reviewing and commenting on the adequacy of proposed subdivision water supplies.

4. Board of Control Division

Governing Provisions

Wyoming Constitution Article 8, Section 2, W.S. §41-3-501 through §41-3-506, W.S. §41-3-601 through 615, W.S. §41-4-101 through §41-4-105, W.S. §41-4-201 through §41-4-211, W.S. §41-4-301 through §41-4-331, Title 18 under Wyoming Statute §18-5-306(a) (xi) (D).

Description

The BOC was created by Article 8, Section 2 of the Wyoming State Constitution and as prescribed by law has, with the SE, responsibility over the supervision, distribution and use of the waters of the State. Four Water Division Superintendents and the SE comprise the BOC (W.S. §41-4-201). The BOC is a unique quasi-judicial body with sole jurisdiction over the adjudication, administration, and amendment of water rights. The BOC comprises a Cheyenne support staff and field staff located throughout the four water divisions with main offices located in Torrington (Division 1), Sheridan (Division 2), Riverton (Division 3), and Cokeville (Division 4).

Among other duties, the Cheyenne section of the BOC:

- Provides administrative and technical support to the division offices,
- Processes and records all petitions and Inundation Orders for changes to adjudicated water rights and petitions for change of use,
- Assists appropriators, professional engineers and land surveyors with petitions for changes to water rights,
- Reviews final surface water proofs of appropriation,
- Prepares and publishes the Tabulation of Adjudicated Water Rights, and
- Prepares and issues Certificates of Appropriation and/or Construction.

The BOC field staff is the primary regulatory link between the general public and the Agency office in Cheyenne with the four (4) Division Superintendents (W.S. 41-3-501 and 502) being the direct line of authority between the field and office staff of the BOC.

Each water division assists the SE and the BOC with water administration under Articles 1 (Sec. 31) and 8 of the State Constitution and report water flow and storage data.

5. Interstate Streams Division

Governing Provisions

Wyoming Constitution Article 8, Sections 1 and 5, W.S. §41-11-201 through 206, §41-12-101 through 801, 2015 General Session HB0069 - Omnibus Water Bill – Planning.

Description

The Interstate Streams Division (ISD):

- Provides staff assistance to the SE in his duties as Wyoming's representative to River Basin Commissions and Decree Committees,
- Represents Wyoming on various Technical and Policy Committees associated with River Basin Commissions,
- Represents the SEO in Water Planning, and
- Monitors Federal legislation and agency activities that may impact Wyoming's ability to manage its water resources.

Demands placed on the ISD continue to escalate as downstream states grow more quickly than Wyoming. Increased population demands, coupled with water needs for the environment driven by listings under the Endangered Species Act, emphasize the need for Wyoming to be vigilant in protecting the water supplies assured under the seven interstate river compacts and three court decrees to which Wyoming is a party.

Wyoming's membership and active involvement by the ISD in the various interstate, joint State/Federal and multistate organizations, committees, and groups provides continual monitoring, assessment and protection of our state's long-term interests in all of the river basins

having Wyoming headwaters. These organizations and forums provide the SE and the ISD with direct involvement and influence regarding interstate river activities and policies. Participation and involvement in each is appropriate as they individually and collectively have direct bearing on Wyoming's ability to use and develop our allocated shares of the water supply in each river basin.

6. Support Services Division

Governing Provisions

Authority for maintaining water rights records contained within W.S. §41-3-301 and 302; Wyoming Statute §41-3-905; and §41-4-501, 510, 517, and 525.

Description

The Support Services Division (SSD) provides technical direction and support to the SEO, and coordinates with other agencies and clients as deemed appropriate by the SE. This division manages the efforts of the agency regarding the implementation, continued operation and upgrades to the electronic water rights permitting system (e-Permit) of the SEO. The agency continues to leverage technology to increase efficiency in permitting and adjudicating water rights. The reliance on technology requires the SSD to not only understand past, current, and emerging technologies, but be able to provide informed recommendations on the evolution and integration of diverse technologies to better support the agency and its constituents.

7. North Platte Decree

Governing Provisions

2002 Session Laws, Chapter 83, Section 029 and the modified North Platte Decree and Final Settlement Stipulation.

Description

Following the approval of the Modified North Platte Decree by the U.S. Supreme Court on November 13, 2001, the 2002 Wyoming Legislature appropriated resources to implement the Decree administered by SEO staff and the Attorney General's Office.

The Decree calls for a general increase in monitoring, measurement, irrigated acres accounting, and reporting of water use, as well as future studies conducted by the North Platte Decree Committee, consisting of water officials from the United States Department of Interior, Bureau of Reclamation, and the states of Wyoming, Nebraska, and Colorado.

As a federal/state basin-wide plan, the program also provides direction and over site for compliance with the Endangered Species Act (ESA).

8. Board of Professional Engineer’s and Professional Land Surveyors (Fund 048).

Governing Provisions

W.S. §33-29-201 through §33-29-909.

Description

The Board of Professional Engineers and Professional Land Surveyors (Board) consists of eight members that are appointed by the governor for rotating terms of four years and the state engineer.

The function of the Board, which meets formally at least four times per year, is to regulate the practice of professional engineering and professional land surveying in order to safeguard life, health and property and to promote the public welfare. To accomplish this, the Board evaluates the qualifications of applicants for licensure as a Professional Engineer and/or Professional Land Surveyor, either by examination or comity; certification of in-training status, and evaluation of applicant qualifications for the engineer and land surveyor in- training examinations. The Board also registers business entities that offer engineering and land surveying services in the State of Wyoming. The Board has disciplinary power and works closely with assigned Attorney General representatives to ensure complaints are properly investigated.

9. Board of Examining Water Well Drilling Contractors and Water Well Pump Installation Contractors (Fund 118).

Governing Provisions

Title 33 – Professions and Occupations, Chapter 42 – Water Well Drilling Contractors and Water Well Pump Installation Contractors, W.S. §33-42-101 through §33-42-117.

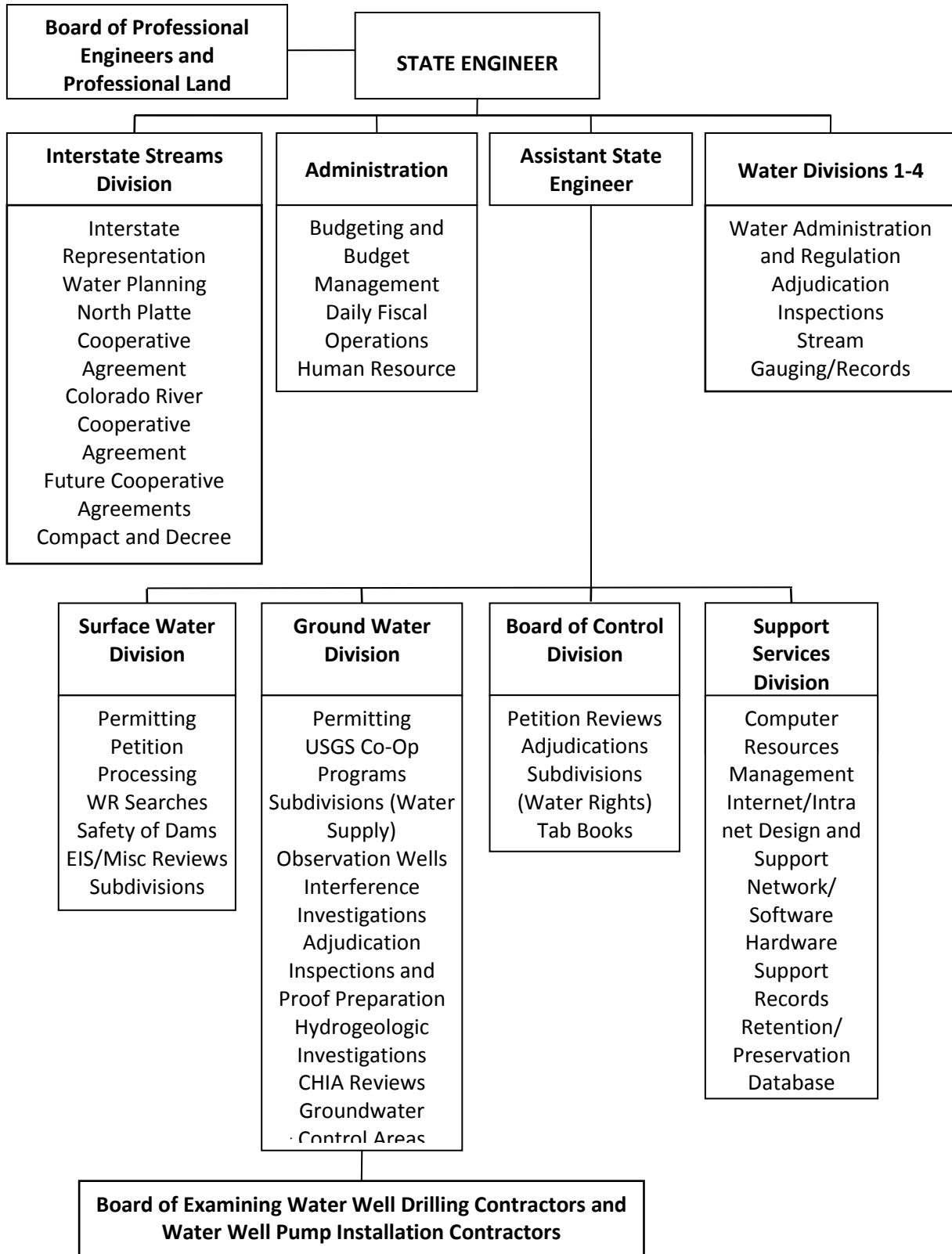
Description

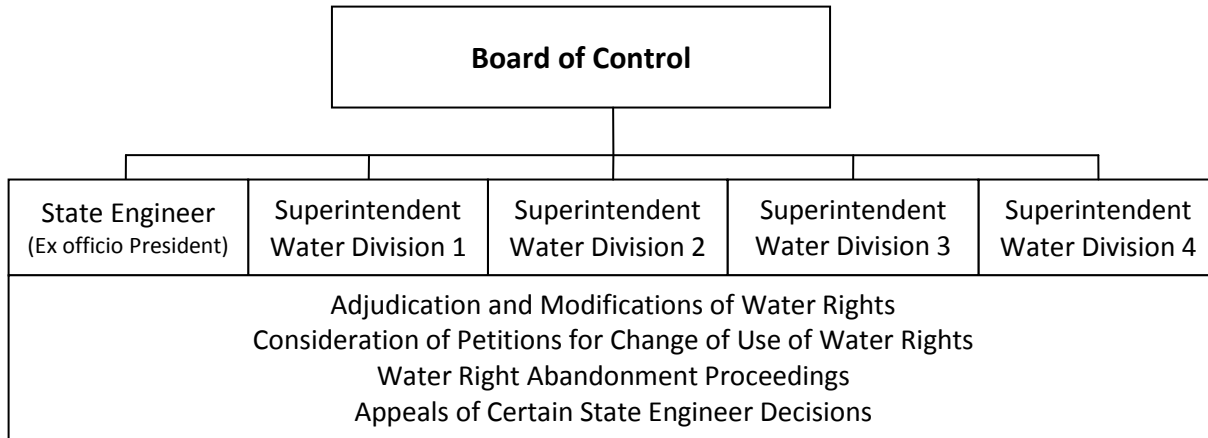
The State Board of Examining Water Well Drilling Contractors and Water Well Pump Installation Contractors (Board) was created by legislation in the 2003 session. The Board consists of seven members and has been a functioning entity since June 2003.

The Board administers a mandatory licensing program to ensure standard and adequate well construction. The Board is authorized to suspend or revoke the license of water well contractors that fail to meet established standards.

The licensing of water well drilling contractors and the licensing of water well pump installation contractors are separate activities.

**ORGANIZATIONAL CHART
STATE ENGINEER'S OFFICE**





V. PROPOSED FY21-22 BIENNIAL BUDGET

STANDARD BUDGET:

General Funds	\$12,584,032
Other Funds	<u>\$15,594,037</u>
Total	\$28,178,069

EXCEPTION BUDGET:

General Funds	\$ 0
Other Funds	<u>\$ 48,300</u>
Total	\$ 48,300

Authorized Positions:

Full Time:	115
Part Time:	<u>5</u>
Total:	120

VI. A LOOK TO THE OUT-YEARS

The six performance measures of this plan capture the core functions of the SEO and will likely be the standard of measured performance for many years. The FY21-22 budget includes the first two years of the strategic planning process with more detail. The remaining two years of the strategic planning process gives agencies the opportunity to share some thoughts for anticipated events in the future. The SEO view of the out-years includes the following activities:

- Conjunctive management of groundwater and surface water sources.
- Continued guarding against the exploitation of groundwater sources without regard to aquifer sustainability through safe yield.
- Continued guarding of Wyoming's water interest in relation to interstate water compacts and decrees.
- Continued management of water supplies for oil and gas development, including implementation of the Governor's Energy Strategy initiatives.
- Strengthening Interstate Stream relationships.
- Enhancing and maintaining e-Permit to provide our users with a fully functioning user friendly environment.
- Participating in state and federal coordination meetings covering threatened and endangered species such as fish in the Colorado River Basin, birds on the North Platte River Basin, and sage grouse throughout Wyoming.
- Fully scanning all agency paper, mylar, and microfilm records so they are accessible in electronic form and available on e-Permit.
- Developing alternative means for establishing consumptive use determinations in lieu of data from the National Agricultural Statistic Services on the Upper Colorado River Basin and on the North Platte River Basin.
- Developing and creating updated tab books displaying water rights within each water division using enhanced e-Permit functionality

The Colorado River system is experiencing one of the most significant drought cycles experienced in hundreds of years. As no one protects Wyoming's interest like Wyoming, it is critical that we continue to adequately participate in river basin compact commissions and other river basin or regional organizations. There is a growing trend toward negotiated or facilitated settlements of water resources issues. While these negotiations are preferable over litigation from a monetary standpoint, they are just as time intensive for the SE and the ISD. In situations where a downstream state refuses to negotiate, such as Montana's lawsuit on the Tongue River systems, Wyoming will vigorously defend its right to use water.

VII. REFERENCE: STATUTORY AUTHORITY

Article 8 of the Wyoming Constitution established the Office of the State Engineer and the Board of Control.

- Article 1, Section 31 - Control of Water
- Article 8, Section 1 - Water is State Property
- Article 8, Section 2 - Board of Control
- Article 8, Section 3 - Priority of Appropriation
- Article 8, Section 4 - Water Divisions
- Article 8, Section 5 - State Engineer

Title 41 of the Wyoming Statutes further defines the authorities of this agency as described below:

- W.S. 41-3-101 through 1014 Water Rights; Administration and Control
- W.S. 41-4-101 through 517 Board of Control; Adjudication of Water Rights
- W.S. 41-5-101 through 203 Irrigation Generally

Authorities for the **Wyoming Board of Registration for Professional Engineers and Professional Land Surveyors** are as follows:

- W.S. 33-29-201 through 801 Practice Act
- W.S. 33-29-901 through 910 Wyoming Corner Perpetuation and Filing Act

Authorities for the **Wyoming State Board of Examining Water Well Drilling Contractors and Water Well Pump Installation Contractors** are as follows:

- W.S. 33-42-101 through 117 Practice Act

Wyoming Wildlife and Natural Resource Trust **2023 Annual Report**

Agency 039

Wyoming Wildlife and Natural Resource Trust
Statutory Reference: Chapter 15, Article 1: 9-15-101 thru 9-15-107
Bob Budd, Executive Director
Contact: Robin Haynes
307-777-8023
Hathaway Building, 1st Floor
2300 Capitol Avenue
Cheyenne, WY 82002
<http://wwnrt.wyo.gov>

Plan Period

FY 2019 (July 1, 2022 to June 30, 2023)

Quality of Life Results

1. Wyoming state government is a responsible steward of State assets and effectively responds to the needs of residents and guests.
2. Wyoming natural resources are managed to maximize the economic, environmental and social prosperity of current and future generations.

Contribution to Wyoming Quality of Life

The agency contributes to quality of life by providing funding and design assistance for natural resource and wildlife habitat enhancements, and as a resource to other agencies. Included in these activities are specific actions that prevent the need for listing species as “endangered” under the federal Endangered Species Act, and actions that improve the economic profile of agriculture, tourism and energy production,

Basic Facts

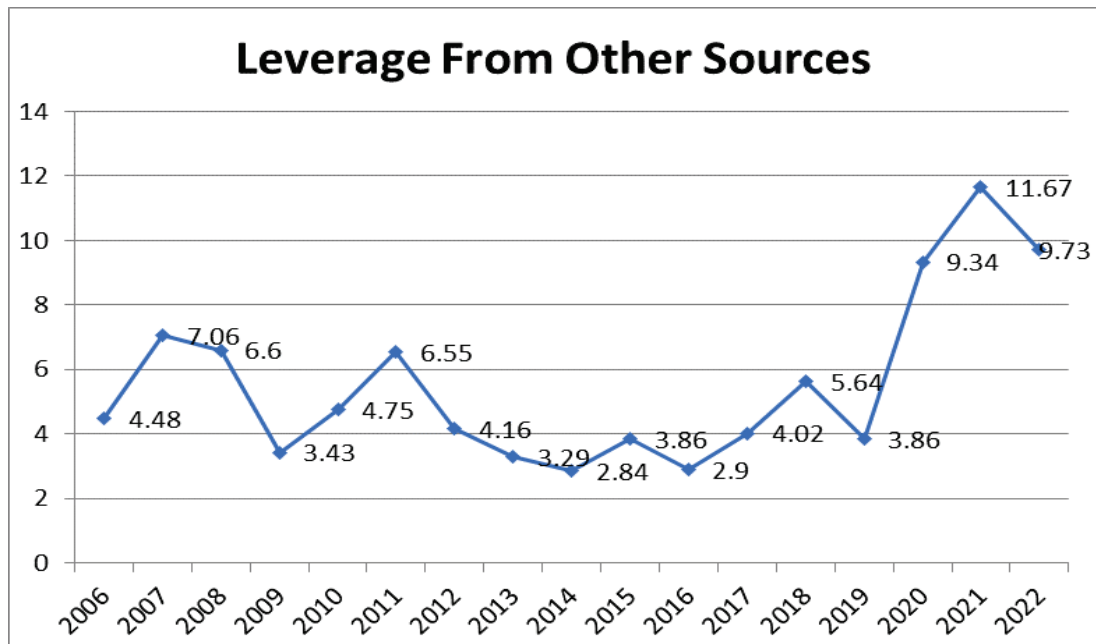
The agency operates with two employees. Decisions are made by a nine-member Board appointed by the Governor. The standard budget is for management of the program only. Funding for projects comes from the Income Account, and is funded by interest on the Trust Account, occasional General Fund appropriations for specific project types (e.g. invasive species, migration corridors), and donations. Appropriation to the Trust and Income accounts is at the discretion of the Governor and the Wyoming Legislature. Current Trust Account balance is approximately \$198 million.

Primary functions of the agency include:

- Project solicitation* – creating awareness of the agency and its programs
- Project evaluation* – application review, and on-site project evaluation
- Project funding* – competitive funding and generation of leverage on-the-ground
- Project monitoring* – assuring funds are spent accordingly and projects are completed
- Project design* – assistance with project design and implementation

This agency serves all the citizens of Wyoming, with a primary emphasis on natural resource agencies and organizations. The direct clientele is estimated to be 300,000 people

Performance Measures

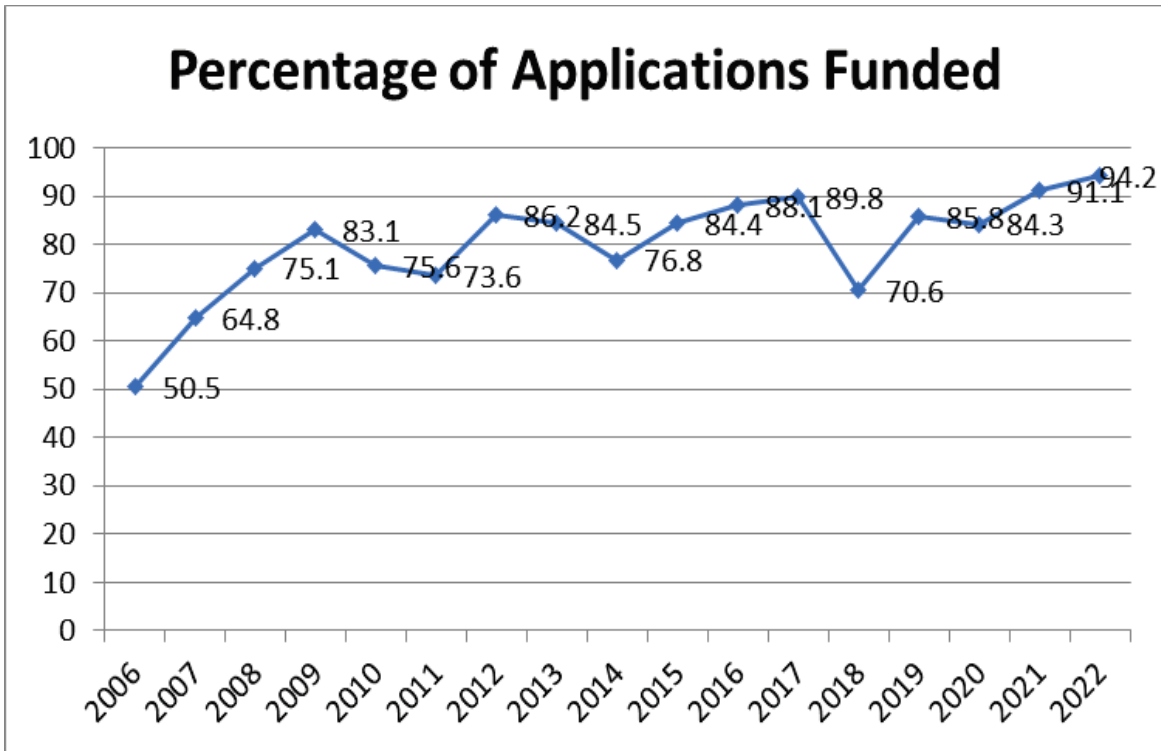


Story Behind the Performance

Leverage indicates how much on-the-ground conservation is accomplished through the program's matching funds. This calculation is made by subtracting WWNRT funding from the total project cost, and dividing by the amount of state funds (WWNRT funding) invested. Leverage varies over time due to a variety of causes. The most impact comes from economic conditions, and the availability of both private and governmental funds for conservation. Because a large number of projects are initiated and conducted by federal and state agencies, decreases in revenues to those agencies can have a cascading effect on leverage. Early on, there was a significant potential for high leverage due to a strong economy and a backlog of relatively inexpensive projects. Over the course of the past six years, leverage declined due to the lack of funding available from external sources, then rebounded to a level that attained all-time high leverage ratios. Leverage remains a critical factor in fund allocation by the Board, and will likely remain relatively high for the next few years.

What do you propose to do to improve performance in the next two years?

The program will continue to gain as much leverage as possible by A) helping to identify alternative funding sources, B) assuring local investment in projects, and C) continuing to encourage matching funds as a requirement of project proposals.

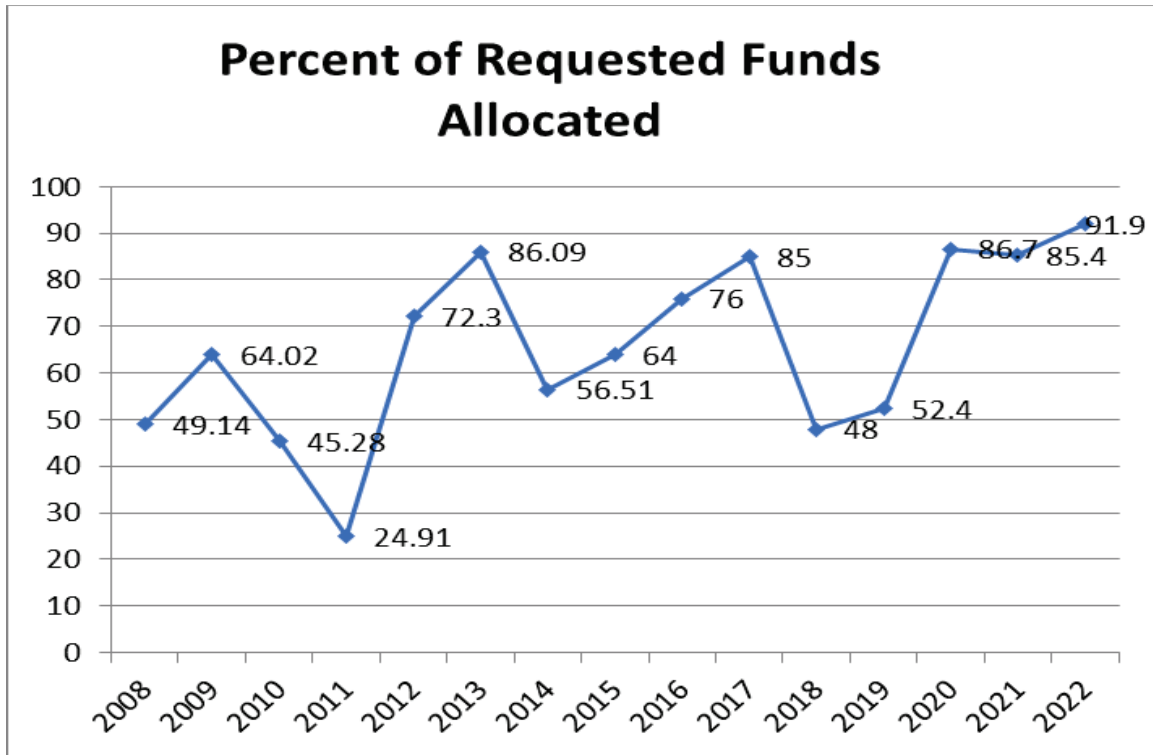


Story Behind the Performance

Percentage of applications funded indicates both the quality control measures in place and a measure of demand and funding supply. At the present time, the WWNRT funds approximately 94% of the projects brought before the Board at some level of funding.

What do you propose to do to improve performance in the next two years?

The program will need to be funded at a level that will allow the Board to meet current demand, and to expand the program as demand increases. While funding is never expected to meet 100% of applications, current requests continue to exceed available funding amounts. The quality of applications and familiarity with the program, coupled with the adaptability of the WWNRT Board to meet new and different challenges, should assure this performance continues. Current discussion about means to “inflation proof” the fund are timely, and the development of a reserve account that will allow the board to allocate reserves into the Trust Account would be a major step to achieve the goal of improving performance.

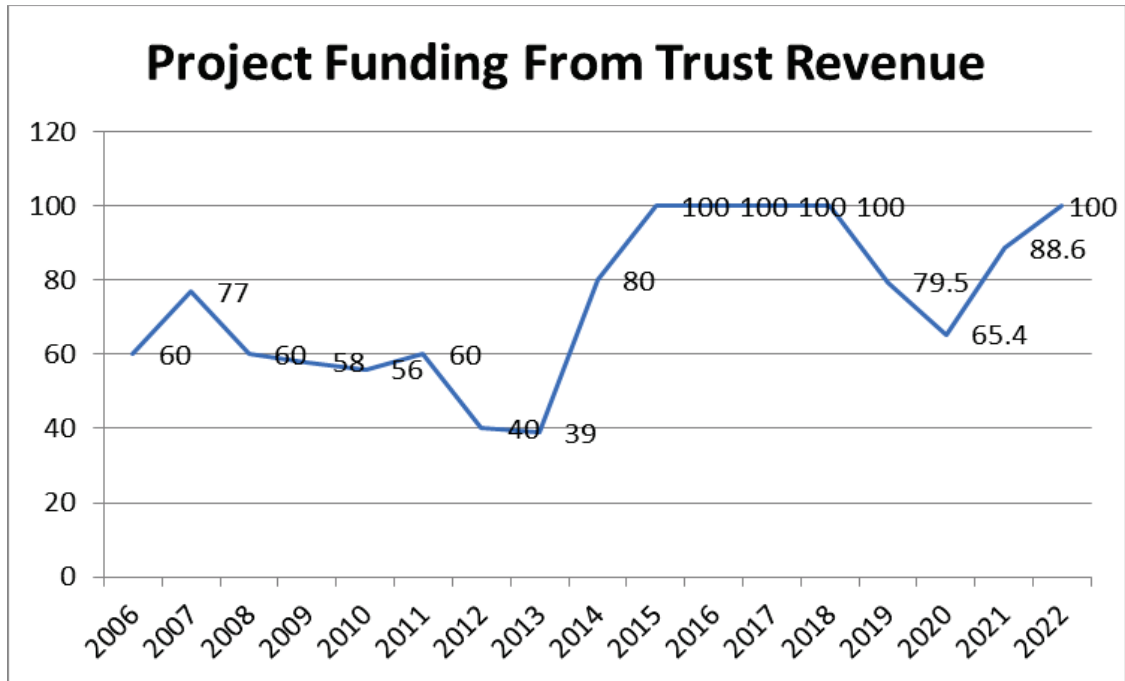


Story Behind the Performance

Dollars allocated is a measure of financial demand and supply. Currently, the Board is able to meet the number of projects presented, but not at the level of funding requested. While this may contribute to leverage, it is also an indication of unmet demand, and may mean that some projects cannot be completed as designed. Ideally, the number of projects funded and the percentage of fiscal demand would be relatively similar. This metric is complicated by the reality that some projects approved do not ultimately come to fruition, in particular, conservation easements. As a result, this metric may change annually as it did in 2020 with a large infusion of funds specifically directed at invasive species and highway crossings.

What do you propose to do to improve performance in the next two years

In order to increase effectiveness in this area, the program will need to be funded at a level that will allow the Board to meet current demand, and to expand the program as demand increases. Current requests for information and expressions of interest far exceed the application amounts, and many have been reluctant to submit applications with such a low percentage of dollar requests being funded. It is anticipated that funding should reach an equilibrium at approximately 75% to 80% in both number of applications funded, and requested dollars allocated. The single biggest factor to deal with in this regard is inflation, which tends to reduce earnings, and at the same time, increase the cost of projects.



Story Behind the Performance

Percentage of total funding from the Trust Account reflects the amount of demand that can be met from the fund. When the program was created it was anticipated that the Trust Account would require a minimum of \$200 million to be fully operational. In 2023, the Trust Account nearly reached that original goal, and in the short-term, should be able to meet demand for normal projects. Other, high-cost projects like highway crossings and major infrastructure will still require commitment of other capital.

What do you propose to do to improve performance in the next two years

The past strategy of mixing project dollars from General Fund sources and Trust Account revenues has been adequate to maintain growth in the program. Maintaining and growing the Trust Account provides the surest means of maintaining conservation efforts into the future, while allowing the Wyoming Legislature an opportunity to place revenues into a fund that will generate income and jobs to the State of Wyoming. Improved performance will come from significant investment in the Trust Account, and the establishment of a reserve account.

Wyoming Game and Fish Department
Strategic Plan

Conserving Wildlife		
GOAL #1	GOAL #2	GOAL #3
Conserve fish and wildlife by providing effective and efficient management and law enforcement.	Conserve and protect diverse and sustainable habitat for fish and wildlife.	Prevent the introduction and spread of invasive species in Wyoming.
OBJECTIVES - STRATEGIES	OBJECTIVES - STRATEGIES	OBJECTIVES - STRATEGIES
1.1 Prevent, mitigate, and research the impacts of fish and wildlife diseases. 1.2 Expand and embrace the use of technology to increase effectiveness and efficiency in fish and wildlife management, law enforcement and forensic science. 1.3 Expand the use of sound science and data as the foundation for fish and wildlife management planning. 1.4 Enhance safety for those living, working and recreating around wildlife and on Wyoming's waterways.	2.1 Further habitat protection, enhancement and restoration on Wildlife Habitat Management Areas. 2.2 Conserve, enhance and protect fish and wildlife migrations. 2.3 Maintain, enhance and develop partnerships with private landowners and other stakeholders to benefit fish and wildlife conservation and sustainable use. 2.4 Identify, secure, and enhance priority fish and wildlife habitats for native species.	3.1 Seek opportunities to improve the efficiency and continuity of the state's aquatic invasive species program. 3.2 Facilitate the development of coordinated responses to new invasive species. 3.3 Establish partnerships to develop and implement comprehensive programs to prevent, decrease or eliminate invasive species while diversifying funding for these programs. 3.4 Reduce dependence on importing fish.
PROGRAMS	PROGRAMS	PROGRAMS
<ul style="list-style-type: none"> ● Aquatic Wildlife Management ● External Research ● Feedgrounds ● LE Administration and Boating Safety ● LE Investigative Unit ● Wildlife Health Laboratory Services ● Veterinary Services ● Terrestrial Wildlife Management 	<ul style="list-style-type: none"> ● Terrestrial Habitat Management ● Aquatic Habitat Management ● Feedgrounds ● Habitat and Access ● Habitat Protection ● Property Rights Lands Management (Services) 	<ul style="list-style-type: none"> ● Aquatic Invasive Species ● Terrestrial Habitat Management ● Aquatic Habitat Management ● Habitat and Access
PERFORMANCE MEASURES	PERFORMANCE MEASURES	PERFORMANCE MEASURES
Performance Measure – Meet the annual wildlife goals established in the State Wildlife Action Plan. Performance Measure – Conserve fish and wildlife resources by aggressively enforcing Wyoming wildlife laws in order to support the goals in the State Wildlife Action Plan. Targets. <ul style="list-style-type: none"> ● Investigate the potential of a warm/cool water facility. Currently conducting production trials with Walleye at the Speas Hatchery. 	Performance Measure - Number of projects completed to accomplish the mission and goals identified in the Department's Statewide Habitat Plan. Performance Measure- Number of projects completed to accomplish the mission and goals identified in the State Wildlife Action Plan. Targets.	Performance Measure – Meet the annual invasive species goals established in the State Wildlife Action Plan and the Invasive Annual Grass Implementation Plan. Targets. <ul style="list-style-type: none"> ● Prevent, eradicate or contain AIS in Wyoming.

Conserving Wildlife, Serving People

Wyoming Game and Fish Department Strategic Plan

- Investigate and evaluate all fish, mollusk, amphibian, and reptile population trends.
- Monitor sportfish and native fish health. Maintain disease free hatchery system and quickly treat any health issues. Maintain a pathogen free fish culture system through rigorous biosecurity protocols. Continue to work with AFWA on new treatment options for the hatchery raised fish.
- Continue collaboration with universities on research projects relating to aquatic wildlife, reptiles and amphibians and aquatic habitat project management. Continue with Fish Division representation on candidate graduate committees. See Sensitive Species Projects Involving Species Vulnerable to ESA Action Report.
- Maintain ANAB accreditation in tooth aging, fish health, and wildlife forensics.
- Provide fish and wildlife personnel digital tools to capture, store, retrieve and analyze data in a secure and consistent manner to facilitate efficient work environments.

Supporting Plans:

- State Wildlife Action Plan.
- Chronic Wasting Disease Plan.

Supporting Reports:

- Annual Fisheries Progress Report.
- Annual Law Enforcement Report.
- Access Yes Program Annual Report.
- Brucellosis Report.
- Annual Job Completion Reports.
- Non-Game Annual Report.
- Annual Report of Small Game, Upland Game Birds, Migratory Game Birds, Furbearer, Wild Turkey, and Falconry Harvest.

- Achieve over 200 miles of stream and riparian assessments, enhancements and restoration.
- Measured and reported in the annual Statewide Habitat Plan Report, habitat protection and restoration on WHMAs will be reported in the annual report.
- Complete the projects identified in the annual work plan that in turn support the goals and objectives of the Statewide Habitat Plan.

Supporting Plans:

- State Wildlife Action Plan.
- Statewide Habitat Plan.
- Wyoming Wetlands Conservation Strategy.

Supporting Reports:

- Annual Statewide Habitat Plan Report.
- Aquatic Invasive Species Report.
- State Land Violation Report.

- Investigate the potential of a warm/cool water facility to reduce or eliminate the need for importation of warm/cool water fish species from other states.
- Operation of 14 permanent check stations to prevent the introduction of aquatic invasive species.

Supporting Plans:

- State Wildlife Action Plan.
- Invasive Annual Grass Implementation Plan.

Supporting Reports:

- Statewide Habitat Plan Report.
- Annual Aquatic Invasive Species Report.

Wyoming Game and Fish Department
Strategic Plan

Serving People			
GOAL #4	GOAL #5	GOAL #6	GOAL #7
Improve communications, outreach and education to foster appreciation, engagement and understanding of fish and wildlife conservation.	Encourage and promote diverse fish and wildlife-based experiences for all users.	Ensure the long-term effectiveness of the agency by providing high quality, critical support for the successful performance of the Department.	Attract, train, and retain the best workforce to meet future needs of the Department.
OBJECTIVES - STRATEGIES	OBJECTIVES - STRATEGIES	OBJECTIVES - STRATEGIES	OBJECTIVES - STRATEGIES
<p>4.1 Facilitate advancements in communicating with the public, partners and stakeholders using email and social media as well as other new techniques in the future.</p> <p>4.2 Use education to improve public understanding of the role we all play in conservation and management of all fish and wildlife and their habitats.</p> <p>4.3 Embrace processes to improve citizen participation, build relationships and partnerships.</p> <p>4.4 Enhance the department's ability to quantify and utilize public input when making management decisions.</p>	<p>5.1 Secure and enhance access to Wyoming's fish and wildlife resources.</p> <p>5.2 Support and facilitate activities and high quality opportunities for hunting, angling, and trapping.</p> <p>5.3 Promote quality and diverse fish and wildlife-based experiences other than hunting, fishing and trapping.</p> <p>5.4 Provide high quality hunting and fishing opportunities.</p>	<p>6.1 Continually improve communications within the agency.</p> <p>6.2 Provide opportunities for professional and leadership development, continuing education, mentoring and formal job sharing/cross-training to ensure workforce effectiveness and succession planning.</p> <p>6.3 Maintain fiscal stewardship, efficiency, and accountability and ensure budgets support priority programs.</p> <p>6.4 Develop innovative ideas and engage stakeholders in a broad conversation about new fish and wildlife funding.</p> <p>6.5 Evaluate and facilitate balanced workloads across the agency, which provide both adequate coverage for public service priorities and workloads that allow employees to reach maximum performance.</p>	<p>7.1 Assess the workload of the workforce and develop strategies to eliminate unnecessary and duplicative burdens.</p> <p>7.2 Grow our leaders through formal and informal training, and experiences.</p> <p>7.3 Maintain a culture of openness and supportiveness within the organization.</p> <p>7.4 Ensure the organization can compete in an ever-competitive market.</p> <p>7.5 Develop effective recruiting, retention, and succession plans.</p>
PROGRAMS	PROGRAMS	PROGRAMS	PROGRAMS
<ul style="list-style-type: none"> ● Customer Services. ● Conservation Information. ● Conservation Education. ● Hunter Education. ● Regional I&E's. 	<ul style="list-style-type: none"> ● Bird Farms. ● Fish Hatcheries and Rearing Stations. ● Property Rights Management/Access Yes (Wildlife). ● Boating Access. 	<ul style="list-style-type: none"> ● Department Administration & Support <ul style="list-style-type: none"> - Information Technology. - Personnel Management. - Support Facilities and Personnel. - Conservation Engineering. - Financial Management. <ul style="list-style-type: none"> o Legislatively Mandated Expenses. 	<ul style="list-style-type: none"> ● Personnel Management. ● Support Facilities and Personnel.
PERFORMANCE MEASURES	PERFORMANCE MEASURES	PERFORMANCE MEASURES	PERFORMANCE MEASURES
<p>Performance Measure – Meet the goals identified in the Statewide Communications Plan.</p> <p>Targets.</p>	<p>Performance Measure – Receive a minimum of 80% satisfactory or above on the annual Human Dimensions Report.</p>	<p>Performance Measure – Execute the annual budget as the Commission intended and support the financial requirements of each Division.</p>	<p>Performance Measure – Receive a minimum of 80% satisfactory or above on the annual Department Survey.</p>

Conserving Wildlife, Serving People

Wyoming Game and Fish Department Strategic Plan

<ul style="list-style-type: none"> ● The number of educational opportunities offered and the number of people reached annually through conservation education efforts by select Cheyenne education personnel (personnel from this program will work to provide at least 200 conservation education opportunities to 50,000 people). ● Percentage of participants rating conservation programs as “meets expectations” (personnel with this program will work to ensure that programs meet or exceed the expectations of at least 80 percent of participants). ● Percentage of the Department's Communications Plan is completed (personnel of this program will work to ensure 70% of the plan is completed, the remaining 30% of the Department's communications will not necessarily be reflected in the Communications Plan but will use the same methods and tools). ● Subscriptions of Wyoming Wildlife magazine (personnel in this program will work to maintain at least 28,000 active subscriptions to this publication). <p>Supporting Plans:</p> <ul style="list-style-type: none"> ○ Statewide Communications Plan. <p>Supporting Reports:</p> <ul style="list-style-type: none"> ○ Monthly WGFD Communications Updates. 	<p>Targets.</p> <ul style="list-style-type: none"> ● Continue to produce high quality cold-water species like trout and salmon. ● Continue to identify and address potential biosecurity threats to reduce financial and biological impacts. ● Produce 375,000 pounds of fish annually. ● Expand and embrace the use of technology to increase effectiveness and efficiency in fish and wildlife management, law enforcement, and forensic science. ● Expand the use of sound science and data as the foundation for fish and wildlife management planning. ● Support communication and licensing outreach to customers by providing accessible and pertinent information customers through external applications and APIs and provide for system uptime and availability. <p>Supporting Plans:</p> <ul style="list-style-type: none"> ○ State Wildlife Action Plan. ○ Statewide Habitat Plan. <p>Supporting Reports:</p> <ul style="list-style-type: none"> ○ Annual Report of Small Game Birds Furbearer Wild Turkey and Falconry Harvest. ○ Access Yes Report. ○ Annual Report to the Governor. ○ State Land Violation Report. ○ Job Completion Reports. ○ Annual Strategic Habitat Plan Report. 	<p>Performance Measure – Receive a ‘no material findings’ rating on each department audit.</p> <p>Targets.</p> <ul style="list-style-type: none"> ● Maintain a minimum of 95% server up time. ● Maintain a minimum of 90% customer service satisfaction. ● Receive all satisfactory ratings from external auditing. ● Procure the required revenues to support the mission and goals of the department. ● Achieve a 98% budget execution rate. ● Support the workforce by turning inspired ideas into effective and innovative technologies tools and implementations and provide excellent technological support to the workforce. <p>Supporting Plans:</p> <ul style="list-style-type: none"> ○ Annual Budget. <p>Supporting Reports:</p> <ul style="list-style-type: none"> ○ Legislative Report. ○ Annual Audit(s). ○ Annual Department Survey. 	<p>Targets.</p> <ul style="list-style-type: none"> ● Continue to evaluate employee and divisional workloads/issues when filling vacant positions, reclassifying or creating new positions to ensure positions are filled for best positive outcomes and results. ● Use the workload/employee morale/communication survey that DO sends out to benchmark improvement areas. ● Use data from the Employee Satisfaction survey fiscal sends out for additional improvement areas. ● Identify and track turnover trends develop strategies to improve. ● Measure quality of hire and improve. ● Measure new employee satisfaction and work on improving. ● Measure succession rates and develop a strategy to improve. ● Build a professional development plan for the agency. <p>Supporting Plans:</p> <ul style="list-style-type: none"> ○ Professional Development Plan. <p>Supporting Reports:</p> <ul style="list-style-type: none"> ○ Annual Department Survey. ○ Employee Exit Surveys.
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Wyoming Game and Fish Department
Strategic Plan

	<ul style="list-style-type: none">o Wyoming Gray Wolf Monitoring and Management Annual Report.o Human Dimensions Report.		
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**State of Wyoming
Department of Fire Prevention and Electrical Safety**



**Strategic Plan
Fiscal Year 2022
Prepared– August 2023**

**Byron Mathews
Director**

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HISTORY OF THE WYOMING STATE FIRE MARSHAL'S OFFICE

The office of the Wyoming State Fire Marshal was created by an act of the 33rd Legislature during the 1955 Session, and signed into law by Governor Milward Simpson.

On August 1, 1955, O.M. Toole of Lovell, Wyoming, was employed as Assistant State Fire Marshal. Principal duties of the office consisted of fire prevention inspections of buildings requiring conformance to standards of prevention and safety, and of use of premises, as promulgated by the National Board of Fire Underwriters, or by the National Bureau of Standards; investigation of fires that were suspected of being caused by arson; and the collection of reports from fire departments relating to fires and explosions and resulting losses.

Involvement in various aspects of fire training also began in this period, and state fire schools were initiated with the State Fire Marshal being the principal sponsor, along with the assistance and cooperation of other organizations, i.e., Casper College, the Casper Fire Department, the Department of Education, the Wyoming State Firemen's Association and others. Fire evacuation training classes were begun for hospitals, nursing homes, and like facilities, with special attention being given to personnel in the handling of fire extinguishers.

Clifford P. Hansen was elected Governor of Wyoming in 1962 and once again appointed Paul H. Bachman as State Commissioner of Labor and Statistics and State Fire Marshal, ex officio. Edwin P. Bradley, retired Fire Inspector from Laramie, was employed as Assistant State Fire Marshal. Dale Terwilliger became Deputy Fire Marshal and Steven E. Karlsson was employed as Fire Inspector.

1963

Department of Fire Prevention Created

In 1963 legislation was enacted which established the Wyoming Department of Fire Prevention and provided for the appointment of the following:

- A State Fire Commission
- A State Fire Marshal
- A Chief Deputy State Fire Marshal
- A State Electrical Board
- A State Electrical Inspector

The Department was to be separate from all other state departments. New responsibilities consisting of electrical safety in buildings and the licensing of electricians were added.

1973-74 the division was re-named the Department of Fire Prevention and Electrical Safety,

The following information is an indication of the success experienced in the reduction of structural fire issues in Wyoming resulting from the efforts of the Wyoming State Fire Marshal's office to increase the availability of public education concerning building requirements and other fire related issues based on the constantly changing environment in the electrical and construction fields. This changing environment has a direct impact on the educational piece of training Firefighters in our state.

State of Wyoming

Department of Fire Prevention and Electrical Safety

Report Period: January 1, 2022 through December 31, 2022

Our Contribution to Wyoming's Quality of Life:

The Agency works proactivity and efficiently through the use of effective electrical review and inspection. Preventing fire through programs, life safety education, fire prevention inspections, and fire fighter training programs to accomplish:

Providing support of Communities with data and effective fire education programs based upon local risk assessments.

Wyoming children, families, and the public are safe from fire and electrical hazards.

Protect the stability of our economic base through effective electrical safety, fire prevention and firefighter training programs.

Be responsible as a steward of state assets and effectively responds to the needs of residents and guests.

Department Facts:

The Director of the agency otherwise known as The State Fire Marshal is Byron Mathews. The contact person for the agency is Byron Mathews, 320 West 25th Street, 3rd Floor, Capitol Hill Building, Cheyenne, WY 82002; our web address is <http://wsfm.wyo.gov> and our phone number is 307-777-7288. Our agency's statutory authority is referenced in W.S. 35-9-101 through 35-9-131.

The Department of Fire Prevention and Electrical Safety consists of 32 personnel in 4 units: Administration (2), Fire Prevention (9), Electrical Safety (11), and Training (10). Our main office is located in Cheyenne with field offices in Riverton, Douglas, and Sheridan.

The clients served by our agency include the following: fire service, law enforcement, architects, engineers, building & fire code officials, federal/state/county agencies, municipal agencies, building & electrical contractors, electrical industry, media, child care providers, and the general public.

Funding: The total operating budget for the department for FY23 is \$3,530,133 of this amount \$2,746,260.50 is General Funds and \$783,872.50 is Other Funds (electrical licenses and permits).

Unit Budgets: Administration: \$334,321.50; Fire Prevention: \$960,687.50;
Electrical Safety: \$408,746.50 (GF) / \$783,872.50(OFF); Training: \$794,252.50;
Wyoming Fire Academy: \$248,252.50.

Boards and Commissions:

The State Electrical Board works with the Department of Fire Prevention and Electrical Safety, the Board consists of five members who are appointed by the Governor. The State Electrical Board meets *at least twice* a year to meet the statutory requirement.

The Council on Fire Prevention and Electrical Safety works with the Department of Fire Prevention and Electrical Safety; it is comprised of five members who are appointed by the Governor. The Council on Fire Prevention meets *at least twice* a year to meet the statutory requirement.

Six primary functions of our Department:

1. ***Conduct Fire and Life Safety, and Electrical Inspections*** in public buildings such as hotels/motels, schools, day cares, restaurants, and institutions.
2. ***Train Firefighters*** from across Wyoming in all aspects of fire suppression and fire prevention. Being a leader in training based upon community need and analyzing data to ensure training programs match the risk to fire fighters across Wyoming.
3. ***Provide Fire and Safety Education Programs*** to the children, families and general public in Wyoming.
4. ***Collect and Analyze Fire Data*** to identify fire problems and trends so resources are accurately directed towards their mitigation. When requested investigate cause and origins on fire scenes across the state. Giving assistance to local jurisdictions assuring the safety of communities. Working with the Wyoming fire service to determine the primary reason for incidents.
5. ***Conduct Plan Reviews*** for compliance with fire and life safety and electrical codes on public buildings being constructed or remodeled.
6. ***License*** all electricians working in the state and ***issue permits*** for electrical work being conducted across the state.

Chapter 1

Fire Prevention

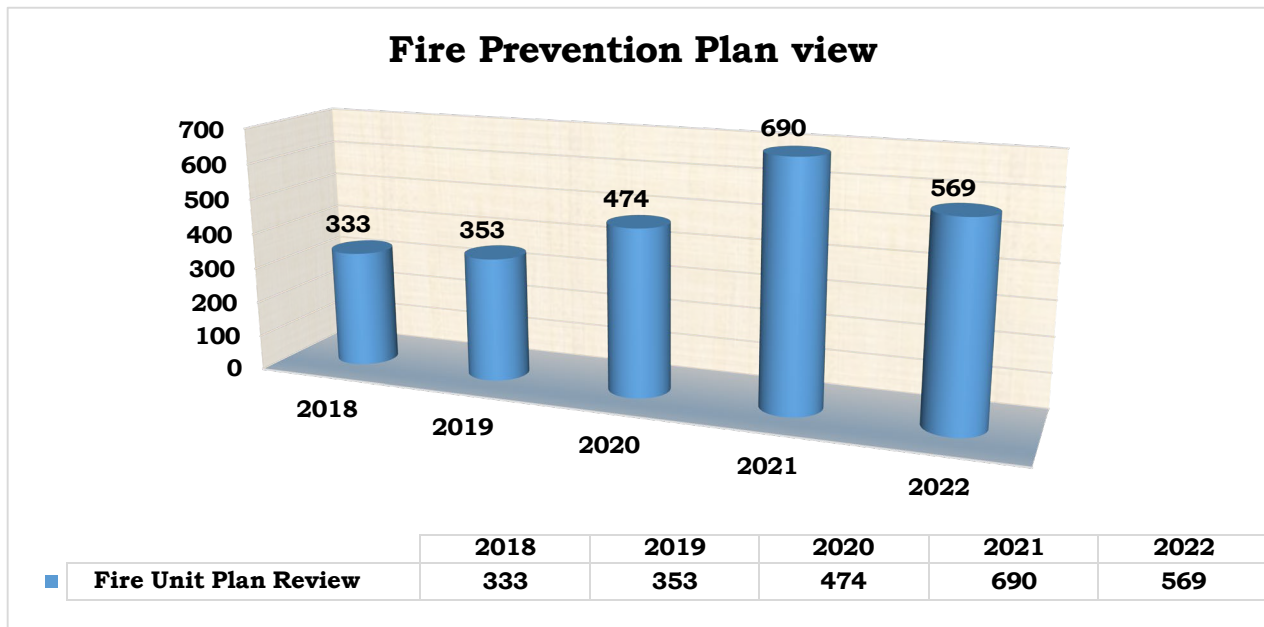


Figure 1

2018 – 2022 Plan Review Comparison Chart

The Department of Fire Prevention and Electrical Safety conducts fire and life safety plan reviews of new, addition and remodel building construction projects statewide. Our department also conducts plan reviews of above ground storage tanks, commercial kitchen hoods, fire alarm systems, fire sprinkler systems and electrical systems. The purpose of conducting plan reviews is to ensure public buildings, and associated fire and life safety systems, are constructed in compliance with nationally recognized and state adopted fire, life and electrical safety codes.

FIRE INSPECTION COMPARISON

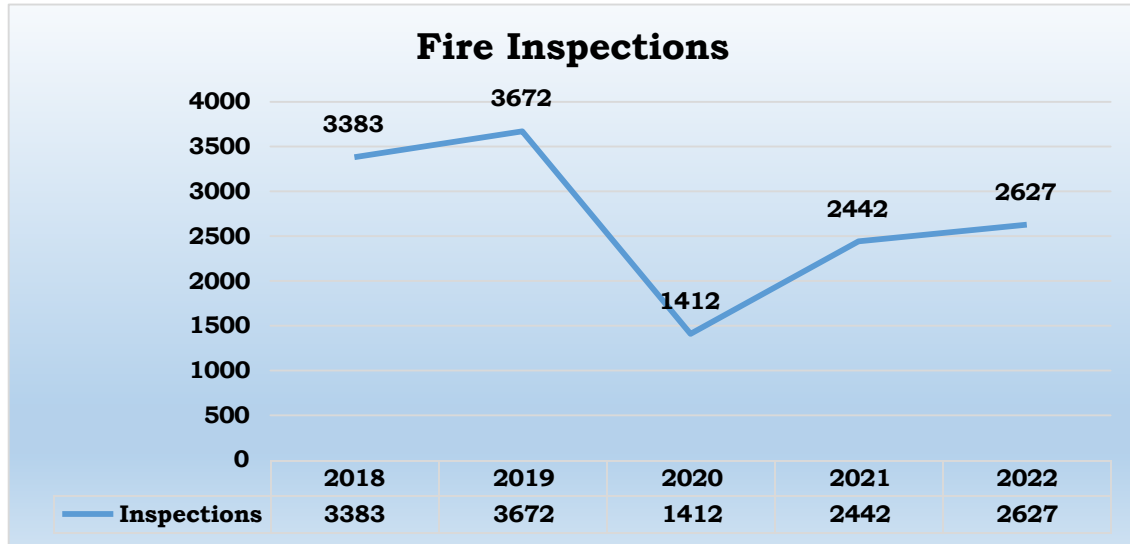


Figure 2

2018 – 2022 Fire Inspection Comparison Chart

The Department of Fire Prevention conducts fire inspections in our area of jurisdiction state wide. Fire inspections are generated from primarily 2 sources. First, plan review inspections come from newly constructed or remodeled buildings, above ground storage tanks, commercial kitchen hoods, fire alarms systems, fire sprinkler systems and electrical systems that go through the plan review process. Secondly, maintenance inspections are prioritized and conducted based on risk assessments using the following general criteria; educational facilities, hotels/motels, senior centers, state owned or leased buildings, assembly occupancies, day care centers, business occupancies and above ground storage facilities. Fire inspections are conducted to ensure compliance with state adopted fire and life safety codes. These are consensus codes established to address life safety and construction standards. It is important to note as each newly constructed public building passes final inspection and is occupied, the said building becomes our responsibility to inspect on a regular basis for the life of the building.

CIVILIAN FIRE-RELATED DEATHS REPORTED

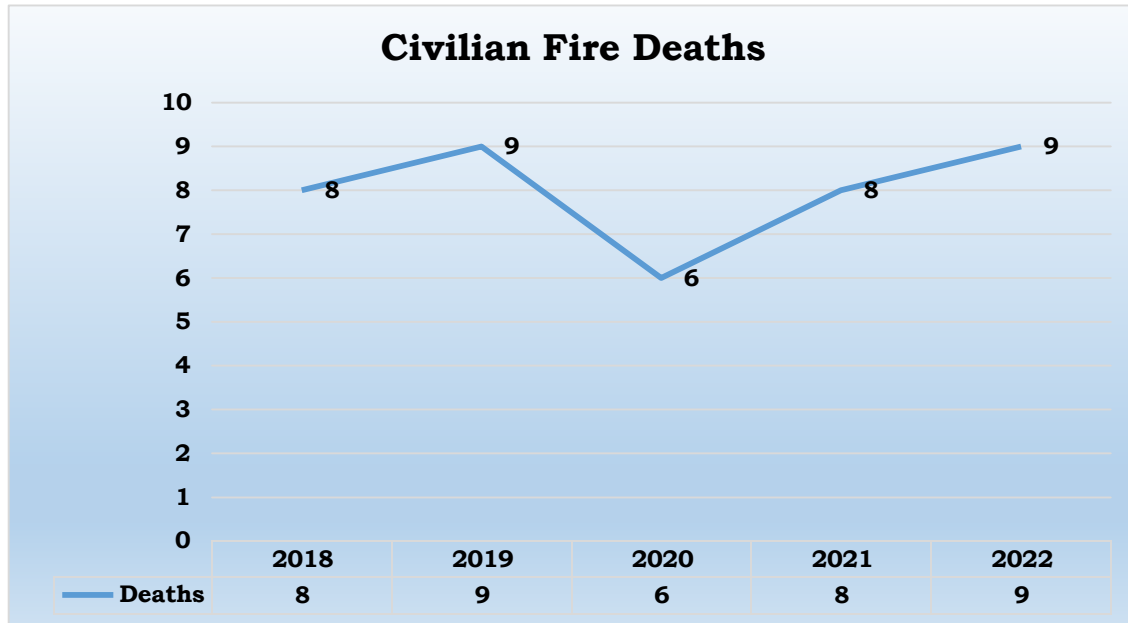


Figure 3

2018 – 2022 Civilian Fire Death Comparison Chart

The vast majority of fire deaths in Wyoming occur in residential occupancies. There are three population groups considered to be at risk in fire situations: infants/youth, elderly, and developmentally disabled. Data also indicates low income households are more susceptible to fires resulting in death and injury. Data analysis of local fire department's fire incident report has revealed half of the civilian fire deaths in 2017 and 2018 are the result of smoking while using home medical oxygen. This finding has led to the initiative to reduce these incidents through partnerships with many local fire departments; the initiative provides a device along with education to eliminate this fire death problem in Wyoming. The initiative's solution is the installation of two thermal fuses in the oxygen cannula tubing worn by a person using home oxygen. These thermal fuses are now being installed in homes of oxygen users throughout Wyoming. As with fires involving home medical oxygen, most residential fire-related deaths remain preventable and continue to pose a significant public health problem. Additionally the Department continues to reduce fire fatalities/injuries and property loss through effective plan review, fire inspection, code enforcement, public education, and the installation of commercial and residential fire sprinkler systems.

Chapter 2

Fire Academy

Overall activity for Training in 2022 can be broken down into three (3) categories; Academy training classes, events held at the academy and certificates issued. Classes offered at the Academy; include those offered by regional trainers around the state, the fire academy and online courses. Also, included are the various events we either participate with, sponsor or conduct throughout the year. The combination of all three represents the bulk of instructional activities conducted statewide. These include basic firefighting, hazardous materials, technical rescue, chief officer development, industrial and various other first responder training.

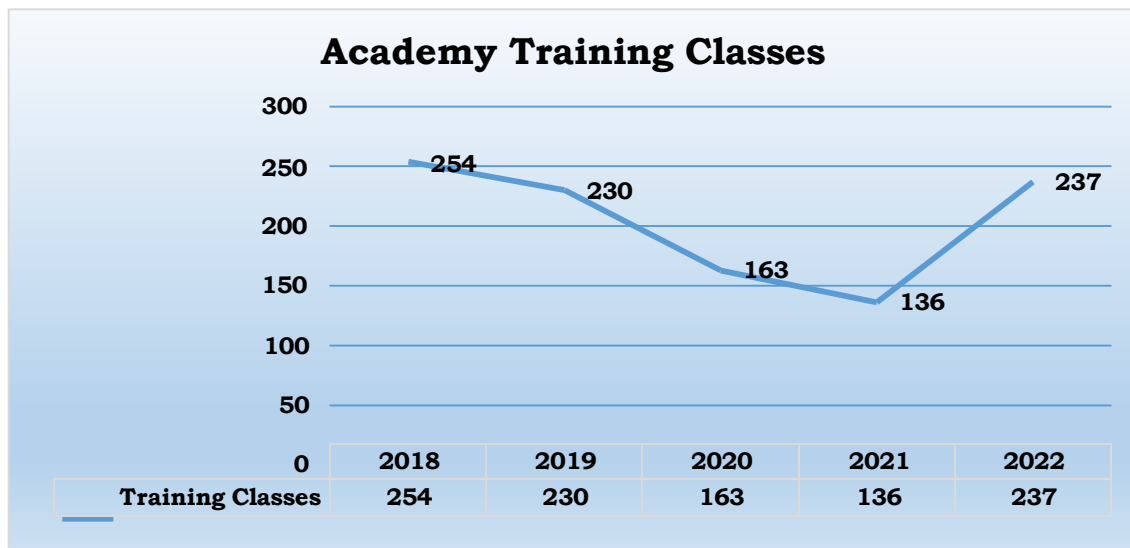


Figure 4

2022 DFPES Training activity is also measured by the number of classes conducted, students contacted, events and participants. The lower numbers reflected in the chart are a direct reflection of the challenges presented with the Pandemic, and how Training was having to adjust to course and training delivery. Throughout the year those classes include, traditional classroom delivery, both regional and at the academy, fire schools and blended online learning. There were 237 classes of this nature conducted contacting 2,238 students statewide.

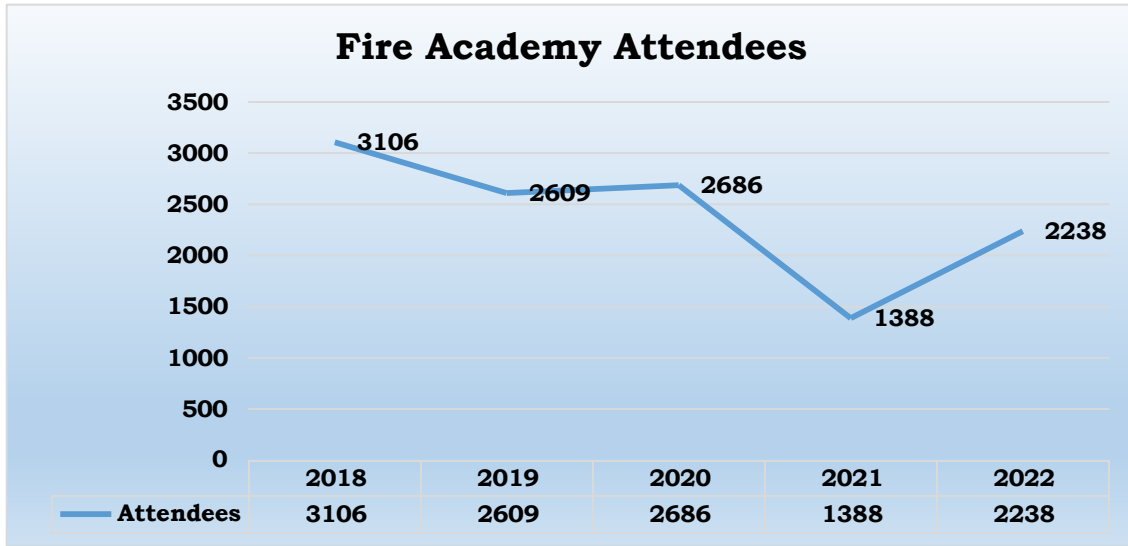


Figure 5

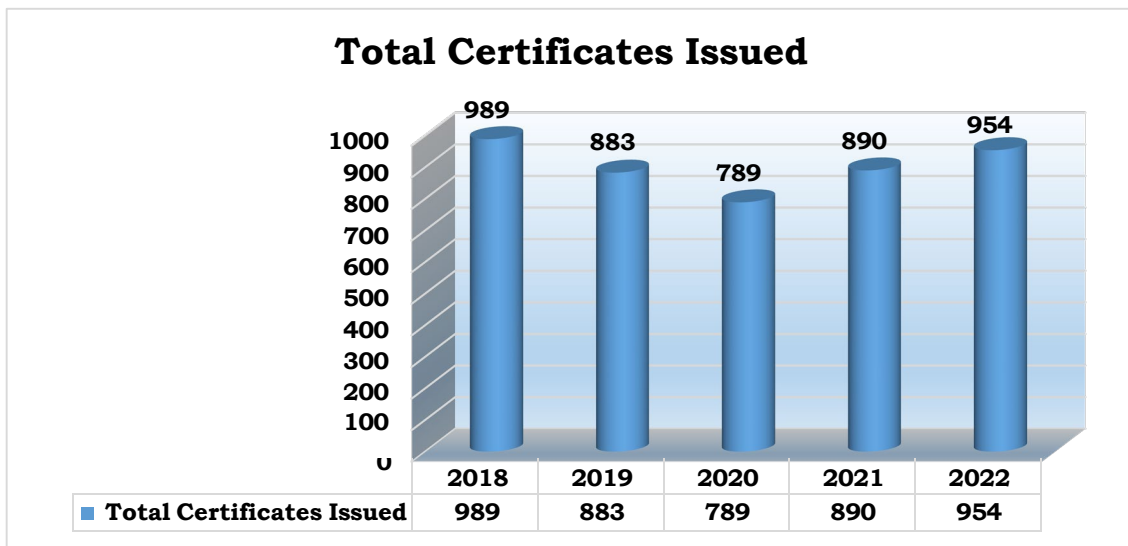


Figure 6

The DFPES Training is also tasked with maintaining the state’s fire service certification program. Certification is the direct result of training activities conducted by training staff, both regionally and at the fire academy. These include State of Wyoming and nationally accredited (Pro Board) firefighter certifications across several standards maintained by our office and a state advisory committee. In 2022, there were 627 state certifications issued, 327 nationally accredited certifications for a total of 954.

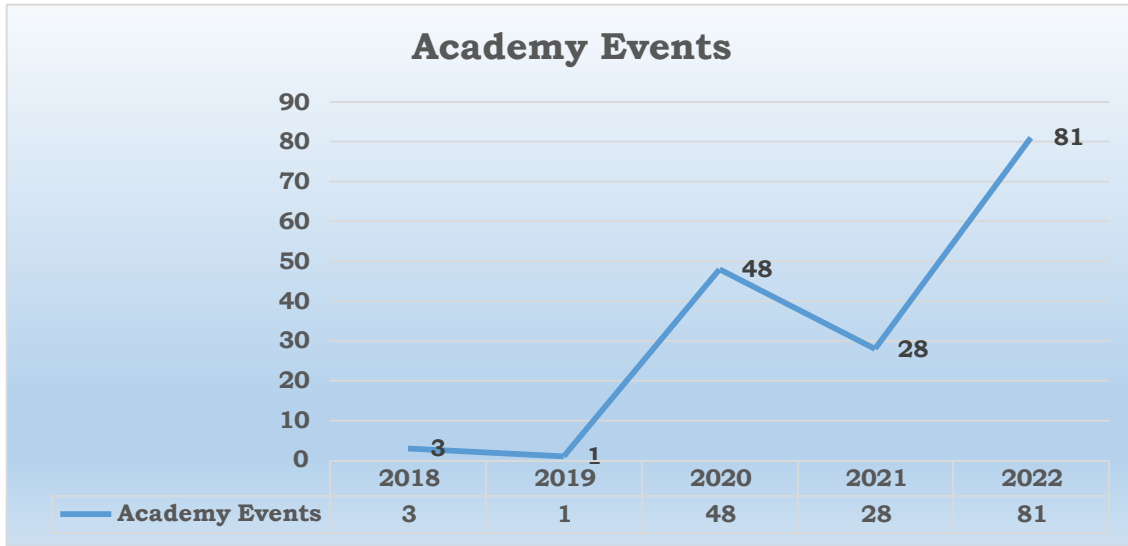


Figure 7

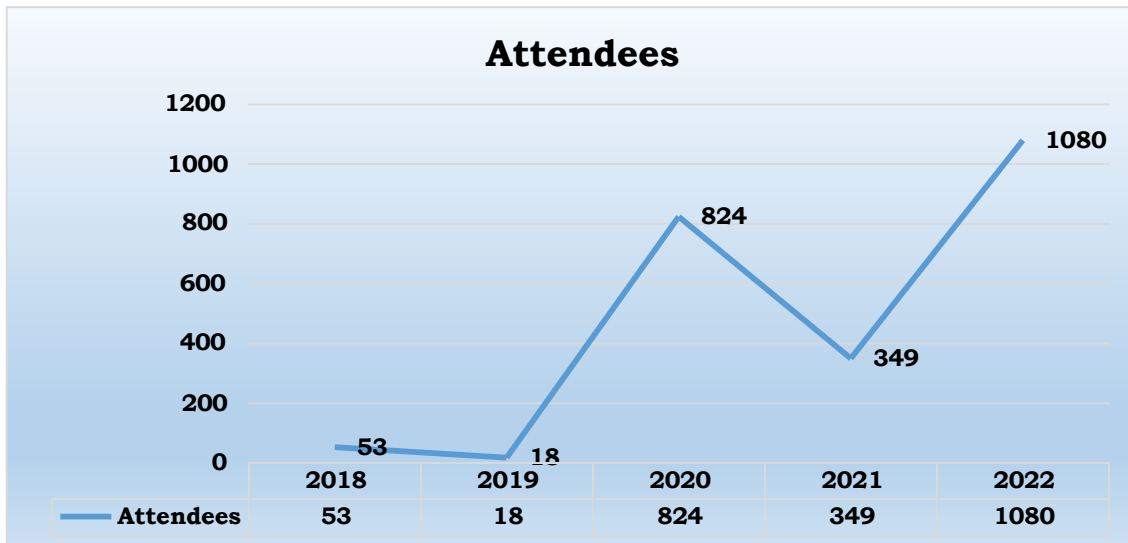


Figure 8

Classes, meetings and events sponsored or supported by the Academy amounted to 81 with 1080 students. The lower numbers reflected in the chart are a direct reflection of the challenges presented with the Pandemic, and how Training was having to adjust to course and training delivery. These range from those conducted by the Wyoming Office of Homeland Security, the National Weather Service, Emergency Management, Industry and the DFPES.

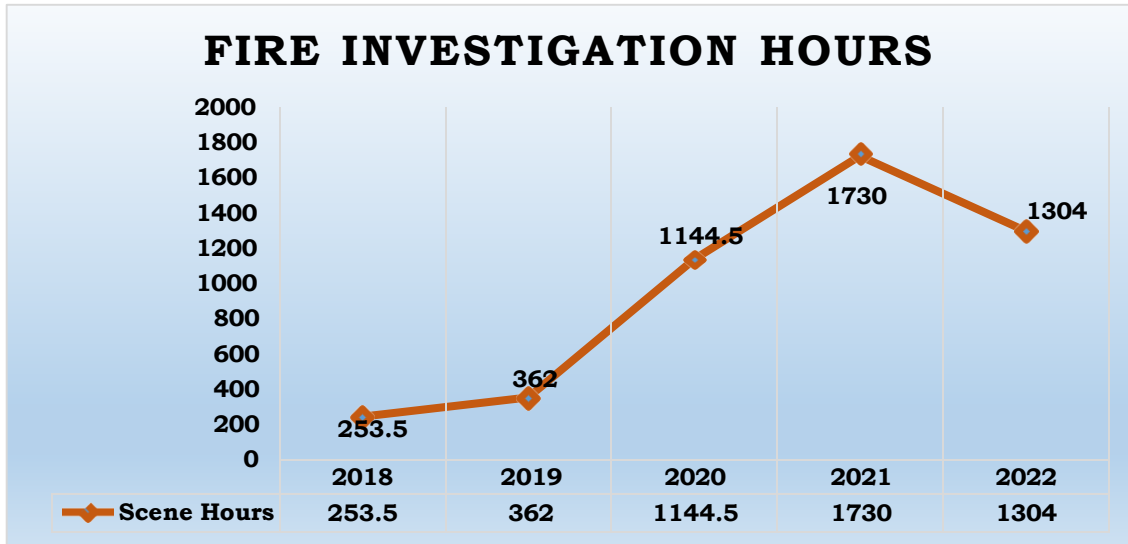


Figure 9

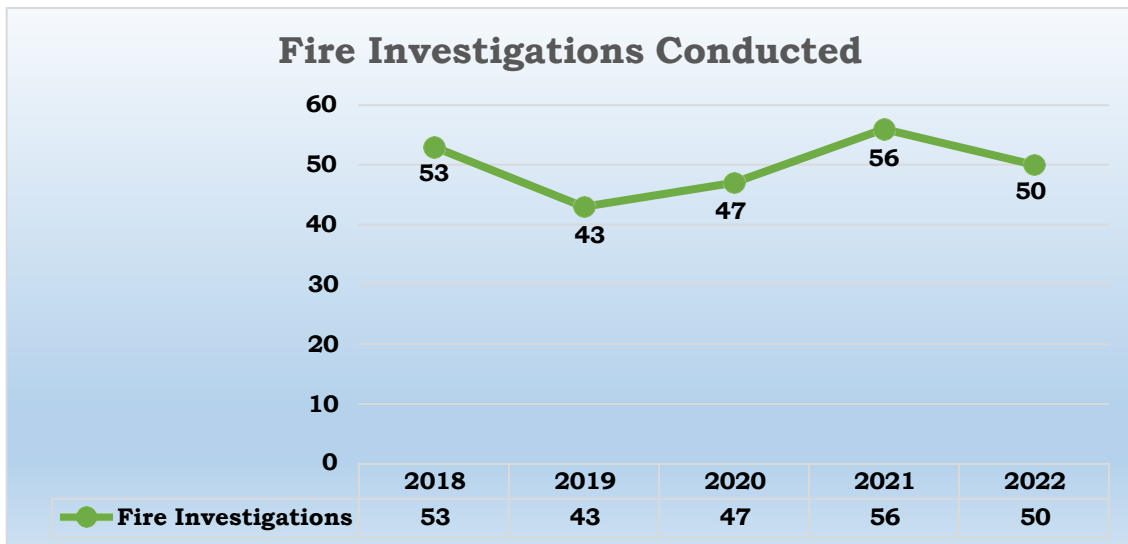


Figure 10

Fire investigations are another task assigned to the department; the training staff accounts for the majority of the investigation team. In 2022, department staff was requested to complete 50 fire investigations statewide amounting to 1,304 hours of investigation and documentation time, averaging almost 26 hours per investigation. These hours include travel time to and from, scene hours, report and follow up hours. Investigation requests by the fire service fluctuate from year to year depending on the number of fires occurring and complexity.

2022 Totals Breakdown

DFPES Training

Training & Certification

237 Classes Delivered
2,238 Students Instructed
3,477.5 Contact Hours

789 Total Certifications Issued

- 627 State Certifications
- 327 National Accredited Certifications

80 Fire Academy Events Sponsored or Supported
1,080 Event Participants

Fire Investigations

50 Fires Investigated by the DFPES training staff
1,304 Hours Utilized for Investigations

WFIRS Data

Fire – 2,748
Overpressure Rupture, Explosion, Overheat (no fire) – 79
Rescue & Emergency Medical Service Incident – 31,091
Hazardous Condition (no fire) – 1,671
Service Call – 2,944
Good Intent Call – 5,864
False Alarm & False Call – 3,212
Severe Weather & Natural Disaster – 18
Special Incident Type/Other – 130

Number of Fire Departments that reported in 2020 – 84
Total number of Wyoming Departments eligible to report – 112
Total percentage Current – 75%

Chapter 3

Electrical

Plan Review Inspections: Our plan review staff review plans submitted by owners, professional engineers, architects and designers. Once the plans are approved they are assigned to the appropriate inspector. Since plan review projects are constructed in phases they are usually inspected more than once and currently we inspect **100%** of all electrical plan reviews. In the 2022 calendar year the Electrical Plans Staff reviewed **328 electrical plans** which resulted in **610 inspections**.

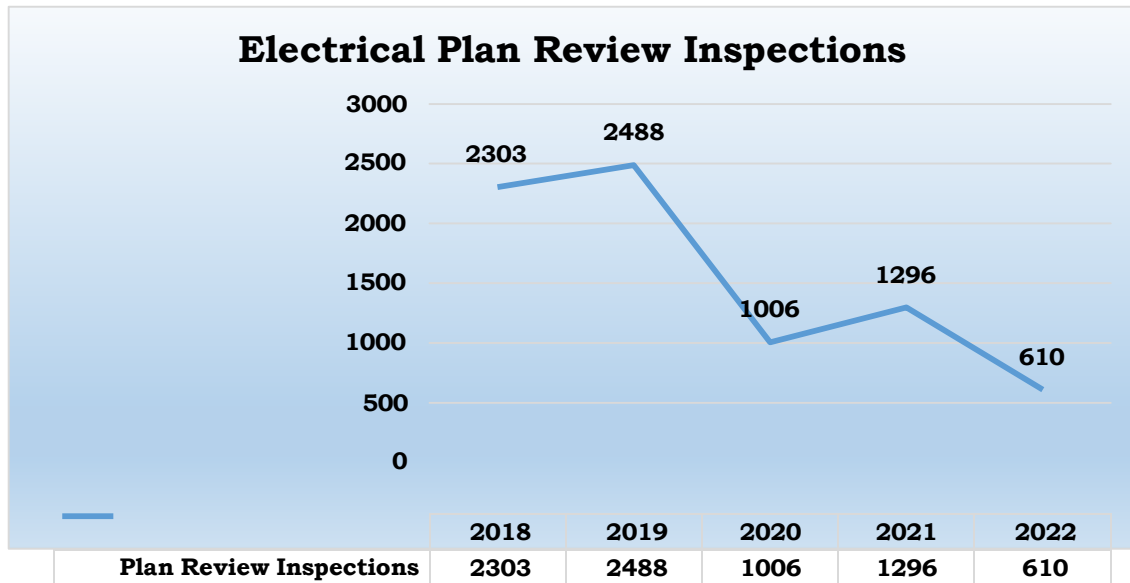


Figure 11

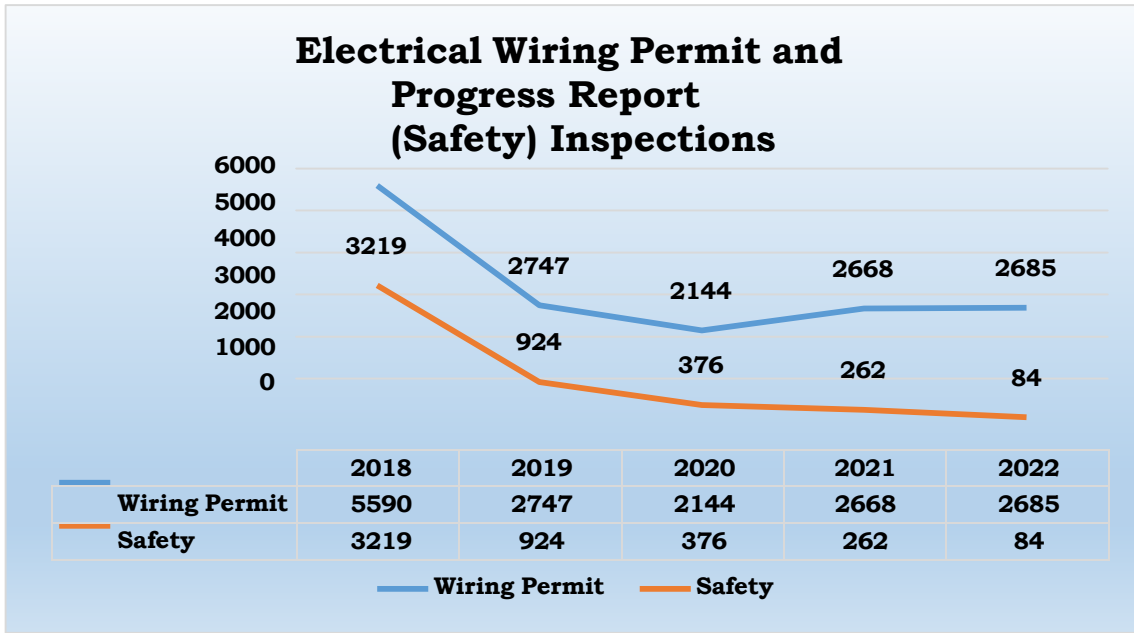


Figure 12

Inspections and Code Enforcement: Is usually initiated by phone calls in which we are notified of an electrical hazard, unlicensed electricians, or someone needing advice on their electrical installations. Warning notices are usually not issued on the first occurrence. However, if the contractor or electrician is cited a second time for a licensing violation, permit violation or a NEC violation, a warning notice is issued. If a third warning notice is issued, the contractor or electrician may pay a civil penalty up to \$1000 or be required to appear in front of the Electrical Board for a possible revocation of their license.

The table below depicts the total number of inspections of all types that were accomplished in 2018, through 2022.

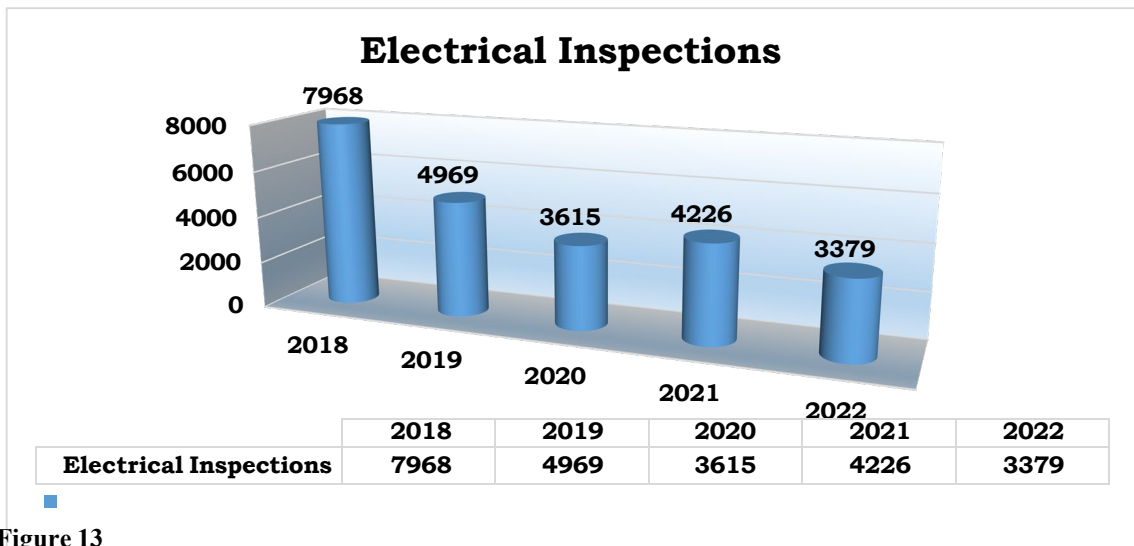


Figure 13

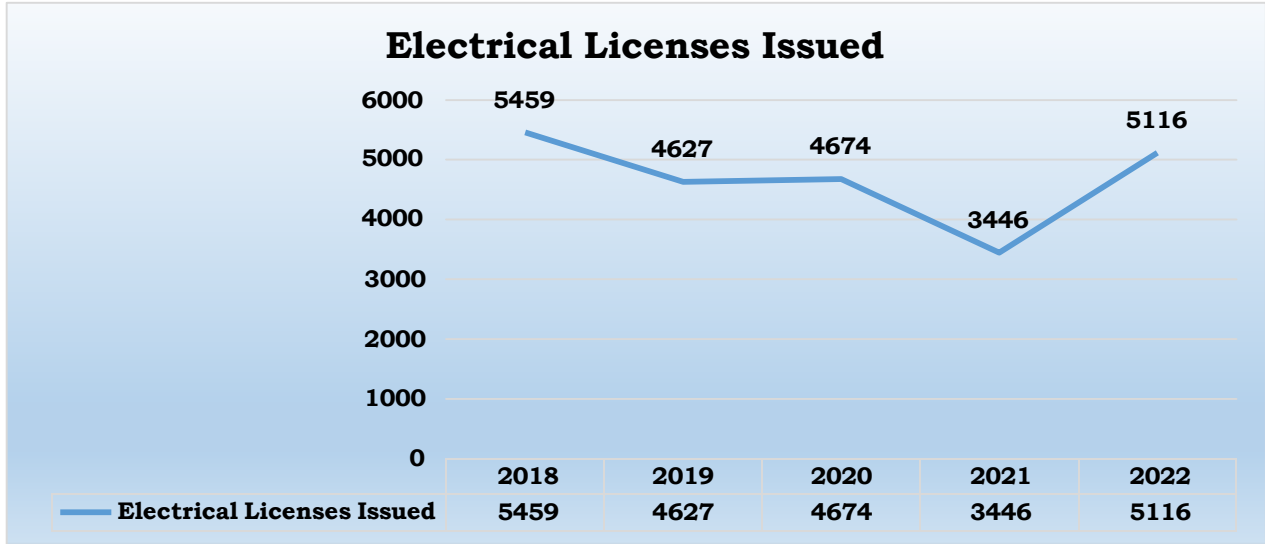
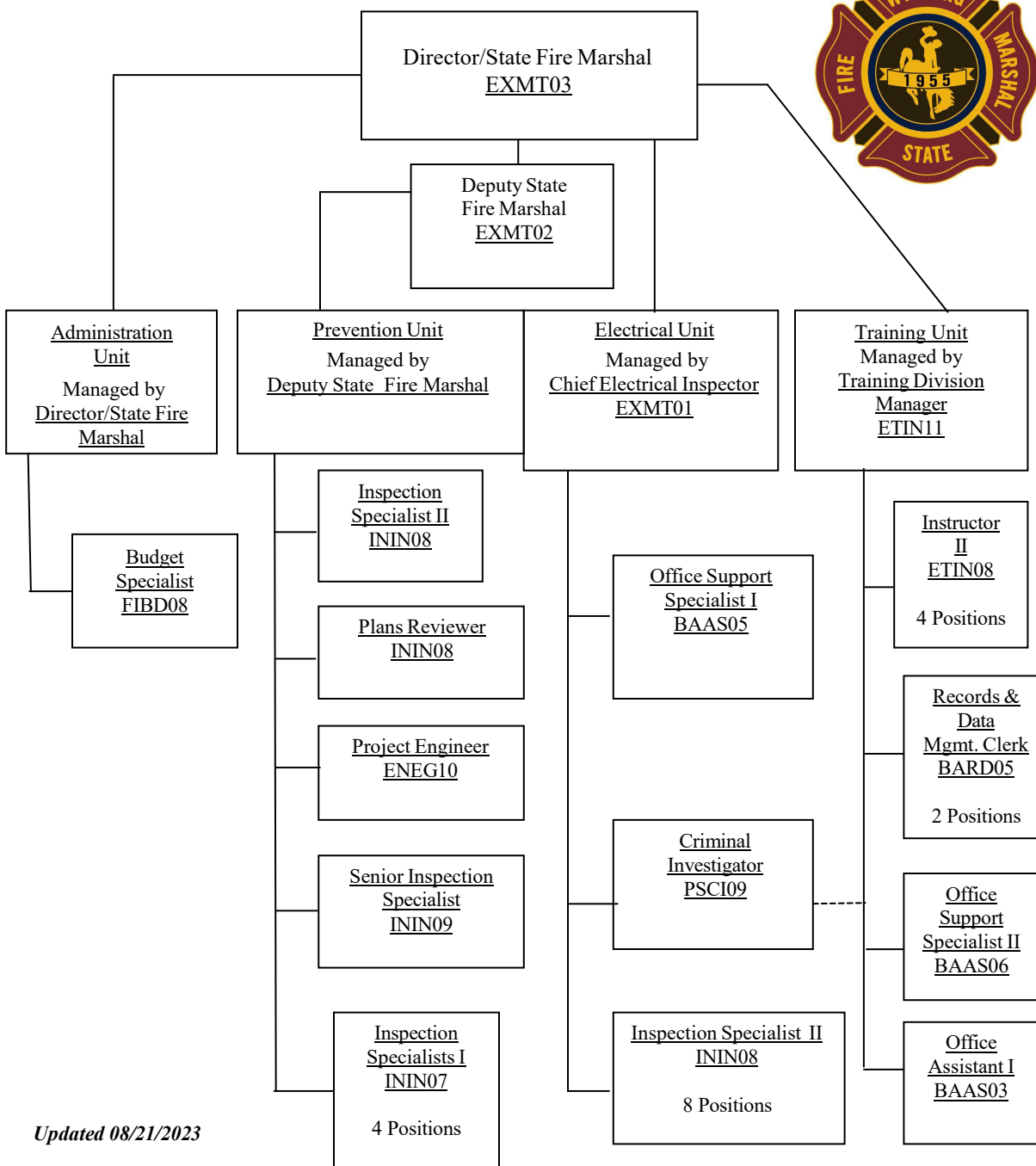


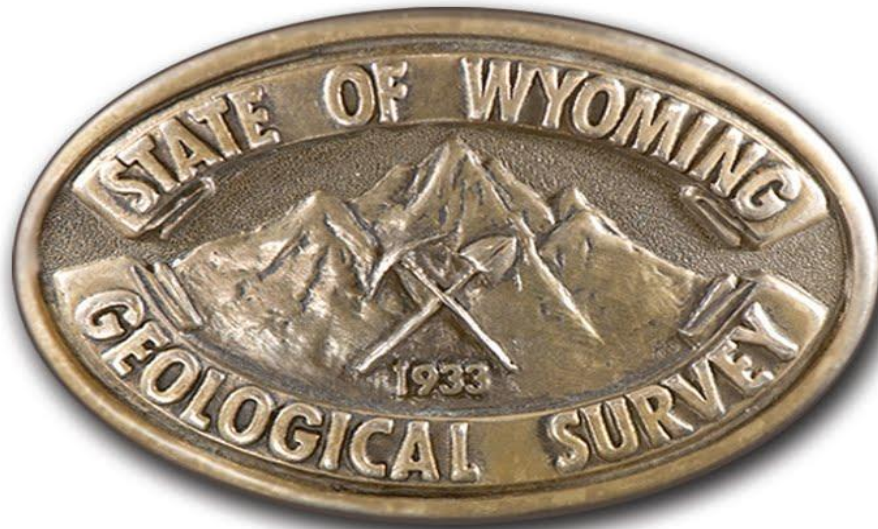
Figure 14

Electrical Licensing rules allow for thirteen different categories of professional license. Annual licenses include Electrical Contractors, Limited/Low Voltage Contractors, Apprentice Electricians and Apprentice Technicians. Three year licenses include Master Electrician, Journeyman Electrician and Low Voltage/Limited Technicians that were granted either license by exam, reciprocity or by renewal. All licenses are considered a professional license. The Electrical unit reviews the applications and data required for licensing, examinations, including verifying education, training, work experience, licensure in other states and the status of disciplinary actions. These must be verified before the issuance of a license or allowing an applicant to sit for an exam.



Updated 08/21/2023

**Wyoming State Fire Marshal's
Office
2021 Organizational Chart**



FY 2025–2028 Strategic Plan

August 2023

**Wyoming State
Geological Survey**

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AGENCY

Wyoming State Geological Survey (WSGS)

DIRECTOR

Dr. Erin A. Campbell

AGENCY CONTACT

Tammy Mack, Administration Manager
(307) 766-2286
P.O. Box 1347
Laramie, WY 82073-1347

REPORT PERIOD

2024–2028 (July 1, 2024 through June 30, 2028)

STATUTORY AUTHORITY

W.S. 9-2-801 Definitions (amended by Chap. 170, Session Laws of Wyoming 1997)
W.S. 9-2-803 State Geologist, duties and powers
W.S. 9-2-804 Geological Survey, location and headquarters
W.S. 9-2-805 Geological Survey, duties and disposition of materials and specimens
W.S. 9-2-806 State Geologist as chief administrative officer; appointment of employees
W.S. 9-2-807 Geological Survey Board and operation
W.S. 9-2-808 Authority to cooperate and exchange information
W.S. 9-2-809 Use of University of Wyoming students
W.S. 9-2-810 Cooperation with the United States Geological Survey
W.S. 30-5-103 State Geologist participation on the Oil and Gas Commission
W.S. 33-41-107 State Geologist participation on the Board of Professional Geologists (as amended by Chap. 170, Session Laws of Wyoming)
W.S. 36-6-102 Submission, custody and confidentiality of subsurface log reports
W.S. 36-6-105 Inspection reports for State Lands

MISSION

The mission of the Wyoming State Geological Survey (WSGS), in accordance with Wyoming statutes, is to promote the beneficial and environmentally sound use of Wyoming's vast geologic, mineral, and energy resources while helping to inform and protect the public from geologic hazards. The WSGS works to study, examine, and understand the geology, energy and mineral resources, hazards, water, fossils, and physical features of the state. The WSGS prepares, publishes, and distributes reports and maps on these topics, as well as provides information, interpretation, and services to the public, governmental agencies, and industry.

OVERVIEW

The WSGS is a non-regulatory scientific agency dedicated to protecting the interests of the residents of Wyoming in all geologic matters, including energy and mineral resources, geologic hazards, fossils, water, and geologic tourism. This is accomplished through vigilant monitoring and collection of data, rigorous investigations, and broad dissemination of information. By providing accurate information and expanding geologic knowledge, the WSGS contributes to the economic growth of the state and improves the quality of life of Wyoming's residents. The information and analysis provided by the WSGS supports billions of dollars in commercial activity and thousands of jobs in the state.

The clients and collaborators of the WSGS include state and federal government agencies, the Wyoming Legislature, industry, non-governmental organizations, the public, news media, and the educational community. Within state government, the WSGS works with the Office of State Lands, Department of Environmental Quality, Wyoming Oil and Gas Conservation Commission, Wyoming State Engineers Office, Wyoming Office of Homeland Security, Wyoming Water Development Office, Wyoming Division of State Parks and Historic Sites, Wyoming State Museum, Wyoming Department of Transportation, Consensus Revenue Estimating Group, and the University of Wyoming.

AGENCY STRUCTURE

The WSGS has 19 legislatively approved positions and operates with a biennium budget of \$4,441,295 (biennium FY2023–2024), not including exception requests or adjustments. Funding sources for the WSGS include general funds as well as contributions from state and federal grants. The WSGS has four divisions: 1) Energy and Mineral Resources; 2) Hazards and Groundwater; 3) Outreach and Publications, GIS and Technology; and 4) Administration. Strong collaboration exists between all divisions.

The WSGS has an Advisory Board consisting of the Governor, a University of Wyoming member, the Wyoming Oil and Gas Conservation Commission Supervisor, and five members appointed by the Governor.

The Director of the WSGS, as State Geologist, serves as a commissioner on the Wyoming Oil and Gas Conservation Commission and Enhanced Oil Recovery Commission, as a member of the Wyoming Consensus Revenue Estimating Group and the State Groundwater Coordination Committee, and as a board member of the Wyoming Board of Professional Geologists.

DIRECTOR

Manager Geology Manager I Energy & Mineral Resources	Manager Geology Manager I Hazards & Groundwater	Manager Business Supervisor I Administration	Manager Senior Multi-Media Specialist Outreach & Publications, GIS & Technology
Geologist Senior Project Geologist	Geologist Natural Resources Program Principal	Accountant Accountant Senior	GIS & Technology Specialist Natural Resources Program Principal
Geologist Project Geologist	Geologist Natural Resources Program Principal	Office Support Sr. Senior Office Support Specialist	Geological Support Geologist II
Geologist Project Geologist	Geologist Project Geologist	Office Support Office Support Specialist II	
Geologist Natural Resources Program Principal	Geologist Geologist I		
Geologist Geologist I			

WYOMING QUALITY OF LIFE

Work performed by the WSGS directly contributes to the goal of managing the state’s natural resources for the economic and social benefit of its residents while protecting the public and environment. Effective dissemination of geologic information and public outreach provides residents, decision makers, educators, students, and visitors with key information for a thorough understanding and appreciation of the geology of Wyoming.

The WSGS uses applied science to provide policymakers, the public, and industry with significant geologic information and analysis on energy and mineral resources, groundwater, geologic features, and geologic hazards. This information allows for informed decision-making on important issues. The WSGS strives to provide all stakeholders with the best science possible

to ensure that responsible resource development occurs to benefit Wyoming residents, promote economic prosperity, and protect state resources, while ensuring public safety.

Understanding, characterization, and the prudent development of Wyoming's natural resources are vital to the economy of Wyoming. The development and extraction of natural resources produces billions of dollars each year for the Wyoming treasury and has created thousands of high-paying jobs. It also provides critical commodities to the United States and other countries, with these commodities supporting a wide variety of industries, technologies, and communities.

The WSGS ensures that Wyoming has the most up-to-date geologic information necessary to solve existing problems and anticipate future challenges. Geologic hazards such as sink holes, earthquakes, volcanism, landslides, and unstable soils can present a safety concern for many people across the state. Understanding and locating these potential hazards helps protect property, infrastructure, and the health of Wyoming's residents and its many visitors.

From mountain ranges to basins, and from fossils to rocks and minerals, information provided by the WSGS helps residents and visitors to gain a clear understanding, comprehension, and admiration of their surroundings. This information also supports a vibrant and growing geotourism industry that brings revenue to Wyoming.

All work at the WSGS is oriented toward improving the quality of life of Wyoming citizens, through contributions to the following categories, as outlined by Governor Gordon:

- Result: Wyoming families and individuals live in a stable, safe, supportive, nurturing, healthy environment.
- Result: Wyoming has a diverse economy that provides a livable income and ensures wage equality.
- Result: Wyoming state government is a responsible steward of State assets and effectively responds to the needs of residents and guests.
- Result: Wyoming natural resources are managed to maximize the economic, environmental, and social prosperity of current and future organizations.

PROGRAMS AND PRIORITIES

The WSGS has one program: Geologic Program. Within that program, the WSGS conducts work on energy and mineral resources, geologic hazards, groundwater, geologic mapping, and outreach. The WSGS is the repository for state fossils.

Priorities:

- Research energy and mineral resources to ensure maximum benefit to Wyoming
- Identify possible geologic hazards to increase safety of residents
- Interpret data on groundwater resources to anticipate and mitigate problems
- Conduct geologic mapping to understand distribution of resources and geologic hazards
- Manage Wyoming geologic data so they are usable and accessible
- Disseminate information to all stakeholders
- Safely house state fossils and oversee fossil loans

GOALS AND CHALLENGES

Wyoming is a large state with complex yet significant geologic resources. Energy and mineral resources, as well as tourism, provide a large portion of state revenue. Understanding Wyoming's vast geologic resources requires well-trained geologists with specializations (oil and gas, coal, fossils, hazards, minerals, groundwater) and the ability to transfer their knowledge to many different audiences (decision makers, general public, scientists, educators).

WSGS goals—designed to meet statutory requirements—are aligned within divisions:

Energy and Mineral Resources

Goals

The WSGS develops and publishes research reports and maps on oil and gas resources (conventional and unconventional), coal, and minerals. The WSGS is focusing additional staff on the study of rare earth elements and other critical minerals, and will continue to track industry activity and provide crucial geologic information and analysis to the public and industries important to Wyoming (oil and gas, coal, trona, industrial minerals, etc.). This critical information is provided to the Consensus Revenue Estimating Group (CREG) and used in various reports.

Unconventional oil and gas hydrocarbon plays are found throughout the state and have the potential to have a significant impact on the state for many years to come. The WSGS is actively involved in analyzing the geology related to these developing plays and in understanding where additional economic plays may exist.

Critical, economic, and industrial mineral extraction contributes to the state's economy with significant potential for increased extraction in the future. The WSGS researches mineral systems and produces maps and reports containing extensive geologic analytical results.

Challenges

Pore space requires extensive study to effectively develop our subsurface in light of increasing demands on this resource. Carbon sequestration, hydrogen storage, EOR, wastewater injection, natural gas storage, oil and gas, geothermal, and aquifers must all coexist. The WSGS staff are heavily focused on critical mineral research, but pore space is rapidly becoming an area where the survey should spend time and resources. Additional staff would allow the WSGS to accelerate work in this direction.

Applied research, analytics, and statistics are applied to complex geologic problems and to production and price forecasting of energy and mineral resources. Data management, data analysis, and data models require extensive effort to remain organized and current.

The WSGS laboratory requires direction, planning, maintenance, design, development and implementation to remain productive and up-to-date. Lab facilities include a rock saw, rock crusher, microscopes, XRD system, and handheld XRF analyzer.

Hazards and Groundwater

Goals

The WSGS reviews, characterizes, and maps geologic hazards that affect public safety and property (landslides, unstable soils, earthquakes, sinkholes, etc.). The agency reports on these to the public and other potentially affected parties. The WSGS is also an active member of the Yellowstone Volcano Observatory. From tourism to the potential impact of geologic hazards, Yellowstone is of major significance to the state.

Characterizing and understanding Wyoming's groundwater resources is an important responsibility; WSGS reports are used widely by government agencies, the public, and industry. Water has and will continue to be a critically important resource to Wyoming, and the WSGS believes that water-related issues will likely increase in importance over the coming years. The WSGS will continue to serve the state in understanding, reporting, and advising on geology-related groundwater issues.

The WSGS is also responsible for maintaining the state fossil repository, convening the fossil advisory board, and administering the fossil loan program.

Challenges

Challenges include obtaining up-to-date information from public and governmental agencies, maintaining databases, and conducting investigations at a statewide level with limited dedicated staff.

Budget considerations have caused the fossil focus area to remain a low priority for the WSGS. Statute W.S. 9-2-805 states the WSGS shall “seek a comprehensive understanding of the geology of and fossils in the state,” so the WSGS relies on a committee of fossil experts from around the state. This committee meets on an as-needed basis and helps the staff and director of the WSGS with fossil-related issues and questions. Currently, the WSGS performs no independent scientific work on Wyoming fossils.

Outreach & Publications, GIS & Technology

Goals

The WSGS provides information to a wide array of audiences, including residents and non-residents, industry, resource managers, and policymakers. This sharing of information is done through outreach events and the distribution of publications created by the WSGS scientists and staff. This supports and helps spur economic growth and development, and facilitates important education and understanding of Wyoming’s geologic resources.

Geologic tourism is significant in Wyoming. The WSGS provides information to residents, nonresidents, visitors, and groups who travel to Wyoming to view and study its geology, which significantly impacts Wyoming’s economy. Additionally, the WSGS gives presentations on natural resources and geologic history of Wyoming to elected officials, communities, industry, clubs, organizations, schools, and youth groups. Improved outreach continues to be a goal.

The WSGS has the responsibility of constructing geologic maps of the state as well as housing large amounts of geologic data. Geologic maps are used by many entities (industry, public, communities, counties, government agencies, universities, etc.) and are also included in the U.S. Geological Survey’s national database. The WSGS is also the steward and repository for vast amounts of data and specimens. The WSGS will continue to generate accurate and applicable maps, and make all non-confidential data available to its stakeholders.

Challenges

As the agency moves forward, sufficient funding and human resources must be dedicated to outreach efforts. The WSGS strives to find a reasonable balance between the time spent by technical staff on research and outreach.

GIS is widely used throughout the WSGS, and the survey must follow templates and standards, ensuring compliant products are produced in accordance with evolving national standards. The WSGS commonly presents data in a spatial format through interactive online maps from which data can be queried and downloaded; this additional step improves access to data but requires significant staff specialization and time.

Administration

Goals

The WSGS administrative staff facilitates interactions with the public by being the first point of contact. They handle map, report and other publication inquiries and purchases, as well as phone calls and agency visitors. Their tasks directly link WSGS work to the public, government agencies, industries, and more.

Challenges

The WSGS is a relatively small agency, so only one person can be dedicated to each role. Although staff are cross-trained to become proficient in additional responsibilities, if one administration staff member has an extended absence, it affects the entire agency.

PERFORMANCE MEASURES

By tracking and understanding the agency's performance, the WSGS obtains an accurate and timely depiction of its contribution to Wyoming. It also ensures studies most beneficial to citizens are managed efficiently and effectively, with the agency delivering the desired products and services to its state and federal partners, as well as to residents and investors in the state.

WSGS Performance Measures are:

- Performance Measure #1: Completion of initiatives and grants on schedule and on/or under budget.
- Performance Measure #2: Feedback and guidance from the WSGS Advisory Board.
- Performance Measure #3: Feedback from customers and collaborators, including input on planning products, services, data, and analyses; feedback from public meetings.
- Performance Measure #4: Outside peer reviews of projects, initiatives, and publications.
- Performance Measure #5: Tracking downloads and sales of reports and maps; monitoring use of the WSGS website by outside parties.

Wyoming Insurance Department

Agency Strategic Plan

July 1, 2024- June 30, 2026



August 30, 2023

**WYOMING DEPARTMENT OF INSURANCE
STRATEGIC PLAN
FY2025-2026**

Wyoming Quality of Life Objectives

Wyoming residents have access to all types of insurance including health care.

Wyoming state government is a responsible steward of state assets and effectively responds to the needs of residents and guests.

Agency

Wyoming Department of Insurance

Contributions to Wyoming Quality of Life

The Department contributes to the Wyoming quality of life through a combination of educational outreach, regulation, examination, licensing, enforcement and oversight activities which protect and assist Wyoming citizens with regard to insurance issues and concerns.

Basic Department Facts

This agency has 27 employees. The 2025-2026 biennium administrative budget of the Department is \$6,705,885 which includes no state general funds. The 1,157 insurance companies licensed in Wyoming are each assessed annually an equal amount which funds the Department's budget. The Department oversees the budget of the Wyoming Health Insurance Pool (\$12,111,610 for the 2025-2026 biennium). The Wyoming Health Insurance Pool budget includes \$3,229,878 in general fund monies for the 2025-2026 biennium.

The primary function of the Department is regulation of the insurance industry in the state of Wyoming. Emphasis is placed upon providing fair and consistent regulation of insurance in order to ensure protection and information regarding insurance issues. This includes:

Consumer Assistance - providing assistance to consumers to ensure that state laws are being followed regarding insurance claims and other areas of insurance in which consumers may request assistance.

Examination - conducting examinations of domestic insurers and pre-need funeral and cemetery trust funds to ensure financial solvency and compliance with the Wyoming Insurance Code. The Department also conducts examinations of producers (agents) and agencies, to ensure compliance with the Wyoming Insurance Code.

Licensing - ensuring that insurers, producers and others licensed by the Department meet the minimum standards contained in the Wyoming Insurance Code.

Enforcement - taking enforcement action when necessary to ensure compliance with the Wyoming

Insurance Code.

Oversight - providing administrative oversight of insurance related programs. These programs include: the Wyoming Health Insurance Pool, the Wyoming State Health Insurance Information Program, the Wyoming Life and Health Insurance Guaranty Association, the Wyoming Insurance Guaranty Association, the Employees' and Officials' Group Insurance Program, the Wyoming Licensing Examination Review Panel, and the Early Intervention Council.

Policy Form Review - reviewing policy forms and filings to ensure that insurance companies are following state statutes and regulations before approving the forms and filings for use in the state of Wyoming.

Health Care Reform - providing information to insurers and consumers regarding the Affordable Care Act (ACA) and monitoring the effects of the federal law on the state of Wyoming.

Market Regulation - monitoring insurance company compliance with state laws and regulations designed to protect the insurance consumer and promote a healthy competitive market.

These activities promote a well-regulated insurance market and provide Wyoming citizens with important protections. It is also vitally important that the Department maintain its accreditation from the National Association of Insurance Commissioners (NAIC) in order for other states to rely on the financial oversight the Department performs on Wyoming domestic insurance companies that are licensed in other states.

The following performance measures are important to the Department's work.

Performance Measure 1 - Outreach

Story Behind the Performance

The Department believes outreach contact with Wyoming consumers, employers, and insurance industry representatives is very important. Insurance issues and concerns are increasingly complex and the Department has an important role in providing information. For example, since implementation of the Affordable Care Act (ACA), Wyoming citizens have expressed greater interest in educational information on health insurance in general, as well as ACA-specific considerations. The Department also provides assistance to Wyoming consumers, employers, and industry representatives regarding other types of

insurance. During the 2023-2024 strategic plan years, the Department met its goal of 60 outreach events. The Department has provided insurance information through publications, presentations, and electronic media. The Department will continue its practice of providing programs and training for consumers, employers, industry representatives, trade associations, and business groups.

Proposal for Improvement

The Department's goal is to continue its outreach contacts of 60 annually. We believe it is important to continue this outreach standard. In order to continue the level of outreach to Wyoming citizens, the Department will keep its outreach numerical tabulations combined. Outreach will continue to be directed at Wyoming insurance consumers; insurance industry representatives; and large and small group employers. Outreach will be on a variety of insurance topics relevant to the particular group or audience, acknowledging that at times consumers, insurers, and employers might be within the same audience. Outreach will continue to include presentations and materials for consumer groups, face-to-face consultation with individual consumers, press releases, live presentations to appropriate groups or public gatherings, website postings, distribution of educational and informational pamphlets and publications, public service announcements, and other innovative methods including electronic and social media. The Department will partner with other state agencies to conduct outreach. In addition, the Department will continue its communication plan with AARP on selected insurance topics.

Performance Measure 2 – Market Conduct

Story Behind the Performance

The purpose of the market conduct program is to assess the performance of an insurance marketplace as a whole and evaluate whether individual companies that make up that marketplace are in compliance with state regulations. If noncompliance is found, appropriate actions can then be taken to rectify the area of noncompliance. There are two basic mechanisms for gathering information to assess performance and compliance: Analysis of individual companies, surveys and periodic reporting requirements used to gather market conduct data, and examinations and investigations of specific companies.

In 2016, the Department was granted an additional position to oversee the market conduct program. Since that time, the Department has established procedures and goals to analyze individual companies for compliance with state regulations. The Department also has procedures in place to gather market data to analyze how an individual market is performing in the state. The second mechanism is to conduct data calls of an insurance company's records in order to review the company's performance

history in the area of sales & marketing, claims handling, underwriting, or policyholder services. The Department's goal for the 2025- 2026 biennium is to continue the first and second mechanisms.

Proposal for Improvement

The Department's goal for each of the years in the biennium consists of the three mechanisms for assessing insurer performance and compliance. First, the Department will continue its goal of completing fifteen (15) Market Conduct Level 1 analyses during each fiscal year. The second is to continue to complete eight (8) data calls of insurance companies in order to determine compliance or non-compliance with Wyoming statutes and regulations.

Performance Measure 3 – Succession Planning

Story Behind the Performance

The purpose of succession planning is to assist in the continuity of work in protection of consumers through regulation of the Wyoming Insurance Code. The Department has experienced approximately 40% turnover with retirements and staff members leaving for more pay in the last two years. Approximately 20% of the 27 employees are eligible for retirement within the next five years. The purpose of this goal is to create and maintain a successful process for employee transition if and when it comes.

Proposal for Improvement

The Department will require every staff member to complete and/or update a detailed procedure manual specific to each position. The procedure manual will be reviewed by management at the end of each year and progress tracked throughout. In addition to the procedure manual, each section will be required to complete quarterly cross training meetings coordinated by their supervisor.

Budget

The Department will rely on the current budget level to fund the changes necessary to carry out this strategic plan, with the exception of asking for \$16,600 to contract ETS to do maintenance for the Department to update its premium tax database project that ETS completed last biennium. The Department will also be asking for \$45,900 to update all of its laptop computers. Maintaining appropriate and up-to-date computer software and programs assists the Department in achieving the proposals for improvement set forth in this strategic plan.

Additionally, the Department will be asking for a budget exception of \$250,000 to add a pharmacy benefit manager position within the department. This position was created and funds were appropriated in the 2023 legislative session as a result of Senate File 151(SF151). SF151 was a bill sponsored by Senator Hutchings to regulate Pharmacy Benefit Managers (PBMs). The bill proposed new regulations to ensure PBMs fairly compensate pharmacies. The new position creates rules and regulations, forms, investigates, and enforces the regulations. With the passage of SF151, the legislature funded this position with general funds. The DOI is a special fund agency. All of the other 26 DOI positions are funded with special funds. We would like to fund this position with special funds to simplify our accounting and to be consistent.

Lastly, the Department will be asking for a \$70,075 budget exception to remain in compliance with Section 310. During 2021-2022 the Department of Insurance experienced approximately 40% movement of personnel. This included retirements, moving internally into a new position, and leaving the department for a new position in another state agency or industry. To attract applicants and fill these positions, we hired experienced people at or near the MPP. This exception is needed to be able to fill the currently vacant positions within the Department.

**Wyoming Department of Transportation (WYDOT) Strategic Plan
FY 2020-FY2024**

Introduction:

The Wyoming Department of Transportation (WYDOT) strategic plan for FY2020 through FY2024 meets the statutory requirements for the submission of state agency plans under W.S. 28-1-115. WYDOT’s strategic plan represents the direction for the agency and a foundation for ensuring sustainable, responsive and proactive planning that encompasses the State of Wyoming both presently and in the future.

The strategic plan outlines WYDOT’s Purpose, Vision, Mission, and Values. Furthermore, the plan details agency goals and objectives to demonstrate how the agency is accomplishing its goals.

WYDOT Agency Purpose, Mission, Vision, Values and Goals

Purpose: Support Wyoming’s economy and quality of life while safely connecting communities.

Mission: Provide a safe and effective transportation system.

Vision: Excellence in transportation.

Values: Respect, Integrity, Dedication, Excellence, Safety (RIDES).

Goals:

1. Ensure a vibrant, safe and competent workforce.
2. Acquire and responsibly manage resources.
3. Provide safe, reliable and effective transportation systems.
4. Provide essential public safety services and effective communication systems.
5. Create and enhance partnerships with transportation stakeholders.
6. Encourage and support innovation.
7. Preserve our history and heritage.

Section 1. State of the Agency

Agency Overview

Number of Authorized Positions: 2,051 (CY2022)

Clients Served: Travelling public (air and ground transportation), state agencies, local governments, agency officials, elected officials, professional boards, and constituents. WYDOT manages or supports approximately 7,633 miles of roadway, 1,963 bridges, 40 airports, 60 transit projects, just under 500 WYDOT owned facilities (occupied and unoccupied buildings, rest areas, employee housing, and trailer pads) the Governor’s Executive Protection Detail, 24/7 Trooper response from 18 offices, 14 Port of Entry locations, 24/7 communications center and 89 public safety communication sites.

Budget Information:

For 2023-2024 Biennium	Operating
State Funds	\$778,741,898
Federal Funds	\$932,689,260
Total Operating Funds	\$1,711,431,158

Agency Background and Structure

WYDOT houses a multitude of programs to serve internal and external customers. WYDOT operates, maintains, and helps fund safe, effective and sustainable air and ground transportation systems, serves all residents of Wyoming and supports the economic viability of the state and nation. In addition, WYDOT facilitates statewide interoperable communication used by over 500 agencies from all levels of government for both routine and emergency communications.

WYDOT is structured within six functional areas.

(Please see complete organizational chart in Section 2 for full structure)

Maintaining Roads, Bridges, and Airports – Overseen by the Chief Engineer, two Assistant Chief Engineers (ACEs), and the Aeronautics Administrator, with the ACE for Operations overseeing the field offices in five districts.

Enforcing Traffic, Safety, and Criminal Laws – Overseen by the Wyoming Highway Patrol (WHP) Administrator and Colonel, and the WHP Executive Command Staff, with the Field Services Commander overseeing the five WHP district offices and the Support Services Commander overseeing Commercial Vehicle Services, Communications Center, Recruiting and Training Section and Records, Evidence, Equipment and Technology Section.

Developing Statewide Air Service – Overseen by the Aeronautics Administrator.

Providing Transportation Related Services – Overseen by the Support Services Administrator, with Driver Services and Motor Vehicle Services under this area.

Supporting Statewide Emergency Communications Network – Overseen by the Chief Technology Officer, who is also the Governor appointed 911 Coordinator for the state of Wyoming and is responsible for statewide emergency communications.

Agency Support – Overseen by multiple division administrators. Includes payroll, support services, administration, management services, communications, facilities, employee safety, and public affairs.

WYDOT Divisions:

- Director’s Office
- Engineering and Planning
- Finance
- Support Services
- Technology
- Highway Patrol
- Operations

Division	Programs Within	Location
Director’s Office	Civil Rights, Internal Review, Management Services, Public Affairs Office	Headquarters
Engineering and Planning (under Chief Engineer)	Bridge, Contracts and Estimates, Geology, Highway Development, Material Lab Program, Planning, Program Performance, Right of Way	Headquarters
Finance	Budget, Financial Services, Fuel Tax, Grants and Contracts Policy, Procurement Services	Headquarters
Support Services	Compliance and Investigation, Drivers Services, Motor Vehicle Services, Employee Safety Program, Training Services, Office Services	Headquarters/multiple locations
Technology	ITS/GIS/TMC, Information Technology, Emergency Communications	Across the State

Aeronautics	Air Service Development, Engineering and Construction, Planning and Programming, Flight Operations, Unmanned Aircraft Systems	Cheyenne
Wyoming Highway Patrol (WHP)	Highway Patrol and Dispatch, Ports of Entry	Multiple Locations
Operations (Under Chief Engineer)	District 1, District 2, District 3, District 4, District 5, Construction Program, Equipment Program, Facilities Management, Maintenance Program, Traffic Design/Operations, Highway Safety Improvement Program	Headquarters and Multiple Locations

Agency Challenges, Risks, and Priorities

Challenges/Risks/Priorities:

The scope of WYDOT’s mission and what is legislatively required has changed over time. Major changes have resulted in shifting priorities and resources to include:

- WyoLink - Adoption of WyoLink System (\$1M per new tower, \$40,000 maintenance per site, per year)
- Safe2Tell - Adoption of Safe2Tell (one (1) Dispatcher at \$44,000 per year)
- Amber Alert & Endangered Persons - Adoption of Amber Alert & Endangered Persons Advisories (.5 Dispatch FTE at \$22,000 per year)
- Non-WYDOT Assets - Redirecting of WYDOT funds to non-WYDOT assets (off-system roadways, transit companies, airports, etc.)
- Transit Matching - Source change for Transit Matching Dollars (since 2011 \$1.5 M per year from state highway funds, previously \$1 M per year from state General Funds)
- ITS Units - Purchasing and maintenance of Roadside ITS Units (VSL, DMS signs, etc.)
- Building Monitoring - Building security monitoring by TMC of other state-owned facilities in 2017 (came with 3 positions, no funding)
- Executive Protection - WHP took on Executive Protection in 2000, previously DCI (\$1,168,000 per year, no funding or positions provided)
- NG911 - WYDOT became responsible for 911 Coordinator duties in 2019 (came with no position or funding)
- De-Earmarking - De-earmarking of Federal Mineral Royalties in 2002 (net loss of \$1 B)
- Welcome Centers - Welcome / Travel center maintenance (\$788,650 per year)
- PSCC - Administrative of Public Safety Communications Commission (PSCC) (\$46,859 per year)

Additional Challenges/Risks WYDOT is facing include:

- Agency Staffing: Recruitment and retention of staff. Turnover is significant and the ability to compete in terms of wages with private industry and in some cases, other government entities is proving to be a challenge.
- Unfunded Needs: WYDOT has annually \$354,000,000 in unfunded needs identified by the Dye Management funding study completed in November 2020.
- Inflation: Federal funding is trending upwards at the same time inflation and rising costs for technology continue to reduce WYDOT’s overall purchasing power.
- Facilities and equipment: Continuing to maintain current facilities and equipment standards as well as the need to upgrade and obtain new equipment to continue to operate.
- Roads and Bridges: Preserving current road and bridge conditions.
- Changing technology: Upgrading the Revenue Information System.

Priorities (align with the agencies goals):

1. Ensure a vibrant, safe and competent workforce
2. Acquire and responsibly manage resources
3. Provide safe, reliable and effective transportation systems
4. Provide essential public safety services and effective communication systems
5. Create and enhance partnerships with transportation stakeholders
6. Encourage and support innovation
7. Preserve our history and heritage

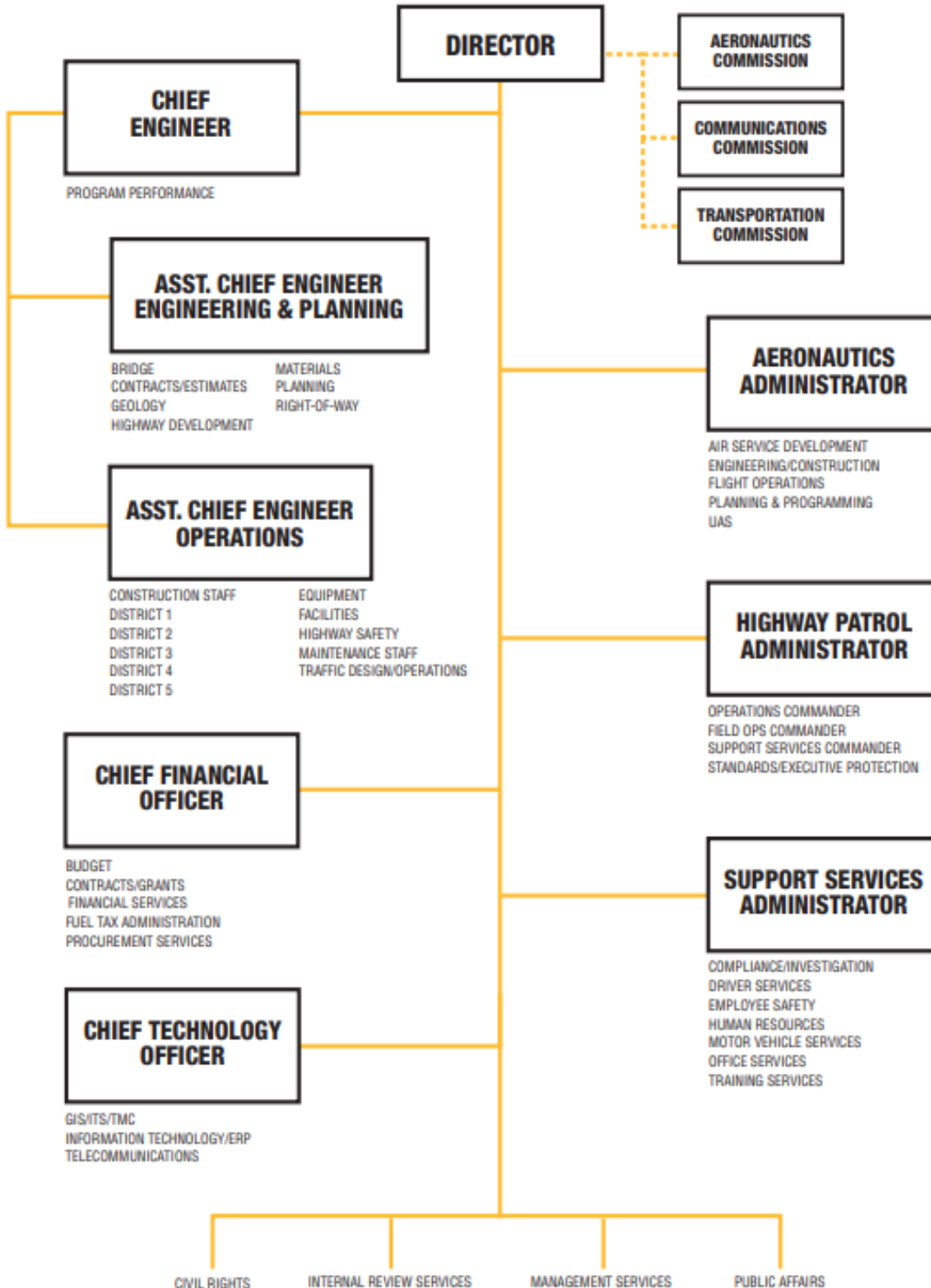
Agency Successes and Efficiencies

Select examples of recent Agency successes and efficiencies include:

- Completed 89 highway projects worth a combined total of \$370 million; (WYDOT Annual Report, FY22)
- Administered \$10.4 million in state funds and \$49 million in federal pass-through funds for airport improvements. Airport improvement grants for 159 projects were provided to 34 different airports, including major projects in Cheyenne, Douglas, Evanston, Lander, and Rock Springs; (WYDOT Annual Report, FY22)
- Air Service Development helped fund nine air service agreements statewide; five through the Air Service Enhancement Program (ASEP) and four through the Capacity Purchase Agreement (CPA); (WYDOT Annual Report, FY22)
- The ASEP agreements provided air service for more than 97,000 passenger enplanements; (WYDOT Annual Report, FY22)
- Awarded 60 transit projects, and through public transit partners, provided more than 1,366,134 passenger trips to help people get to and from work, conduct their daily business, and take part in community events; (WYDOT Local Government Program Transit Coordinator, CY22)
- Contacted 770,590 commercial vehicles, of which 372,703 were weighed with 38,942 found overweight; issued 98,145 oversized/overweight permits, generating \$9,908,296 million in collected fees; and inspected 14,486 commercial vehicles, finding 3,208 out-of-service violations; (WHP 2022 Memo to WHP Employees, FY22)
- Completed approximately 209,000 transactions, which included issuing driver's licenses, identification cards (ID's), and driving records; collecting reinstatement fees, and others; (WYDOT Annual Report, FY22)
- Produced and distributed 261,602 Green River (current design) plates, 2.2 million validation stickers, and 66,750 decals. Produced and stored 331,886 (2025 future design) plates; (WYDOT Motor Vehicle Services Manager, FFY22)
- The Bridge Program let over \$40.5 million in bridgework in FY2022. The work consisted of 6 bridge replacements, 103 bridge rehabilitations, 2 box culverts, 1 retaining wall, and 3 miscellaneous structures. The Bridge Program performed 1,470 routine bridge inspections, reviewed 203 sets of shop drawings, processed 866 overweight load permits, and completed 91 load ratings; (WYDOT Annual Report, FY22)
- Ensured maintenance of Transit assets at or above FTA standards, including 100% of facilities at or above standard (3.0 on FTA's TERM scale) and 43.31% of vehicles below their useful life benchmark in 2022; (WYDOT Local Government Program Transit Coordinator, CY22)
- The Highway Safety Program funded approximately \$4.5 million in federal grant funds to reduce traffic crashes, fatalities, and injuries through outreach, education, and enforcement; (WYDOT Annual Report, FY22)
- WHP instructed over 100 defensive driving classes with over 1,023 students in attendance, and troopers taught numerous safety presentations at schools, businesses, fairs, and safety events; (WHP 2022 Memo to WHP Employees, FY22)
- The WHP's Dispatch Center received 193,172 calls and responded to Amber Alerts and endangered or missing persons, 1,336 Safe2Tell tips, and 3,314 Report Every Drunk Driver Immediately (REDDI) reports; (WHP 2022 Memo to WHP Employees, FY22, WYDOT Annual Report, FY22)
- Conducted 572 DWUI arrests, removed over 11,252 pounds of illegal substances from Wyoming's roadways; conducted 4,527 crash investigations; (WHP 2022 Memo to WHP Employees, FY22)
- Held 94 motorcycle safety classes statewide to train over 1,050 beginning and intermediate motorcyclists Motorcycle Safety; (WYDOT Annual Report, FY22)
- Prepared National Environmental Policy Act documents for 73 Categorical Exclusions covering 181 projects; (WYDOT Annual Report, FY22)
- New WyoLink sites went live at Evanston, Blairtown, and north of Rock Springs along Highway 191, and construction began in Big Horn County, Newcastle, northern Goshen, Meadowlark, and the Bondurant region, with completions slated for 2023; (WYDOT Annual Report, FY22)
- As of December 2022, the Wyoming Travel Authorization Program (W-TAP) serves about 12,000 citizens; (WYDOT Annual Report, FY22)

Section 2. Department Organizational Chart

WYOMING DEPARTMENT OF TRANSPORTATION

Section 3. Department Statutory Authority

W.S. 9-2-2004 and W.S. 24-2-101 grant authority to the Department of Transportation to conduct business as a state government agency.

Section 4. Performance

WYDOT uses measures that directly relate to agency goals and objectives to measure success.

Performance Measures Area 1: Transportation Asset Conditions

- **Pavement Conditions:** *% of Wyoming's highway pavement rated as Good*
CY22 – Data not yet available
CY21 – 24% Pavement in Good Condition
CY20 – 24% Pavement in Good Condition
CY19 – 33% Pavement in Good Condition
- **Bridge Conditions:** *% of Wyoming Bridges rated as Good Condition*
CY22 – 23% Total NHS Bridges in Good Condition
CY22 – 27% State Owned Non-NHS Bridges in Good Condition
CY21 – 22% Total NHS Bridges in Good Condition
CY21 – 28% State Owned Non-NHS Bridges in Good Condition
CY20 – 20% Total NHS Bridges in Good Condition
CY20 – 27% State Owned Non-NHS Bridges in Good Condition
- **Transit Asset Conditions:** *% of facilities at or above standard (3.0 on FTA TERM scale), and % of vehicles below useful life benchmark (ULB)*
CY22 – 100% of Facilities at or above FTA standard
CY22 – 43.31% of Vehicles below their useful life
CY21 – 100% of Facilities at or above FTA standard
CY21 – 58.33% of Vehicles below their useful life
CY20 - 100% of Facilities at or above standard
CY20 - 56.2% of Vehicles below their useful life
- **Airport Pavement Conditions:** *Statewide Area Weight Pavement Condition Index (PCI) Rating relative to National PCI Average Rating*
CY22 – 81 compared to 73 National PCI average
CY21 – 82 compared to 75 National PCI average
CY20 – 81 compared to 75 National PCI average

Performance Measures Area 2: System Reliability

- **System Open to ALL Vehicles Overall (Interstates, US Highways, WY Highways):** *% of year state transportation system was open to all vehicles*
FFY23 – 97.31% Open to all vehicles
FFY22 – 98.83% Open to all vehicles
FFY21 - 99.01% Open to all vehicles
- **System Open to Light, High Profile Vehicles Overall (Interstates, US Highways, WY Highways):** *% of year state transportation system was open to light, high profile vehicles (commercial)*
FFY23 – 96.12% Open to Light, High Profile vehicles
FFY22 – 97.05% Open to Light, High Profile vehicles
FFY21 - 97.89% Open to Light, High Profile vehicles

Performance Measures Area 3: Safety

- **Fatalities and Fatality Rate:** *# of fatalities on Wyoming highways, and # of fatalities per 100 million vehicle miles traveled (VMT, fatality rate)*
CY22 – 134 Fatalities
CY21 – 111 Fatalities
CY20 - 127 Fatalities
CY22 – 1.47 WY Fatality Rate (1.35 national)

CY21 – 1.25 WY Fatality Rate (1.37 national)
CY20 - 1.33 WY Fatality Rate (1.34 national)

- **Seatbelt Usage:** *% vehicle occupants wearing seatbelts* (Observational Seatbelt Survey)
CY22 – 74.4% (WY registered vehicles)
CY22 – 91.6% (National usage)
CY21 – 78.4% (WY registered vehicles)
CY21 – 90.4% (National usage)
CY20 - 80.5% (WY registered vehicles)
CY20 - 90.3% (National usage)
- **WYDOT Employee Safety:** *% Agree to the Employee Satisfaction Survey question - I feel safe in my physical workspace*
CY21 - 79%
CY19 - 74%
- **WYDOT Employee Safety:** *% Agree to the Employee Satisfaction Survey question - I believe WYDOT takes appropriate security measures to ensure employee safety*
CY21 - 66%
CY19 - 56%

Performance Measures Area 4: Customer Satisfaction

- **Overall Customer Satisfaction:** *% overall favorable results on biennial customer satisfaction survey*
2023 – 78.3% Overall Satisfaction
2020 - 79.7% Overall Satisfaction
2018 - 85.2% Overall Satisfaction
- **WYDOT Employee Satisfaction:** *% Agree to the Employee Satisfaction Survey question - I would recommend WYDOT as a good place to work*
CY21 - 44%
CY19 - 57%
CY17 - 57.9%
- **WYDOT Employee Satisfaction:** *% Agree to the Employee Satisfaction Survey question - I feel valued at work*
CY21 - 53%
CY19 - 54%
CY17 - 54%

Performance Measure Area 5: Commercial Air Travel

- **Passenger Count:** *# of passengers traveling in and out of Wyoming using Wyoming air service*
CY22 – 1,242,476 Passengers
CY21 – 1,397,365 Passengers
CY20 – 788,670 Passengers

Performance Measures Area 6: Turnover

- **Turnover Rate:** *% of WYDOT employees that turned over (left a position for another job, promoted, or retired)*
2022 – 23% Turnover
2021- 15% Turnover
2020 - 14% Turnover
- **Turnover Costs:** *estimated \$ costs of turnover (to fill, cover, and train a 30 day turnover)*
2022 - \$8.5 Million in Turnover Costs
2021- \$5.9 Million in Turnover Costs
2020 - \$5.4 Million in Turnover Costs

Section 5. Department Priorities

WYDOT's most valuable priority and asset are its employees. Operationally, WYDOT's priorities are shaped by the following guiding principles.

1. Align type of expenditures with appropriate and available revenue source.
2. Address identified critical life safety issues.
3. Preserve WYDOT assets (as appropriate).
 - Pavement, Bridges, Communication assets, IT systems, Roadside Features (Hardware - Signage, Guardrail, Lighting, etc., Drainage - Culverts, ditch erosion, etc., Side Slopes - Safety foreslopes, backslopes, etc., Intelligent Transportation Systems), Facilities, and Fleet.
4. Improve operational effectiveness and efficiency.
 - Align fleet with the mission - evaluate expanded use of WYDOT and State motor pool, right piece and size of equipment for the job, evaluate the replacement cycle.
 - Building Needs - Major Maintenance cycles, Leases, etc.
 - IT software and hardware.
 - Agency Staffing.
5. Minimize activities which negatively impact the public.
 - Align quality standards of highway (ride, pavement bonus, etc.) to traffic volume and type of traveler (local vs non-local) while still meeting established safety requirements.
6. Address mobility and capacity through system improvements and enhancements.
 - Support and grow Wyoming's economy.

2023 - 2026
STRATEGIC PLAN

SUBMITTED
IN ACCORDANCE WITH
W.S. 28-1-115



Wyoming Department of Health
August 23, 2023

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STATUTORY REQUIREMENT

The Wyoming Department of Health (WDH) is required to submit a four (4) year strategic plan to the Governor, per W.S. 28-1-115(a), that will further and accomplish the health goals set out by W.S. 28-1-116(a)(iv). The strategic plan must include measures capable of tracking the Department's performance and describe the specific purpose, relative priority and public benefit of all supporting programs.

WYOMING DEPARTMENT OF HEALTH OVERVIEW

1. Mission

The mission of the WDH is to promote, protect, and enhance the health of all Wyoming residents. For the purpose of this Strategic Plan, WDH defines these terms specifically:

- **Promote:** Encourage healthy behaviors and develop healthier communities for all Wyoming residents.
- **Protect:** Maintain Wyoming's emergency response capability in the face of public health threats and reinforce Wyoming's rural health care infrastructure to ensure day-to-day access to cost-effective, quality care.
- **Enhance:** Provide quality and cost-effective health services and supports to vulnerable and at-risk groups.

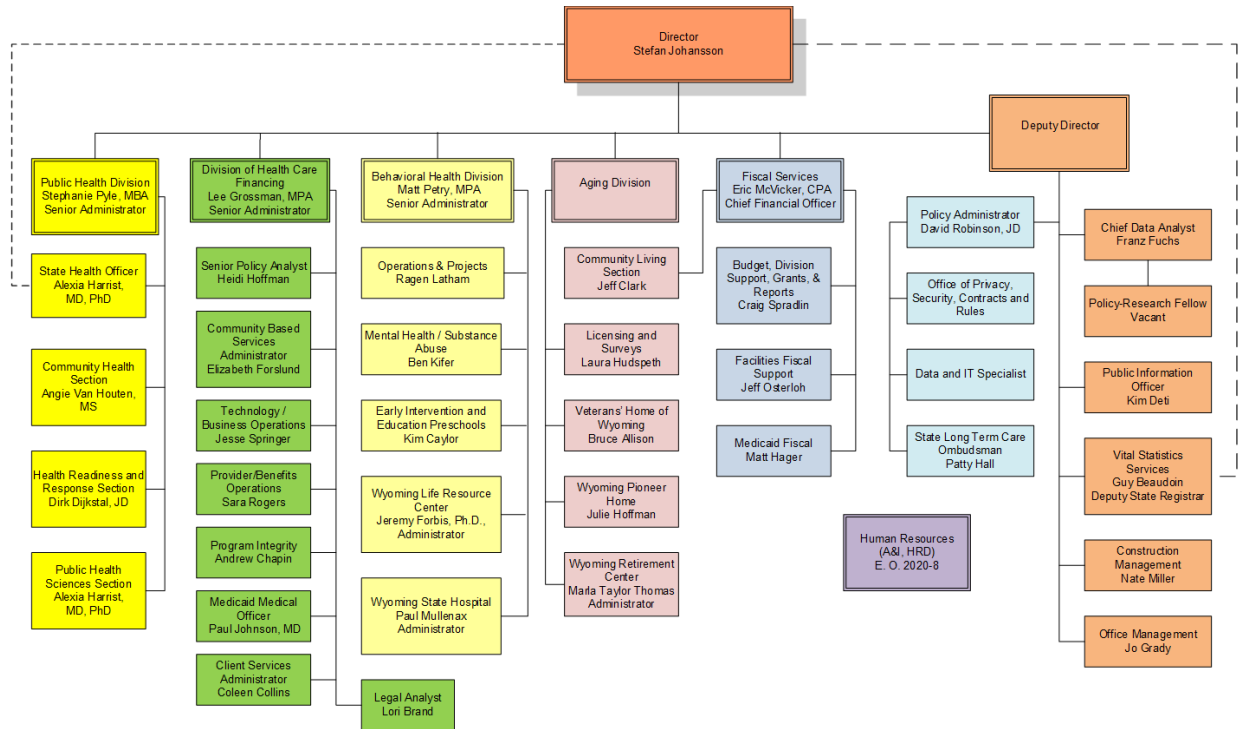
2. Organization

As shown in Figure 1, the Department has four operational divisions and is supported by administrative functions provided by the Director's Office. These divisions are:

- The **Division of Health Care Financing** includes the Medicaid program, Waiver Services, Pharmacy Services, and the Children's Health Insurance Program (CHIP).
- The **Behavioral Health Division** includes Mental Health and Substance Abuse Services, Early Intervention and Education, the Wyoming Life Resource Center, and the Wyoming State Hospital.
- The **Public Health Division** includes the State Health Officer, Community Health Section (to include field offices around the State for Public Health Nurses and the Women's, Infants' and Children's nutrition program), Health Readiness and Response Section, Public Health Sciences Section (to include the Wyoming Public Health Laboratory) and the Preventive Health and Safety Section.
- The **Aging Division** includes Senior Services, the Veterans' Home of Wyoming, Wyoming Pioneer Home, and the Wyoming Retirement Center.
- The **Director's Office** includes the Fiscal Division, Public Information Officer, Office of Privacy, Security, Contracts and Rules, Vital Statistics Services, the Director's Unit for Policy, Research, and Evaluation, and the Office of Health Care Licensing and Surveys.

The largest division in terms of expenditures is Healthcare Financing, followed in descending order by Behavioral Health, Public Health, Aging and the Director’s Office.

Figure 1: WDH Organization Chart - August 2023



3. Budget and expenditures

The Department’s biennial budget, as amended by House Enrolled Act 37 from the 2023 General Session, is shown in the first table below. The second table shows actual expenditures for the latest fiscal year (SFY2023).

Table 1: WDH 2023 - 2024 Biennial Budget

Division	SGF	FF	OF	Total
Director’s Office	\$10,053,565	\$2,002,506	\$275,453	\$12,331,524
Healthcare Financing	\$569,268,874	\$861,074,281	\$96,086,851	\$1,526,430,006
Public Health	\$34,279,504	\$63,333,261	\$28,262,236	\$125,875,001
Behavioral Health	\$174,682,146	\$16,446,647	\$144,921,229	\$336,050,022
Aging	\$25,643,424	\$27,264,191	\$24,809,062	\$77,716,677
Total	\$813,927,513	\$970,120,886	\$294,354,831	\$2,078,403,230

Table 2: WDH SFY 2023 Expenditures

Division	SGF	FF	OF	Total
Director's Office	\$3,823,150	\$0	\$2,435,496	\$6,258,646
Healthcare Financing	\$269,675,724	\$470,045,645	\$65,571,817	\$805,293,186
Public Health	\$15,303,429	\$73,358,787	\$18,107,726	\$106,769,942
Behavioral Health	\$75,576,230	\$16,225,794	\$79,473,195	\$171,275,219
Aging	\$6,217,320	\$12,359,775	\$24,463,887	\$43,040,982
Total	\$370,595,853	\$571,990,002	\$190,052,121	\$1,132,637,976

PRIORITY I: AN EFFECTIVE BEHAVIORAL HEALTH CONTINUUM

Ensuring that the Department provides and procures behavioral health services for vulnerable populations in the most effective and appropriate way possible recognizes the importance of the continuum of care —from acute psychiatric services provided at the Wyoming State Hospital and other institutional settings, to step-down services provided in residential settings, to outpatient services in the community.

Ensuring that people are served in the most appropriate and least restrictive environment is not only best for the taxpayer, it also ensures compliance with important precedents like the federal *Olmstead v L.C.*, 527 US 581 decision and the State of Wyoming *Chris S.* legal settlement.

1.1. Support strong and focused community partners

The linchpin of this priority is supporting behavioral health centers in local communities, especially as they reprioritize the populations they serve as part of the Behavioral Health Redesign (BHR).

1.1.1. Initiative: Behavioral Health Redesign (BHR)

The BHR represents a seismic shift in how the State procures services from its network of behavioral health centers (BHCs) around the State. Building upon the work to define new priority populations in W.S. §35-1-613(a), the BHR aligns the Department’s behavioral health funding in three major categories:

- Fixed payments, to support infrastructure and “keep the lights on and doors open”;
- Service payments, paid in exchange for services provided, and leveraging other pay sources outside of the General Fund to the maximum extent possible;
- Outcomes payments, made to centers if they successfully help clients at high risk for institutionalization achieve social outcomes like being employed, being housed, and engaging in their treatment.

The measures the Department is using to track the implementation of the BHR follow:

- Implement new fixed contracts by July 1st, 2024

Target	SFY2023	SFY2024	SFY2025	SFY2026
Y		TBD		

- Implement eligibility processing through the Medicaid system by July 1st, 2024

Target	SFY2023	SFY2024	SFY2025	SFY2026
Y		TBD		

- Implement service-based payments through the Medicaid system by July 1st, 2024

Target	SFY2023	SFY2024	SFY2025	SFY2026
Y	TBD			

- Implement outcomes payments by July 1st, 2024

Target	SFY2023	SFY2024	SFY2025	SFY2026
Y	TBD			

- Wyoming State Hospital Title 7 IP waitlist

Target	SFY2023	SFY2024	SFY2025	SFY2026
24	24			

- Wyoming State Hospital Title 25 waitlist

Target	SFY2023	SFY2024	SFY2025	SFY2026
21	21			

1.1.2. Initiative: Suicide prevention activities

Wyoming’s suicide rate is one of the highest, if not the highest, in the United States —and it has continued to increase in an almost linear trend since 2005.

In addition to the Behavioral Health Redesign, the Department aims to stabilize and begin to decrease this trend by investing in both county-level prevention activities and the newly-established 988 Suicide Lifeline. The metrics for these community-level programs are shown below.

- Wyoming suicide rate

Target	SFY2023	SFY2024	SFY2025	SFY2026
25	TBD			

- 988 - Average speed to answer (seconds)

Target	SFY2023	SFY2024	SFY2025	SFY2026
15	12.4			

- 988 - Percent of calls answered in-state

Target	SFY2023	SFY2024	SFY2025	SFY2026
90%	82%			

1.2. Operate efficient and effective WDH facilities as a regional health system

On the other side of the behavioral health continuum are the State-operated safety-net institutions. Ensuring that they work together to serve clients in the most appropriate setting —per the “one campus, long streets” vision articulated by the 2015 Facilities Task Force —is a major objective.

1.2.1. Initiative: Coordinate physical plant maintenance requirements across WDH facilities

- Implement Department-wide preventive maintenance and capital planning system by July 1st, 2024

Target	SFY2023	SFY2024	SFY2025	SFY2026
Y	TBD			

1.2.2. Improve nursing-related vacancy rates

- WDH Facilities - Nurse vacancy rate

Target	SFY2023	SFY2024	SFY2025	SFY2026
20%	64%			

- WDH Facilities - CNA and direct service professional vacancy rate

Target	SFY2023	SFY2024	SFY2025	SFY2026
20%	52%			

PRIORITY 2: CAPABLE CORE PUBLIC HEALTH FUNCTIONS

The second major priority of this Department is to strengthen its core public health functions, to include laboratory operations, epidemiology, immunization, public health nursing, and public health readiness and response.

2.1. Maintain capabilities and operations at Wyoming Public Health Laboratory

- Percent of diagnostic laboratory samples meeting target Turnaround Time (TAT)

Target	SFY2023	SFY2024	SFY2025	SFY2026
90%	96%			

- Percent of chemical laboratory samples meeting target Turnaround Time (TAT)

Target	SFY2023	SFY2024	SFY2025	SFY2026
90%	TBD			

2.2. Improve childhood vaccination rates

- Coverage rates for the standard seven vaccine series

Target	SFY2023	SFY2024	SFY2025	SFY2026
80%	62%			

2.3. Conduct timely infectious disease case and outbreak investigation

- Average number of days between disease report and patient interview

Target	SFY2023	SFY2024	SFY2025	SFY2026
3 days	3.1			

2.4. Improve capabilities and operations of Public Health Nursing

- Reduce Public Health Nursing vacancy rates

Target	SFY2023	SFY2024	SFY2025	SFY2026
15%	28%			

2.5. Maintain capabilities and operations of public health readiness

- Assembly time, in minutes, for the Response Coordination Team

Target	SFY2023	SFY2024	SFY2025	SFY2026
60	15			

PRIORITY 3: ROBUST HEALTH PROVIDER INFRASTRUCTURE

The third priority of this plan is to improve Wyoming’s health provider infrastructure, with three main areas of focus: Emergency Medical Services (EMS), long-term home- and community-based care, and primary care providers.

3.1. Help develop and support a comprehensive EMS and trauma system capable of treating time-sensitive conditions

- Average time for an ambulance to arrive on scene (rural)

Target	SFY2023	SFY2024	SFY2025	SFY2026
30	11:02			

- Average time for an ambulance to arrive on scene (urban)

Target	SFY2023	SFY2024	SFY2025	SFY2026
9	6:37			

- Number of EMS personnel who have responded to a call as a member of a licensed service

Target	SFY2023	SFY2024	SFY2025	SFY2026
2,600	2,549			

3.2. Promote appropriate choice and cost-effectiveness in long-term care

- Percent of Medicaid long-term care members in home- and community-based services

Target	SFY2023	SFY2024	SFY2025	SFY2026
67%	63%			

3.3. Improve access to physicians and practitioners

3.3.1. Improve recruitment and retention of health care practitioners

- Percent of Wyoming counties that are Primary Care Health Professional Shortage Areas

Target	SFY2023	SFY2024	SFY2025	SFY2026
83%	87%			

3.3.2. Improve Medicaid participation rates among priority providers

- Statewide Medicaid primary care providers per 100,000 residents

Target	SFY2023	SFY2024	SFY2025	SFY2026
400	373			

- Statewide Medicaid dentists per 100,000 residents

Target	SFY2023	SFY2024	SFY2025	SFY2026
72	70			

Department of Family Services Three-Year Strategic Plan

State Fiscal Years 2024 - 2026

(July 1, 2023 - June 30, 2026)



Wyoming
Department of
Family Services

Korin Schmidt
Director

August 31, 2023

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WY HOME MATTERS

The Wyoming Department of Family Services (Department) is the state’s statutorily designated authority serving children, youth, vulnerable adults, and families in need of temporary financial assistance and/or social services to keep individuals safe and families together and, if necessary, to care for children and youth who are court-ordered into the State’s custody.

The Department is guided by three values:

- **Safe at Home** - *We believe that all children and adults deserve to live and be safe in their own homes and communities.* We strive to serve individuals and families before a crisis hits. We help by building upon an individual or family’s strengths and connecting them to the supports and services they need when and where they need them.
- **Opportunities for Success** - *We believe that all individuals and families deserve a fair chance at success.* We promote individual and family strengths and provide access to concrete economic supports (i.e. material resources to meet needs) and community-based services that promote self-sufficiency and stability and allow families to stay safely together at home.
- **Supporting the People who Support the Families** - *We believe that our greatest resources are those people serving families directly in their communities - our staff and our partners.* We provide opportunities for staff and partners to succeed and promote system partnerships that focus on prevention and family well-being.

The Department’s values provide the foundation for **WY Home Matters**, a framework that guides how the Department works across divisions, systems, and with communities to engage and serve children, youth, vulnerable adults, and their families. This framework is built on a belief that children and vulnerable adults do best when they can stay safely at home. To learn more about the growing body of research that supports the WY Home Matters framework and the contents of this strategic plan, visit <https://dfs.wyo.gov/about/wy-home-matters/>.



Prevention Continuum

One of the key tenets of the WY Home Matters framework is an acknowledgement that *all* individuals or families need some level of support at times and that some need more than others when risk factors such as poverty, housing instability, historical trauma, etc. increase an individual or family’s vulnerability and likelihood for poor outcomes including, but not limited to, abuse and neglect. Individuals and families served by the Department or the Department’s contractors bring a wide spectrum of strengths and needs. The Department’s programs and services engage individuals and families where they are depending on their strengths, needs,

and circumstances. These engagements, summarized in Figure 1 and described below, fall along a continuum ranging from limited Department involvement (or involvement with one of the Department’s funded community partners) to more intensive, court-ordered Department involvement. Regardless of where on the continuum services are provided, the goal is the same - to provide resources and support within an individual or family’s home and/or community to prevent crisis, mitigate risks, and prevent poor outcomes so that individuals and families can remain safe at home or return home if separation or removal occurs. The Department believes and research supports the idea that providing more front-end prevention services can prevent an individual from moving further along the continuum where increased Department involvement is needed.

Figure 1: Department Programs and Services Across the Prevention Continuum



Community-based Services (Primary Prevention)

The Department funds concrete economic supports (e.g. Supplemental Nutrition Assistance Program (SNAP), child support, child care assistance) and community-based services (e.g. home visiting) that provide individuals and families with short-term assistance meeting basic needs and other supports to promote self-sufficiency and stability. Individuals and families receiving these services retain control of their decisions and require very limited formal contact with the Department. Concrete economic supports and community-based services are the foundation for keeping children, youth, and vulnerable adults safe at home.

Targeted Home and Community-based Services and Supports (Secondary Prevention)

The Department’s secondary prevention efforts focus on crisis stabilization and what is commonly viewed as traditional diversion and prevention services. Targeted community-based services and supports are more individualized and intensive as they are the Department’s last line of available resources to keep children, vulnerable adults, and families from experiencing court intervention and/or experiencing poor outcomes.

Out-of-home and Court-ordered Services (Tertiary Prevention)

Out-of-home and court-ordered services are triggered by formal court involvement and apply to children and youth who are court-ordered into Department custody when a child or youth is at risk of or has been abused or neglected and the court action is necessary to protect the best interest of the child, or when a Child in Need of Supervision (CHINS) or delinquency petition is

filed against the youth in juvenile district court. Court involvement may also occur with vulnerable adults in certain circumstances (i.e. abuse has occurred, an emergency exists, and the vulnerable adult lacks capacity to consent to services); however, a vulnerable adult cannot be placed in the State's custody. Working with communities to strengthen available resources and supports so children, youth, and vulnerable adults can return safely to their homes or a family-like environment is a priority.

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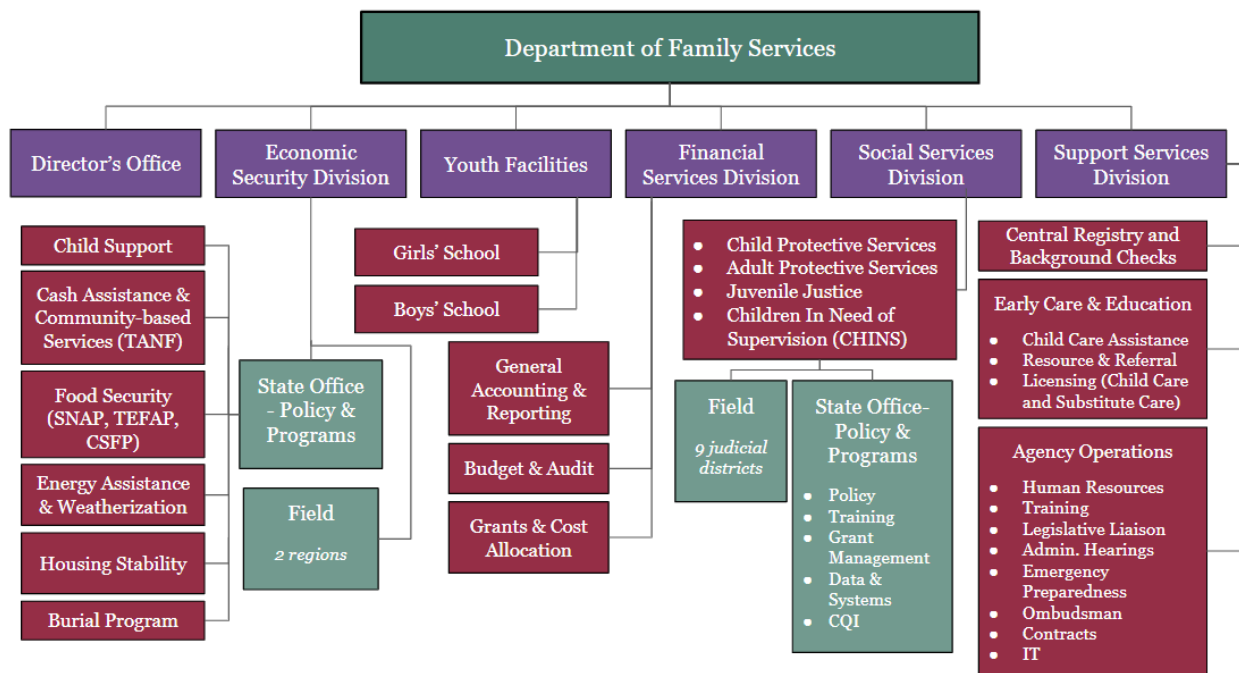
DEPARTMENT OVERVIEW

The Department has 636 full time, 19 part time, and four At-Will Employee Contract (AWEC) authorized positions.¹ The Department operates 28 field offices in all 23 Wyoming counties to manage the Department’s programs and statutorily required functions.

Organizational Structure

The Department is composed of the Director’s Office, which includes the Department’s two youth facilities, and four functional divisions - Economic Security, Social Services, Support Services, and Financial Services.

Figure 2: Department Organizational Chart



Economic Security Division

The Economic Security Division consists of three operational units. First, the Economic Security Division programs unit provides administration and oversight of federal grants and statewide eligibility programs such as Temporary Assistance for Needy Families (TANF), SNAP, Low Income Energy Assistance Program (LIEAP), and child care assistance. This unit also conducts fraud investigations and recovery, ensures eligibility integrity for many of the economic security programs, and administers the Emergency Solutions Grant (ESG) grant from the U.S. Department of Housing and Urban Development (HUD). Second, the Economic Security Division field unit works directly with the public to determine benefit eligibility and staff are located in 23 field offices.

The Economic Security Division also includes the child support program, the division’s third operational unit. This unit includes policy development, federal reporting, auditing, computer

¹ Position count updated as of June 30, 2023.

support and child support payment processing and distribution. Child support field services are provided via contract across the state in the nine judicial districts by publicly and privately managed field offices. Those services include: location of non-custodial parents; establishment of paternity; establishment and enforcement of child support orders; modification of child support orders; and the collection of child support payments.

Social Services Division

The Social Services Division consists of two branches - program/policy and field. The program and policy branch provides administration and oversight of federal grants, policy guidance for field offices, technology support and maintenance, outcomes reporting, and other statewide functions. The field branch provides direct services to vulnerable adults, children, youth, and families including such functions as investigations, case work, and foster care assistance.

Support Services Division

The Support Services Division includes Department-wide support functions such as human resources and IT (IT) coordination, training, policy and legislation, procurements and contracts, communications/public relations, background checks and other Department-wide administrative duties. The Support Services Division also houses regulatory and reporting functions such as child care and substitute care licensing, including management of the approximately \$15.6 million dollar per year Child Care Development Block Grant (CCDBG), and management of the Central Registry.

Financial Services Division

The Financial Services Division administers services to assist the Department in budget preparation, grants management, asset management, general accounting, and financial reporting. The Financial Services Division aids fiscal and administrative staff in all of the Department's 28 county offices, facilities, and state offices with training and help desk services regarding the Wyoming On-Line Financial System (WOLFS) and financial matters.

Director's Office

The Director's Office leads Department-wide strategic planning and performance management, provides policy, program, and analytic support for all Department staff and programs, and administers special projects, including the Emergency Rental Assistance Program (ERAP)² and the Housing Assistance Fund (HAF), which were implemented in response to the COVID-19 pandemic. Additionally, the Department's two youth facilities and youth facilities' superintendents are under the direct authority of the Director's Office.

Youth Facilities

The Department operates Wyoming's two state-owned youth facilities, the Wyoming Boys' School (WBS) and Wyoming Girls' School (WGS). Both facilities provide public safety and care for adjudicated delinquent youth ages 12 to 21 needing a higher level of care and supervision. WBS and WGS administer programs that promote public safety by providing supervision and family-centered therapeutic services, physical and mental health programming, and educational services. Facility residents have the opportunity to obtain a high school diploma or high school equivalency certificate. WBS and WGS are the only facilities available that offer these services specifically for delinquent youth.

² ERAP officially closed on June 30, 2023.

A comprehensive list of all Department programs can be provided upon request. The relative priority of each program in relation to all of the Department’s programs and objectives is reflected in the Department’s 2025-2026 biennium budget request document.

Budget (2023-2024)

The Department’s total 2023-2024 biennial standard operating budget was \$309,829,847; 48% of which is state general funds, 49% is federal funds, and 3% is other funds, including the Central Registry fees, the Wyoming Children’s Trust Fund, welfare fraud and overpayment recoveries, and Child Support Revenue and Enhancement Account funds. The standard operating budget was modified by funds carried forward from the 2021-2022 biennial budget and by fund movement pursuant to the B-11 process. A total of \$176,845,739 was expended from the Department’s 2023-2024 biennial budget during SFY 2023 State Fiscal Year.

Table 1: 2023-2024 Biennial Budget Composition; and SFY 2023 Expenditures

Budget Year and Description	Expenditures
2023-2024 Biennium State General Funds	\$149,152,689
2023-2024 Biennium Federal Funds	\$150,528,105
2023-2024 Biennium Other Funds	\$10,149,053
2023-2024 Biennial Operating Standard Budget	\$309,829,847
2021-2022 Biennium Funds Carried Forward	\$35,668,046
B-11 Funds During SFY 2023	\$18,432,433
Total Modified 2023-2024 Biennial Budget	\$363,930,326
SFY 2023 EXPENDITURES	\$176,845,739

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STRATEGIC PLAN APPROACH

This strategic plan is developed pursuant to and fulfills the requirements of W.S. §§ 28-1-115(a)(ii) and 28-1-116(c). The strategic plan covers a three-year timeframe including State Fiscal Years (SFY) 2024, 2025, and 2026. The Department’s 2025-2026 biennium budget request directly aligns with this strategic plan. Content within this strategic plan is organized by strategic and operational goals described starting on page 10.

Framework

Department values – *safe at home; providing opportunities for success; and supporting the people who support the families* – and the **WY Home Matters** framework provide the foundation for the strategic plan.

The Department leadership team began its strategic planning process in 2022 by reviewing current Department data and revisiting and updating division/facility-level goals featured in the SFY 2022 - SFY 2023 strategic plan. In early 2023, the Department began a formal strategic planning process facilitated by Casey Family Programs. During two in-person strategic planning sessions (January and April 2023), the leadership team developed a shared vision rooted in Department values and the WY Home Matters framework; reflected on current Department investments, programs, and services and how they aligned with and/or supported Department values and the WY Home Matters framework; and identified strategies and measures to help the Department achieve its vision over the next three years. Unlike previous strategic planning efforts, which focused on siloed division/facility-level goals, this effort focused on creating a unified strategic plan for the entire Department - one that creates alignment across divisions/facilities and encourages cross-Department collaboration and community partnership.

This strategic plan is based on a WY Home Matters theory of change. A theory of change, which can also be described as a *roadmap*, helps teams strengthen strategies and maximize results by charting out the work ahead, what success looks like, and how to get there. The WY Home Matters theory of change sets the foundation for the Department’s strategic plan, informs evaluation of the framework by identifying performance measures to monitor progress and goal achievement, and helps staff, partners, and stakeholders have a clear understanding of what needs to happen to reach shared goals. The process that guided the development of the theory of change is based on the Child Welfare Capacity Building Center for States’ ‘Change and Implementation in Practice’³ and the ‘Four Disciplines of Execution’ (4DX) by FranklinCovey.⁴

The Department’s roadmap begins with a shared commitment to Department values. Next, the desired future state, or outcomes, are defined. These outcomes include:

- Wyoming families will be safe, secure, and stable.
- More children, youth, and vulnerable adults will have access to appropriate community-based resources and services needed for them to remain safely in their homes and communities.
- The Department is viewed by families and communities as a valuable resource and partner.

³ <https://capacity.childwelfare.gov/states/topics/cqi/change-implementation>

⁴ <https://www.franklincovey.com/the-4-disciplines/>

Lastly, in order to achieve the future state, the Department leadership team identified and defined strategic and operational goals, performance measures, and strategies, which are further defined in this report starting on page 10. The final roadmap, culminating in the development of this strategic plan, illustrates how the Department, through a WY Home Matters lens, will bring about change and provide improved experiences and outcomes for children, youth, families, vulnerable adults, staff, partners, and communities.

Feedback

In July 2023, the Department leadership team requested feedback on a draft list of strategic plan goals, strategies, and measures developed as a result of the strategic planning process described above. Staff were provided up to four opportunities to provide feedback on the draft strategic plan described in the table below. Gathering staff feedback allowed the leadership team to ensure relevance of the strategic plan for all staff and to adjust strategic plan language and direction based on key feedback themes. In addition, this process provided an opportunity to act on a key strategy in Operational Goal #4, which emphasizes the need for the Department to be more data-driven by providing staff with meaningful opportunities to offer feedback on Department operations and plans.

Table 2: Staff Feedback Methods and Participation

Feedback Method	# of Staff	Division/Facility Representation
Bi-weekly standup meeting	163	39% Social Services; 30% Economic Security; 18% Support Services; 10% Financial Services; 3% Other
Google Form	24	63% Social Services; 25% Economic Security; 4% Support Services; 4% WGS; 4% Financial Services
July staff meetings	Unknown	Teams representing Economic Security (state), Support Services, and Social Services (field)
1 on 1 meetings	Varied	Varied

Overall, the majority of staff who provided feedback (93% of biweekly standup participants and 88% of Google Form respondents) felt that their work aligned with one or more strategic plan goals. The top four goals that most aligned with staff roles were Strategic Goal #2 (25%), Strategic Goal #1 (21%), Operational Goal #2 (11%), and Operational Goal #3 (11%).⁵ The Department leadership team reviewed all staff feedback and incorporated it, where possible. Feedback not explicitly addressed will be considered during the implementation phase and may lead to future revisions. A summary of feedback received was presented to all staff in a biweekly all-staff meeting on August 16, 2023.

A copy of the draft strategic plan was sent to the Department’s statutorily-required advisory council and was made available publicly on the Department’s website.

⁵ Staff were asked to pick the goal that most closely related to their work and could not select more than one goal.

DEPARTMENT GOALS

The following goals reflect the Department’s core values and WY Home Matters framework. These goals and associated strategies are not intended to address every aspect of Department operations; instead, the strategic plan seeks to better organize and elevate **key goals and strategies** that will help the Department to achieve success together, through innovative and effective cross-agency and cross-system partnerships that reflect the spirit of WY Home Matters. Success on each goal requires involvement from multiple divisions, facilities, units, and/or programs. The strategic plan encourages alignment between Department and division/facility goals wherever possible in order to maximize coordination and impact across the Department.

This plan includes two different types of goals - strategic and operational goals. Strategic goals were developed to drive impact on a number of key outcomes related to children, youth, vulnerable adults, and families directly. These goals primarily relate to the Department’s values of safe at home and opportunities for success. Operational goals build a strong foundation for how the Department’s work gets done and, when successful, help the Department to achieve success on its strategic goals. The operational goals prioritize staff well-being, satisfaction, and retention; access to efficient and effective IT systems and business processes; and access to high-quality data to inform Department-wide decision-making. These goals primarily relate to the Department’s value of supporting the people who support the families and ensure that staff and partners have what they need to be successful in achieving the strategic goals.

Table 3: Department Strategic and Operational Goals

Strategic Goals 1-3
Strategic Goal 1: Safely decrease the number of court-ordered placements for children, youth, and families
Strategic Goal 2: Increase concrete economic supports and community-based supports for individuals and families served by the Department and its’ partners
Strategic Goal 3: Increase Department and community capacity to achieve and maintain safety and independence for vulnerable adults so that they can remain in their homes and communities
Operational Goals 1-4
Operational Goal 1: Improve employee recruitment, retention, and satisfaction
Operational Goal 2: Modernize and leverage IT and business process solutions to improve client experience, coordination of services, and outcomes
Operational Goal 3: Improve access to timely, accurate, and meaningful fiscal data
Operational Goal 4: Improve Department-wide use of quantitative and qualitative data, including user experience and voice, to inform decisions and improve policy and practice

STRATEGIC GOAL #1

Safely decrease the number of court-ordered placements for children, youth, and families

This strategic goal focuses on funding services and resources that prevent separation of children from families and ensure children, vulnerable adults, and families can stay safely at home. In situations where removal and/or court involvement is needed to ensure safety and prevent imminent risk or harm, the Department aims to provide services in a least-restrictive and family-centered manner.

The Department's belief that children and vulnerable adults do best when they can stay safely at home and avoid removal or out-of-home placements is supported by a growing body of research and recent federal legislation, the Family First Prevention Services Act (FFPSA) (2018). FFPSA's focus is on turning the focus of the child welfare system toward keeping children safely with their families to avoid the trauma that results when children are placed in out-of-home care. The law provides families with greater access to mental health services, substance use treatment, and/or parenting skills courses and significantly shifts how States are required to provide services for families and youth. Lastly, the law allows States to use federal Title IV-E⁶ funds toward evidence-based prevention services.⁷

Many of the strategies listed under this goal align with the Department's recently approved [Title IV-E Prevention Plan](#) and the Department's Child and Family Services Review statewide assessment results. Both efforts require coordination across the Department and with system partners to develop systems that prioritizes prevention.

Strategic Goal #1 is intended to reflect the entire Department's efforts in keeping children and vulnerable adults safe at home and complements Strategic Goal #2, which directly focus on increasing concrete economic supports and community-based services. For example, many of the concrete economic supports highlighted in Strategic Goal #2 and delivered by Economic Security and Support Services Division programs can directly improve performance measures listed in Strategic Goal #1.

Table 4: Strategic Goal #1 - Proposed Strategies and Performance Measures

Strategic Goal #1	
Safely decrease the number of court-ordered placements for children, youth, and families	
#	Performance Measures
1.1	Increase the number and percentage of voluntary prevention and/or diversion cases across Child Protective Services, Juvenile Justice, and Adult Protective Services caseloads

⁶ Title IV-E of the Social Security Act [Pub. L. 96-272, title I, sec. 101(a)(1); 94 Stat. 501; 42 U.S.C. 670 et seq.], as amended

⁷ Prevention services may be eligible for IV-E reimbursement if services are found on the Title IV-E Prevention Services Clearinghouse (<https://preventionservices.acf.hhs.gov/>) and other federal criteria are met.

1.2	Increase proportion of spending on community-based prevention services and programs	
1.3	Decrease the number of court-ordered placements for children and youth	
1.4	Increase the number of children served in family-like settings vs. out-of-home congregate care settings	
1.5	Increase the number and percentage of youth exiting care (including from youth facilities) who receive concrete economic supports and independent living services	
#	Proposed Strategies	Years
S1.1	Promote Department-wide utilization of evidence-based motivational interviewing concepts, techniques, and tools	<input type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
S1.2	Leverage Wyoming Department of Health behavioral health funding and reform efforts to increase access to community-based mental health services for youth, adolescents and their immediate family members	<input type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
S1.3	Leverage Interagency Children’s Collaborative (ICC) relationships, processes, and funding to improve availability, timely access, and quality of services for high-needs youth	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
S1.4	Utilize available prevention funding ⁸ to plan, implement, and evaluate evidence-based prevention pilot projects to improve outcomes for youth and adolescents at risk of entering foster care	<input checked="" type="checkbox"/> SFY24 <input type="checkbox"/> SFY25 <input type="checkbox"/> SFY26
S1.5	Increase knowledge, skills, and behaviors of Department staff <i>at all levels</i> that support the prevention mindset, WY Home Matters, and Department values of safe at home, providing opportunities for success, and supporting the people who support the families	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input type="checkbox"/> SFY26
S1.6	Develop and/or improve messaging, training, policies, tools (e.g. qualified individual assessment), and contracts to ensure access to appropriate, temporary, and time-limited use of congregate care placements in accordance with a child’s strengths and needs	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input type="checkbox"/> SFY26
S1.7	Leverage Community Juvenile Services Board (CJSB) funding to increase reach, quality, and impact of juvenile diversion services provided in communities	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26

⁸ The 2023 Wyoming legislature appropriated \$500,000 one-time prevention funds to the Department to be expended in SFY 2024.

S1.8	Increase culturally appropriate and family-centered foster home recruitment activities to increase foster family homes, especially for youth ages 12 and older	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
S1.9	Sustain and expand Kinship Connections Program	<input type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
S1.10	Increase access to concrete economic supports, independent living services, and family supports for youth transitioning from youth facilities or other out-of-home placements back to communities	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input type="checkbox"/> SFY26

STRATEGIC GOAL #2

Increase concrete economic supports and community-based supports for individuals and families served by the Department and its partners

This strategic goal focuses on increasing concrete economic supports (i.e. material resources to meet needs such as cash assistance) and community-based supports (e.g. local food banks, home visiting) as a way to strengthen individual and family self-sufficiency and stability. There is growing research that links increased access to concrete economic supports with a reduction of risk for child welfare involvement and improved child and family outcomes. Economic insecurity and material hardship (i.e. not being able to meet basic economic needs) are known contributors to child welfare system involvement and other poor child and family well-being outcomes. Nationally, an estimated 85% of families investigated by child welfare agencies earn below 200% of the federal poverty line.⁹ In addition, reports of neglect account for most reported child maltreatment concerns. In Wyoming, the Department received a total of 906 allegations of child abuse or neglect in SFY 2023, of which 64% (582 allegations) were for neglect.

Examples of research demonstrating a positive connection between providing concrete economic supports for families and improved child and family outcomes are described below:

- *Child Care Assistance* - Yang (2019) found that each additional month that mothers who are low-income receive a child care subsidy is associated with a 16% decrease in the odds of a neglect report and 14% decrease in the odds of a physical abuse report (in the following 12 months).
- *SNAP* - Lee (2007) found that children from low-income families who participate in SNAP have a lower risk of substantiated maltreatment reports (compared to children from low-income families who don't participate).
- *TANF* - Paxson (2003) found that a 10% increase in state public benefit levels (ACDF/TANF + the value of food stamps) for a family of four is predicted to reduce foster care placements by 8% (1990-1998).¹⁰

⁹ https://www.chapinhall.org/wp-content/uploads/FINAL-ECS-Tool-with-Intro_6.14.23.pdf

¹⁰ *Ibid.*

The Department’s purview includes economic benefit programs, prevention services, and protective services for children, youth, and vulnerable adults, which presents a unique opportunity to improve policy and coordinate services to ensure families at greatest risk of abuse and neglect have access to short-term services and supports needed to move forward through a crisis (e.g. job loss, poverty). Strategic Goal #2 leverages this opportunity.

Table 5: Strategic Goal #2 - Proposed Strategies and Performance Measures

Strategic Goal #2		
Increase concrete economic supports and community-based supports for individuals and families served by the Department and its partners		
#	Performance Measures	
2.1	Increase utilization of concrete economic supports administered by the Department (e.g. SNAP, TANF, child care assistance, LIEAP)	
2.2	Decrease the amount of time individuals and families are involved with the Department	
2.3	Decrease recurrent episodes (e.g. returnees) with any Department program	
2.4	Increase staff and partner knowledge of Department-funded resources and community-based resources as measured through completion of training on Department and community resources, staff participation in community-based resource events and/or multidisciplinary meetings (e.g. Child Protection Teams), etc.	
2.5	Increase child care assistance utilization among foster families, kin, SNAP/TANF recipients, and at-risk families	
2.6	Increase number of licensed child care providers accepting child care subsidy payments	
2.7	Increase the number of participants served by Department-funded home visiting programs	
#	Proposed Strategies	Years
S2.1	Expand and strengthen home visiting services funded by the Department	<input type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
S2.2	In partnership with the Wyoming Department of Health and community-based health and human services providers (e.g. hospitals, child development centers), develop an approach for statewide Plans of Safe Care implementation and monitoring	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
S2.3	Through state plan changes, staff training, and IT modernization, reduce barriers to approving and issuing child care assistance for foster families, kin, SNAP/TANF recipients, and at-risk families	<input type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26

S2.4	Increase consumer access to early care and education services (e.g. licensed child care, child care assistance) and supports through modernized IT, business process, and policies	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
S2.5	Increase child care supply by reducing provider barriers to becoming licensed and receiving child care assistance through a provider toolkit, regulatory reform, and modernized IT	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input type="checkbox"/> SFY26
S2.6	Explore and increase opportunities for implementation of approved Title IV-E prevention services (e.g. motivational interviewing) outside of the Department	<input type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
S2.7	In partnership with the Wyoming Children’s Trust Fund and Wyoming 211, increase opportunities to coordinate and/or co-locate concrete economic and family support programs and services through family resource centers (FRC) and aging and disability resource centers (ADRC) ¹¹	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
S2.8	Expand SNAP Education and Training (E&T) program in order to increase employment opportunities for SNAP participants and grow Wyoming’s workforce	<input type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input type="checkbox"/> SFY26
S2.9	Increase staff, partners, and the general public’s awareness of Department programs and services	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
S2.10	In partnership with the Wyoming Department of Workforce Services, design and implement the 'Difficult to Employ' project ¹² in order to increase employment opportunities and improve employment outcomes for individuals and families	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
S2.11	Implement child support policy and/or statute changes to remove financial barriers to reunification of parents and children formally involved in the child welfare system	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input type="checkbox"/> SFY26
S2.12	Evaluate TANF-funded programs and services through a WY Home Matters lens	<input checked="" type="checkbox"/> SFY24 <input type="checkbox"/> SFY25 <input type="checkbox"/> SFY26

Remainder of page intentionally left blank

¹¹ Funded by one-time American Rescue Plan Act (ARPA) funding.

¹² *Ibid.*

STRATEGIC GOAL #3

Increase Department and community capacity to achieve and maintain safety and independence for vulnerable adults so that they can remain in their homes and communities

This strategic goal focuses on an important and rapidly increasing older adult population and a population of adults ages 18 and older who have physical and/or mental disabilities that increase their risk of experiencing abuse, neglect, and/or exploitation (ANE). The Department is often known for its role to ensure safety for children and youth; however, less attention and resources are paid to the needs of vulnerable adults or adults who are at-risk of becoming vulnerable. By establishing this strategic goal, the Department commits to elevating, understanding, and addressing the needs of this important and growing population through Department and system solutions that keep vulnerable adults safe at home.

In 2016 and again in 2023, the topic of vulnerable adults has captured the attention of the Wyoming legislature, prompting the establishment of two task forces, each with a similar purpose - to improve the system of services and resources for elder and vulnerable adults. The current task force, the Mental Health and Vulnerable Adults (MHVA) Task Force, was established following the 2023 legislative session. The MHVA Task Force brings together various agencies and stakeholders to identify policy and legislative solutions that will improve the system that supports older adults and/or adults with disabilities who experience or are at risk of experiencing ANE (i.e. vulnerable adults), a system that is currently fragmented in funding, organizational oversight, and service delivery and lacks definitions around inter-agency collaboration, communication, and jurisdiction (e.g. the State’s role). Strategic Goal #3 provides a roadmap for how the Department will support system efforts to improve services for vulnerable adults and adults who are at risk of becoming vulnerable.

Table 6: Strategic Goal #3 - Proposed Strategies and Performance Measures

Strategic Goal #3		
Increase Department and community capacity to achieve and maintain safety and independence for vulnerable adults so that they can remain in their homes and communities		
#	Performance Measures	
3.1	Increase the number of vulnerable adults receiving concrete economic supports	
3.2	Increase the number and percentage of statutorily required partners participating in local Adult Protection Team (APT) meetings	
3.3	Decrease the recurrence of Adult Protective Services (APS) cases	
#	Proposed Strategies	Years
S3.1	Review and update APS rules, policies, and procedures	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input type="checkbox"/> SFY26
S3.2	Develop a more comprehensive training for APT members	<input checked="" type="checkbox"/> SFY24

		<input type="checkbox"/> SFY25 <input type="checkbox"/> SFY26
S3.3	Explore and establish an interagency process to better coordinate funding and services for vulnerable adults	<input type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input type="checkbox"/> SFY26
S3.4	Participate in and implement recommendations resulting from the MHVA Task Force	<input checked="" type="checkbox"/> SFY24 <input type="checkbox"/> SFY25 <input type="checkbox"/> SFY26
S3.5	Invest in community-based projects that enhance or expand services for elderly, disabled, and vulnerable adults (e.g. transportation, guardianship)	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input type="checkbox"/> SFY26
S3.6	Expand the Commodity Supplemental Food Program (CFSP)	<input type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
S3.7	Explore opportunities to increase eligibility and economic benefits utilization among vulnerable adults and adults at risk of becoming vulnerable	<input type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26

OPERATIONAL GOAL #1

Improve employee recruitment, retention, and satisfaction

Maintaining a stable workforce is a critical element that helps the Department achieve its strategic goals and overarching purpose of keeping children, youth, vulnerable adults, and families safe at home and providing opportunities for success. This operational goal focuses primarily on the Department’s value of supporting the people who support the families.

Operational Goal #1 responds to an identified challenge and risk related to Department-wide staff recruitment and retention. This challenge was identified in the previous two biennium budget processes and remains a challenge looking ahead to BFY 2025. The Department, in addition to others throughout State Government, saw increased vacancies during and after the COVID-19 pandemic which are progressively more challenging to fill. Certain positions, such as social services caseworkers, social services aides, and youth services workers, experience disproportionate turnover rates which affect the Department’s ability to retain existing staff who may experience turnover-related burnout and provide safe, high-quality services to children and families.

Despite the ongoing challenges with recruitment and retention, some progress has been made. In SFY 2023, the Department’s turnover rate was 19.6% compared to 26% in SFY 2022. The Department, while optimistic about recent data trends, remains concerned about employee engagement and well-being and plans to prioritize employee recruitment, retention, and satisfaction under Operational Goal #1 for the next three years.

Table 7: Operational Goal #1 - Proposed Strategies and Performance Measures

Operational Goal #1		
Improve employee recruitment, retention, and satisfaction		
#	Performance Measures	
4.1	Decrease Department-wide turnover rate by length of service, with emphasis on tenure of 0-2 years	
4.2	Increase staff reported satisfaction, engagement, and psychological safety	
4.3	Reduce time (days) to fill open positions	
#	Proposed Strategies	Years
O1.1	Increase and strengthen collaboration opportunities across divisions and facilities and between programs/policy staff and local office teams in order to achieve strategic goals	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
O1.2	Explore and implement innovation labs that encourage staff to test and evaluate new ideas and projects	<input type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
O1.3	Increase routine availability and quality of human resources data (e.g. vacancy rate, turnover rate, exit interviews) needed to inform policy decisions	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
O1.4	Promote and increase utilization of employee wellness programs	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
O1.5	Improve availability and quality of secondary trauma supports and training for employees whose jobs require it	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input type="checkbox"/> SFY26
O1.6	Evaluate current telework policies and permissions (YR 1); Increase training/support/tools for supervisors who supervise remote/teleworking employees (i.e. remote supervision)	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input type="checkbox"/> SFY26
O1.7	Improve onboarding experience for all new Department employees	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
O1.8	Refine and implement the established Department-wide training plan, including competency-based trainings and supervisor-specific trainings	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
O1.9	Develop, implement, and monitor a caseworker training redesign project and related communication plan	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25

		<input type="checkbox"/> SFY26
O1.10	Explore and implement employee recruitment methods and opportunities (e.g. internship partnerships, Title IV-E stipend program revitalization)	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26

OPERATIONAL GOAL #2

Modernize and leverage IT and business process solutions to improve client experience, coordination of services, and outcomes

In May 2021, the Department established its first IT strategic plan in an effort to coordinate and align the Department’s various modernization projects and investments. The IT strategic plan outlines the current system landscape and identifies priorities to guide modernization and business process efforts. These priorities include, but are not limited to, single login for staff, single application for clients to access Department services and benefits, provider and family portals, ad-hoc reporting, one-touch reporting for required State and Federal reporting, and Department-wide data sharing, reporting, and evaluation.

Multiple modernization projects are underway or planned, representing a significant investment of both State and Federal funds and staff time and expertise. For these reasons, Operational Goal #2 was established to elevate and align the Department’s IT modernization and business process redesign efforts.

In late 2022, the Department leadership team partnered with Amazon Web Services to conduct a visioning workshop focused on imagining the future technical and policy landscape for the Department. The result of the engagement will be a roadmap that addresses priority policy questions, grows technical and analytic staff capacity, and advances mission critical investments in IT infrastructure. This roadmap will inform the implementation of the proposed strategies under Operational Goal #2 including updates to the Department’s current IT strategic plan.

Operational Goal #2 aligns with the Department’s value of supporting the people who support the families by investing in technical infrastructure and process redesign that improves staff experience delivering services and ultimately improves client experience, satisfaction, and outcomes. Success in Operational Goal #2 is also foundational for strategies outlined in subsequent goals: Operational Goal #3, which focuses on improving accuracy and timeliness of fiscal data; and Operational Goal #4, which focuses on building a data-driven culture across the Department that informs policy, programming, and practice.

Table 8: Operational Goal #2 - Proposed Strategies and Performance Measures

Operational Goal #2	
Modernize and leverage IT and business process solutions to improve client experience, coordination of services, and outcomes	
#	Performance Measures

5.1	Completion of Wyoming System for Adult and Family Engagement (WYOSAFE) system development	
5.2	Completion of Eligibility Payment Information Computer System (EPICS)/Jobs Automated System (JAS) modernization	
5.3	Completion of Early Childhood Integrated System development	
5.4	Completion of Juvenile Justice Information System development	
5.5	Timeliness of benefits application (SNAP, TANF, child care assistance) processing	
5.6	Timeliness of payments for licensed child care providers receiving child care assistance	
#	Proposed Strategies	Years
O2.1	Update, implement, and monitor IT strategic plan	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
O2.2	Complete WYOSAFE system development	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input type="checkbox"/> SFY26
O2.3	Complete EPICS/JAS modernization	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input type="checkbox"/> SFY26
O2.4	Complete Early Childhood Integrated System development	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input type="checkbox"/> SFY26
O2.5	Complete Juvenile Justice Information System development	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input type="checkbox"/> SFY26
O2.6	Establish a process by which all Department clients are assigned a unique identifier and common demographic information across Department programs is stored to reduce redundancy and improve service delivery	<input type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
O2.7	Develop a unified data warehouse which supports Department-wide data integration, reporting, and evaluation	<input type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26

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OPERATIONAL GOAL #3

Improve access to timely, accurate, and meaningful fiscal data

This operational goal brings needed attention to a key operational function of the Department - ensuring access to timely, accurate and meaningful fiscal data. The Department manages a biennial budget of over \$300 million and 50+ federal grants with a Financial Services Division composed of 14 staff. Financial Services Division staff perform functions such as budgeting, reporting, grants management, cost allocation, and general accounting. Many of these functions require significant coordination with Department program staff. Current reporting and collaboration tools are limited and inadequate for optimal productivity and outcomes, which include maximum federal funding draws and successful program and grant audits.

This strategic goal will capitalize on and expand upon recent successes to update the Department's cost-allocation system and implement a random moment time study. Success on this operational goal will require participation from all divisions and facilities so that solutions and developed systems meet the needs of all Department staff and programs.

Table 9: Operational Goal #3 - Proposed Strategies and Performance Measures

Operational Goal #3		
Improve access to timely, accurate, and meaningful fiscal data		
#	Performance Measures	
6.1	Decrease the number of audit findings	
#	Proposed Strategies	Years
O3.1	Complete and refine the implementation of a new cost allocation system	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input type="checkbox"/> SFY26
O3.2	Expand staff capacity to effectively manage all Department grants	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
O3.3	Standardize program planning, implementation, budget development and management, and monitoring/evaluation through the establishment of program manager tools and training	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
O3.4	Explore, resource, and implement internal audit processes	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
O3.5	Find and implement a system to track and manage Department grants throughout the grant life cycle	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26

O3.6	Find and implement a system to track and manage Department biennial budgets more efficiently	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
O3.7	Create management tools/reports to increase leadership ability to track and monitor budgets	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26

OPERATIONAL GOAL #4

Improve Department-wide use of quantitative and qualitative data, including user experience and voice, to inform decisions and improve policy and practice

This operational goal is foundational to Department success in implementing, monitoring, and updating the strategic plan and taking steps to establish a truly data-driven culture. Over the past two years, the Department has taken small steps to improve its data culture by:

- Establishing an internal quarterly Department ‘Quick Facts’ report that highlights key Department and division/facility data used by Department leadership team during legislative meetings and to aid in data requests, including but not limited to public records requests;
- Piloting data visualization dashboards;
- Establishing an internal data leaders workgroup;
- Reviewing and updating data governance policies required by W.S. § 9-21-101;
- Intentionally linking Department efforts to modernize IT and business processes with the Department’s data needs; and
- Participating in multiple data integration projects which aim to combine data across programs and systems to better answer research questions about the impact of programs on Wyoming citizens.

This operational goal will focus on viewing data as a growth opportunity, not as a punitive exercise, and will include strategies focused on growing a culture of continuous quality improvement (CQI). Some Department programs already operate quality assurance and/or CQI programs which will provide an opportunity for staff to share successes and challenges in order to support Department-wide adoption and utilization of CQI.

Lastly, and importantly, this goal explicitly defines ‘data’ as numbers (quantitative) and stories (qualitative). The Department is committed to improving use of both and hopes to establish new and innovative ways to capture the voices of staff and clients to inform and improve policy and practice.

Table 10: Operational Goal #4 - Proposed Strategies and Performance Measures

Operational Goal #4	
Improve Department-wide use of quantitative and qualitative data, including user experience and voice, to inform decisions and improve policy and practice	
#	Performance Measures

7.1	Increase percentage compliance with W.S. § 9-21-101	
7.2	Increase timeliness of public records requests due to availability of routine reports	
7.3	Increase the number of programs implementing routine methods for soliciting feedback from clients and/or individuals with lived experience	
#	Proposed Strategies	Years
O4.1	Establish a culture of CQI	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
O4.2	Implement current business process review project and explore expansion into other programs	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input type="checkbox"/> SFY26
O4.3	Establish informal and formal opportunities to routinely and authentically seek input from staff, partners, and individuals served by the Department	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
O4.4	Increase staff capacity to analyze, visualize, and interpret data for a variety of key stakeholders (e.g. public, legislators, funders)	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input type="checkbox"/> SFY26
O4.5	Improve accessibility and transparency of Department program and service information and data	<input type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
O4.6	Increase intra-agency and inter-agency data sharing	<input checked="" type="checkbox"/> SFY24 <input checked="" type="checkbox"/> SFY25 <input checked="" type="checkbox"/> SFY26
O4.7	Establish and implement data governance policies, procedures, and processes in compliance with W.S. § 9-21-101	<input checked="" type="checkbox"/> SFY24 <input type="checkbox"/> SFY25 <input type="checkbox"/> SFY26

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IMPLEMENTATION AND MONITORING

This strategic plan provides a roadmap for success but does not provide every detail needed for implementation. The next challenge for Department leadership and staff is to operationalize the plan's strategies by defining responsible parties, resource and support needs, timelines, and strategy-level measures of success. In Fall 2023, the Department leadership team will develop an implementation and monitoring framework to ensure clarity of implementation expectations and processes/tools for ongoing monitoring and CQI. This framework will require involvement of staff at multiple levels of Department operations (e.g. program/policy staff and local office teams) and will provide new opportunities for information sharing and collaboration.

This strategic plan is designed to provide a direction and roadmap for activities over the next three years - however, this plan is not designed to be static, especially in Year 1 (SFY 2024), as the leadership team and staff acclimate to a reframing of current work and an increased focus on monitoring and CQI. The leadership team will review strategic plan progress monthly and all staff will have an opportunity to hear and provide, if appropriate, quarterly Department-wide updates during biweekly standup meetings, within newsletters, and other methods designed to promote staff engagement in all aspects of planning, implementing, monitoring, and updating the strategic plan.

Strategic Plan
For The
Wyoming Livestock Board
Fiscal Years 2024-2025



Submitted
August, 2023

Steve True
Director/CEO Wyoming Livestock Board

Board Members

Shaun Sims
Evanston
President

Kirby Camino
Buffalo
Vice President

Hugh Hageman
Fort Laramie

John Eversole
Rock Springs

Mary Owens
Casper

Weston Jones
Thermopolis

Lexie Painter
Lusk

INTRODUCTION

The Wyoming Livestock Board (WLSB) was created in Wyoming Statutes Title 11 Chapter 18. The WLSB is the agency responsible for livestock issues which is provided for in the Wyoming Constitution; Article 19, Section 1. Legislature to provide for protection of livestock and stock owners. The section states: The legislature shall pass all necessary laws to provide for the protection of livestock against the introduction or spread of pleuro-pneumonia, glanders, splenetic or Texas fever, and other infectious or contagious diseases. The legislature shall also establish a system of quarantine, or inspection, and such other regulations as may be necessary for the protection of stock owners, and most conducive to the stock interests within the state.

Wyoming Quality of Life Results Statements:

- Wyoming has a diverse economy that provides a livable income and ensures wage equity.
- Wyoming state government is a responsible steward of State assets and effectively responds to the needs of residents and guests.
- Wyoming natural resources are managed to maximize the economic, environmental and social prosperity of current and future generations.
- Wyoming values the unique aspects of its western heritage, providing residents and visitors expanding access to cultural, historical and recreational experiences.
- Advanced technologies and quality workforce allow Wyoming business and communities to adapt and thrive.

Our Contribution to Wyoming Quality of Life:

- WLSB works in collaboration with other state agencies such as the Wyoming State Veterinary Laboratory, the Department of Agriculture, the Game and Fish Department, the Department of Health, law enforcement agencies, the Wyoming Board of Veterinary Medicine, and the Department of Homeland Security as well as USDA/Animal and Plant Health Inspection Service (APHIS) and other federal agencies to protect the livestock industry, all other domestic animals, and general public from animal disease and theft.
- The WLSB educates producers and the public about diseases, disease prevention, and risk mitigation efforts, and animal identification requirements, monitors and inspects animal imports and exports for compliance with movement requirements, investigates disease outbreaks and conducts disease traces and epidemiology, investigates alleged infractions of state law and agency rule, and brings violators to the attention of the judicial system.
- The WLSB protects the livestock industry by verifying livestock ownership through recorded brands and brand inspection. The recorded brand is a preferred method of animal identification in Wyoming, used by over 88% of production livestock producers. Brand Inspectors use recorded brands to verify ownership and issue title documents on livestock transactions and verify livestock ownership on interstate and intrastate livestock movements. This also enables the WLSB to recover lost or stolen livestock.
- The recorded brand is the bedrock of the system as well as a tangible part of Wyoming's western heritage. Brands are renewed on a staggered system in which a portion of the registered brands are renewed every two years. This has improved the efficiency of the renewal system and has decreased the number of abandoned brands.
- Disease tracing is a primary duty of the agency. Currently this is done using a variety of paper and electronic records from information gathered by each agency unit. The agency has developed an integrated electronic management system using current animal health, brand inspection, and enforcement records, and is now able to perform the majority of animal trace backs involved in

disease outbreaks more efficiently and timely. With the use of advanced technologies, the WLSB contributes to the health and stability of Wyoming's livestock industry and in turn, rural communities will thrive. The ability to trace livestock back to their original herd is becoming a necessity for foreign and domestic trade and to monitor animal disease events.

- By doing these things, the WLSB is vital in maintaining the economic vigor and marketability of the livestock industry through implementing and enforcing livestock brand, ID, and health programs. This in turn maintains Wyoming's western heritage, provides the public with cultural, historical and recreational experiences, and ensures that some private lands may be left undeveloped for scenic and environmental benefits.
- WLSB provides customer service to livestock owners in the state in an attempt to carry out our mission while operating as a responsible steward of State assets.

Basic Facts

WLSB operates with a 2023-2024 Biennium Budget, amounting to, \$19,230,380. Of that amount, \$4,765,146 is from general fund, \$500,840 is from federal funds, \$2,255,212 pass through dollars collected on behalf of County Predator Boards, and \$11,709,182 is producer-generated revenue from the Brand Recording and Inspection activities of the agency (earmarked "brand fund"). Brand Fund balance as of July 25, 2023, was \$10,729,194. WLSB has four operational units (administration, animal health, brands, and law enforcement) and is currently authorized for 17 full-time positions, 60 full-time and 36 part-time At Will Employment Contract (AWEC) Brand Inspectors, and 1 full-time federally funded AWEC.

Primary Functions of the Wyoming Livestock Board

- **Prevention/Education.** Our goal is to prevent the introduction of disease into livestock populations. We strive to be proactive. Many of our programs and rules are directed at surveillance and preventing disease introduction into the state's livestock. We work with individual livestock producers on a voluntary basis to develop herd plans to prevent the introduction of Brucellosis; we provide producer education opportunities to prevent disease and provide law enforcement education for animal welfare issues; and we routinely offer and participate in meetings to educate producers about specific disease issues. We also provide education about our brand program and help deter theft and loss by acting as an independent third party to verify ownership of livestock.
- **Surveillance.** We conduct surveillance for reportable diseases to identify and contain them if found. Surveillance is done in collaboration with livestock producers, private veterinarians and other agencies including the Wyoming State Veterinary Laboratory, the Wyoming Department of Health, and USDA APHIS. Brucellosis herd plans have a surveillance component. We also conduct law enforcement surveillance to assure people are obeying the regulations pertaining to livestock movements and advise and consult with local agencies on animal care/cruelty standards.
- **Response.** We have implemented and plan to continue advancing computerized management systems to provide efficient and timely response capability for all our units. Computerization enables more effective coordination of intra-agency and inter-agency disease response. Animal health personnel work with local, county, state and federal agencies, as well as local veterinarians, to coordinate a response if a reportable disease outbreak occurs. When a reportable disease is discovered through surveillance, we respond (often with APHIS) to control or eradicate the disease quickly. The Reportable Disease List and Response Protocols is being revised and implemented. Notification of diseases by veterinarians and the public is the first step in any response. We also work with other agencies to educate the public about disease and impacts on animals and people of the state.

Performance Measure #1 is Communication, Education & Outreach:**Story Behind the Performance**

One of the primary functions of the WLSB staff is to provide educational and information sharing opportunities and to keep the livestock industry updated on issues of importance. Toward that goal, we sponsor, participate in, or give presentations during numerous meetings, conference calls, webinars, and seminars each year. These meetings include producer education meetings on Brucellosis, Trichomoniasis, traceability, disease surveillance, law enforcement, livestock identification and other relevant topics. Many interagency meetings are attended to coordinate efforts with the Wyoming State Veterinary Laboratory, Wyoming Department of Health, Wyoming Department of Agriculture, USDA-APHIS, Wyoming Game and Fish Department, UW Agricultural Extension, Department of Transportation, and others in response to disease issues including Brucellosis, Big Horn Sheep/Domestic sheep interactions, zoonotic diseases, and emergency response. We also hold meetings with Wyoming licensed livestock auction markets to assure knowledge of and compliance with WLSB animal health and brand statutes and rules. WLSB personnel participate in interstate and /or national meetings to foster coordination with other states, and provinces, USDA-APHIS, and national organizations to help maintain marketability of Wyoming livestock.

It is vital to the agency's ability to successfully serve the livestock industry that all WSLB staff communicates both effectively and efficiently with each other, with the public we serve, and with all those with whom we collaborate.

Plans to Improve Performance over the Next Two Years

Our goal is to improve internal and external communication as part of our agency's responsibility to protect the livestock industry from theft and disease. Providing information and education to the livestock industry will help to increase awareness and acceptance of our WLSB rules and governing statutes which in turn helps improve compliance. Expanded communication and a more thorough understanding by the public/livestock producers lead to a more efficient use of staff time and agency resources. Our goal is to decrease the need for compliance actions by placing an emphasis on educating first.

The Animal Health Unit is working toward development of an on-line or electronic import permitting system that would provide real time information on cattle, sheep, and swine being imported into the state. We are also encouraging veterinarians to learn and implement their use of electronic certificates of veterinary inspection which could enhance our ability to rapidly trace in disease outbreaks. We will also further develop our Emergency Management and Response plan and capabilities to better enable us to serve the livestock industry.

It is vital to the credibility of the agency and its staff that our governing statutes, rules, regulations and board orders are implemented and enforced in a consistent manner throughout the state. The policies by which we operate should be compiled in a manner which is easily accessible and read. The policies should be reviewed periodically by the agency and the Board to insure their relevance and appropriateness. All agency rules are under constant review for necessary updates.

Education and Outreach efforts will be offered on topics of relevance to the current issues. Additionally, educational efforts focused toward law enforcement personnel throughout the state will be provided. It is important that the livestock producers of the state have local officers well-schooled on livestock law.

Performance Measure #2 is Program Management & Oversight:

The fluctuation in the number of brands re-issued per year is due to the fact that a certain percentage of brands are renewed every two years. Traditionally 78 to 80% of Brands are rerecorded in each renewal. The renewal years are always higher because of late renewals and new brands being added to the abandoned brand list. The Agency has worked with Brand Inspection staff, and livestock industry groups to try to minimize the number of brands that go abandoned in each renewal. In the past renewal period approximately 79% of brands have been rerecorded.

Story Behind the Performance

The WLSB is a regulatory agency tasked with serving a wide array of clientele. The WLSB operates as a service agency on one hand yet much of what we do is in a regulatory, enforcement capacity. In carrying out our functions, we strive to conduct our business in a professional, consistent, and efficient manner while working to provide education and outreach to minimize enforcement actions. Each unit within the agency is tasked with streamlining processes and documenting all processes for consistency of implementation and information given to the public.

Proposal to Improve Performance over the Next Two Years

The WLSB currently oversees eighteen (18) sets of rules and will continue to streamline. All agency rules have recently been reviewed and revisions made where appropriate.

One of the main focuses for the agency for the next two years is to evaluate the agency, its operation, programs, and personnel to determine ways the agency can improve service to the public without adding more personnel or costs and ways that agency processes can be simplified or improved through our computerization effort. Operations and duties are going to change during the process of going to an integrated, electronic system for management of Livestock Board operations. It will be important for us to evaluate the necessary shift in duties and make the necessary adjustments to remain effective.

The WLSB veterinary staff conducts risk assessments on cattle herds in the Designated Surveillance Area (DSA) and other areas where there may be risk of exposure to Brucellosis from infected elk. Mitigation plans are developed with cattle producers to help mitigate exposure risks and to help educate them about Brucellosis testing, identification, and vaccination requirements in our Chapter 2 Brucellosis rules. The number of risk assessments conducted outside the DSA is expected to increase due to the suspicion of Brucellosis infected elk in Big Horn County and the potential for herds outside the DSA to be exposed to the disease. Brucellosis sero-positive elk have now also been found on the Wind River Indian Reservation (WRIR) and we are working with the tribes, Governor's Office, and the select Tribal Committee to mitigate risks for cattle producers there. The number of herd plans overall has remained steady as producers with herd plans recognize the benefits of having a Brucellosis Mitigation Plan. The Brucellosis Area of Concern on the west slope of the Big Horn Mountain range was rescinded by the board and Governor in 2020.

Wyoming Department of Workforce Services' Strategic Plan SFY 2022-2023 (JULY 1, 2023 through JUNE 30, 2025)

Introduction:

The Wyoming Department of Workforce Services' (DWS, Agency, or Department) strategic plan for FY23 through FY25 meets the statutory requirements for the submission of state agency plans under W.S. 28-1-115.

Vision Statement:

Leading workforce innovation and investing in employee development today, for a stronger tomorrow.

Mission Statement:

Collaborating to support a thriving workforce and economy.

Wyoming Quality of Life Results:

Wyoming enjoys a skilled and self-sufficient workforce that empowers employers and employees to pursue an improved quality of life for Wyoming citizens.

Our Contribution to the Wyoming Quality of Life:

The Department contributes to Wyoming's quality of life through the following methods:

- Works to develop a sustainable, quality workforce.
- Acts as a responsible steward of state assets and taxpayer funds.
- Assists in developing a diverse Wyoming economy to ensure livable incomes and equal opportunity for the Wyoming workforce.
- Provides education and information in support of Wyoming citizens, businesses, and communities to help ensure long-term success.
- Supports a safe and healthy environment for Wyoming families.

Agency Overview:

The Department has 554 authorized positions in 18 full-time field offices, with several divisions providing outreach to many communities throughout the State without an office. These offices serve all 23 Wyoming counties. The Department is structured into four primary Divisions: Workforce Standards; Policy, Research, and Communications; Workforce Programs; and Fiscal. The executive leadership of the Agency is composed of the Director, Deputy Director, Chief Financial Officer (responsible for overseeing the Fiscal Division), and three Administrators from the Agency's other primary divisions. The Office of the Mine Inspector falls under the Office of the Director.

The Department has undergone another substantial office location change, as mentioned in the previous strategic plan report. Four DWS locations in Casper were merged into a single office location, the Thyra Thomson State Office Building, located at 444 W. Collins Dr., Casper, WY 82601. The physical merging of office locations allows for citizens to access numerous services in one central location and aims to reduce agency silos.

Budget Information:

2023-2024 Biennium Budget	
Fund	Amount
General Funds	\$16,065,445 (8%)
Federal Funds	\$105,553,753 (50%)
Other Funds	\$88,461,222 (42%)
Total Operating Funds	\$210,080,420

Primary Functions:

Department programs place emphasis on the following nine core primary functions:

1. **Benefit payments:** Financial and social stabilization of injured and/or unemployed and/or individuals with disabilities to ensure continued quality of life, and medical and indemnity benefits for injured and disabled workers.
2. **Revenue collections:** Initiating employer registration and collection of payroll information to ensure proper remittance of workers’ compensation and unemployment insurance premiums, and data capture to provide accurate labor market information.
3. **Employee Career Guidance and Training:** Assistance in assessing skills, interests, and aptitudes to establish solid career pathways for all of Wyoming’s workforce. Create and implement programs focused on skills development for placement, retention, and wage progression/career advancement.
4. **Employment and Recruitment:** Assistance in job placement, retention, advertisement, and recruitment. Connect individual job seekers with employers who have identified specific skills and qualifications.
5. **Rehabilitation:** Assist clients with disabilities to acquire and retain employment through specialized assessment, vocational counseling and guidance, physical and mental restoration, training, job placement and professional development.
6. **Regulatory and Compliance Enforcement:** Investigate wage claims and fair employment assurance; inspection of all mines and quarries; and monitoring of

workplace-related fatalities, injuries, and illnesses through inspection, consultation, training, and compliance.

7. **Communication and Education:** Collect data to provide accurate labor market information and monitor labor trends to assist with economic and workforce development. Collect and report information on work-related injuries, illnesses, and fatalities.
8. **Collaboration:** Administer and collaborate with numerous other agencies, councils, and teams to carry out Governor-promoted initiatives and state and federal legislative mandates.
9. **Employee Development and Retention:** Connect employers with professional development opportunities to increase employee skill attainment through various grant opportunities.

Strategic Goals and Objectives:

A significant part of ensuring DWS' success is our focus on the Agency's strategic plan. This plan builds upon years of dedication to serving Wyoming constituents and ensuring Wyoming's workforce needs are met through various channels. DWS' strategic plan is an essential tool that keeps the Agency on track with reaching its goals and ensures those goals align with the Governor's vision for the State.

Looking to the future, DWS Executive Leadership met to review the existing strategic plan. At this meeting, Executive Leadership reviewed the Governor's objectives and agreed the Agency's goals for this upcoming period must align with the following key priorities, as determined by the Governor:

- Wyoming families and individuals live in a stable, safe, supportive, nurturing, healthy environment.
- Wyoming has a diverse economy that provides a livable income and ensures wage equality.
- Children are born healthy and achieve their highest potential during their early development years.
- Students are successfully educated and prepared for life's opportunities.
- Wyoming state government is a responsible steward of State assets and effectively responds to the needs of residents and guests.
- Advanced technologies and a quality workforce allow Wyoming businesses and communities to adapt and thrive.

Next, Executive Leadership focused on the Agency's current mission and vision, which had originally been defined following an intensive strategic planning process during the last strategic planning period. The discussion included topics surrounding the current state of Wyoming, including the workforce, shifts in client needs, technological advancements that have been made, and significant challenges faced by both employers and employees. The determination had been

made that the mission and vision remain applicable to the current climate and direction of the Agency, and are as follows:

- Mission: Collaborating to support a thriving workforce and economy.
- Vision: Leading workforce innovation and investing in employee development today, for a stronger tomorrow.

Following the determination of the overarching priorities, mission, and vision of the Agency, Executive Leadership focused their efforts on the results received from both an internal survey completed by DWS staff and an external survey completed by DWS clients and employers. These surveys were completed in June and July of 2023 and provided valuable feedback from Wyoming's key stakeholders. The external DWS Customer Feedback Survey included a total of 14 questions for an employer and/or client to answer, and a total of 1,831 responses were received. The internal DWS Employee Feedback Survey consisted of 29 questions, and a total of 310 responses were received. While the Agency has chosen to use the surveys to measure the impact of the various action items, it's important to note that several factors may contribute to the outcome and, therefore, may impact the comparability and accuracy of the surveys. Those factors include but are not limited to:

- Minor updates to the survey structure and question responses.
- Onset of the COVID-19 pandemic.
- Survey method. (In 2019-2020, the Agency utilized the University of Wyoming Survey and Analysis Center to conduct the survey.)
- Time period for which the survey went out.
- Length of survey availability.
- Low response rate (roughly 5%).

In addition to the survey results, Executive Leadership reviewed data from prior years to identify retention and turnover trends within the Agency, including retirees. This information assisted the team in further ensuring goals, and subsequent action items, appropriately reflected the needs of the Agency.

After a thorough survey analysis had been completed and additional environmental factors were considered, Executive Leadership met to review and revise the Agency's goals. While overarching themes remained the same, the goals were slightly revised to reflect the following:

Goal #1: Identify and minimize barriers for Wyoming workers and employers through assessing and addressing service gaps.

Goal #2: Increase statewide awareness of services through improved agency-wide internal and external communication.

Goal #3: Build trust and credibility through improved customer service.

Goal #4: Improve program access and efficiency by streamlining and modernizing technology and program services.

These goals and survey results were then shared with the Strategic Plan Facilitators (responsible for the action plans developed by eight internal teams that comprise the Agency) and Agency Managers, to solicit feedback and receive buy-in from DWS management staff on the proposed direction of the Agency. With the support of DWS management, the goals were finalized, and discussions began on how these goals translate into program-specific action plans for the next cycle. While some program-specific action plans from the previous strategic planning period have been completed, many will not be fully completed until December of 2023. Therefore, Executive Leadership has requested Strategic Plan Facilitators to finalize their program-specific action plan before January 1, 2024. Existing and future action plans will continue to be monitored and tracked quarterly, as currently required by the Agency.

Performance Measures:

Performance Measure #1: Reduce the overall agency turnover rate.

In addition to Executive Leadership, numerous DWS staff expressed concern in the Employee Feedback Survey about the turnover and retention rates at the Agency. Based on the Department of Administration and Information Human Resources Division, the Agency had an overall turnover rate of 35.5% from July 1, 2021 through June 30, 2023. This percentage includes transfers, but does not include AWEC/TP01 (contract) positions. Therefore, the desire is for the Agency to reflect an overall turnover rate of less than 35.5% in the next strategic planning phase. Through employee retention, the Agency will gain institutional knowledge that can contribute to better service to our Wyoming constituents and further serve the State.

Performance Measurement #2: Increase the percentage of DWS stakeholders who are satisfied or very satisfied with DWS personnel.

Quality customer service has continuously been a priority of the Agency. Therefore, Executive Leadership determined that customer satisfaction shall be another performance measure. The method of measurement for this particular measurement will be the DWS Customer Feedback Survey. A question of “Overall how satisfied or dissatisfied were you with the personnel who helped you?” will be asked of participants. The overall percentage will then be determined by taking the number of respondents indicating *Satisfied* or *Very Satisfied* and dividing the number by the total number of respondents.

For the 2023 year, customers responded with a rate of 75.16%. Therefore, the Agency desires to receive a response rate of greater than 75.16% for the next performance period.

Performance Measure #3: Provide adequate and appropriate training, information, and/or educational resources for the majority of customers.

Executive Leadership felt outreach efforts by the Agency are an important aspect of DWS success and directly in line with Agency goals. Therefore, there will be a focus on a more proactive approach to assisting Wyoming’s workforce and employers in order to spread awareness of DWS services and programs. This measurement will be determined by how many respondents *Agree* or *Strongly Agree* to the following statement on DWS’ Customer Feedback

Survey, “DWS provided me with adequate and appropriate training, information, and/or educational resources.” The overall percentage will be determined by taking the number of respondents indicating *Agree* or *Strongly Agree* and dividing the number by the total number of respondents.

Results and Outcomes:

Due to the complexity and size of the agency, eight teams were established and tasked with developing action steps for the various programs and divisions throughout the agency during the last planning phase. The programs were defined into the following teams:

1. Office of the Director, State Mine Inspector, Executive Assistants, and Contracts.
2. Workers’ Compensation, Claims, Employer Services, Risk Management, Provider Services, Case Support, and Special Investigation Unit.
3. Employment & Training and Workforce Centers.
4. Vocational Rehabilitation.
5. Business Training and Support Unit.
6. Unemployment Insurance, Employer Tax Division, Benefit Accuracy Management, and Tax Performance System.
7. Fiscal.
8. Policy, Research & Communications.

Collectively, the DWS teams identified 30 action steps to pursue that reflected the desired goals of the agency with the intent of improving the current performance measures as defined in the previous strategic plan. Each team was responsible for reporting their action plan progress on a quarterly basis, of which has been reviewed and posted as quarterly update summaries to [DWS’ website](#). The initial report includes the action steps for each team, which agency goal the step is reflective of, the target completion date, and the method of measurement to further evaluate the effectiveness of the action.

From an agency-wide perspective, the Department previously listed three major performance measures that were tied to the various action steps being pursued by each team. These measures included the following:

1. Increase the percentage of individuals who are somewhat or very satisfied with DWS’ programs.
2. Increase the percentage of employers who are somewhat or very satisfied with DWS’ programs.
3. Increase the percentage of DWS employees who would promote working at DWS to a friend or colleague.

Performance Measure 1:

Table 1. Performance Indicators Survey Results for DWS Individuals indicates the overall satisfaction level of DWS programs from a client's perspective. The last survey was finalized in 2020 and included results from eight separate DWS programs: Unemployment Insurance, Workers’ Compensation, Workforce Centers, Vocational Rehabilitation, Wyoming at Work,

Labor Standards, Workforce Development Training Fund, and Wyoming Grown. However, due to the Wyoming Grown program not being active during this last period, this program was not included in the 2023 survey and, therefore, was not included in the overall 2023 percentage determination. The percentages have been determined by taking the number of respondents indicating *Satisfied* or *Very Satisfied* and dividing the number by the total number of respondents. In reviewing the data received from the 2023 DWS Customer Feedback Survey, there has been a 1.69% **increase** in satisfaction with DWS programs from a client’s perspective.

Table 1. Performance Indicators Survey Results for DWS Individuals

Performance Measurement	2020	2023
Increase the percentage of individuals who are somewhat or very satisfied with DWS’ programs.	74.86%	76.55%

Performance Measure 2:

Table 2. Performance Indicators Survey Results for DWS Employers indicates the overall satisfaction level of DWS programs from an employer’s perspective. Previously, the percentage was determined by calculating the average between ten DWS programs: Unemployment Insurance, Workers’ Compensation, Workforce Centers, Vocational Rehabilitation, State Mine Inspector, Wyoming at Work, OSHA, Labor Standards, Workforce Development Training Fund, and Wyoming Grown. As in Performance Measure 1, Wyoming Grown was not included in the 2023 survey and, therefore, was not included in the 2023 percentage calculation for this performance measure (2). The survey did request feedback from the remaining nine programs. The percentages have been determined by taking the number of respondents indicating *Satisfied* or *Very Satisfied* and dividing the number by the total number of respondents.

In reviewing the data received from the 2023 DWS Customer Feedback Survey, the data indicates there has been a 7.64% **decrease** in satisfaction with DWS programs from an employer’s perspective.

Table 2. Performance Indicators Survey Results for DWS Employers

Performance Measurement	2020	2023
Increase the percentage of employers who are somewhat or very satisfied with DWS’ programs.	78.33%	70.69%

Performance Measure 3:

Table 3. Performance Indicators Survey Results for DWS Employees compares the current data received from the 2023 surveys to the most recent comparable survey. For Table 3, this particular type of question uses a “net promoter score.” This means that the question uses a scale

from 0-10, and the meanings of the numbers are as follows:

- “Detractor” (0-6 score): A total of 116 DWS employers selected a rating of 0-6. This type of rating typically means that the individual was not particularly satisfied with DWS as their employer or with their work.
- “Passive” (7-8 score): A total of 123 DWS employers selected a rating of 7-8. This rating typically means that employees are content but open to competing offers from other employers.
- “Promoter” (9-10 score): A total of 71 DWS employers selected a rating of 9-10. And finally, this rating typically means that the employee is loyal and enjoys working with your company and doing their work.

Table 3. Performance Indicators Survey Results for DWS Employees

Performance Measurement	2020	2022	2023
On a scale from 0-10, how likely are you to recommend working at the Wyoming Department of Workforce Services to a friend or colleague?	-8%	-21.8%	-14.5%

Comparing the data from 2020 to 2023, DWS was unfortunately unable to increase the likelihood of current DWS employees recommending their friends or colleagues to work at DWS. However, from 2020-2023, the world experienced an unprecedented event with the onset of the COVID-19 pandemic. This drastically changed the landscape of the workforce, and numerous career fields within Wyoming experienced a decrease in overall job satisfaction. This was especially impactful on DWS employees, as numerous DWS programs saw a drastic increase in demand for services.

The good news is that, while the most recent survey results show a *negative* 14.5% net performance score, the Agency has seen an improvement in the overall percentage of DWS employees who would promote working at DWS to a friend or colleague by 7.3% within the past year.

WYOMING STATE BOARD OF NURSING
2023-2025 STRATEGIC PLAN

MISSION: Promote public safety through regulation of nursing education and practice.

VISION: Inspire public confidence by providing regulatory oversight to ensure safe nursing practice.

1. SAFETY

Promote public protection through licensure, regulation of nursing practice, and oversight of education programs.

- 1.1 Ensure competency and qualification of applicants and licensees.
- 1.2 Align regulation to support current and evolving nursing and health care standards.
- 1.3 Maintain sound, defensible regulatory and compliance practice.
- 1.4 Establish, monitor, and strengthen education program standards.

2. QUALITY

Strive for organizational excellence through effective and responsible Board governance, agency management, and customer service.

- 2.1 Support an organizational culture consistent with Board mission, vision, and values.
- 2.2 Optimize development of Board and agency staff.
- 2.3 Ensure responsible fiscal management to maintain Board independence.
- 2.4 Continuous quality improvement of customer service.

3. ENGAGEMENT

Foster trust and collaboration with licensees and the public through communication, education, and leadership.

- 3.1 Strengthen collaborative relationships with stakeholders and strategic partners.
- 3.2 Promote transparency of public information.
- 3.3 Disseminate information to stakeholders ensuring development of safe, effective practice supporting regulatory standards.

4. INNOVATION

Transform regulatory practice in response to evolving evidence-based practice trends, legislative, and environmental events.

- 4.1 Support innovation in nursing regulation, practice and education.
- 4.2 Respond to legislative or environmental events impacting nursing regulation or care.
- 4.3 Reduce barriers to licensure or certification.

Wyoming Oil & Gas Conservation Commission

Strategic Plan Update: Plan for fiscal years 2025-2026 (July 1, 2024 through June 30, 2026)

Quality of Life Result: Wyoming's natural resources are managed to maximize the economic, environmental and social prosperity of the state of Wyoming and its citizens.

Contribution to Wyoming Quality of Life: (functions)

This agency contributes to Wyoming's quality of life by ensuring the beneficial and environmentally responsible development of the state's oil and gas resources to generate revenue for the general fund and other recipients which supports other agencies, organizations, and communities and the benefits they provide. One goal is to protect human health and the environment by ensuring appropriate protections during operations and avoiding contamination of the soils and underground and surface water at oil and gas locations. A second goal is to ensure those locations are properly reclaimed at the end of production activities so that the land can be returned to beneficial use. The Commission is charged with preventing waste of the resource and protecting correlative rights.

Basic Facts:

The WOGCC has 40 full-time employees, an Assistant Attorney General, and an ETS staff member. Our total budget for the 2023-2024 biennium is \$43,982,789 and for the 2025-2026 biennium, our proposed budget is \$20,081,546, none of which comes from the general fund. Our revenue is obtained from fees charged on applications to drill, applications for hearings, injection wells, conservation tax and federal grants. In addition, bond forfeitures are utilized in the event wells are orphaned and need to be plugged and abandoned by the WOGCC. It should be noted that the 2023-2024 budget was significantly increased via the B-11 process after the WOGCC was awarded a \$25 million federal grant from the Infrastructure, Investment and Jobs Act (IIJA) for the plugging of orphan wells. The originally approved 2023-2024 budget was \$18,982,789. In addition to the orphan well federal grant, the WOGCC receives an annual grant from the Environmental Protection Agency (EPA) for implementation of the Class II Underground Injection Control (UIC) Program. The EPA has notified the WOGCC that we will receive approximately \$225,000 for the federal FY2023 grant award and estimate the next biennium (25/26) awards should be similar. The WOGCC does not anticipate applying for or receiving significant orphan well funding from grants associated with the IIJA in the 25/26 biennium.

Six of our most important programs and/or functions are:

1. Permit oil & gas wells in a timely manner and maintain records on completion, production, operation, and plugging of all wells regulated by WOGCC.
2. Matters set for hearing by the Commission or Examiners - dealing with such matters as spacing, increased density, statutory pooling, UIC applications, and any contested cases;
3. Field Inspections - check locations prior to drilling, inspect drilling, production, plugging operations, monitor environmental conditions;
4. Underground Injection Control (UIC) - The purpose of Underground Injection Control (UIC) regulation is to protect underground sources of drinking water while allowing injection of fluids for the purposes of increased oil/gas production or disposal of produced fluids;
5. Orphan well plugging - plugging wells and reclaiming locations in which the bonds were forfeited due to operator bankruptcy or noncompliance, or in which no responsible party is identified;

6. Website – serves as a customer outreach and educational tool. The website provides a vast amount of information and is utilized by individuals, companies, agencies, organizations, media and the public at-large seeking information about wells, production, mapping, and Wyoming oil and gas data.

These programs and/or functions ultimately affect the entire state's population.

Performance #1: Permitting and Maintaining Well Records

Story behind the performance:

During the calendar year 2022, the WOGCC received 3,557 applications for permit to drill (APDs). This is decrease from calendar year 2021 in which 5,419 APDs were received. Through June 2023, 2,253 APDs have been received for the first half of calendar year 2023. The WOGCC revised its APD rule at the urging of the Commission and the Legislature, which clarifies the operator who controls the DSU and allows for a transfer of APDs to other operators after a hearing by the Commission. One main reason for this rule changes was to reduce the number of APDs filed by operators to hold acreage without intent to drill in the near term. Another function of the new rule was to allow a process for an operator who was not assigned operatorship in the acreage to be allowed to drill. The rule was designed to ensure communication between operators, instead of protesting applications in front of the Commission during a hearing. The reduction in APD submissions and the internal industry deal making instead of Commission protests make it apparent that the rule has been largely successful in reducing operatorship issues and focusing efforts on drilling wells.

Converse, Campbell, Johnson, and Laramie Counties (in that order) are typically the areas that receive the most APDs.

APDs, sundry notices, and other submissions continue to be evaluated to determine if the subject wells are located within sage grouse restricted areas and are then subject to increased review and potential conditions with regard to the Governor's Sage Grouse Executive Order.

Proposed Improvements

The agency has been in a redevelopment process of its legacy database systems to more effectively manage the significant volume of oil and gas data that is submitted by the industry and processed by the agency. Part of the goal of the database development is to shift the submission of agency forms, permits, and data from nearly all paper in 2014 to nearly all electronic by project completion. In July 2018 the agency completed the eForm portion of development which allows electronic submission of APDs, spud notices, BOP notices, and sampling plans and data including baseline groundwater quality monitoring. Within weeks, the majority of these submissions were nearly 100% electronic and today they are 100% electronic submissions of these forms. Since then the agency has brought online the electronic rig schedule form and an application called Wyoming Data Explorer (WYDE) which is a GIS mapping application combined with simple Google style text search capability for the agency, the industry, and the public to easily and efficiently search and consume oil and gas data collected by the agency. Final revisions are being made to the underground injection control (UIC) process including permitting, data tracking, UIC compliance, and EPA required reporting. Finally, needs assessments have been completed on most other forms and development is underway. Once complete all common forms, permits, and data reporting will be electronic, allowing the industry to quickly and efficiently submit all required data and the agency to process the data. As with many industries, the oil and gas

business significantly relies on data availability to evaluate leasing, drilling, production and other decisions. Supplying systems that allow significant volumes of oil and gas data to be consumed and processed efficiently positions WY to be competitive with other states.

Performance #2: Matters Set for Hearing

Story behind the performance:

As discussed previously, due to the fight for operatorship mainly in the FY18-FY20 timeframe, the Commission received a significant increase in APDs and a resulting increase in applications for hearings related to filing of APDs. The rule change related to the APDs resulted in a significant reduction in hearing applications since most APD protests are no longer applicable. In order to file an APD the applicant needs to form a drilling and spacing unit (DSU), file for increased density, and at the same time were protesting each other's APDs. Since the implementation of the new APD rule, operators have stopped protesting each other's APDs for operatorship issues. Less APDs means associated hearing filings such as increased density do not need to be filed until an operator is drilling in the DSU. Communication between operators spurred on by the new rule has resulted in deals being agreed to between operators and very few APD protests have been heard by the Commission. This has resulted in matters heard by either the examiners or the Commission being related to wells actually being drilled versus fights between operators on operatorship issues.

One new area of hearing matters is related to Carbon Capture and Storage (CCS) and pore space. Statutes §35-11-314 through §35-11-317 grant authority to the Commission to issue orders to unitize pore space. Unitization of pore space is necessary to grant access to pore space that may not be acquired through leasing or ownership and will be necessary in most CCS projects. There are several reasons authority for unitization was provided to the Commission, but the hearing process may be the most important. Through the Commission hearing process, all parties are afforded their due process rights. Parties are provided the opportunity to present evidence and the Commission members are well versed in evaluating this type of evidence. At this time, no applications for pore space unitization have been submitted to the Commission, but ongoing discussions with various stakeholders regarding the requirements and process have been extensive. It is expected that the first pore space unitization application will be submitted in early calendar 2024.

Proposed Improvements:

There are some statute changes that could be made to help streamline the hearing process. The first change, which would affect all applications is an update to the deadline for filing protests related to hearing applications. As it currently stands, parties have until three days prior to the hearing to protest the application. This short timeframe makes it difficult for all stakeholders to plan on which hearings will be heard by the Commission, which will be heard by Examiners, and which may get continued to a later date. This also is used by some parties as a negotiating tactic, which inserts the Commission into this process, which may be better solved with discussions between the parties. Another change that would be beneficial would be combining the drilling and spacing unit creation with the statutory pooling process. In this scenario, lands would be pooled at the same time as the drilling and spacing unit is created. Separating hearings for cost recovery and risk penalties into a separate matter from pooling of the lands, would help clarify actions being requested in hearing applications and provide mineral owners clear opportunities to participate in each of the processes. In addition, RBDMS development will include a hearing module that will allow electronic recordkeeping including hearing applications and dispositions.

Performance #3: Field Inspections

Story behind the performance:

The agency requires a bond in satisfactory form, which is held by the State of Wyoming on the condition that wells be operated and maintained in such a manner as not to cause waste or impact the environment and upon permanent abandonment, be plugged in accordance with the regulations. Annually, field inspectors perform thousands of various inspections. These include pre-sites for well locations in sensitive land areas, producing wells reviews, witness Blowout Preventer Testing (BOP) and Mechanical Integrity Testing (MIT), respond to and inspect spill/incident reports, supervise location clean-ups, inspect pits to ensure compliance with permitted uses, review plugging and abandonment, respond to complaints, observe seismic operations, and witness the drilling and completion of wells to ensure operations are being conducted in compliance with the approved permit. Before a well site is released from the operator's bond, pits must be closed and reclamation of the surface must be completed in accordance with reasonable landowner's wishes, and/or to resemble the original vegetation and contour of the adjoining lands. In all, field inspectors conduct on average nearly 7,000 inspections each year.

In addition to inspections completed for industry or at operator locations, the WOGCC field inspectors also provide oversight of contractors plugging orphan wells under contract with the WOGCC. The agency attempts to witness as much of the orphan well plugging process as possible, but is certainly present during the critical portions of the work to ensure compliance with WOGCC rules and the approved well plugging procedures.

Proposed Improvements:

Inspections will continue to be a priority for the agency. In an effort to create efficiency, better inspection tracking, and increase accountability, the agency implemented the RBDMS field inspection module. This module allows input of inspections real-time into an electronic database. This system has been integrated into other RBDMS modules and improvements/revisions that have been recognized during initial use will be developed and included.

Performance #4: Underground Injection Control Program

Story behind the performance:

The purpose of the Underground Injection Control program is to protect underground sources of drinking water. The Class II program was delegated to the WOGCC by the United States Environmental Protection Agency in 1981. Regulations provide that injection and disposal wells must be constructed and maintained in a manner that limits fluids from entering any interval other than the zone that is approved for injection. This is typically a formation that is hydrocarbon bearing or contains water that is not fresh or potable. A new injection or disposal well must demonstrate that it does not have leaks in the casing, tubing or packer (demonstrate that it has mechanical integrity) prior to operation and at least once every five years thereafter. Our commitment to EPA is that field personnel will witness in excess of 25% of all mechanical integrity tests run. Historically, we have witnessed in excess of 90% of the tests on injection wells. The majority of the tests are scheduled on existing wells, which are being retested on five-year cycles, but operators are required to call in for

testing to be witnessed when new conversions are ready for testing. As of early 2021 the WOGCC also regulates commercial Class II Disposal wells. These types of wells were historically permitted in WY as a Class I Commercial Disposal well, but a change in statutes in 2020 provided WOGCC the authority to permit commercial wells.

In federal fiscal year 2022 (Oct. 1 2021-Sep. 30, 2022), field inspectors performed 1,038 field inspections of UIC wells independently from the witnessing of the required UIC MITs. There were also 859 UIC MITs conducted with 692 of those witnessed, approximately 81%.

Proposed Improvements:

The development of the RBDMS UIC application is complete and final revisions are being conducted prior to deployment. The WOGCC is evaluating appropriate staffing as an increasing applications and ever changing and more burdening requirements are pushed out by the EPA requires significant staff time to process. In the past the agency assigned one full time inspector to conduct inspections and witness mechanical integrity testing, but covered permit review, hearing examiner, other operational requests, and required tracking and reporting with partial time commitments from staff completing other roles. As agency workload increases and as application complexity increases, it is taking longer to process UIC applications

Performance #5: Orphan Well Plugging

Story behind the performance:

All wells that have reached the end of their economic life must be properly plugged and the surface restored to original condition. When operators are no longer willing or able to fulfill their obligations to plug wells or if they fail to comply with statutes, rules or orders of the Commission, their bonds are forfeited and idle wells that remain and that are located on fee or state trust lands minerals become orphan wells of the state. As the operator does not exist to plug, abandon and reclaim the orphaned well, the WOGCC performs the work. Funds are available to accomplish this work – forfeited bonds posted by the operators and funds from the WOGCC’s conservation tax. The agency has taken a proactive approach to address wells, which have the potential to become orphans by meeting with operators annually to discuss plans for idle wells and to require idle well bonding. An idle well is a well that is inactive or not producing, injecting, or being used for reservoir monitoring. Wells that have been idle for at least one year may require idle well bonding after meeting with the operator and reviewing their idle well plans.

The WOGCC has plugged and abandoned, converted to landowner water wells, or otherwise removed from the orphan well list, the following numbers of orphan wells:

- FY2023 220
- FY 2022 372
- FY2021 1,123
- FY2020 725
- FY2019 378

- FY2018 237
- FY2017 764

Proposed Improvements

The WOGCC began an accelerated well plugging program in 2014 due to the increase in orphan coalbed methane wells. In calendar year 2022 the agency was awarded a \$25,000,000 federal grant from the Infrastructure, Investments, and Jobs Act (IIJA) which was used to fund the majority of the plugging work conducted in FY23 and is still being utilized for FY24. It is likely certain portions of the work funded by this grant will continue into at least FY 25 and potentially beyond. At this time, all remaining documented orphan wells (approximately 1,300) in Wyoming are under contract to be plugged. In addition site reclamation for approximately 300 locations, closure of 21 CBM reservoirs, removal and disposal of equipment at approximately 300 locations, and environmental work at several locations is currently under contract to be completed using the IIJA funding. The orphan well program will be aggressively managed, including using multiple plugging contractors simultaneously, to plug the orphan wells as rapidly as possible.

Performance #6: Website

Story behind the performance:

The WOGCC maintains a website to provide general agency information to its users along with in-depth data and information related to the industry. Over the past several years the website has been redeveloped to be more user friendly, provide more security, and to incorporate functionality of the new permitting and data reporting systems being developed. Migration of data from the legacy website will continue over time until all the links to the data and statistics are in the new format as functionality of the new systems come online. In recent years the eForm system which includes APDs, spud notices, BOP test notices, baseline water quality plans and reports, and UIC water sampling has been brought online.

The WOGCC released the Wyoming Data Explorer (WYDE) system. This is a GIS based mapping solution paired with text search functionality that significantly eases the query functionality of the WOGCC database to allow both technical users such as agency or industry members and non-technical users such as the general public to easily search and review all data related to oil and gas wells in the state. The WYDE system will be enhanced as additional forms and data convert to the electronic system.

The Wyoming Statewide Tracking and Reporting (WYSTAR) system has been created and the rig schedule notification form is in use. Final amendments are being completed on the next functionality to come online in WYSTAR, which is the well and UIC data migration from legacy systems along with directional drilling survey data, and UIC permits. Phase 3 of development, which will create the remainder of the WOGCC forms for electronic submittals is currently being conducted. This includes forms such as the completion report, sundry notices, monthly production reports, etc.

Within the Phase 3 development, the WOGCC created, tested, and deployed a well plugging management application to assist in creating, contracting, invoicing, and reporting on the orphan well plugging program as a way to streamline management of the \$25 million federal

grant and meet grant tracking and reporting requirements. This application includes creation of individual well plugging procedures for each of the approximately 1,300 orphan wells, creation of work plans for other work such as equipment removal and reclamation, creation of projects, invoice tracking for each work plan for each individual well, and data reporting to the Department of Interior as required by the grant.

Proposed Improvements:

Finalizing development of the RBDMS applications and modifications to the website to ensure a robust data submission and reporting system will benefit all stakeholders. An electronic payment system has also been requested by industry users. Now that ETS has selected a credit card vendor, the WOGCC will evaluate incorporating credit card payments into the system.



WYOMING COMMUNITY
COLLEGE COMMISSION
AGENCY STRATEGIC PLAN

2021 to 2024

WYOMING COMMUNITY COLLEGE COMMISSION

Goals are Future Accomplishments

The Wyoming Community College Commission's internal strategic plan for the four-year period spanning 2021 through 2024 is tied directly to the statutorily required Priorities established by the Commission. Specific agency sections for mission statement, responsibilities and accomplishments will be relayed in the agency's annual report.

Priorities established June 2019 for the upcoming biennium:

1. Educational Attainment and ENDOW statewide collaborations including the completion of the rules writing process for and implementation of Wyoming Works and BAS
2. Common Transcript/Transfer Process and SLEDS implementation
3. Organizational operations, functions, efficiency, and capacity of agency and staff
4. Statewide College System Strategic Plan sunset and development of new plan aligned with Attainment Council
5. Commission meeting reorganization completion and annual commissioner development
6. Relationship building with Governor, legislators, trustees, colleges, presidents, and other stakeholders
7. Explore additional opportunities for grant funding

For the time span of 2021 through 2024, the following seven areas and their corresponding goals have been identified as priorities for the accountability of the Wyoming Community College Commission staff members.

Educational Attainment

The ENDOW and Educational Attainment goals will require the Commission to work across state agencies, colleges, university, and business and industry to ensure that grants and educational programs are leveraged to maximize their impact on both traditional and working adult populations. The legislation that codified the attainment goals and educational attainment executive council, SEA 61, requires that a five-year and 10-year educational master plan be developed to achieve the attainment goals. Embedded with the state's attainment goals are successful alignment and integration of other plans that support the attainment work including Adult Education, High School Equivalency, CTE Perkins V, and WWDC/WIOA programs.

Goals:

- Provide innovative and timely developmental training, financial reimbursements, monitoring and leadership activities to ensure the state's eight Adult Education Centers are fully functional and thereby meet the state's plan and federal requirements of WIOA, as applicable.

WYOMING COMMUNITY COLLEGE COMMISSION

- Coordination among partners, especially the DWS and WDE, will be fully functional and meet the needs of the state’s employers as well as increasing the visibility amongst eligible students.
- Ensure all participants in these programs are aware of established pathways that will lead to credential, employment, and “up-skilling” opportunities.
- Complete and implement the 5-year and 10-year Wyoming Educational Master Plans to achieve the educational attainment goals.

New Statewide College System Strategic Plan Development and Implementation

“Develop and maintain a statewide college system strategic plan for the delivery of educational programs in Wyoming by each college . . .” (W.S. 21-18-202 a (v)) and “Approve all new programs qualifying for state funding pursuant to the statewide community college strategic plan . . .” (W.S. 21-18-202 d (i))

The update to the Statewide College System Strategic Plan summary report was accepted at the June 2019 WCCC meeting and serves as the comprehensive report. Based on the 2010 and 2014 SP and SP Addendum, 11 Goals were identified with 11 Goals substantially met. Within the 11 met goals were 69 tasks of which the majority were met. Of these tasks, 20 will be tracked, whenever possible, in the future. More information can be found at: www.communitycolleges.wy.edu.

Recently, the State of Wyoming embarked upon an aggressive economic diversification strategy and plan, which resulted in identifying education and workforce as a fundamental building block. As a result, the Educational Attainment Executive Council and state-level educational attainment goals were established in two Executive Orders, 2018-1 and 2018-4, in 2018. The 2019 Wyoming Legislature subsequently codified the educational attainment goals for Wyoming and the Educational Attainment Executive Council in Senate Enrolled Act 0061. The legislation requires the Educational Attainment Executive Council, through its membership and working body of the WICHE Attainment Taskforce and staff, to develop a State Higher Education Strategic Plan with a five-year and ten-year implementation plan to achieve the educational attainment goals.

Goals:

- Upon completion of the State Higher Education Strategic Plan, a new Statewide College System Strategic Plan will be developed in alignment with the State Higher Education Strategic Plan.
- Work across all seven colleges and use existing councils to develop the primary aspects of the new plan.
- Develop a structure to develop a structure for annual commission review and to provide messaging on the statewide community education effort and status of the statewide strategic plan.

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Common Transcript/Transfer Process

The 2019 legislation passed HEA 0096 identifying processes that need to be created to assist a student in course transfer and ultimately lead to the student obtaining a degree or certificate. This legislation aligns with the Education Attainment Council goal of having 67% of the adult population having a degree or certificate by 2025. Working with the eight institutions in Wyoming, the following goals will be accomplished within the specified time-frame.

Goals:

- At a minimum, provide the colleges a way to examine and verify course listings of every student who attended and received credit for a course they attempted or completed within Wyoming.
- Work with the eight institutions in Wyoming and verify that their course catalogs are available via electronic means and online. Once the course catalogs are available, verify that a student has the ability to determine if a course they had taken will transfer to a postsecondary institution within Wyoming.
- Working with the eight institutions, determine the best way to electronically exchange transcripts utilizing industry best practice.

Data Governance and Data Informed Decisions: DMARS and SLEDS

Through a data governance structure created and managed by the WCCC, an advanced reporting environment that utilizes standard fields and common data definitions enables the Business Analytics and Support Section (BASS) to maintain and support one reporting environment. Subsequently, data changes, updates and isolated reports can occur simultaneously for all seven institutions and the commission. The ongoing development and implementation of a standardized data system is complex, and contains numerous aspects that must be addressed to facilitate the future success of this endeavor.

SLEDS will Leverage the existing architecture originally built for the community colleges, but create a new governance structure out of the participating entities identified within the SLEDS MOU.

Goals:

- Create a data schema leveraging the existing architecture to allow any entity's researcher that is participating in SLEDS, a standardized reporting environment with agreed upon data definitions.

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- Pursue a higher level of reporting promoting the use of predictive analytics. Through the result of the effort described above, create predictive models that will help the colleges interact with students who might be at risk not completing their degree.

Special Programs and New Grant Opportunities

By effectively and efficiently overseeing and managing the Wyoming Investment in Nursing (WyIN) Program, the Overseas Combat Veterans (OCV) Program and the Wyoming Adjunct Professor Loan Repayment (WAPLR) Program, and these programs' corresponding appropriations, the Commission helps Wyoming students who qualify to further their education, which in turn enhances the education and capabilities of Wyoming's workforce. The Commission also seeks out new grants that can be utilized to expand the effectiveness and scope of the colleges' and the Commission's efforts.

Goals:

- Ensure disbursements and tracking of payments to vendors and students are timely, well-documented and accomplished electronically.
- Develop a structure for annual Commission review and to provide messaging on the statewide community education effort and status of the statewide strategic plan.
- Create and maintain monthly financial reports that track and display appropriations, spend rates, obligations and available funds by program.
- Facilitate successful grant applications that support the educational attainment efforts of Wyoming in areas such as data, workforce, apprenticeships, adult learners and student success.

Program Tracking and Implementation

W.S. 21-18-202 d (ii) assigns the Commission responsibility to "(r)evue existing programs, determine the most effective and efficient delivery of programs qualifying for state funding pursuant to the statewide community college system strategic plan and terminate state funding for those programs which are inconsistent with the statewide community college system strategic plan."

Goals:

- Provide a forum in which academic leadership from the colleges and the commission can review, approve, and provide feedback for suggested new courses and programs, as well as vetting changes to established courses and programs.
- Ensure programs offered by the seven community colleges are tracked and well-documented, showing degrees and certificates available provide the educational

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opportunities sought by both students and employers, and that redundant programs across the system are kept to a minimum.

- Utilize database improvements to identify inconsistencies in course numbering, work with the seven colleges to increase alignment, and improve the efficacy of transfer and articulation across the state.

Capital Construction (CAPCON)

W.S. 21-18-225 requires the Commission to identify community college building needs and develop a prioritized list of community college capital construction projects. This is done through the use of a capital construction model that employs college data such as building gross and net assignable square footage by space use code, student FTE trends, population trends, library volumes, and employee FTE, among others.

Goals:

- Update data within the model annually.
- Review the 13 capital measures annually per Commission directive with the Administrative Services Council to determine if they remain relevant and accurate.
- Maintain a facilities inventory that produces the biennial major maintenance request and distribution by college once appropriated, and that determines the annual distribution of Federal Coal Lease Bonus Funds, if received.

FY25-26 STRATEGIC CLARITY OVERVIEW (Based on Proposed Biennial Budget)



VISION:
Inspire travel to generate sustainable economic and social benefits to the residents and communities of Wyoming

MISSION:
We promote and facilitate increased travel to and within the state of Wyoming.

OUR UNIQUE VALUE:
WOT is the only statewide organization dedicated to growing Wyoming's tourism economy.

FOCUS	GROW THE STATEWIDE IMPACT FROM WYOMING'S VISITOR ECONOMY	ELEVATE OUR PARTNERS	CHAMPION THE DESTINATION AND THE BRAND	ADVANCE OUR ORGANIZATIONAL EXCELLENCE
OBJECTIVE	<ul style="list-style-type: none"> Increase travel generated spending Increase length of stay throughout the state Expand international marketing efforts 	<ul style="list-style-type: none"> Empower local communities to leverage the visitor economy Increase local capacity to create revenue generating demand Build and maintain resources to support multi agency collaborations 	<ul style="list-style-type: none"> Increase brand awareness Increase intent to travel metric Increase share of voice Increase responsible visitation education and messaging 	<ul style="list-style-type: none"> Recruit and retain top tier talent Re-establish research efforts and insights Continually align and optimize WOT departments Foster a culture of collaboration and innovation
INITIATIVES	<ul style="list-style-type: none"> Target international partnership development Distribute visitation to lesser-known locales Utilize advancing technologies to influence visitation and enhance the visitor experience Increase domestic packaged travel Renovate Gateway Welcome Centers into immersive and informative hubs that provide visitors with compelling reasons to explore more of the state's attractions, activities, and experiences 	<ul style="list-style-type: none"> Provide assistance to local DMO's to support and advance their strategic endeavors Offer co-operative programs for industry members to leverage WOT's marketing plan Leverage the collective expertise and networks of statewide industry associations to deepen stakeholder engagement Empower educational partners for workforce development 	<ul style="list-style-type: none"> Leverage That's WY platform to differentiate Wyoming through optimized paid, earned and owned channel efforts Expand national marketing outreach through an enhanced media buy and targeted segments Generate engaging media stories that create interest in visiting Wyoming Invest in resources to deepen engagement with potential visitors Seek out brand and channel partners to extend marketing effectiveness 	<ul style="list-style-type: none"> Invest in, recognize, and support the WOT team. Prioritize and streamline operational processes and systems Secure necessary resources and develop an infrastructure to support WOT's strategic plan
AUDIENCE	<ul style="list-style-type: none"> Wyoming Residents Local and State Governments International Markets 	<ul style="list-style-type: none"> Local Lodging Tax Boards Private Sector Businesses State and Federal Agencies Hospitality and Tourism Trade Associations Local Economic Development Boards 	<ul style="list-style-type: none"> Consumer Travel Trade Journalists and Influencers 	<ul style="list-style-type: none"> Staff & Board Agency and Industry Positioning
BUDGET	\$39,587,924	\$6,907,444	\$22,638,696	\$10,041,784

Forward for Wyoming:
Honoring our Heritage & Creating our Future –
A Strategic Plan for the University of Wyoming
UW Strategic Plan 2023+
Final Version | January 2023

VALUES

We value:

- Access to an affordable, high-quality education.
- Real-world education where students learn by doing.
- A welcoming and supportive learning community fostered by integrity, inclusivity, freedom of expression, and respect.
- The growth, health, and leadership capacity of all members of the university community.
- Wyoming’s wild and working lands as an asset to be utilized, understood, stewarded, and treasured.
- Our partnership and engagement with Wyoming communities in the creation and exchange of knowledge and resources.
- Our role as a catalyst for innovation and economic vitality.

MISSION

As Wyoming’s university, we unlock the extraordinary in every person through education, research, innovation, engagement, and service.

VISION

Use our unique strengths to make Wyoming and the world a better place.

VALUE PROPOSITIONS

- Wyoming’s land-grant mission: UW is a unifying force expanding intellectual opportunity, advancing economic and cultural vitality, and contributing to the well-being of the communities that call Wyoming home.
- Size: UW leverages our scale to offer a diverse set of disciplines, perspectives, and ideas and connect accomplished professionals, students, and communities.
- Collaboration: UW is an intellectual powerhouse that fosters transdisciplinary collaboration to address the most complex challenges facing Wyoming, America, indigenous nations, and the world.
- Community: UW is a vibrant and supportive community where people learn, explore, create, and work together to achieve great things.

UW’S ONGOING OBJECTIVES

As Wyoming’s land-grant and flagship university, UW commits to five major objectives.

1. Enhance Student Success
2. Pursue Institutional Excellence
3. Provide a Supportive Community
4. Engage with and Serve the State of Wyoming
5. Cultivate Financial Stability and Diversification

Ongoing Objectives and Key Execution Strategies

UW's Ongoing Objectives	1. Enhance Student Success	2. Pursue Institutional Excellence	3. Provide a Supportive Community	4. Engage with and Serve the State of Wyoming	5. Cultivate Financial Stability/Diversification
Commitments	Integrate best practices in teaching and learning to produce skills required for life, work, citizenship, and adaptation to the needs of a changing world.	Nurture a culture of diverse ideas and knowledge creation that promotes teaching, learning, community engagement, economic development, and world-class research.	Foster a culture of community that values and cares for students, faculty, and staff.	Sustain and enhance our extensive service to and engagement with the State to improve the mental, physical and economic health of Wyoming and its residents.	Ensure the long-term vitality of UW through diversification and growth of revenue streams and effective application of resources, infrastructure, and processes.
Key Execution Strategies	<ul style="list-style-type: none"> a. Strategically grow enrollment b. Build a student-ready, student-focused enterprise c. Enhance graduate student support services d. In line with Wyoming's post-secondary educational attainment goals, increase enrollment and engagement with all student populations including tribal, marginalized, and underserved students e. Increase global engagement f. Prepare students for life and adaptation to a changing and increasingly digital world 	<ul style="list-style-type: none"> a. Raise UW's scholarly capacity and profile nationally and internationally b. Value and reward all teaching, research, extension, engagement, innovation, inclusion, and service contributions to UW's mission c. Celebrate and support free expression d. Strengthen relationships with UW's external partners and stakeholders 	<ul style="list-style-type: none"> a. Build opportunity ladders for staff b. Develop initiatives to hire, reward, and retain excellent staff and faculty c. Invest in resources that enhance the health and well-being of the UW community d. Expand efforts of accountability, inclusion, and transparency 	<ul style="list-style-type: none"> a. Invest in and leverage UW Extension and R&E Centers b. Grow health and wellbeing initiatives across the state c. Expand the impact of the Wyoming Innovation Partnership d. Support Wyoming's economic and community development using the assets and expertise of all colleges and schools e. Enhance UW's connections with and service to the people of Wyoming f. Grow educational opportunities for Wyoming 	<ul style="list-style-type: none"> a. Strategically grow enrollment b. Audit business processes to ensure effectiveness c. Grow external funding for research and scholarship across all disciplines d. Leverage and grow corporate partnerships e. Enhance the partnership between UW and the UW Foundation f. Initiate planning for a comprehensive campaign g. Review UW budget model and program offerings h. Develop campus energy plan i. Refine UW positioning, brand strategy, and brand promise

Wyoming Annual Report Wyoming Retirement System

Agency Name: Wyoming Retirement System

Director: David Swindell, Executive Director

Agency Contact Person: Rachel Meeker, Deputy Director

Agency Contact Phone: 307.777.6109 (email: rachel.meeker3@wyo.gov)

Mailing Address: 2515 Warren Avenue, Suite 450
Cheyenne, WY 82002

Web Address: <http://retirement.wyo.gov>

Statutory References:

W.S. 9-3-401 to 9-3-452	(Wyoming Retirement System)
W.S. 9-3-431	(Air Guard Firefighter Pension Plan)
W.S. 9-3-432	(Law Enforcement Pension Plan)
W.S. 9-3-601 to 9-3-620	(State Highway Patrol, Game and Fish Warden and Criminal Investigation Retirement Act)
W.S. 9-3-501 to 9-3-509	(Wyoming Deferred Compensation Plan)
W.S. 9-3-701 to 9-3-713	(Wyoming Judicial Retirement Plan)
W.S. 15-5-201 to 15-5-209	(Paid Firemen's Pension Plan A)
W.S. 15-5-401 to 15-5-422	(Paid Firemen's Pension Plan B)
W.S. 35-9-616 to 35-9-628	(Volunteer Firefighter and EMT Pension Plan)
W.S. 9-3-301 to 9-3-306	(Social Security, Section 218 Administration)

Clients Served: Public employees of the state government, school districts, higher education, cities, towns, counties and special districts, along with volunteer firefighters and emergency medical technicians, employers of these employees & volunteers, retirees from these entities, beneficiaries of retirees and former employees who have left funds on deposit with the system, along with members and employers who participate in the 457 deferred compensation savings program.

As of January 1, 2023:

Active Members	40,640
Pensioners (Retirees & Beneficiaries)	31,341
Vested Deferred Members	7,650
Non Vested Deferred Members	26,798
Total Defined Benefit Plan Members	106,429
Number of Employers / Reporting Agencies	700
Number of 457 Plan Accounts	23,210
Number of 457 Plan Employers Enrolled	287

Budget Information: Administrative Expenses: 1 July 2022 through 30 June 2023:

Unit: 101 Defined Benefit Administration

Mission: Administer eight (8) defined benefit pension plans and provide for overall system oversight.

of Employees: 33 FT and 2 direct bill technology personnel

Accounting Series	Description	Amount (1 July 2022 through 30 June 2023)
100	Personnel	\$3,517,114
200	Support Services	\$383,987
300	State Cost Allocation	\$592,039
400	Central Services / Data Services	\$406,853
500	Space Rental	\$360,796
900	Contracted Services	\$1,421,858
	Unit Total	\$6,682,647

Unit: 103 Investments**Mission:** Invest the \$10.0 billion defined benefit portfolio on behalf of the eight (8) plans.**# of Employees:** 8 FT and 2 AWEC PT (summer interns)

Accounting Series	Description	Amount (1 July 2022 through 30 June 2023)
100	Personnel	\$2,309,247
200	Support Services	\$362,717
900	Contracted Services	\$477,684
	Unit Total	\$3,149,648

Unit: 6501 Deferred Compensation (457 plan)**Mission:** Administer the 457 Deferred Compensation savings program.**# of Employees:** 4 FT and 1 embedded record keeper contractor

Accounting Series	Description	Amount (1 July 2022 through 30 June 2023)
100	Personnel	\$380,374
200	Support Services	\$66,975
300	State Cost Allocation	\$58,553
400	Central Services / Data Services	\$6,643
500	Space Rental	\$28,875
900	Contracted Services	\$180,880
	Unit Total	\$722,300

Strategic Plan

The Wyoming Retirement System (WRS) is overseen by an eleven (11) person Board which includes the elected Wyoming State Treasurer and ten (10) members appointed by the Governor. The Board has adopted a strategic plan with the following mission, vision, values and goals:

Mission: Providing expert administration and responsible investment of Wyoming's public retirement and supplemental savings programs.

Vision: Partnering to build financial security for members and their families

Values: Integrity, Accountability, Commitment, Excellence

Overall Goals:

- Retain quality staff, board, and leadership
- Develop best in class institutional investment program
- Enhance further credibility and influence with the executive branch, legislature, and Wyoming constituents
- Ensure consistent and accurate benefits administration and recordkeeping
- Manage WRS operations and outreach with a customer-centric focus and culture
- Periodically evaluate comprehensive plan design to ensure long-term actuarial soundness

Service Efforts and Accomplishments: Selected service efforts and accomplishments for WRS for the period 1 July 2022 thru 30 June 2023 are noted below, organized by goals of the strategic plan.

Retain Quality Staff, Board, and Leadership

Board Composition. Trustee Mike Ceballos departed and the Board expressed gratitude for his numerous contributions to WRS. The Board welcomed new trustee Jim Ruby, who serves as the Director of the Wyoming Environmental Quality Council and represents state employees on the Board. We extend our thanks to all the Board members for their voluntary service, leadership, and altruism.

Compensation. HB0024 passed during the 2023 session, which updated compensation for the WRS investment professionals. Compensation amounts had not been updated since 2019 and the investment professionals were not included in the state-wide compensation adjustments in 2022 and 2023. The update allows competitive compensation which is important for team stability and long-term investment performance.

State-wide compensation adjustments were included in both the 2022 budget bill and the 2023 supplemental. Both actions substantially addressed lagging state compensation which was severely impacting recruiting and retention in all state agencies, including WRS. The adjustments will make WRS more competitive in the labor market.

Staffing. In the budget passed in 2022, WRS added one (1) member benefit specialist and the supplemental budget passed in 2023, added one (1) accountant to the WRS staff. These adjustments were helpful, however WRS staffing overall remains below that of peer systems. The Board remains concerned about several areas of lean staffing that expose the system to operational risk. The Board will seek additional staffing during the next budget session.

Develop Best in Class Institutional Investment Program

As of December 31, 2022 (end of WRS’s fiscal year), WRS held \$9,864,778,687 in trust for pension benefits, this is a decrease of \$1,052,748,708 compared to the prior year. Investment activity produced a net loss of \$750,982,101. The one (1) year rate of return (net of fees) was -6.99% this compares to the Board’s strategic benchmark of -9.12% and -17.25% for a 60% MSCI ACWI / 40% Barclays Multiverse index fund. The asset allocation was:

Actual Asset Class Exposure	As of 31 December 2022
Tactical Cash	3.4%
Fixed Income	13.0%
Equity	35.7%
Marketable Alternatives	42.1%
Real Estate	5.8%

100% of assets are managed externally, with managers selected by the WRS investment team. The investment team may engage in short term tactical trades that are managed internally.

75.0% of assets are managed actively and 25.0% are managed passively. Passive assets includes a portion of the allocation to public equities and a portion of the fixed income allocation to US government debt.

WRS portfolio performance has been in line with its strategic benchmark over long-term periods, per table below:

Portfolio Returns as of 12/31/2022 (Net of Fees)	1-Year	3-Year	5-Year
WRS	-6.99%	6.57%	6.75%
Strategic Benchmark	-9.12%	4.93%	5.13%
+ Or -	+2.13%	+1.64%	+1.62%

Year	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Actuarial Rate Assumption (%)	7.75	7.75	7.75	7.75	7.00	7.00	7.00	7.00	7.00	6.80
1 Year Return (%)	13.30	4.74	-0.44	7.53	14.20	-3.52	18.72	11.03	17.19	-6.99
3 Year Return (%)	8.39	10.51	5.72	3.89	6.93	5.81	9.36	8.34	13.60	6.57
5 Year Return (%)	12.20	8.63	5.84	7.64	7.73	4.32	6.97	9.32	11.22	6.75

Year to year investment results have been highly variable over the past 10 years, as illustrated by the chart above. While market returns vary, the Board has a 30-year time horizon and employs actuarial smoothing to mitigate market volatility in the actuarial results. The Board has reduced the actuarial assumed rate of return twice in the past 10 years, which reflects the Board’s view that future returns are likely to be more modest than in the past. Markets in 2022 were particularly volatile. Rising interest rates and increased global tensions resulted in a loss of -6.99% for the year. Since then, markets have recovered, demonstrating that any return period is just a snapshot in time. Preliminary unaudited results as of June 30, 2023 show a year to date return of +6.49%.

Enhance Further Credibility and Influence with the Executive Branch, Legislature and Wyoming Constituents

During the past year, WRS staff conducted several virtual town hall meetings inviting members and the public to learn about WRS and meet with senior staff. WRS hosted a legislative breakfast during the 2023 legislative session that included legislators, Board members and senior staff.

WRS produced a Spring and Fall newsletter, emailed or mailed to retired and active members and continued to promote visits to the our website. WRS educators traveled the state, conducting 699 employee meetings, with recorded attendance of 10,117 members. Educators divided the state

into 10 regions, visiting 6 regions 4 times during the year and visiting the other 4 regions 5 times during the year.

WRS staff met with the Joint Appropriations Committee (JAC) of the legislature outside of the legislative session to discuss system status and potential contribution rate changes for the upcoming 2024 session. During the session, board members and staff testified on nine (9) separate bills to the JAC and other committees. The session resulted in several bills being adopted:

- SF0018, adjusted in service death benefits in the Warden/Patrol/DCI Plan to be similar to those in the Law Enforcement Plan.
- HB0011, placed full-time Parks Rangers in the Law Enforcement Plan instead of the Public Employee Plan.
- HB0045, authorized a rehired retiree provision in the Warden/Patrol/DCI plan and repealed the previous age 65 mandatory retirement age.
- HB0024, updated compensation authorizations for the WRS investment team.
- HB0118, added a \$9 million ad hoc contribution to the Volunteer Firefighter, EMT and SAR Plan, to help compensate for revenue lost in the Fire A solution bill in the 2022 session.

WRS received several national recognition awards over the past year including: the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for our 2021 Annual Comprehensive Financial Report (ACFR) and the Public Pension Coordination Council Standards Award for Funding and Administration.

Ensure Consistent and Accurate Benefit Administration and Recordkeeping

WRS continues to refine and enhance the pension administration system that went live in May 2014. Known as the Retirement Administration and Investment Network (RAIN), the system provides electronic document and workflow management, automated calculations, reporting features and secure on-line portals for both members and employers. The RAIN system was enhanced with a significant 4.0 version in October 2021 that materially improved speed and security of the system.

WRS paid more than \$754 million in pension benefits during 2022 along with \$26 million to terminated employees refunding their accounts. About 79% of those payments went to Wyoming zip codes (\$610 million).

Manage WRS Operations and Outreach with a Customer-Centric Focus and Culture

WRS operations extend to a wide variety of members and employers as illustrated below:

Membership and Benefits Paid by Plan as of 01/01/2023:

Plan	Pensioners	Active Members	Deferred Vested	Non-vested Inactive	Total Count
Public Employees	30,855	34,712	8,383	18,934	92,884
Law Enforcement	1,607	2,524	495	1,226	5,852
Wardens & Patrol	378	272	36	78	764
Judges	35	55	5	-	95
Fire A	251	-	-	1	252
Fire B	189	388	57	38	672
Air Guard Fire	20	38	5	11	74
Vol Fire, EMT and S&R	1,678	2,324	520	1,878	6,400
Totals	35,013	40,313	9,501	22,166	106,993

Source: GRS Valuation Reports 01/01/2023

Periodically Evaluate Comprehensive Plan Design to Ensure Long-term Actuarial Soundness

The Board updated the assumptions used to quantify the liabilities of each pension plan after an experience study in 2017. The changes took effect on January 1, 2018, and there have been no changes since.

Current economic assumptions are:

- Assumed rate of return: 6.80%
- Assumed rate of inflation: 2.25%
- Assumed real rate of return: 4.750%
- Assumed payroll growth rate: 2.50%
- Demographic Mortality uses the Pub-2010 General Mortality Table, amount weighted, fully generational, and projected with the MP-2020 scale.

Actuarial Summary

The financial health of a pension plan is ascertained using actuarial measures such as funding ratios and projections of funding ratios to see whether the plans are on a path to achieve full funding (assets = 100% of projected liabilities). The funding ratio shows assets as a percentage of

liabilities, where the liabilities equal the present value of all accumulated liabilities of the plan. The January 1, 2023 valuations show that the funding ratios for most plans held steady in spite of market losses in 2022, due to accumulated gains from prior years. Fire A displays the result of legislation passed in 2022, which materially improved the finances of the plan.

Plan Name	Funding Ratio 2022	Funding Ratio 2023	Change	2050 Projection 2022 (MVA)	2050 Projection 2023 (MVA)	Change	2050 Projection 2022 (AVA)	2050 Projection 2023 (AVA)	Change
Public Employee Plan	77.04	77.25	+0.21	125%	85%	-40%	91%	92%	+1%
Warden, Patrol & DCI	81.33	80.58	-0.75	120%	77%	-43%	92%	84%	-8%
Law Enforcement	84.67	84.27	-0.40	91%	61%	-30%	68%	67%	-1%
Judicial	98.18	99.12	+0.94	117%	92%	-25%	97%	98%	+1%
Guard Fire	82.11	82.41	+0.30	136%	112%	-24%	118%	117%	-1%
Paid Fire A	41.98	89.74	+47.76	149%	179%	-30%	127%	182%	+55%
Paid Fire B	97.06	96.91	-0.15	133%	103%	-30%	111%	109%	-2%
Volunteer Fire & EMT	81.30	82.90	+1.60	118%	123%	+5%	116%	124%	+8%

There are two ways to project funding ratios out to 2050. Using Market Value of Assets (MVA), the projections show very large swings, reflecting the market value peak at the end of 2021 (looking very good) and then the market value decline in 2022 (looking very bad). Projection changes using the 5-year smoothed asset value (Actuarial Value of Assets or AVA) are very modest. The large Public Employee Plan is still projected to grow, but will only be around 92% in 2050. The Warden Plan will hold in the mid-80's and the Law Enforcement Plan is still projected to decline into the high 60's by 2050. The Judicial Plan is projected to stay in the high 90's. Contribution rate increases are necessary in Warden, Law and Judicial to place them on a growth path, with Law Enforcement being the biggest concern. The other plans (Guard Fire, Paid A, Paid B and Volunteer) are projected to be above 100% by 2050.

Board Meeting Dates: The Wyoming Retirement System Board meets quarterly, usually for 1 ½ days. Half the meetings are in Cheyenne and the other half are at locations elsewhere in the state. In addition, the Board may meet for special meetings, including virtual meetings on special topics. During the past year, the Board met on these dates and locations:

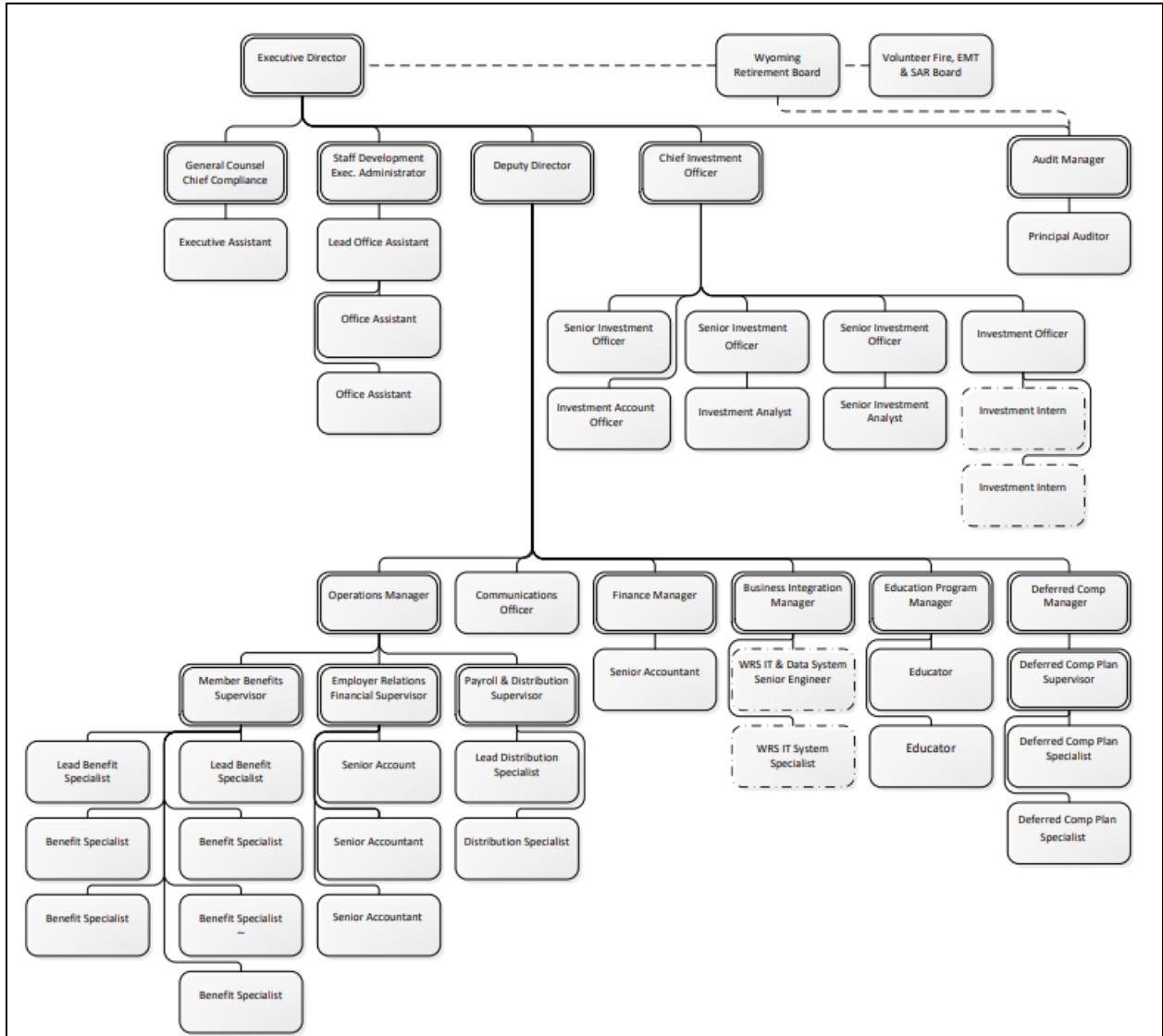
September 14-15, 2022: Hulett, Wyoming (public access also available online)
 November 15-16, 2022: Cheyenne, Wyoming

February 8-9, 2023: Cheyenne, Wyoming

May 17-18, 2023: Laramie, Wyoming

June 30, 2023: Special virtual meeting (budget development)

WRS Organization Chart



The Wyoming Department of
Enterprise Technology Services

Strategic Plan



2023-2026

Overview **EXECUTIVE SUMMARY**



Information technology (IT) is a critical enabler of government operations. All branches of government strive to improve constituent experiences by enhancing information security postures and promoting strategic efficiencies. ETS enables these efforts by ensuring IT solutions and initiatives are agile and utilize data analytics to improve policy and decision-making. To be successful, our organization must adapt and mature to ensure proper alignment with the requirements of today and tomorrow.

W.S. 28-1-115 requires all state agencies to prepare a strategic plan with performance metrics to measure agency success. This document is organized by strategic themes; high-level strategies which set the tone for how we will provide value-based service. Strategic themes and associated goals are equally important and closely aligned.

Established in W.S. 9-2-2901, ETS serves as the centralized IT organization managing executive branch IT-infrastructure, telecommunications, and IT-services. The agency prepares its budget biennially by working alongside executive branch agencies, boards, and commissions addressing unique business needs. The budget is composed of direct chargeback methods for fixed rate enhanced services and indirect chargeback methods for universal services.

Who We Are

Our Mission, Our Vision, Our Values

Mission

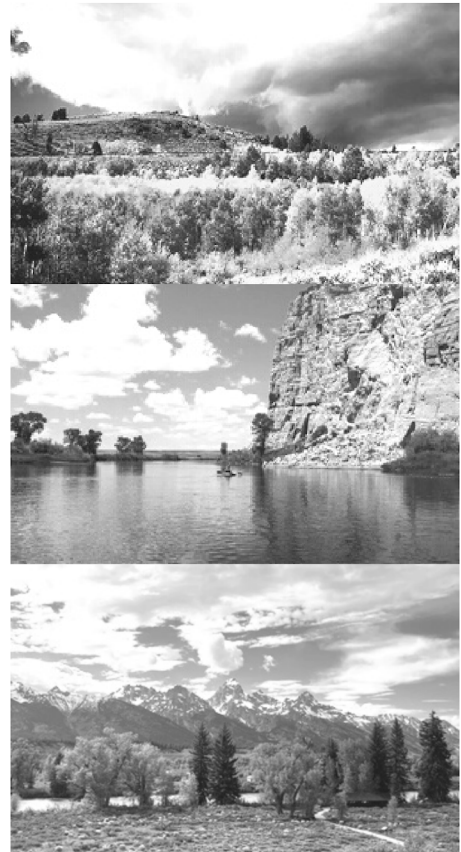
To provide comprehensive technical leadership & solutions enabling agency partners to deliver their mission and goals in a secure, transparent, and fiscally efficient manner.

Vision

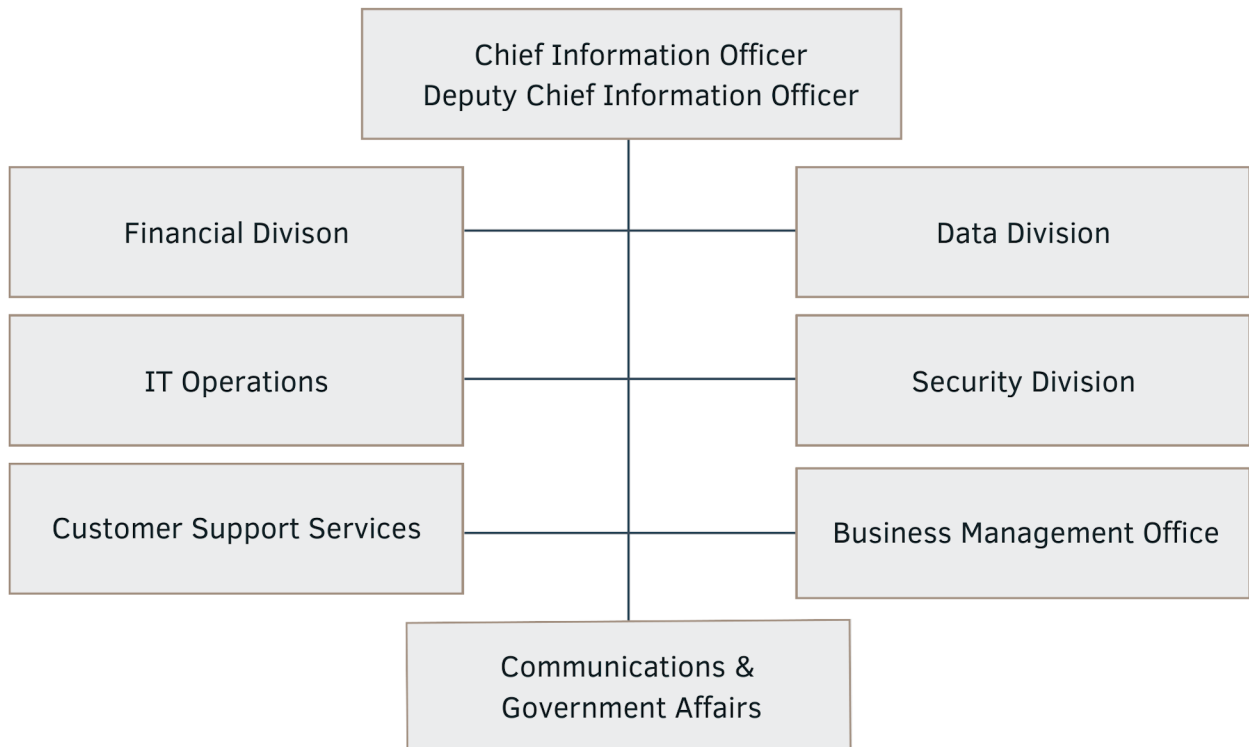
"Technology Services Supporting The Best Outcomes For Wyoming"

Values

Reliability, Efficiency, Collaboration, Ownership, Transparency, Honesty, & Trust



Our Structure



Strategic Theme

Maturing Governance

Maturing governance is a prime objective toward improving partnerships by adapting practices and delivering services to better align with department and citizen needs.

Goal 1 - Implement Enterprise Governance

Metrics

- Establish an enterprise governance board.
- Review and update existing policies and standards annually.

Goal 2 - Improve Customer Communication

Metrics

- Increased statewide cyber and data privacy awareness and engagement by stakeholders.
- Consistent agency leadership communications about internal plans, policies, and decisions.

Goal 3 - Evaluate Effectiveness of IT Investments

Metrics

- Use digital government strategies to evaluate initiatives using consistent and standard solutions, reducing administrative overhead, driving efficiencies, lowering enterprise costs, promoting common branding, and enhancing customer experience.
- Ensure agency and department projects are initiated through the enterprise governance board.





Strategic Theme

Improving Services

Goal 1 - Promote Continuous Improvement

Metrics

- Establish and implement processes for managing and maintaining Wyoming's IT investment portfolio.
- Establish an enterprise architecture function with a focus of innovation across all organizations.

Goal 2 - Improve Customer Service

Metrics

- Establish MOUs clearly delineating authority and identifying service requirements and expectations.
- Establish SLAs and provide monthly reports illustrating performance.
- Provide quarterly briefings informed by performance metrics.
- Create dashboards for services provided by ETS and ensure they are available for review in real-time by any state employee.

Customer Relationships

Positive and supportive communication with our stakeholders promotes improved decision-making resulting in satisfied customers.

ETS service delivery and support activities will be monitored through well-defined agreements and will include service-level agreements (SLAs), key performance indicators, and other metrics to ensure all parties can evaluate effectiveness of those agreements.

Strategic Theme

Management of State Resources

Technology remains in a constant state of change and ETS must ensure its workforce remains agile by using workforce development strategies and developing a mechanism for maintaining the state's IT portfolio.

Goal 1 - Workforce Development

Metrics

- Develop and implement a workforce development strategy to include offboarding and onboarding of all employees.
- Standardize training and tools for each position.
- Develop and implement workforce recruitment and recognition strategies.

Goal 2 - Promote Financial Transparency

Metrics

- Ensure funds are clearly defined and outlined for all stages of a project.
- ETS will maintain the state's investment portfolio ensuring transparent evaluation for planning and implementing enterprise strategies and mission support for department-specific objectives.
- Develop a statewide architecture to achieve more technical interoperability permitting seamless information sharing and inter-agency workflows; ensuring compliance with functional, security, legal, and other requirements.



Strategic Theme

Enhancing Cybersecurity

While IT has provided new ways for government entities to work with constituents and improve overall operations, it has also increased risks for cyber attacks and data breaches affecting government operations and eroding public trust. ETS must continuously strive to understand cybersecurity risks to ensure effective response and mitigation capabilities.

Goal 1 - Develop a Cybersecurity Roadmap & Framework

Metrics

- Establish tools and processes to ensure critical cybersecurity information is shared at or faster than the pace of cybersecurity incidents requiring review and response.

Goal 2 - Expand Cyber-Partnerships, Outreach, & Training

Metrics

- Ensure participation in cybersecurity organizations by cultivating and expanding cybersecurity outreach activities across the state, federal, and private sector organizations.
- Ensure all state employees receive annual cybersecurity training.

Goal 3 - Enhance and Improve the State's Cyber Ecosystem

Metrics

- Provide quarterly updates to state entities regarding cybersecurity activity.
- Ensure all cybersecurity incidents are identified and properly mitigated; ensure cybersecurity capabilities exist to mitigate adversarial threats.
- Ensure all state entities participate in data management governance and have effective incident response plans.
- Provide oversight for implementation of improved cybersecurity capabilities.
- Ensure that at least one (1) cybersecurity exercise is conducted annually within the Executive Branch.

Future INITIATIVES



Management of State Resources

- Targeted Skills Training
- Statewide Cyber-Awareness Training and Advisory Program
- Succession Planning



Maturing Governance

- Data Governance Framework
- Strategic Enterprise Applications
- IT Asset Management
- Enterprise Architecture



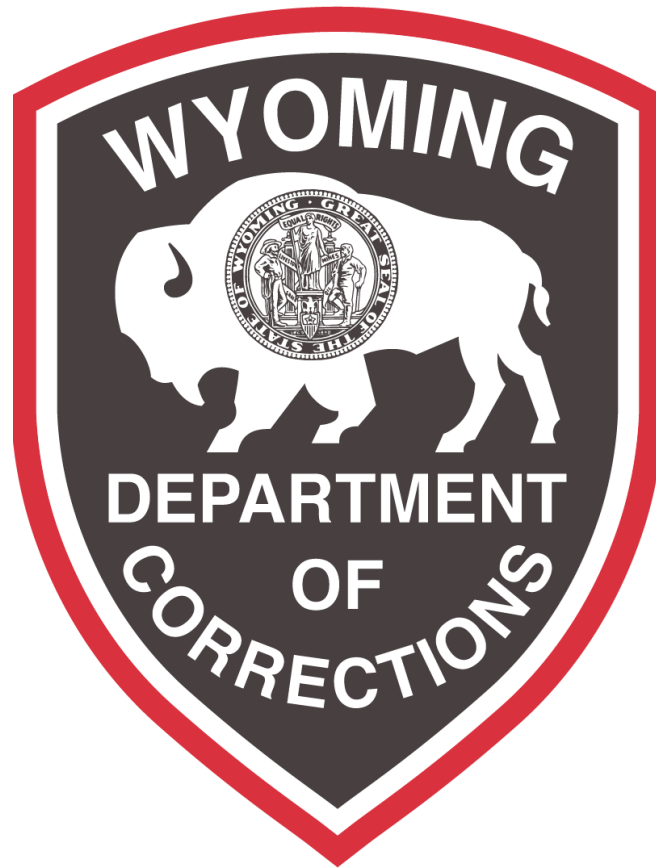
Improving Services

- Document and Workflow Management
- Contract Lifecycle Management
- Cloud Services Support



Cybersecurity

- Disaster Recovery & Continuity of Operations
- Cloud Security
- Network Access Controls
- Next Generation Security Information and Event Management (SIEM)
- Cyber-Exercise & Resilience Program
- Continuous Monitoring & Vulnerability Management



Wyoming Department of Corrections
Strategic Plan
Fiscal Years 2021–2023

REPORT PERIOD: FY21-23 (July 1, 2021 through June 30, 2023)

GENERAL INFORMATION:

Agency: Wyoming Department of Corrections

Director: Daniel Shannon, Director

Agency Contact: Kayla Opdahl
Deputy Administrator Programs and Contracts
kayla.opdahl@wyo.gov

Contact Phone: (307) 777-6033

Mailing Address: 1934 Wyott Drive, Suite 100
Cheyenne, WY 82002

Web Address: <http://corrections.wy.gov/>

Other Locations: Afton, Buffalo, Casper, Cheyenne, Cody, Douglas, Evanston, Gillette, Green River, Jackson, Kemmerer, Lander, Laramie, Lusk, Lyman, Newcastle, Pinedale, Powell, Rawlins, Riverton, Rock Springs, Sheridan, Sundance, Torrington, Wheatland, Worland

Year Established and Reorganized: The Wyoming Department of Corrections (WDOC) was established in 1991 as part of the reorganization of Wyoming state government. WDOC assumed management of the four state penal institutions that had previously been under the administration of the Board of Charities and Reform, which was created in 1889, and the Department of Probation and Parole, which was created in 1941. WDOC continued to provide support to the Board of Parole until 2003 when the Board became a separate operating agency.

Statutory References: W.S. §§ 9-2-2012; 25-1-104; 25-1-105

Additional references at: W.S. §§ 7-13-103 through 108; 7-13-301 through 307; 7-13-401 through 411; 7-13-418 through 424; 7-13-501 through 504; 7-13-701 through 702; 7-13-801 through 807; 7-13-901 through 915; 7-13-1001 through 1003; 7-13-1101 through 1107; 7-13-1301 through 1304; 7-13-1401; 7-13-1501; 7-13-1801 through 1803; 7-15-101 through 105; 7-16-101 through 7-16-311; 7-18-101 through 115; 7-19-101 through 7-19-603; 7-22-101 through 115; 9-1-701 through 9-1-710; 9-2-2701 through 2706; 25-1-201; 25-2-101 through 104

Organizational Structure: The Department of Corrections has **three** divisions which are supported by administrative operations within the Director's office. The Director's office comprises of: fiscal operations; policy and planning; legislative and community affairs; and the investigative services unit. The **Field Services Division** includes adult Probation and Parole services, Adult Community Corrections centers, Interstate Compact, Addicted Offender Accountability Act, Field Training, and Reentry. The **Prison Division** includes five correctional facilities, medical & mental health services, rehabilitative services, case management, classification, substance abuse and sex offender treatment, religious services, vocational and educational services, and Victim Services. The **Support Services Division** includes quality and compliance, safety, construction and maintenance, industries, records, the training academy and research.

Clients Served: Offenders sentenced by the courts to serve prison sentences, released to parole by the Parole Board, or placed on probation by the courts (including offenders from other states who transfer to Wyoming under the standards of the Interstate Commission on Adult Offender Supervision).

WYOMING QUALITY OF LIFE RESULTS STATEMENTS:

- Wyoming families and individuals live in a stable, safe, supportive, nurturing, healthy environment.
- Wyoming has a diverse economy that provides a livable income and ensures wage equality.
- Students are successfully educated and prepared for life's opportunities.
- Wyoming state government is a responsible steward of state assets and effectively responds to the needs of residents and guests.
- Wyoming values the unique aspects of its western heritage, providing residents and visitors expanding access to cultural, historical and recreational experiences.
- Advanced technologies and quality workforce allow Wyoming business and communities to adapt and thrive.

CONTRIBUTION TO THE WYOMING QUALITY OF LIFE:

- The Wyoming Department of Corrections (WDOC) contributes to the Wyoming quality of life by providing for the safety of families and individuals through effective management of offenders in prison and in the community.
- WDOC provides a livable income and ensures wage equality by ensuring staff salaries are competitive when compared to the market and by providing offenders with education and job skills necessary to obtain employment.
- WDOC promotes educational opportunities for offenders, including High School Equivalency Certification, vocational training, and college classes, to ensure students are successfully educated and prepared for life's opportunities.
- In as cost-effective manner as possible, using research-based approaches, offenders are given opportunities to become law-abiding citizens, while the department addresses the needs of victims and the public.
- WDOC values the unique aspect of Wyoming's western heritage and provides inmates and staff access to cultural, historical and recreational experiences, perhaps best exemplified through the agriculture and forestry program at Wyoming Honor Conservation Camp.
- WDOC is committed to a quality workforce and regular partnerships with Wyoming communities that help those communities to thrive. As a steward of state resources, WDOC is committed to prudent use of technology to ensure efficient and effective government.

FY2023 Staffing:

1,054 FTEs

3 part-time employees

6 AWECs

**Note: This staffing total is for funded and unfunded positions; this total does not include contracted service providers such as medical and mental health staff.*

1,063 Total Staff*

BFY2022-2023 Budget:

General Funds/ARP	\$247,145,278
Federal Funds	\$456,398
Other Funds	\$21,192,1598
TOTAL:	\$268,793,835*

FY23 Expenditures (Actual expenses as of June 30, 2023):

General Funds/ARP	\$134,313,260.96
General Funds	\$148, 631..41
Federal Funds	\$105, 743.9
Other Funds	\$10,430,812.78
TOTAL:	\$144,998,449.12

**During the 2019-2021 biennium the WDOC's budget was reduced by a total of \$28.2 million dollars.*

BASIC FACTS ABOUT THE WYOMING DEPARTMENT OF CORRECTIONS:

WDOC operates five adult prisons (four male facilities: the Wyoming Honor Conservation Camp in Newcastle, the Wyoming Honor Farm (WHF) in Riverton, the Wyoming Medium Correctional Institution (WMC) in Torrington, and the Wyoming State Penitentiary (WSP) in Rawlins; and one female facility: the Wyoming Women's Center (WWC) in Lusk. The department also contracts with three adult community corrections centers (Casper, Cheyenne, and Gillette). WDOC is responsible for the statewide supervision of adult probation and parole offenders with 23 field offices in every county across the state.

The average daily population (ADP) for WDOC inmates for FY23 was 2,208, a slight increase from 2,180 in FY22. Approximately 345 of those inmates were housed in non-department facilities, including adult community corrections centers, county jails, as well as the secure treatment facility in Casper (i.e. Therapeutic Community). The ADP for offenders currently under WDOC supervision for probation and parole for FY23 is 6,102, a decrease from an ADP of 6,524 in FY22. For FY23, there were 752 inmate intakes with 808 inmate terminations (release of all types); 2,116 probation intakes with 2,289 probation terminations; and 602 parole intakes with 467 parole terminations. In addition to offenders, WDOC serves victims, families, and the public. The entire state of Wyoming is potentially served by WDOC

PRIMARY FUNCTIONS OF THE WYOMING DEPARTMENT OF CORRECTIONS:

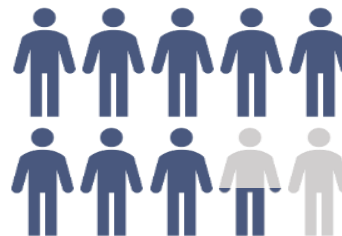
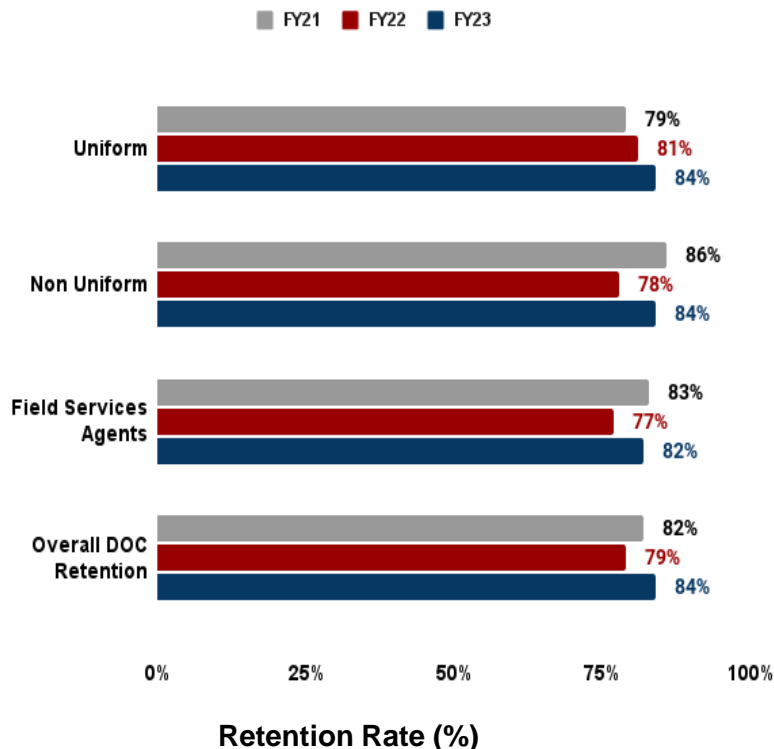
- **Public Safety:** WDOC contributes to safer communities by exercising reasonable, safe, secure, and humane management of inmates, probationers, and parolees.
- **Rehabilitation:** Using research-based "best practices," WDOC actively provides offenders opportunities to become law-abiding citizens.
- **Case Management:** WDOC utilizes a structured process of assessing an offender's risks and needs in order to target areas for treatment and intervention.
- **Correctional Standards:** WDOC adheres to standards within the corrections profession that ensure the safety and security of staff, offenders, institutions, and the public while providing for the professional management of offenders.
- **Good Stewardship:** WDOC develops partnerships with victims, community members, public agencies, and private agencies to better meet the department's mission in a meaningful and cost-effective manner.

Performance Measure #1: The Department of Corrections will manage the offender population to ensure the safety and security of the public, the staff, and the offenders.

1.a. Ensure facilities and field offices are fully staffed.

This is measured by the percentage of employees who remain employed by WDOC.

**Note staff retention rates are calculated only using authorized funded positions. Therefore, positions that were removed due to budget cuts are not included in the calculation for staff retention.*

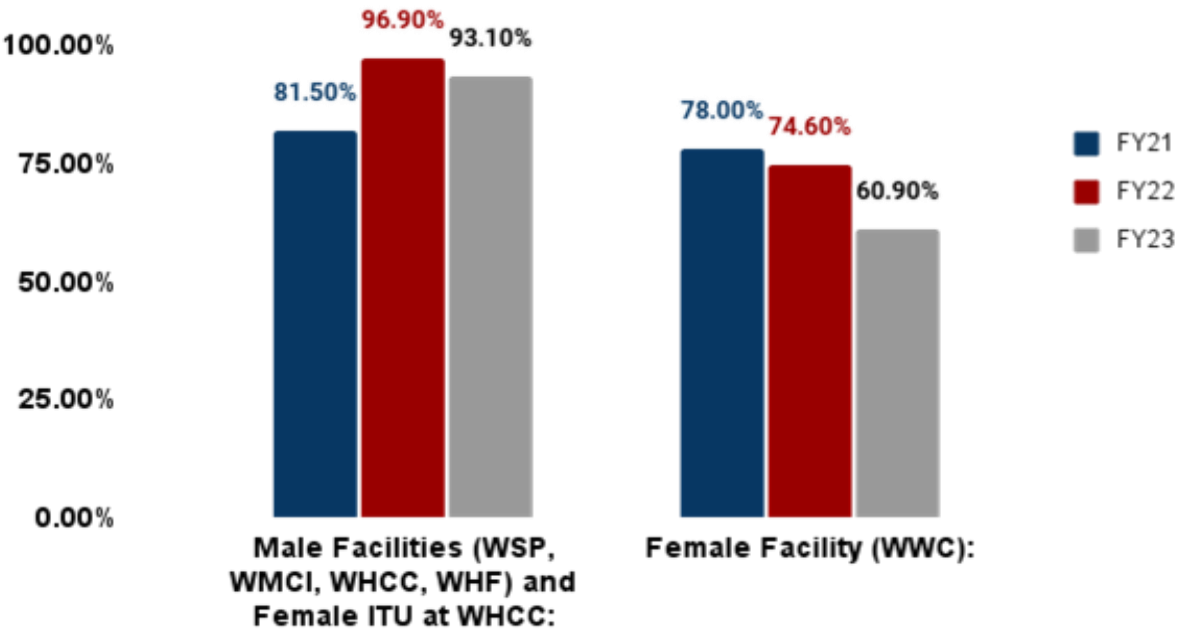


Overall FY 23: 84%

Retention rate is the opposite of a turnover rate, reflecting WDOC’s ability to retain staff. Staff members are WDOC’s greatest asset in regards to the performance of the agency. The WDOC experienced an increase in retention rates for FY23 but it is important to note that retention rate is looking at the number of employees WDOC retained at the start of FY23 through the end of FY23. As a result, retention rates do not account for the positions the WDOC has not been able to fill for over a year. Data shows the WDOC is improving on retaining employees. This improvement may be accredited to efforts put in place by Department leadership to develop processes that improve the safety and wellbeing of staff and foster an enjoyable work environment. Additionally, efforts have been made to improve data collecting reasons why staff leave. The Department continues to experience significantly high vacancy rates and difficulties with the recruiting and filling of vacant positions. Staffing in corrections is a nationwide issue; other States are experiencing similar staffing shortages and difficulties recruiting in law enforcement. The WDOC will continue to prioritize this performance measure and focus on staff safety and well being.

1.b. Ensure there is sufficient facility space at the appropriate security levels.

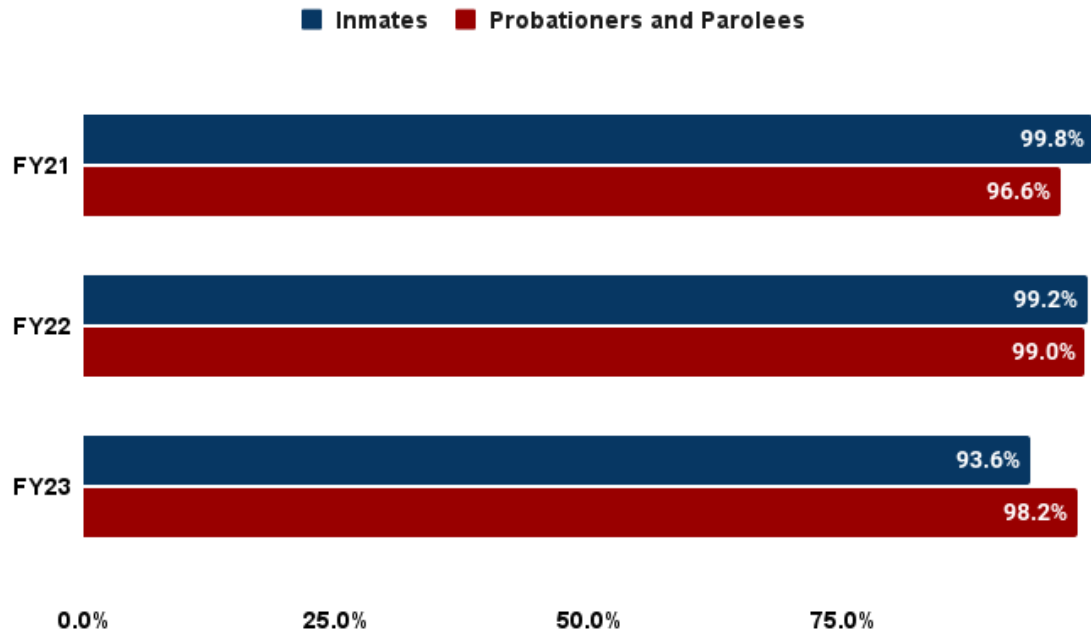
This is measured based on each WDOC Facility's rated capacity.



Rated capacity is the total number of beds available to house inmates in general population, program services, and treatment locations operated similar to that of general population housing. Specialty beds may only be utilized when restrictions are needed for a particular inmate and/or there is a medical necessity. Therefore, specialty beds are not included in this calculation. Data shows the agency is able to manage inmates in a more effective and efficient manner. Specifically, the Male and Female Inpatient Treatment Units (ITU) were moved to the Wyoming Honor Conservation Camp (WHCC) over the past two (2) years. The Prison Division improved abilities to regularly track rated capacity via daily reports. Additionally, the Field Services Division has impacted this number by reducing revocation rates by twenty-five percent (25%). Revocation rates are those offenders who have failed under supervision and, as a result, are sentenced to a WDOC facility. This reduction has a direct impact on inmate capacity. The Department's goal is to maximize the utilization of facility capacity but staffing issues have resulted in the Department having to alter operations and decreases the Department's ability to maximize its rated capacity.

1.c. Ensure all offenders are assessed and managed for behavior and criminal risk levels using validated evidence-based assessments.

Percentage of all offenders in prison or on supervision (i.e. probation and parole) that have been assessed for criminogenic risk/need.



From FY21 to FY23: Probationers/Parolees with assessed criminogenic risk/needs assessment increased by **1.6%**. Inmates with assessed criminogenic risk/needs assessment decreased by **2.4%**.

This metric focuses on ensuring the agency is using validated risk/needs assessments to manage both the inmate and offender populations. These assessment tools are also utilized to determine supervision level for offenders and to address identified needs during the case planning process. It is imperative this assessment be completed for all offenders and inmates under the supervision and custody of the WDOC. The Department selected a new assessment tool in FY21 and in FY22 focused on implementing efforts to ensure quality assurance regarding the new tool. As the data indicates, the agency is approaching the goal of administering risk/needs assessments to 100% of its offenders. There is reason to believe that this goal would be at, or closer to, 100% were it not for errors in the data collection process. Specifically, for the inmate population in FY23 the WDOC stopped capturing data from the prior assessment tool; as a result some inmates with longer sentence structures may not be captured in this data. The case management staff responsible for the completion of these assessments are working hard to have all inmates assessed on the new risk needs assessment and the annual facility audits look at the quality assurance of these assessments. With regards to probationers assessments many of those who do not have a completed assessment are due to the probationer absconding prior to the agent having an opportunity to complete the risk/needs assessment or data collections errors. Efforts such as assessing the data system used for risk/needs assessments are in place to try to achieve the goal of 100%.

Performance Measure #2: The Department of Corrections will strive to operate safe and humane facilities and provide opportunities for rehabilitation of offenders by providing evidence-based interventions.

2.a. Ensure the facilities are maintaining high standards of safe operations.



Number of assaults on WDOC staff resulting in serious injury



FY21

One



FY22

One



FY23

Zero

100% of WDOC Facilities are Prison Rape Elimination Act (PREA) certified. certified in FY21, FY22, and FY23

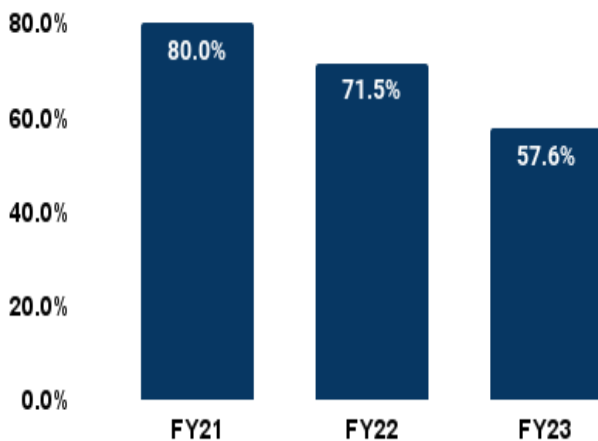


This metric focuses on WDOC facilities maintaining safe operations by prioritizing staff safety and monitoring staff assaults that result in serious injury. The Department defines serious bodily injury as any injury involving a substantial risk of death, unconsciousness, extreme physical pain, protracted and obvious disfigurement, or protracted loss or impairment of the function of a bodily member, organ, or mental faculty. In FY21 and 22, there was one (1) staff assault which resulted in serious injury; for FY23 the WDOC was able to reduce this number to zero (0). Staff safety remains the top priority and is of the utmost importance to the Agency. Therefore, WDOC continues to focus on improving staff safety. Safe and humane operations of the facility are measured by maintaining Prison Rape Elimination Act (PREA) standards and accreditation. As demonstrated above, the WDOC has maintained 100% certification at all WDOC facilities.

2.b. Ensure all offenders have completed an evidence-based intervention which corresponds with the assessed treatment need – Probationers and Parolees

*Percentage of **probationers and parolees** who completed a cognitive-behavioral intervention; substance abuse treatment; and/or sex offender treatment program at the appropriate level consistent with assessed needs by discharge and were employed or primarily employed during supervision.*

Cognitive Behavioral Intervention

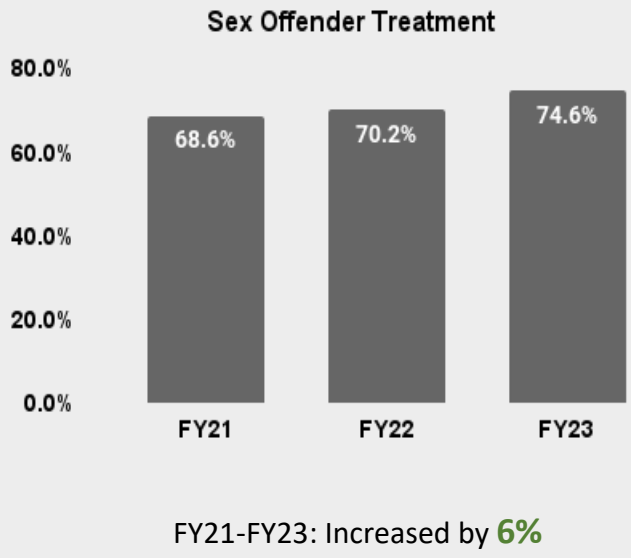


FY21-FY23: Decreased by **22.4%**

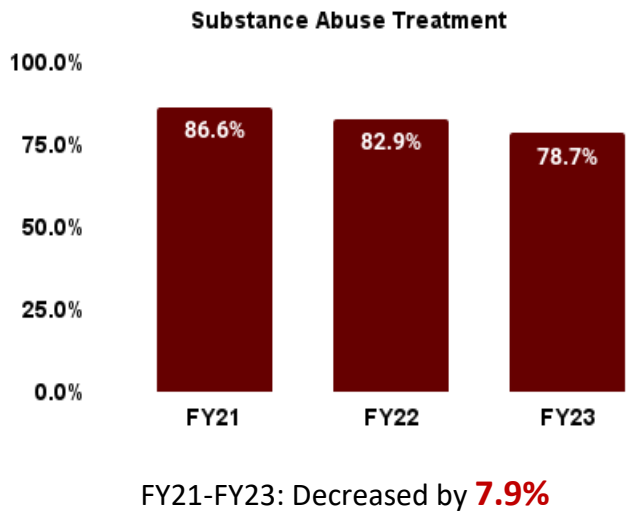
Cognitive intervention completion rates for probationers and parolees shows a slight decrease. This decrease can be attributed to errors in data entry. The Field Services Division continues to focus on cognitive intervention efforts and is working on training in an effort to improve these data errors. Specifically, field staff went through training on a new research-based intervention program, Core Correctional Practices (CCP). The Division continues to use Carey Guides and other cognitive groups, such as Thinking for a Change, as alternative interventions. Recently, a new case plan module was implemented to guide staff towards identifying various cognitive interventions that may be utilized. The Department expects to see a significant improvement in FY24 with this specific completion rate.

2.b. Probationers and Parolees Continued

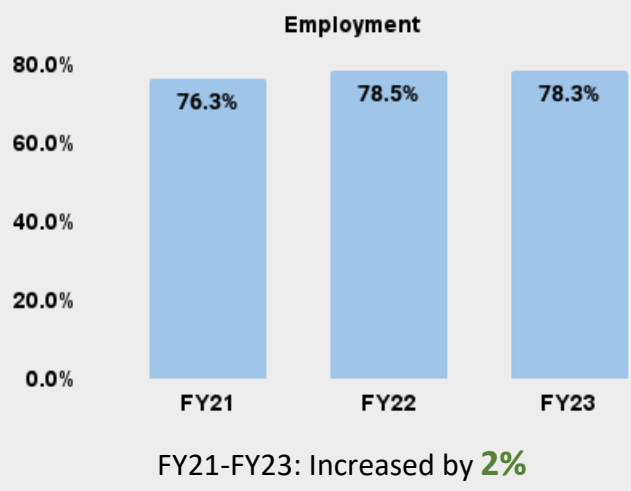
This performance indicator focuses on completion rates for sex offenders on community supervision. As the data shows probation and parole agents continue to prioritize referrals to community providers and working closely with community providers to ensure offenders are receiving this necessary treatment. Connecting offenders with providers who specialize in this treatment throughout the entire State can sometimes be difficult but changes in delivery, such as virtual sessions, has allowed for improved access to these services. The Department's goal is to continue to increase these numbers by 5%.



This performance indicator focuses on completion rates for offenders on community supervision with an assessed substance abuse need. Agents have been working diligently on referrals for offenders to address this identified need but completion rates are often impacted by offender's willingness and desire to participate in treatment; along with determination from the treatment providers if the offender has successfully completed the identified programming. As noted in past years, agents have always prioritized this population for referrals to community providers. There are efforts throughout the State that will result in improving offender's access to substance abuse treatment. Therefore, the Department's goal for FY24 is to improve these rates by 2%.

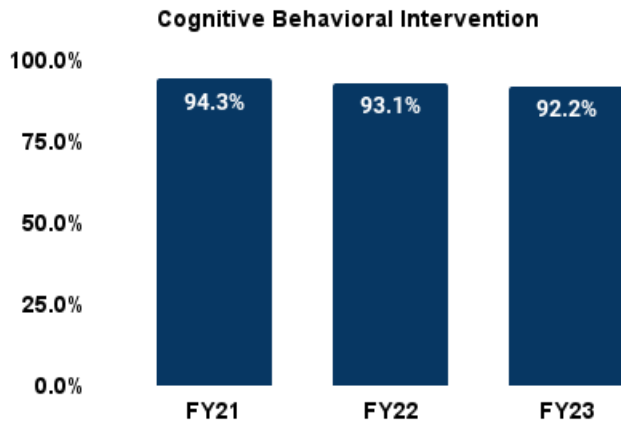


This performance indicator focuses on offenders who have employment while on supervision. Employment opportunities allow for offenders to be contributing members of society. This metric is very important to the Department and contributes to offender's success on supervision. In FY23 the Department of Corrections partnered with the Department of Workforce Services to assist inmates releasing into the community with employment opportunities. It is anticipated that this initiative will provide for even more improvement in this metric in future years.



2.b. Ensure all offenders have completed an evidence-based intervention which corresponds with the assessed treatment need – Inmates

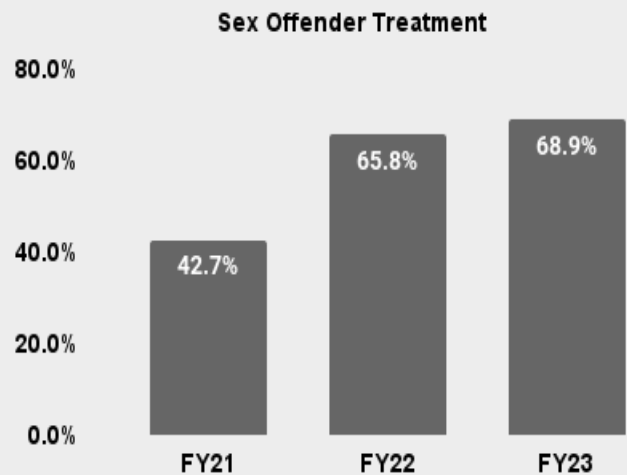
Percentage of *inmates* who completed a cognitive-behavioral intervention; substance abuse treatment; sex offender treatment; and/or education programs at the appropriate level consistent with the assessed needs prior to release.



This performance indicator reflects completion rates for those inmates who have an assessed need for cognitive behavioral interventions. As the data shows the Department has prioritized this programming and has on overall high percentage of completions. The Department's goal is to focus on continued improvement in this metric and to work on ensuring this programming is high quality and effective. For FY24 the Department is evaluating programming offered by case managers to look at ways case management programming can be improved.

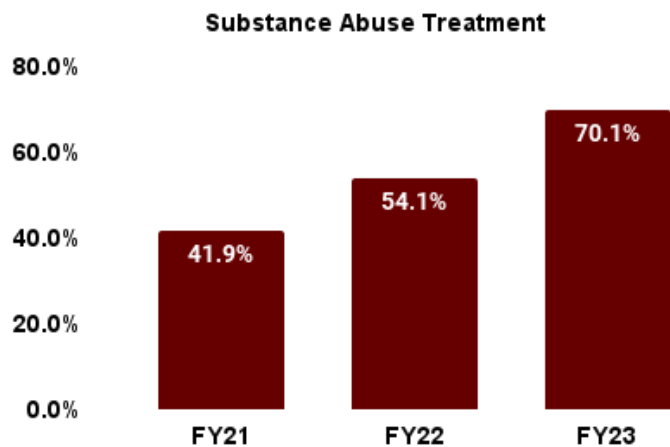
FY21-FY23: Decreased by **2.1%**

This performance indicator reflects completion rates for those inmates who have an assessed need for sex offender treatment. The data shows significant improvements over the years. In FY22 the agency realigned resources to ensure contract oversight is a priority resulting in improvements of monitoring facility contracted services. In FY23 contract providers were held accountable to provide regular performance reports, due to these reports the Prison Division is able to make necessary adjustments to improve these rates. Specifically in FY23 the Prison Division moved low intensity sex offender treatment to the Wyoming Honor Farm after a thorough assessment of inmates who needed this level of treatment and where they were being housed. Also effective August 2023 sex offender treatment is being provided in the Youthful Offender Transition Program. As a result of these adjustments the Department anticipates continued improvement with this metric.



FY21-FY22: Increased by **26.2%**

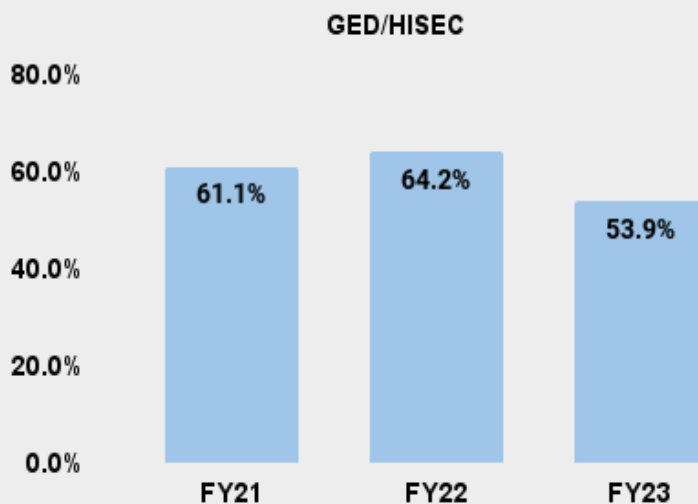
2.b. Inmates Continued



FY21-FY23: Increased by **28.2%**

This indicator shows substance abuse treatment completion rates for inmates with an assessed need. In FY16 the Department experienced budget cuts which impacted substance abuse treatment significantly over the years. COVID resulted in even more impact on the ability to provide consistent and regular treatment to inmates within the facilities. Data shows significant improvements in completion rates. In FY22, the Department moved inpatient treatment units for both male and female inmates to the Wyoming Honor Conservation Camp and realigned resources to ensure contract oversight is a priority. Therefore in FY23 monitoring facility contracted services has improved, resulting in more accountability of providers to produce regular performance reports. These reports have allowed the Prison Division to make necessary adjustments to improve specialized programming completions. For FY24, the Prison Division is working to improve referrals to the specialized program and engage inmates earlier in treatment.

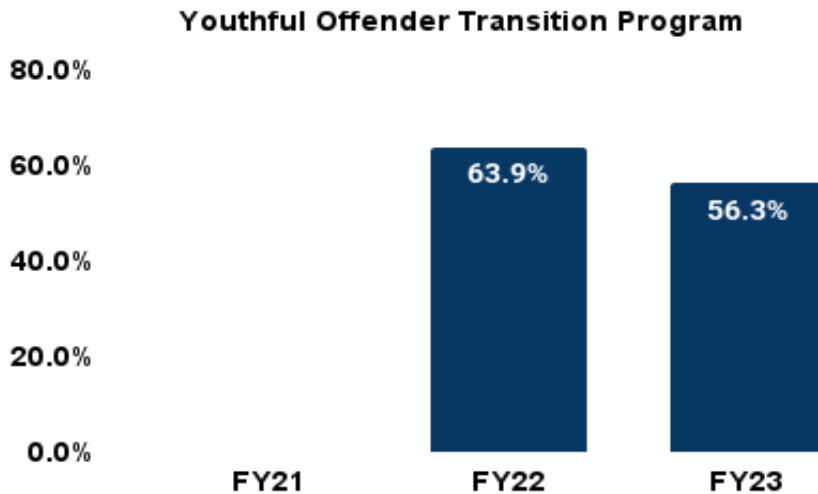
This metric looks at inmates who successfully obtain their GED/HiSEC. The Department is experiencing slight decreases in this metric. Due to the decrease, Prison Division administration conducted a thorough review of this data and found that much of this decrease was due to staffing. Teachers in the facilities experienced a significant vacancy rate in FY23 along with difficulty recruiting these positions. For FY24, the Prison Division is working diligently on tracking these completion rates and efforts to recruit and retain teachers.



FY21-FY23: Decreased by **7.2%**

2.b. Ensure all offenders have completed an evidence-based intervention which corresponds with the assessed treatment need.—Youthful Offender Transition Program (YOTP).

Percentage of successful completions from the Youthful Offender Transition Program (YOTP).



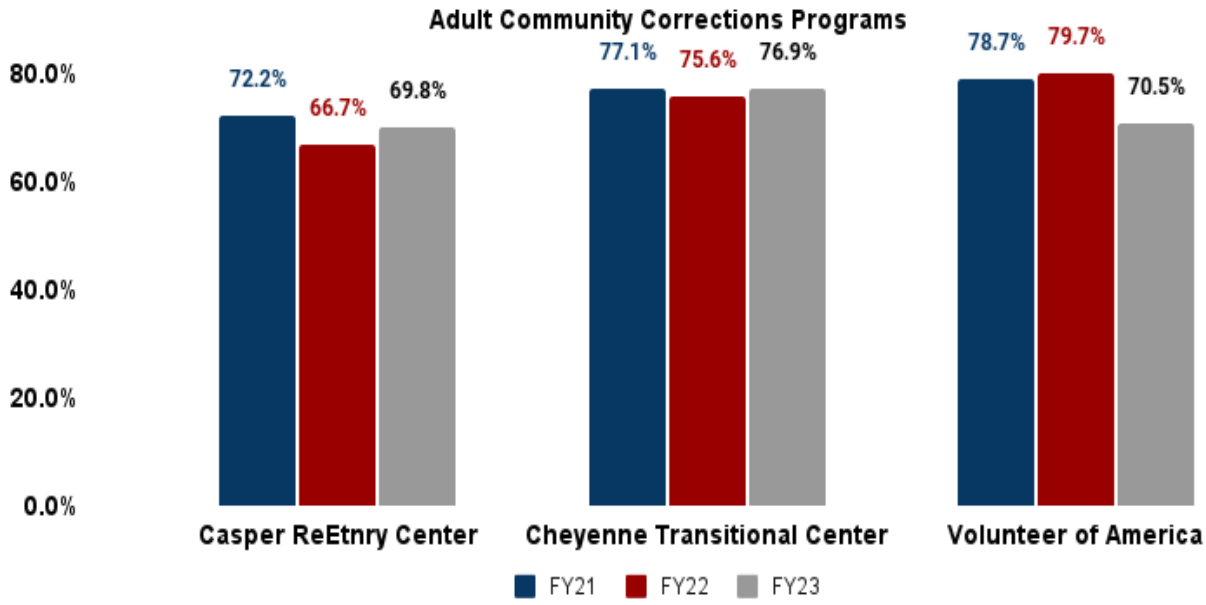
**There is no data for FY21 because this indicator was added in FY22.*

FY21-FY23: Decreased by **7.6%**.

This metric focuses on completion rates for the Youthful Offender Transition Program (YOTP). This program underwent legislative changes during the 2021 Legislative Session. Effective July 1, 2021, the WDOC moved the YOTP from the Wyoming Honor Conservation Camp (WHCC) in Newcastle to the Wyoming State Penitentiary (WSP) in Rawlins. Additionally, the Wyoming Women's Center (WWC) in Lusk implemented a YOTP for females. The change in location paired with statutory changes shifted the focus of YOTP from military-style exercises to a more therapeutic approach to treatment. FY23 is the second year the department is able to report on the successful completion rate of this program and, as noted above, the Department experienced a slight decrease in completion rates compared to FY22. For FY23 data there was a significant increase in number of participants compared to FY22; therefore the agency is seeing more referrals which has an impact on program operations. The Department is regularly evaluating this program and assessing the needs of the inmates sentenced to the YOTP. As a result, in August 2023 the WDOC implemented sex offender treatment programming for inmates in YOTP who have an assessed need. Due to this level of assessment the Department anticipates an increase in completion rates for FY24.

2.b. Ensure all offenders have completed an evidence-based intervention which corresponds with the assessed treatment need—Adult Community Corrections (ACC)

Percentage of successful completions from ACC Programs.

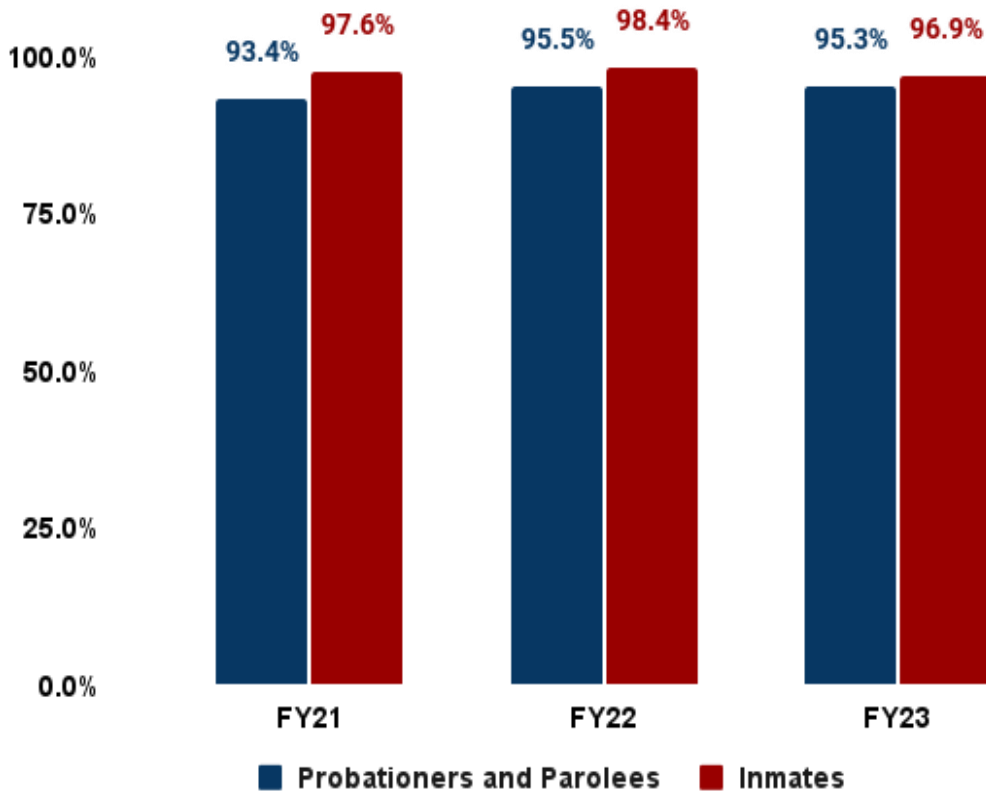


From FY21 to FY23: Casper ReEntry Center decreased **2.4%**; Cheyenne Transitional Center decreased **0.2%** and Volunteers of America decreased **8.2%**.

This performance metric focuses on completion rates in relation to the Adult Community Corrections (ACC) Programs; FY23 is the second year of reporting this data. The ACC programs take place in contracted facilities and the criteria for completion are dependent upon each facility’s requirements. The Department is pleased to see improvements in two of the three programs from FY22 to FY23. Several efforts have been put in place contractually to hold the ACCs accountable. Specifically the implementation of performance-based practices within each contract has allowed WDOC contract monitoring to focus on successful program completions and encouraging the ACCs to work towards long term behavior change with the offenders. These programs account for several offenders successful reentry into the community and contribute to the success rates of offenders. Therefore the Department has established a goal of seeing these completion rates improve by 2% in FY24.

2.c. Ensure all offenders have an individualized case plan informed by the appropriate evidence-based assessment(s).

Percentage of offenders (includes inmates, probationers and parolees) with case plans.

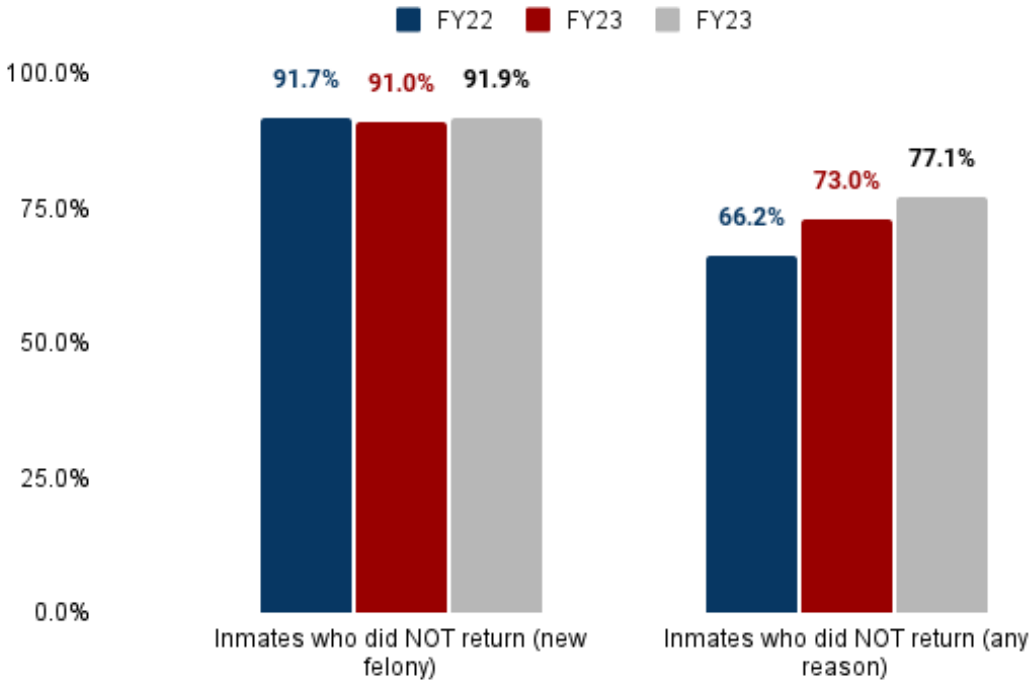


From FY21 to FY23: Probationers/Parolees with individualized case plans increased by **1.9%**.
Inmates with individualized case plans decreased by **0.7%**.

This performance metric shows the percentage of offenders who have an individualized case plan informed by the appropriate evidence-based assessment. Case planning is an evidence-based best practice and an integral piece of offender and inmate success. Case plans provide offenders and inmates with a guide towards success while under supervision or while housed as an inmate. While the Department has an established goal of 100% of offenders should have an individualized case plan there are times when this cannot be attained. Some of the reason is due to the data collection system having data collection errors. Additionally there are times when an offender absconds from supervision prior to a case plan being completed. Overall, the data shows case management and probation staff prioritize case planning with offenders but there is room for improvement. As a result, the Department recently developed a comprehensive case planning training and made significant changes to the case planning document. Training and improvement on case planning documentation should result in an improvement in this data metric.

3.a. Offender and inmate success rates.

Percentage of *inmates* who do not return to WDOC within three (3) years of release for a new felony or any other reason.

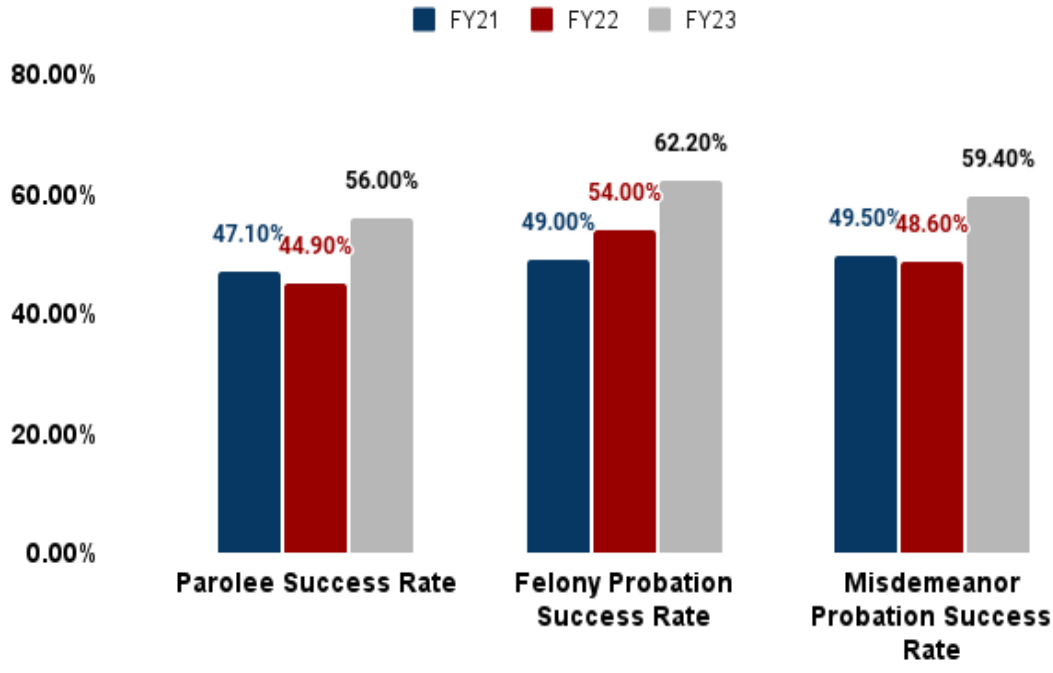


From FY21 to FY23: Inmates who did not return for new felony increased by **.2%**.
Inmates who did not return for any reason increased by **10.9%**.

The first graph is inmates who do not return to WDOC within three (3) years of release for a new felony. The agency has consistently seen success with this metric showing that a small number of inmates return to WDOC custody on a new conviction. This shows the agency efforts in place to address long term behavior change, such as treatment approaches and interventions are effective. The second graph is individuals who left a WDOC facility, either on parole or discharged their sentence while incarcerated (discharges include YOTP participants who were discharged to probation), who did not return for any reason (this includes new felony convictions and failures on supervision). The data shows a steady increase in success with this population. This reveals Department's efforts in reducing the return rates for offenders on supervision have been effective. The Department anticipates a continued improvement in these success rates as it continues to focus on programming and program completion rates within the facilities; and the continued improvement with the Field Services Division's supervision strategies, to include supervision of parolees.

3.a. Offender and inmate success rates (continued).

Percentage of *probationers and parolees* who successfully complete supervision and do not return to WDOC within three (3) years of discharge.



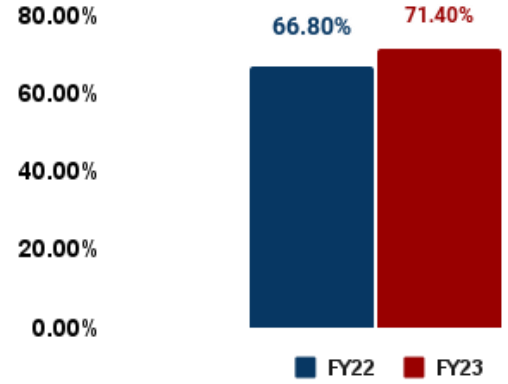
From FY21 to FY23: Parolee success rates increased by **8.9%**. Felony probation success rates increased by **13.2%**. Misdemeanor probation success rates increased by **11.1%**.

This performance metric focuses on success rates of all type of offenders; success rate is the percentage of probationers and parolees who successfully complete supervision and do not return to WDOC within three (3) years of discharge. As shown in the graphs above, all areas of supervision have improved significantly. This cohort consists of offenders who completed supervision in FY20. In FY 20 Field Services Division began to focus on utilizing community corrections best practices in their supervision strategies. First, was implementation of a new risk assessment tool and utilizing trailer assessments such as: the DVSI-R, Static/Stable, IDA, and ASI to identify and provide risk and treatment levels for specific types of offender and offenses. Secondly The Field implemented Correctional Practices (CCP); CCP provides agents the ability to intervene and correct offender’s behavior immediately. Third, the Field revised supervision standards to focus on providing attention and support to those offenders with higher risk and less attention and support to those with lower risk levels. Lastly, the Field adopted the philosophy to prioritize community safety and, if able, to exhaust all intervention and sanctioning options prior to revocation. As a result, treatment beds used for sanction options are always filled. All of the aforementioned efforts put in place have made a direct impact on these success rates which are above the National average.

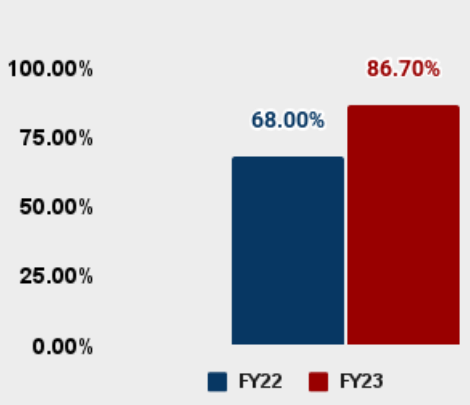
3.b. Success rates for offenders completing identified programming.

Percentage of inmates who successfully completed substance abuse treatment programming and do not return to WDOC within three (3) years of release for a new felony or any other reason.

This performance metric is a new one and was added in FY22; therefore there is no data for FY21. This metric looks at the success rates for those who completed substance abuse treatment within the WDOC. The success rate is determined by not returning to WDOC within three (3) years from discharge. A return can be due to a failure on supervision or a new commitment. As the data shows there is improvement from FY22 to FY23. As completion rates continue to improve this metric should also improve.



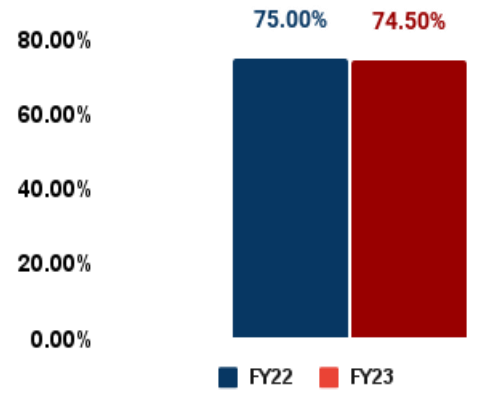
Percentage of inmates who successfully completed sex offender treatment programming and do not return to WDOC within three (3) years of release for a new felony or any other reason



This performance metric is new and was added in FY22; therefore there is no data for FY21. This metric looks at the success rates for those who completed sex offender treatment within the WDOC. The success rate is determined by not returning to WDOC within three (3) years from discharge. A return can be due to a failure on supervision or a new commitment. As the data shows there is significant improvement from FY22 to FY23. It is hoped that these success rates will continue to improve but the upcoming cohort of completion rates (i.e. FY21) was significantly smaller than others which may result in a slight decrease.

Percentage of offenders (this includes inmates probationers and parolees) who successfully completed the adult community corrections programs and do not return to WDOC within three (3) years of release for a new felony or any other reason.

This performance metric is new and was added in FY22; therefore there is no data for FY21. This metric looks at the success rates for those who completed an adult community corrections program within the WDOC. The success rate is determined by not returning to WDOC within three (3) years from discharge. A return can be due to a failure on supervision or a new commitment. As the data shows there is little change between FY22 to FY23. These success rates are above the average for those on community supervision. WDOC will continue to monitor the trends developed from these cohorts.



3.b. Success rates for offenders completing identified programming– continued

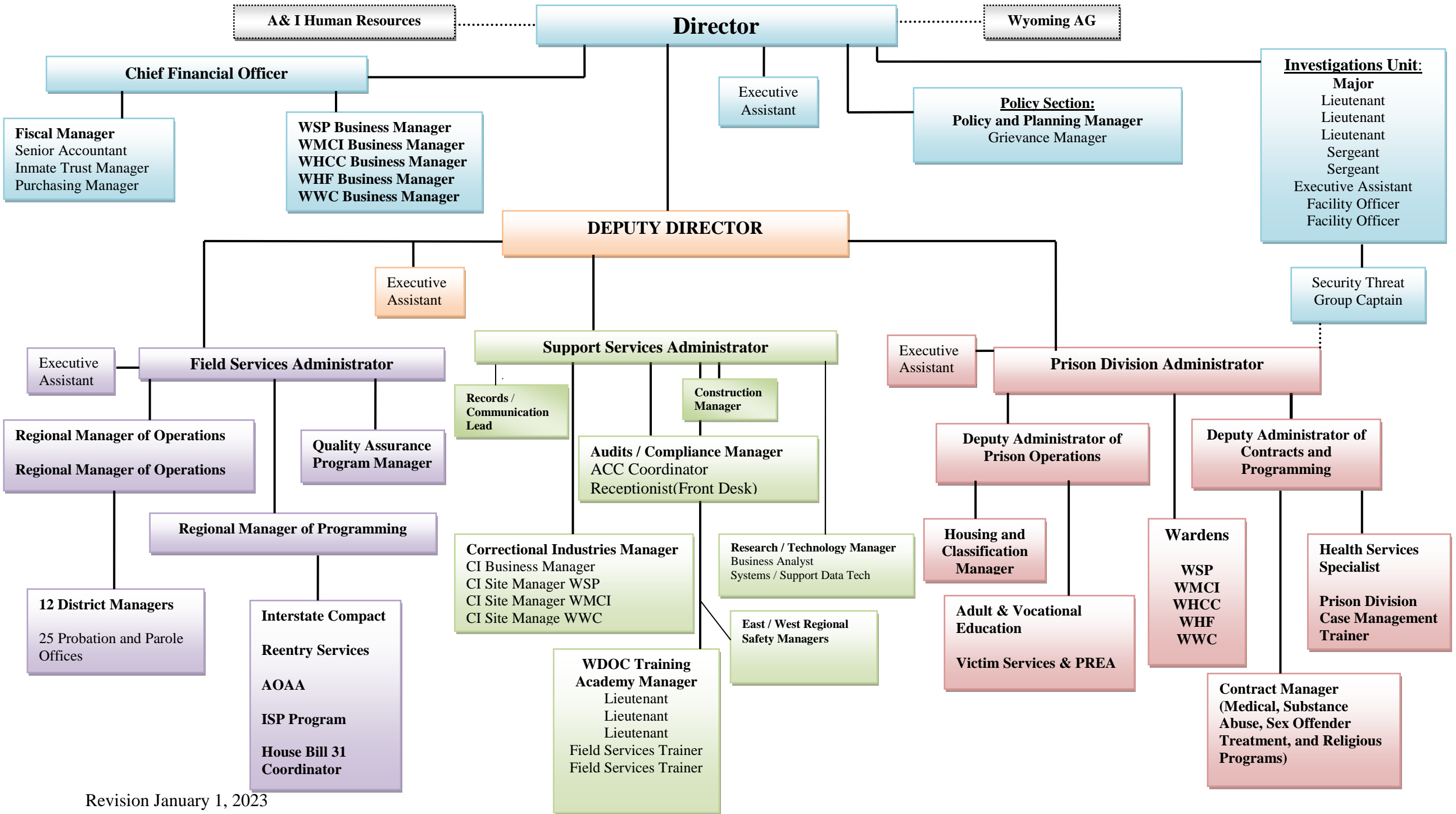
Percentage of **inmates** who received specialized **reentry services** and do not return to WDOC within three (3) years of release for a new felony or any other reason.

This metric was added in FY22 so there is no data at this time; it is anticipated the WDOC will have the first cohort to report on in FY24.

Percentage of **inmates** who successfully completed the **Youthful Offender Transition Program** and do not return to WDOC within three (3) years of release for a new felony or any other reason.

This metric was added in FY22 so there is no data at this time; it is anticipated the WDOC will have the first cohort to report on in FY24.

The Wyoming Department of Corrections



WYOMING



BOARD OF PAROLE

FY 2025- FY 2028

Strategic Plan

August 2023

Wyoming Board of Parole

Name of Agency: Wyoming Board of Parole

Agency Information:

Director's Name and Official Title: Margaret M. White, Executive Director

Agency Contact Person: Margaret M. White, Executive Director

Mailing Address: 3120 Old Faithful Road, Suite 300, Cheyenne, WY 82002

Agency Contact Phone: 307-777-5444

Website URL: <http://boardofparole.wyo.gov>

Statutory References:

W.S. §7-13-401 to 7-13-424 Duties Generally

W.S. §1-40-112 Collection of Victim Compensation Subrogation Claims and Victim Restitution

W.S. §7-13-1801 to 7-13-1803 The Board of Parole has a part in implementing the Probation and Parole Incentives and Sanctions Act

Basic Information:

Number of Employees: Six (6)

Clients Served (type of clients): General Public Safety, Victims of Felony Crimes, and Felony Offenders

Agency to Which Your Group Reports: As gubernatorial appointees, the members of the board report directly to the Governor. The Executive Director is appointed by and reports to the members of the Board.

Number of Members: Seven (7)

Meeting Frequency: The Board conducts executive session parole and revocation hearings at all facilities housing Wyoming felony inmates, which entails two hearings per month during the year. The twice monthly hearings last for two to three days each. Additionally, the Board conducts four public business meetings per year, which are held at the Administrative Offices in Cheyenne. The Board's hearing and meeting calendar is posted at its website.

Wyoming Quality of Life: Wyoming families and individuals live in a stable, safe, supportive, nurturing, and healthy environment.

MISSION

The mission of the Board is to conduct prompt, fair, impartial hearings on the matters brought before it and take appropriate action. Consideration will be given to public safety, victims, and the rehabilitation and control of the offender.

OVERVIEW

The Wyoming Board of Parole (Board) is an independent agency and operates under the authority of the Wyoming Legislature as enumerated in Wyoming Statutes.

The Board is composed of seven (7) Board members, serving six (6) year terms, appointed by the Governor with consent of the Senate.

The Board may adopt reasonable rules, regulations and policies necessary to carry out the Board's activities.

The Board will hold regularly scheduled, in-person when possible, hearings at the various Wyoming state institutions in which inmates are housed and will perform the following functions:

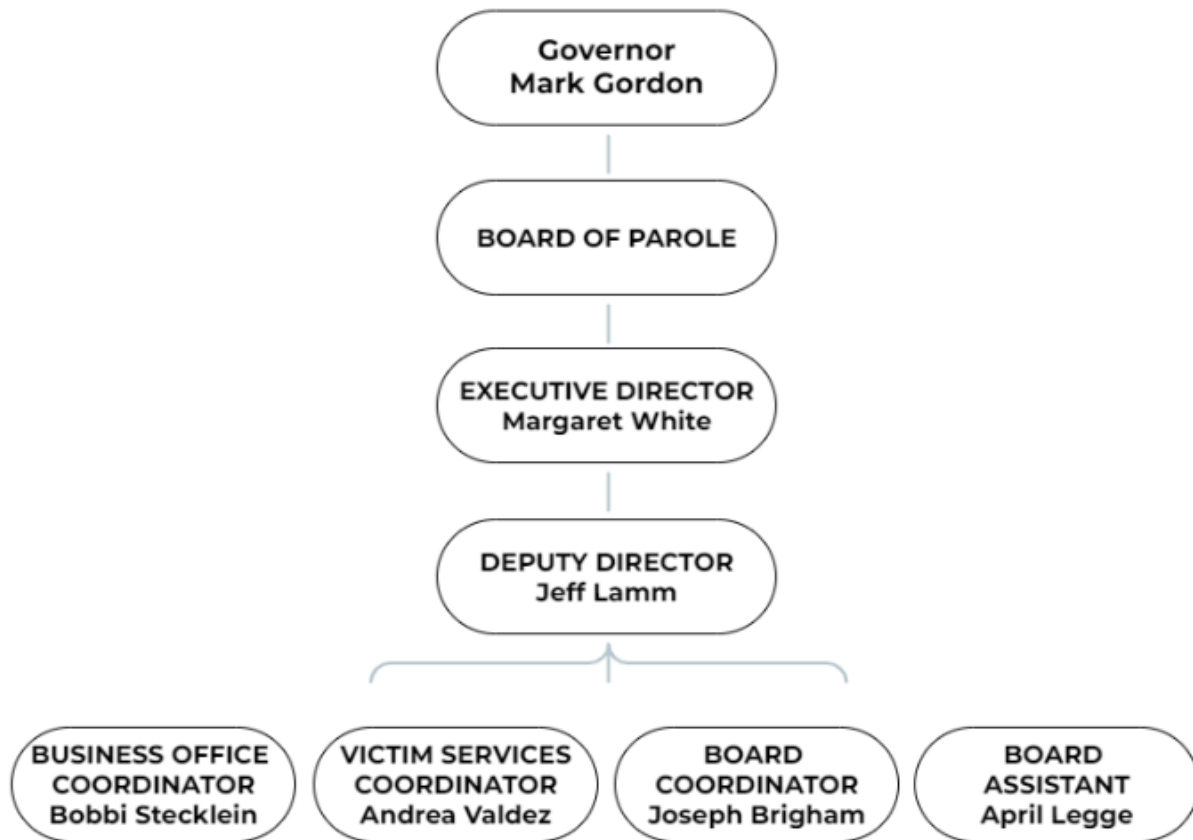
1. Review applications for parole;
2. Grant, deny, rescind or revoke parole;
3. Review and vote on applications for commutations of sentence;
4. Award, revoke, and restore good time;
5. Consider any other matters brought before the Board; and
6. Conduct victim interviews.

In reaching its decisions, the Board will be guided by its mission statement.

Wyoming Quality of Life: Wyoming families and individuals live in a stable, safe, supportive, nurturing, and healthy environment. The Board of Parole only grants parole release to community supervision after the inmate has completed all indicated programming and was disciplinary free for the twelve months prior to parole eligibility. The Board of Parole also revokes parole grants if the parolee commits a felony, absconds from supervision or has failed community sanctions and incentives. The Board believes it does everything possible to ensure that parolees do not constitute a threat to the community.

AGENCY STRUCTURE

BOARD OF PAROLE ORGANIZATIONAL CHART



PROGRAMS AND PRIORITIES:

The Board has one program: Issuing parole decisions at inmate hearings, revoking parole grants when necessary and modifying or rescinding parole grants when necessary. Also, the Board hears commutation petitions. If the full Board votes in favor of a commutation petition, it is forwarded to the Governor.

GOALS AND CHALLENGES:

The Board's paramount goal is releasing to community supervision only those inmates who have completed all programming, spent time at an alternative community corrections center and been

discipline free. The Board believes that these criteria best ensure a successful parole. If the parolee does not comply with the conditions of his or her parole, then the parole grant is revoked.

The Board's greatest challenge is addressing addiction to drugs and alcohol. The Wyoming Department of Corrections has instituted substance abuse programming. They are good programs but the Board sees so many backsliders—people, who despite programming, continue to relapse over and over again. Relapsing is part of addiction and hopefully the recovery process, but it is a source of great consternation for the Board.

Another challenge faced by the Board is when it is called upon to make a parole decision when there have been no assessments and no treatment. This happens mainly with the inmates, who because of shorter minimum sentences and being given jail credits, are near their parole eligibility date and appear before the Board. There has been no assessment on the treatment level required.

Budget Resources

Goals

In an effort to support the Board's ability to continue to make effective parole decisions, the Board will focus on consistent review of the strategic plans. As such, the Board will ensure that the scheduled board meetings and budgets in support of those meetings accommodates this.

Challenges

In addition to the statutorily required quarterly meetings, the board is involved in parole hearings every two weeks at the various DOC institutions across the state. This creates logistical issues that can affect resources.

Staffing Resources

Goals

As shown in the Board's Biennial Budget Request, the Board would like to reclassify two critically important positions in the Board Office—the Parole Board Coordinator and Parole Board Assistant. The Board needs better-paid professionals in these positions. Also, the Board has asked for an additional staff member (entry-level) to assist with all manner of projects including the digitizing of Board decision documents to comply with State Archives retention mandates.

Challenges

One main challenge has been previous staff members leaving for higher paid positions. Also, the Board works to retain its current staff and help support their professional growth.

PERFORMANCE MEASURES:

The most important performance measures to the Board of Parole are:

#1 – Parole conditioned upon completion of programming

The Board conditions the vast majority of its grants on the completion of necessary programming and alternative community corrections supervision before releasing to parole. For instance, many of the parole grants state: parole only upon completion of long- term inpatient substance abuse treatment (within the confines of prison) and completion of a months' long stay at an alternative community corrections center. With inmates who are serious sex offenders, the Board requires intensive sex offender treatment programming and completion of a months' long stay at an alternative community corrections center. If the assessment of a particular inmate shows that he or she does not need inpatient treatment, the Board can order parole upon completion of intensive outpatient programming within the confines of the prison.

These Board decisions are based on scientifically -valid assessments completed by the Department of Corrections.

Equally important, the Board denies parole for inmates who have incurred a major predatory disciplinary conviction within the year preceding their parole board hearing.

#2 – Implementation of the Probation and Parole Incentives and Sanctions Act, 7-13-1801 et seq.

In 2019, the Legislature passed the Probation and Parole Incentives and Sanctions Act, W.S. 7-13-1801 et. seq. Essentially, this Act directed that probation and parole agents impose interim sanctions and other programming when a probationer or parolee violates a condition of his or her supervision. (If the parolee commits a new felony or absconds from supervision, the Act does not apply. A parole revocation proceeding must be initiated.)

Before this Act, when a parolee violated a condition of his or her parole grant, the parole agent generally had no other choice but to recommend that the Board revoke the parole grant. By revoking the parole grant, the parolee is returned to DOC custody and reincarcerated for technical violations even if the parolee had a job, had stable housing, maybe had been reunited with family and was for the most part clean and sober. With the initiation of a parole revocation, the parolee is yanked out of the community and returned to prison. Under the Act, the parole agent has other options and only recommends revocation as the final resort.

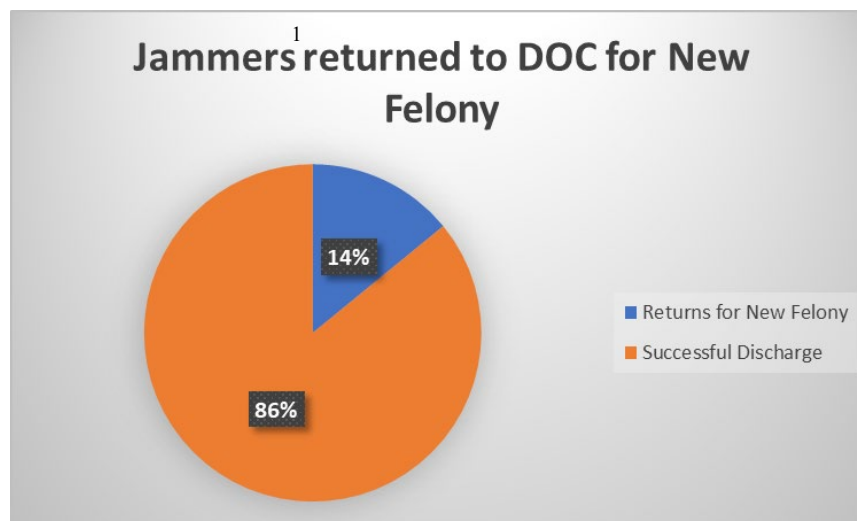
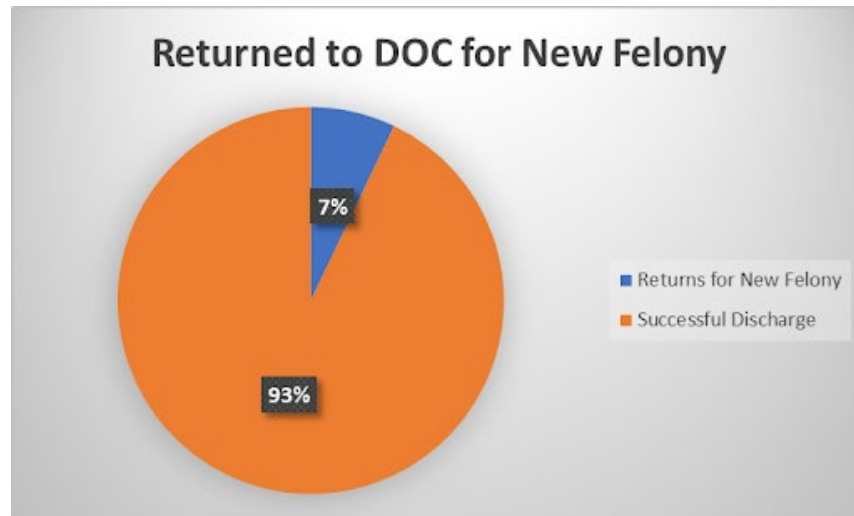
For its part, the Board has also focused on steps to reduce the number of revocations, including training and advising parole agents on alternative methods of gaining compliance with parole conditions and modifying those conditions when needed to improve potential outcomes short of revocation.

In early 2022, the Board's new Executive Director met with Director Shannon and asked if the DOC's regional managers would approve any recommendations for parole revocation. Director

Shannon agreed. The Executive Director asked for this additional approval to ensure that revocation requests are comparable from one parole office to another. This additional approval has also helped reduce the number of parole revocations.

#3 – Three Year Return to Custody for Parolee vs Inmate Discharges for Felonies

During Fiscal Year 2023 the Department of Corrections monitored the return of offenders for a felony conviction within three (3) years of discharge from parole. There were 476 offenders who were discharged during this three (3) year period. Of that number, thirty-four (34) returned as a result of committing another crime.

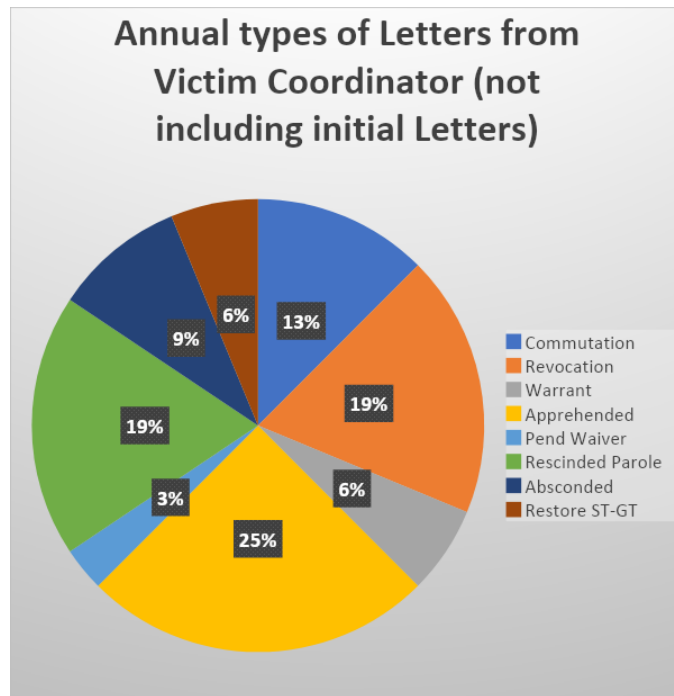


¹ Jammers is a prison term for prisoners who complete their maximum sentence in prison as opposed to on parole. They call it “jamming” their number. Many jammers decide it is easier to stay in prison. They do not want to try parole. On the other hand, Parolees complete their maximum sentence while under parole supervision.

As seen, the measure provides comparative recidivism rates between paroles and inmate discharges, broken down by felonies only. By such comparison, the Board is able to measure the quality of its decision-making as well as the value of releases to parole prior to discharge in reducing long-term reoffending. As one would expect, the results are largely better for parolees than for inmates. If the trend were to reverse, the Board would question the effectiveness of its decision-making

#4 - The Board timely notifies certified victims of parole board hearings, parole board decisions, absconsions, apprehensions, parole revocation hearings and commutation hearings, and responds to victim inquiries.

Measure #4 is added this year to highlight a vital component of the Board of Parole’s mission. Currently there are over 1400 certified victims in the Wyoming Department of Corrections database called WCIS. For FY2023, over 300 initial letters were sent to prospective victims with several other types of letters going out to previously certified victims (see chart below). There were also 312 letters sent to victims about upcoming parole board hearings.



PURPOSE

Creating new opportunities for current and future generations of Wyomingites by **ADDING VALUE** to Wyoming's core industries and **LEVERAGING** them to **ACTIVATE** new economic sectors

VISION

Realize diverse, broad and lasting growth so that Wyoming can prosper no matter the economic climate or status of individual sectors

ADD VALUE

TO CORE INDUSTRIES

natural resources | tourism and outdoor recreation | agriculture

- Drive **innovation** to create new markets for Wyoming extracted and grown goods
- Increase access to domestic and international **export markets** for core industries
- Foster **startups** in core industries
- **Recruit** companies and offices that employ highly-skilled and highly-educated workforce in core sectors
- Use Wyoming's advantages in tourism and outdoor recreation to attract **workforce**
- Encourage development of new **technology** to create new expansion opportunities
- Transform **disruption** into new economic opportunity

ACTIVATE

NEW ECONOMIC SECTORS

healthcare | financial, scientific and professional services | digital and technology | arts and culture | advanced manufacturing

- Create a vibrant community of **startups** and **investors** and **capital**
- Develop a culture of **innovation** that attracts transformative companies and people to Wyoming
- Help existing knowledge, creative and advanced manufacturing businesses **expand**
- **Market** Wyoming's knowledge, creative, and advanced manufacturing economy
- **Recruit** companies in new sectors
- Invest in **amenities** like downtowns, connectivity and recreation that draw and retain knowledge, creative and advanced manufacturing workforce

LEVERAGE

LOCAL ECONOMIC DEVELOPMENT

- Foster a culture of regional **connectedness** among communities
- Empower communities to **sustainably** develop their unique economies
- Work with partners to develop effective approaches to economic and community development in **rural communities**

PARTNERSHIPS

- **Coordinate** inter-agency plans and programming
- **Align** advisory and ad-hoc boards
- Increase **communication** across partnerships
- Increase alignment and **clarity** of roles and shared objectives

INVESTMENTS AND SERVICES

- Revise **programs** to create **investments** with expected and measured return
- Develop **services** that clearly meet the needs of business, industry and partners
- Regularly review **performance** and adjust the portfolio and budget accordingly

EXPERTISE

- **Leverage industrial expertise** to add value core industries and activate new ones
- Increase functional **expertise** in key areas of economic development: innovation, supply chain, start-ups, workforce, amenities, infrastructure, business recruiting, finance

WHO WE SERVE

businesses

provide individualized support, connection and tools that help businesses grow and thrive in changing markets and economies

entrepreneurs and startups

cultivate and provide the culture, networking opportunities and resources that help entrepreneurs start and grow businesses in Wyoming

industry

develop and provide connections to resources and enablers like workforce, innovation, research and training that help target industries expand

communities

deliver accessible services, tools, opportunities and amenities that enable growth of local economies and participation in global economies

CURRENT AND FUTURE GENERATIONS OF WYOMINGITES



State of Wyoming
STATE BUDGET DEPARTMENT
Strategic Plan 2023-2027

August 15, 2023

Mark Gordon, Governor
Kevin Hibbard, Director



Strategic Plan

Mission

The mission of the State Budget Department is to provide assistance and technical expertise to the Governor and state agencies on the allocation of state resources to best accomplish the goals and objectives of government programs.

Our Values

The Values govern the day-to-day operations of the State Budget Department, how it conducts business, and build relationships internally and externally. Defining the Values of the State Budget Department creates a higher level of commitment and alignment at all levels.

Building relationships with agencies.

Understanding the needs of our agencies.

Doing what it takes to complete a balanced budget on time.

Going the distance to help our agencies and the Govern or be successful.

Empowering our employees to be the best they can be.

Trying new things to gain better outcomes.

Vision

The State Budget Department is relentless in the use of evidence to help decision makers with decisions that responsibly and efficiently allocate resources and create an environment of adaptability and productivity. Clear pathways, stakeholder relationships and engaged employees are the bed rock of our capability to produce a well-informed and balanced budget to stakeholders.

Goals and Strategies

The State Budget Department has included the following five Strategic Goals to guide our work through 2021.

1. Continue to train, develop and maintain employees while developing and maintaining relationships with agencies.

The State Budget Department (SBD) in the past several years has implemented a training program for fiscal personnel enterprise wide. While this program is focused on new fiscal employee's enterprise wide, there are classes specifically targeted at veteran fiscal employees as well. This class encompasses the overall budget processes as well as how to operate the Internet Budget Analysis and Reporting System (I BARS). Management continues the process of developing these agency and enterprise individuals so that they can help and engage by giving the best customer service possible to their agencies as well as produce a balanced budget.

2. Update Chapter 17 reports to accurately reflect expenditures.

The State Budget Department (SBD) wants to work with the software vendor to enhance the chapter 17 report. Legislators would often times compare the actual expenditures column and the base budget column and request an explanation of why there was a difference. This is an invalid comparison due to the fact that the expenditures are two years old. The budget may have been added to or subtracted from since these expenditures occurred. SBD is planning on adding an extra column between the actual expenditures and base budget. This extra column will capture the ending budget of the related budget fiscal year. For example, if the actual expenditures occurred in budget fiscal year 2021-2022, the new column would have reflected budget fiscal year 2021-2022 ending budget. A second feature that SBD wants to implement is the department will have to explain, in narrative form, why there was a difference between the expenditures and the budget.

-
3. Reconcile agency budgets where there are repeated B-II's to reduce the # of B-II's agencies request each year.

During the year many B-II's are processed to increase spending authority for agencies with federal fund (FF) and other fund (O F). It is the SBDs goal to help eliminate the number of B-II's submitted by reviewing all past B-II's to determine which ones would be appropriated therefore not requiring a B-II for the upcoming biennium . During this exercise, the SBD will look at agencies that have a Legislatively appropriated budget (FF or OF) that should be increased due to recurring B-IIs that were previously approved for a period of time indicating that the agency will receive or need further funding to get through biennium .

Another approach that is the review of New/Adjusted Funds Request (NAFRs) that have been repeated throughout the years and determine if this increase of funding should be built into the appropriated budget of the agency. Both of these processes will decrease the number of B-II's dramatically, and increase efficiency for the State Auditor's Office, State Budget Department, agencies and Governor Staff.

4. Continue working new enterprise efficiencies and meeting efficiency reporting requirements.

The State Budget Department will continue to work with agencies and Governor's Office to research and develop new efficiency implementations. This last year several new efficiency ideas were researched and are in the process of being developed for implementation. Recently the SBD responded to the 2018 Ch112 Section I (g) delivering the biannual efficiency report to the Management Council and the Joint Appropriations Committee. Furthermore, the Governor required agencies to submit "State Of The Agency" narratives with in their respective budgets, which includes updates on the status of the agency. "The State Of The Agency" includes agency: Overview, Background and Structure, Challenges/Risks/Priorities and Successes/Efficiencies. Within the Efficiency portion of the "State Of The Agency," agencies are required to report on both the Portfolio and Initiative implementations.

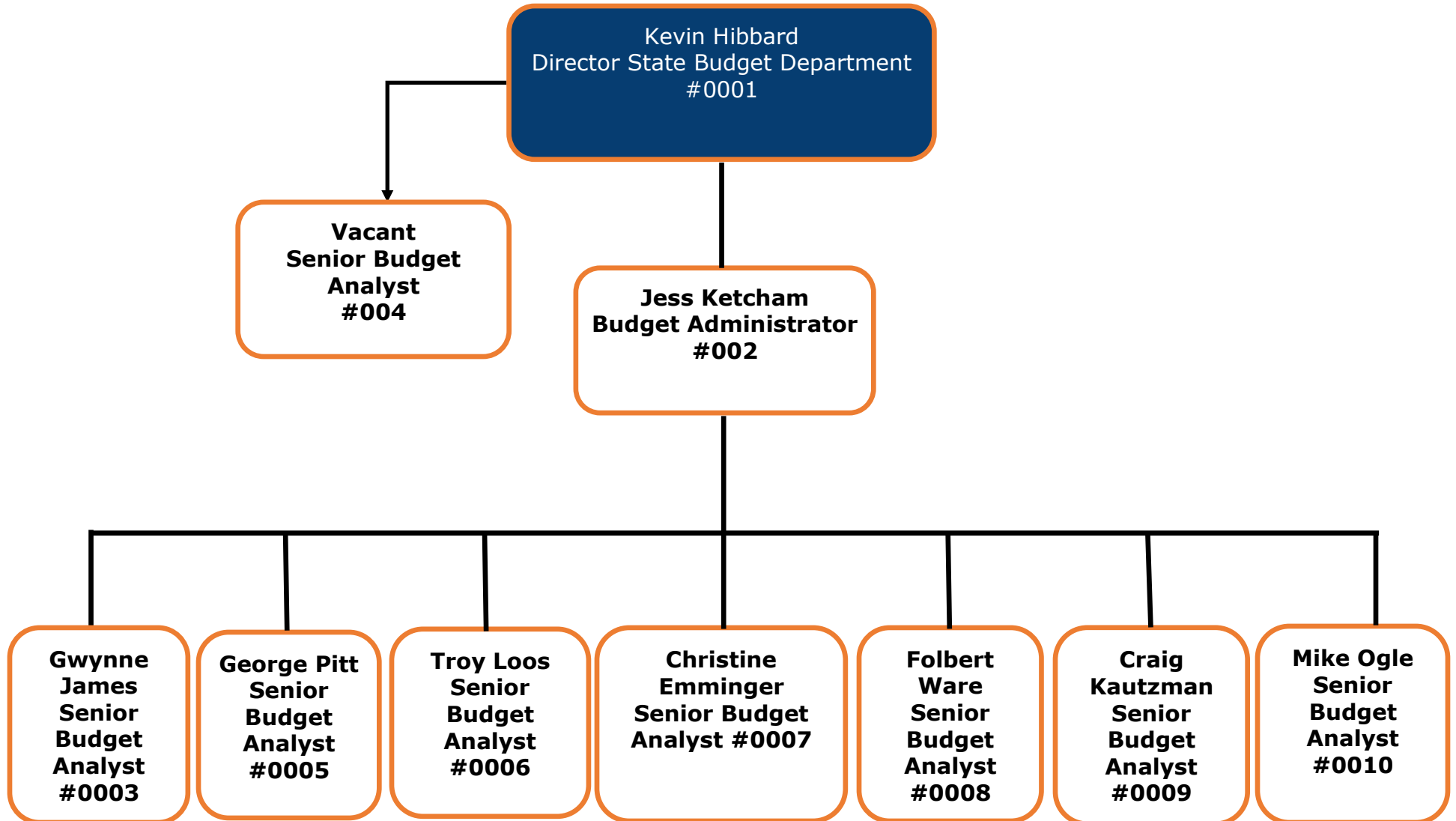
-
5. Update the B-11 and NAFR process enterprise with IBARS.

The State Budget Department (SBD) has been working diligently over the past several years trying to update the B-11 and NAFR system through IBARS. This process is close to implementation, and SBD will continue working on completing this process in the near future as time allows.

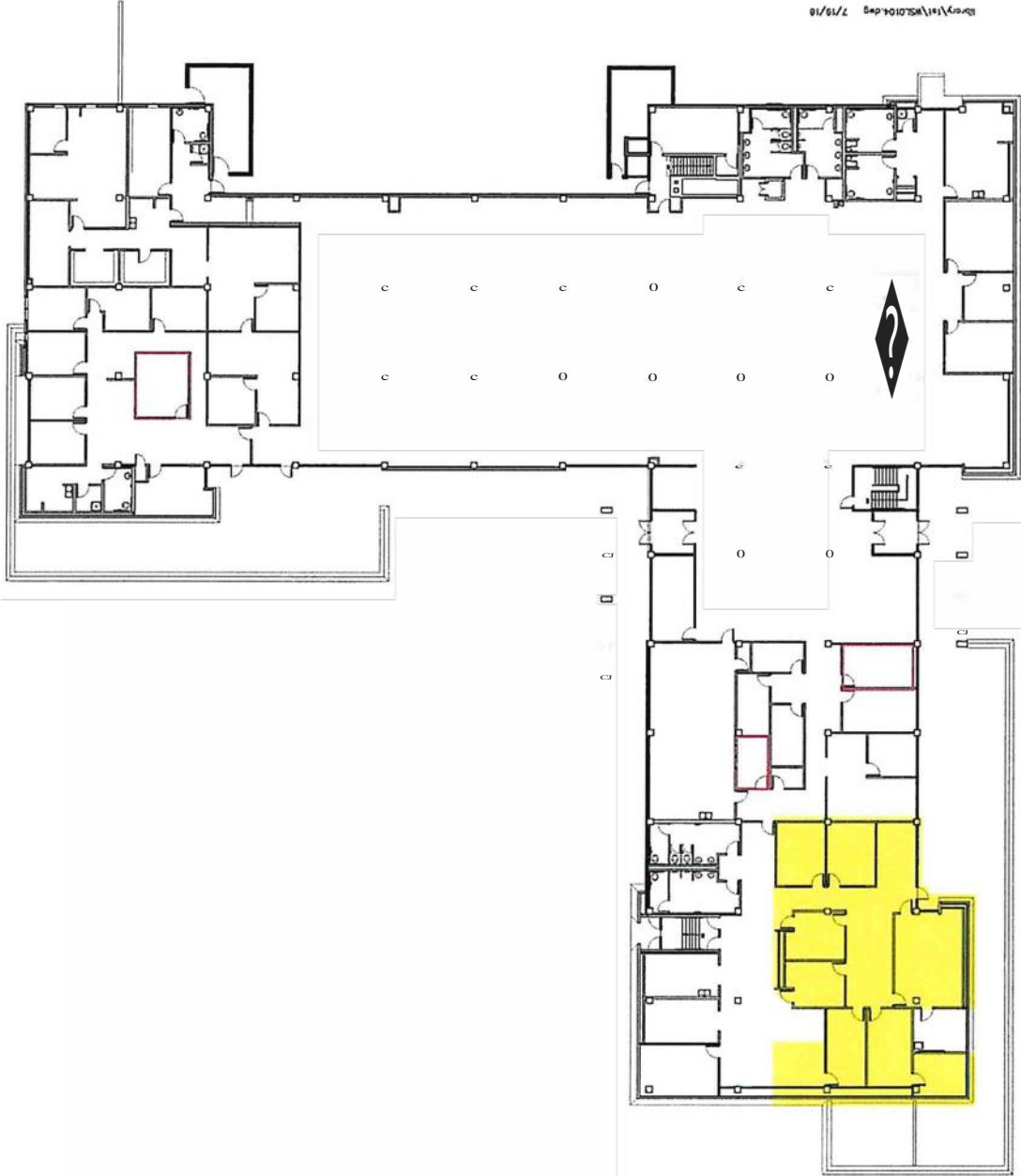
Conclusion

The State Budget Department will continue to develop, maintain, and implement its strategic plan. This will include implementing a Balance Scorecard Methodology and interconnect the employee Performance Management Instrument (PMIs) to individual employees. The success of Strategic Planning begins and ends with the development of high performing employees that understand the direction provided by the Governor and implemented by the agency.

STATE BUDGET DEPARTMENT ORGANIZATIONAL CHART



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STATE LIBRARY BUILDING
FIRST FLOOR PLAN

 State Budget Department
Office Space

Wyoming Office of Guardian ad Litem
Joe Belcher, Director
TBD, Accounting Analyst
Main phone line – 307-777-7480
Historic Courthouse
310 W. 19th Street, Suite 100
Cheyenne, WY 82002
gal.wyo.gov

Other locations

Albany County and Platte County
Laramie, WY and Wheatland, WY

Sweetwater County
Green River, WY

Uinta County, Sublette County, Teton County, and Lincoln County
Evanston, WY, Pinedale, WY, Jackson WY, and Kemmerer, WY

Park County, Hot Springs County, Washakie County, and Big Horn County
Cody, WY, Thermopolis, WY, Worland, WY, and Basin, WY

Sheridan County and Johnson County
Sheridan, WY and Buffalo, WY

Campbell County, Crook County, and Weston County
Gillette, WY, Sundance, WY, Newcastle, WY

Natrona County, Converse County, Niobrara County
Casper, WY, Douglas, WY, and Lusk, WY

Wyoming Office of Guardian ad Litem, Title 14, Chapter 12
Wyo. Stat. Ann §§ 14-12-101 – 14-12-104

The Wyoming Office of Guardian ad Litem provides legal services for children acting as their guardian ad litem in child protection (abuse and neglect), children in need of supervision, delinquency and termination of parental rights cases brought by the State of Wyoming and in appellate actions arising thereof.

WYOMING OFFICE OF GUARDIAN AD LITEM

The Office has determined not to use performance measures for the GAL because these measures are not amenable to an audit due to the confidential nature of GAL cases, data and information.

STORY BEHIND THE PERFORMANCE:

The Wyoming Office of Guardian ad Litem by SF0120 was transferred out of the Office of the State Public Defender on March 17, 2020, and on July 01, 2020, was codified as a separate operating agency. The Office of GAL employs 7 full-time attorneys and contracts with an additional 24 contract attorneys. All attorneys for the Agency provide legal services for children acting as their attorney guardian *ad litem* in child protection (abuse and neglect), children in need of supervision, delinquency and termination of parental rights cases brought by the State of Wyoming and in appellate actions arising thereof. Pursuant to Statute, the Office has entered into Memorandums of Understanding (MOU) with twenty-two (22) of Wyoming's twenty-three (23) counties. Goshen County has chosen not to participate

in the Office of Guardian ad Litem services. The Counties have agreed to match up to twenty five percent (25%) of the state funds expended by the Agency in their county, pursuant to W.S. § 14-12-103(b).

Procedurally, the District Court appoints the Office of GAL to provide representation for a child upon the initiation of a case or upon request. (All children subject to an abuse/neglect action in Juvenile Court are entitled to a GAL. W.S. § 14-3-416.) The Office of GAL, through use of supervising attorneys, then assigns the case to an attorney. The Office of GAL is administered by a Director, appointed by the Governor, who must be an attorney pursuant to statute. The administrative arm of the Office of GAL consists of the Director, an Accounting Analyst and two paralegals. The Director monitors caseloads, provides trainings and resources and consults on individual cases as needed, maintains files. Attorneys are monitored through periodic audits of files to ensure they are meeting their ethical and statutory duties. All cases are monitored for compliance by certain filed documents kept in the administrative office.

The Office of GAL often partners with the Wyoming Supreme Court Children's Justice Project (CJP) on projects, including the Wyoming's Joint Symposium on Children and Youth. All trainings provided by the Office of GAL ensure the attorneys are able to provide effective, high quality legal representation to children.

In FY21, the Office of GAL provided services to 2,268 children with 932 new cases. The amount of cases has decreased due to COVID 19 and the schools closing in March 2020. Cases have not increased because students have remained out of school during the 2021 school year and families moved out of state because of economic reasons. Those in the child welfare industry believe there is a large population of underreported children involved in abuse and neglect.

Proposals for Improvement of Performance in the Next Two Years

Development of a Youth Engagement Program: The Office of GAL must ensure that sufficient resources are available to provide high quality legal representation for children. High Quality Legal representation is composed of the necessary fiscal resources but also a multidisciplinary team to represent our child clients. This team should consist of a social worker, attorney and a person with lived experiences. The development of a youth engagement program will provide us with opportunities to obtain information from youth who have been in foster care. This Youth Engagement Program will hold youth roundtables, conduct surveys and contract with adults with lived experience. This interaction and assistance will allow our attorneys to obtain more accurate information. Youth engagement will improve legal representation and overall outcomes for children that are part of the Child Welfare System. The Office of GAL has contracted with the Youth Engagement coordinator with the NACC to assist the Office of GAL in creating its Youth Engagement Program. The Office of GAL is currently in the process of contracting with a social worker.

Participation in Federal IV-E Matching Funds:

The Federal Administration on Children and Families amended Title IV-E reimbursement provisions to allow federal matching dollars for services the State spends on High Quality Legal Representation to Children. The delivery of quality legal representation includes multi-disciplinary legal offices. To meet the definition of High Quality Legal Services and the multi-disciplinary legal office the Office of GAL needs to include team members with social work expertise and lived experience. This will allow the Office of GAL to receive a 50% match of the administrative costs of legal services. This match is available currently. The Office of GAL entered into an MOU with the Department of Family Services in January 2020 to accomplish this participation. The Office of GAL will utilize these funds to obtain the services of contract social workers and adults with lived experience to be a part of our multidisciplinary high quality legal practice.

Wyoming's Joint Symposium on Children & Youth: Historically, the Office of GAL hosted a separate conference. We have partnered with the Supreme Court and DFS to provide one overall training. This combined collaborative effort has saved the state money. Due to the budget cuts that have occurred over the last few biennium's the Office of GAL no longer has the funding to cover our portion of the conference. On average the Conference costs the division around \$80,000 per biennium. This includes our portion of the coverage for speakers, lodging, travel and M&IE for our 24 contractors. Due to the pandemic, the 2020 and 2021 conferences were held as virtual conferences.

Low Cost/No Cost Alternatives: The Office of GAL will continue to utilize the Pro Bono Panel and the work of law student externs from the University of Wyoming, College of Law. The Office of GAL partners with the Children's

Justice Project in training District Court Judges and County Attorneys on the importance of timeliness and permanency. Holding statutorily mandated hearings timely and pursuant to statute reduces out of home care and promotes permanency for children. Permanency results in reduced costs for the judicial system, Family Services and many of our partners in the child welfare system. The Office of GAL continues to take a leadership role in encouraging best practices in juvenile court. The Office of GAL continues to utilize DFS, law student externs and partnerships with other state agencies to share resources and reduce spending. The Office of GAL will continue to partner with the CJP to develop and present the Annual Children's Justice Project and explore other ways to provide training to the GAL attorneys with matches from CJP and low cost to the state. The Director will continue to work as a liaison with courts, county attorneys, DFS, CASA, and be a general advisor to the GAL attorneys throughout the state; and will continue to strive to decrease the number of contracts, thereby improving representation of the clients, streamlining government and decreasing administrative costs. Furthermore, the Director will continue to improve the program website and resources to provide more resources and training to the GAL attorneys.

What has been accomplished?

The Office of GAL continues to conduct random Continuous Quality Improvement Reviews and annual evaluations of the attorneys to ensure timeliness of statutory hearings, effectiveness and compliance. Emphasis is in obtaining permanency for children as timely as possible, which results in children involved in the child welfare system being more productive equal members of society. High quality legal representation by attorney Guardians ad Litem results in better outcomes for children. These outcomes not only improve the life of the child and their family, but it also results in significant savings to the state budget. These savings are accomplished by children moving through the system more timely. More timely cases require less involvement from the Court, County Attorneys, Parent's Attorneys and DFS. The Office of GAL has worked diligently with the Children's Justice Project improving the timeliness of hearings in three different jurisdictions (Park, Laramie and Natrona Counties) which result in significant decreases in out of home placements/stays and corresponding decrease in costs to the State and all entities involved in the juvenile system.

The Office of GAL internal case management system (CMS) went online July 1, 2015. This system and data has enabled the Office of GAL to continue to provide high quality representation to children and to increase statutory compliance by all parties in juvenile court. The CMS allows the Office of GAL to more completely interact and effectively communicate with Department of Family Services (DFS) and the Courts; however, it is ready for an update to be even more efficient.

The Office of GAL partners with the Children's Justice Project and DFS to provide the annual Children's Justice Conference. The GAL's Legal Practice Handbook and on-line training modules (including competency tests) for GAL attorneys, both employees and contractors helps reduce travel costs and provides high quality - personalized training. The on-line training modules are located at: wyotraining.wyo.gov. The Office of GAL and the Children Justice Project has participated in an online Juvenile Court Training Module with the National Association of Counsel for Children. This online course is part of the National Certification process for juvenile court attorneys and judges. The course resulted in better trained and highly qualified attorneys. The online program is offered at a considerable savings to our attorneys, as well less travel time in attending trainings. Each attorney and Judge is able to participate at their own desk, as time permits. The Office of GAL, the Children's Justice Project will team with the ABA for a series of one-hour monthly GAL specific topics over the next year which will culminate in all-day in-person training at the 2022 Wyoming's Joint Symposium of Children and Youth. The Office of GAL created and produced a GAL Resource Manual to assist GALs in their high quality legal representation.

As part of the federal Families First Act, a high quality children's legal office should include youth with lived experience and a case worker. The Office of GAL has contracted with a Youth Engagement Manager through the NACC to assist in identifying and training a Youth Engagement Leader who has lived experience to assist the Office of GAL. Further, the Office of GAL will look to contract with a case worker by next fiscal year to assist the Youth Engagement Leader and provide case work expertise to the Office of GAL. These positions will be paid for by using IV-E funds that the Office of GAL draws down through DFS.

GAL CASES, EXPENDITURES AND REVENUES COLLECTED BY COUNTY PURSUANT TO W.S. §7-6-106(D)(III):

In FY21, the Office of GAL provided services to 2,268 children with 932 new cases. The Agency's expenditures were \$2,332,368.10 and the total revenue collected was \$466,473.62.

COUNTY	CASELOAD	EXPENDITURES	REVENUE
ALBANY	87	\$ 89,469.15	\$ 17,893.83
BIG HORN	35	\$ 35,993.33	\$ 7,198.67
CAMPBELL	260	\$ 267,379.06	\$ 53,475.81
CARBON	169	\$ 173,796.39	\$ 34,759.28
CONVERSE	41	\$ 42,163.62	\$ 8,432.72
CROOK	49	\$ 50,390.67	\$ 10,078.13
FREMONT	109	\$ 112,093.53	\$ 22,418.71
GOSHEN	0	\$ -	\$ -
HOT SPRINGS	29	\$ 29,823.05	\$ 5,964.61
JOHNSON	34	\$ 34,964.95	\$ 6,992.99
LARAMIE	384	\$ 394,898.30	\$ 78,979.66
LINCOLN	22	\$ 22,624.38	\$ 4,524.88
NATRONA	301	\$ 309,542.68	\$ 61,908.54
NIOBRARA	4	\$ 4,113.52	\$ 822.70
PARK	50	\$ 51,419.05	\$ 10,283.81
PLATTE	49	\$ 50,390.67	\$ 10,078.13
SHERIDAN	97	\$ 99,752.96	\$ 19,950.59
SUBLETTE	13	\$ 13,368.95	\$ 2,673.79
SWEETWATER	268	\$ 275,606.11	\$ 55,121.22
TETON	11	\$ 11,312.19	\$ 2,262.44
UINTA	27	\$ 27,766.29	\$ 5,553.26
WASHAKIE	14	\$ 14,397.33	\$ 2,879.47
WESTON	71	\$ 73,015.05	\$ 14,603.01
DFS	144	\$ 148,086.86	\$ 29,617.37
24	2268	\$ 2,332,368.10	\$ 466,473.62

DEPARTMENT OFFICE OF GUARDIAN AD LITEM

Section 1. State of the Agency**Agency Overview**

The Office of Guardian ad provides guardian ad alitem attorneys for children in abuse/neglect, CHINS, and delinquency cases pursuant to W.S. § 14-12-101, et al.

Agency Background and Structure

The Wyoming Office of Guardian ad Litem by SF0120 was transferred out of the Office of the State Public Defender on March 17, 2020, and on July 01, 2020, was codified as a separate operating agency. The Office of GAL employs 7 full-time attorneys and contracts with an additional 24 contract attorneys. All attorneys for the Division provide legal services for children acting as their attorney guardian *ad litem* in child protection (abuse and neglect), children in need of supervision, delinquency and termination of parental rights cases brought by the State of Wyoming and in appellate actions arising thereof. Pursuant to Statute, the Office has entered into Memorandums of Understanding (MOU) with twenty-two (22) of Wyoming's twenty-three (23) counties. Goshen County has chosen not to participate in the Office of Guardian ad Litem services. The Counties have agreed to match up to twenty five percent (25%) of the state funds expended by the Agency in their county, pursuant to W.S. § 14-12-103(b).

Procedurally, the District Court appoints the Office of GAL to provide representation for a child upon the initiation of a case or upon request. (All children subject to an abuse/neglect action in Juvenile Court are entitled to a GAL. W.S. § 14-3-416.) The Office of GAL, through use of supervising attorneys, then assigns the case to an attorney. The Office of GAL is administered by a Director, appointed by the Governor, who must be an attorney pursuant to statute. The administrative arm of the Office of GAL consists of the Director, an Accounting Analyst and two paralegals. The Director monitors caseloads, provides trainings and resources and consults on individual cases as needed, maintains files. Attorneys are monitored through periodic audits of files to ensure they are meeting their ethical and statutory duties. All cases are monitored for compliance by certain filed documents kept in the administrative office.

The Office of GAL often partners with the Wyoming Supreme Court Children's Justice Project (CJP) on projects, including the Wyoming's Joint Symposium on Children and Youth. All trainings provided by the Office of GAL ensure the attorneys are able to provide effective, high quality legal representation to children.

In FY21, the Office of GAL provided services to 2,268 children with 932 new cases. The amount of cases has decreased due to COVID 19 and the schools closing in March 2020.

Agency Challenges/Risks/Priorities

In FY21, the Office of GAL provided services to 2,264 children with 928 new cases. In FY 20, the Office of GAL provided services to 2,693 children with 992 new cases. The amount of cases has decreased due to COVID 19 and the schools closing in March 2020. Cases have not increased because students have remained out of school during the 2021 school year and families moved out of state because of economic reasons. Those in the child welfare industry believe there is a large population of underreported children involved in abuse and neglect. Each child and case has unique challenges. The office of Guardian ad Litem must ensure that sufficient resources are available to provide high quality legal representation for children; this includes case limitations as required by national standards and by the Agency rules and regulations. The Federal Administration on Children and Families amended Title IV-E reimbursement provisions to allow federal matching dollars for services the State spends on High Quality Legal Representation to Children. The delivery of quality legal representation includes

DEPARTMENT OFFICE OF GUARDIAN AD LITEM

multi-disciplinary legal offices. To meet the definition of High Quality Legal Services and the multi-disciplinary legal office the Office of GAL needs to include team members with social work expertise and lived experience. This will allow the Office of GAL to receive a match of the administrative costs of legal services. This match is available currently. The Office of GAL entered into an MOU with the Department of Family Services in October of 2021 to accomplish this participation.

Agency Successes and Efficiencies

The Office of Guardian ad Litem have adopted caseload standards which, if followed and combined with adequate funding, will enable the Office to meet its statutory, constitutional and ethical mandates. The agency has adopted policies and budgeting practices that ensure expenditures on only that which is necessary. The Department strives to provide high quality legal representation to ensure the protection of children.

Director

Cheyenne
Paralegal

Gillette
Paralegal

Accounting
Analyst

Termination
of Parental
Rights and
Appellate
Attorney

District 1 &
2 GAL
Supervisory
Attorney

District 3
GAL
Supervisory
Attorney

District 3 &
9 Contract
Supervisory
Attorney

District 4 &
5 Contract
GAL
Supervisory
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District 6
Supervisory
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District 7 &
8 GAL
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STRATEGIC PLAN 2023-2027

WYOMING EDUCATION REFORM

Establishing the most transparent, efficient, and excellent education system in the nation.

Wyoming State Superintendent of Public Instruction
Megan Degenfelder

STRATEGIC PLAN 2023-2027

WYOMING EDUCATION REFORM

The strategic plan and goals for education reform in Wyoming are based upon the voices of thousands of education stakeholders across the state, in order to create an education system reflective of the Wyoming people and our local economic needs. At the end of the day, our education system is about preparing students for good jobs and to be good American citizens. It is critical that we refocus on this purpose with real actionable goals within six key initiative areas:

- Parental empowerment & eliminating political bias
- Preparing students for jobs through career & technical education
- Developing citizenship for students
- Reducing bureaucracy & creating efficiencies
- Valuing and supporting teachers
- Improving outcomes through early literacy

The following is an outline of specific goals within these initiative areas. To best achieve these goals, a cabinet, composed of parents, educators, and industry representatives from communities across the state will be appointed to provide real solutions and concrete policy recommendations. These goals also contemplate the work of Governor Gordon's Reimagining & Innovating the Delivery of Education (RIDE) advisory group report and State Board of Education's Profile of a Graduate, and seek to align these multiple research efforts into measurable progress.

As a stakeholder in Wyoming education, I hope you will join me in these meaningful education reform efforts for Wyoming, ensuring we have the most transparent, efficient, and excellent education system in the nation.



Megan Degenfelder

Wyoming State Superintendent of Public Instruction

STRATEGIC PLAN 2023-2027

WYOMING EDUCATION REFORM

PARENTAL EMPOWERMENT & ELIMINATING POLITICAL BIAS

Goals

- Procure a national vendor to create a statewide curriculum and materials website for parents and communities to access local education content.
- Establish guidelines and/or model policy for parental access to student health records.
- Create parent and student level cabinets to the State Superintendent of Public Instruction.
- Develop a public commitment to ensuring divisive and inappropriate concepts like Critical Race Theory are not being taught.
- Establish statewide guidelines and/or model policy for library books to ensure age appropriate access.
- Expand education choice for families, both within and outside the traditional public system, including a statewide public charter school support network.

PREPARING STUDENTS FOR JOBS THROUGH CAREER & TECHNICAL EDUCATION (CTE)

Goals

- Increase workforce credentials and work-based learning opportunities based on career clusters in Wyoming.
- Update state Perkins Plan to reduce administrative burden on districts and most efficiently distribute CTE funds.
- Implement student success plans statewide, across all types of high schools.
- Increase participation and support in Career and Technical Student Organizations.
- Improve professional development and pre-service training for school counselors around workforce opportunities for students.
- Research and pursue assessment of students' soft skills.
- Research and pilot competency based-learning, where students can progress at their own pace.

DEVELOPING CITIZENSHIP FOR STUDENTS

Goals

- Enhance civics education and engagement.
- Increase financial literacy education.
- Improve free speech efforts across the educational pipeline, partnering with the University of Wyoming and the Wyoming Community Colleges.
- Establish a statewide mental health framework based on the whole student experience and parental involvement.

REDUCING BUREAUCRACY & CREATING EFFICIENCIES

Goals

- Initiate broad education regulatory reform.
- Update and improve the state's reporting on education data and spending.
- Automate school district collection data.

VALUING AND SUPPORTING TEACHERS

Goals

- Establish a recruitment and retention task force to identify needs of teachers.
- Include a principal leadership training component in the Wyoming Department of Education's Statewide System of Support.
- Launch a statewide Tour of Excellence highlighting work in the classroom and create a teacher cabinet to the State Superintendent of Public Instruction.
- Prioritize and reduce state content and performance standards in partnership with the State Board of Education.
- Initiate student discipline reform and develop best practices guidance.
- Study the impact of nutrition programs on student behavior and academic performance.
- Develop school safety and security audits opportunities for schools.

IMPROVING OUTCOMES THROUGH EARLY LITERACY

Goals

- Rewrite W.S. 21-3-401 Reading Assessment and Intervention into national best practice for early literacy framework.
- Prioritize English Language Arts standards in the grades K-3.
- Create efficiencies in early childhood education administration and improve support for Child Development Centers.

STRATEGIC PLAN OF THE STATE BOARD OF EQUALIZATION

For the Period
July 1, 2023 through June 30, 2024



Submitted
August 31, 2023

Martin L. Hardsocg, Chairman
David L. Delicath, Vice-Chairman
E. Jayne Mockler, Board Member

STATE BOARD OF EQUALIZATION

QUALITY OF LIFE RESULT

Wyoming state government is a responsible steward of State assets and effectively responds to the needs of residents and guests.

AGENCY

State Board of Equalization - 0211

CONTRIBUTION TO WYOMING QUALITY OF LIFE

The Board has two primary missions that are set out within its constitutional mandate and through statute: 1) The Board adjudicates taxpayer appeals from decisions of the Department of Revenue (including the Liquor Division), the Department of Transportation, and the 23 county boards of equalization; 2) The Board also evaluates the performance of county assessors using procedures established by statutes and the Board's rules, and annually reviews all local and state valuations and levies, including mobile machinery levies. The Board's mandate is to ensure property valuations are constitutionally uniform, equal, and are predicated on fair market value. The Board also verifies necessary school foundation levies with the State Auditor and State Treasurer.

BASIC FACTS

The authority and duties of the State Board of Equalization are found in Sections 9 and 10, Article 15 of the Wyoming Constitution, which states, "The duties of the state board shall be to equalize the valuation on all properties in the several counties and such other duties as may be prescribed by law." Pursuant to Wyo. Stat. Sec. 39-11-102.1(a), the Board is primarily required to "hear appeals from county boards of equalization and review final decisions of the department [of revenue]" under contested case procedures of the Wyoming Administrative Procedure Act. The State Board also presides over fuel tax appeals between taxpayers and the Department of Transportation, and liquor license revocation appeals. W.S. §§ 12-7-201(d); 39-17-109, -209 and -309.

In practice, most of the Board's time is devoted to adjudicating disputes between taxpayers and the Department of Revenue; and reviewing appeals from decisions of county boards of equalization, which adjudicate disputes between taxpayers and county assessors. The Board is an administrative agency with quasi-judicial authority. It holds hearings in accordance with the Wyoming Administrative Procedure Act, and it issues written decisions in all cases.

The Governor appoints three Board members for six-year terms, subject to confirmation by the Senate. The terms are staggered at two-year intervals. The Board has five employees,

including its members. The two current staff positions of the Board are its Principal Statistician and Executive Assistant. The staff previously included two additional positions: a staff attorney position and an executive secretary. The Board lost the executive secretary position years ago, and its staff attorney position in 2020.

The 2023-2024 Supplemental Biennium Budget for the Board is \$1,820,017.00.

Appeals

Although an administrative agency, the Board functions much like a court. Its workload depends principally on conflicts arising outside the agency, and its ability to dispose of pending matters is constrained by established procedures and the actions of the parties before it.

The county boards of equalization sit as the trier of fact for local property tax disputes. The State Board reviews those decisions in the same way that the District Courts or Wyoming Supreme Court review lower court/agency decisions. The State Board's review is restricted to the record created by the county board.

The Board exercises de novo review of state tax decisions issued by the Department of Revenue, and fuel tax decisions issued by the Department of Transportation. In those hearings the Board essentially acts as a trial court, within the authority outlined in the Administrative Procedure Act.

We are currently struggling with a recent decision of the Wyoming Supreme Court. In *Solvay Chemicals, Inc. v. Dep't of Revenue*, 430 P.3d 295 (Wyo. 2018), a divided Wyoming Supreme Court limited the Board's authority to raise points of law the parties incorrectly ignore when interpreting the law. In *Solvay*, the parties both misunderstood the mineral valuation statute at issue, and each presumed that a cost was deductible. We required the parties to address their omission. The Court's majority reversed and held that the Board could not require the parties to address a different interpretation of the statutes and explain why their interpretation was correct. The two-justice minority correctly would have held that, as any judicial tribunal, the Board could ensure a correct application of law by raising a different statutory interpretation—one not considered by the parties. The Board was, thus, required to adjudicate a dispute between two parties, each offering an incorrect reading of the law. This issue has continued to arise, and we have consequently dropped numerous footnotes identifying important legal considerations the parties have ignored. Under *Solvay*, the Board is in essence required, at times, to affirm an incorrect interpretation of law.

Equalization

The Board discharges its duty to equalize valuation of locally assessed property in Wyoming counties through an annual "abstract" review process. The Board reviews and

evaluates abstracts of property valuations submitted by the county assessor in each county for uniformity by employing recognized statistical principles established and incorporated in the Board's Rules. The Board's authority to address errors ranges from consulting with county assessors on possible changes to work practices, to ordering county assessors to modify property tax valuations. An assessor's failure to comply may compel the Board to "equalize" valuations, a process whereby the Board directly re-performs part or all of the assessor's valuation function. The Board encourages county assessors to recognize and use best work practices in valuation of property. In the Board's experience, statistical anomalies that surface during the annual evaluations often arise from conditions, such as rapid local growth, that do not warrant changes in the work practices of county assessors. After the abstracts are approved, the Board certifies the mill levies for each county. During the summer months, the Board's equalization function is given priority over other duties.

PERFORMANCE MEASURE # 1

Appeals: The Board provides a fair and efficient forum for resolving taxpayers' disputes with the Department of Revenue and Department of Transportation (fuel tax decisions only), and property tax appeals from county boards of equalization.

Tax Cases may be broadly categorized into four areas: Mineral Valuation (severance/ad valorem tax imposed on the value of produced minerals), Sales and Use (Excise) Tax, County Board appeals, and Other. The "Other" category includes State Assessed Property cases (pipelines, railroads etc.), take-in-kind cases, mineral penalty cases and miscellaneous matters such as requests for examination stemming from allegedly illegal or fraudulent taxation. As part of any litigation, there may arise any number of procedural, evidentiary or jurisdictional issues.

Trial-type hearings (contested case proceedings) arise from appeals from the Department of Revenue or Department of Transportation and vary in duration from a few hours to three weeks. The time required to examine the record, perform legal research and prepare a written decision depends on the complexity of the issues of fact and law.

Appeals from county boards of equalization rarely oblige the Board to take evidence and are usually decided after briefing by the parties. Parties may request oral argument. The time consumed in preparation of written decisions depends on the volume and complexity of the factual record made before the county board and the novelty of legal or procedural issues presented.

The Board began FY2023 with 24 appeals pending, and it docketed 35 more appeals during the fiscal year. The Board issued opinions in 14 appeals and dismissed 24 appeals, leaving 21 appeals pending at the end of the fiscal year, all of which were awaiting a hearing or briefs from the parties.

The elimination of the Board's decision backlog, coupled with procedural adjustments, has made it possible for the Board to reduce the time necessary to decide its cases.

The Board does not propose to adjust its internal docketing procedures to force decisions into an annualized time frame. Some complex cases cannot reasonably be completed in one year, and on occasion the Board's normal procedures are interrupted by necessary extensions of time or interlocutory court appeals.

The Board endeavors to write decisions that provide a clear analysis of the facts and statements of legal principle. The Board believes such decisions facilitate judicial review, facilitate planning and litigation analysis by current and potential litigants, and eventually obviate the need for annually recurring litigation. It is, however, difficult to substantiate this belief with such objective criteria as percentage of decisions appealed, because taxpayers normally file court challenges to adverse decisions in complex cases, while the Department of Revenue generally does not.

STORY BEHIND PERFORMANCE

The Board's performance, from the public standpoint, is generally transparent, excepting only disclosure of confidential information. The Board issues written opinions articulating the reasons for its decisions. Those opinions are promptly posted on the Board's website, which also provides current information about the Board calendar and schedule of hearings. The website also includes links to its Rules, Board opinions and procedural orders, a Frequently Asked Questions page, the Wyoming Statutes, and links to the Department of Revenue and Department of Transportation.

The Board believes the long-term effect of soundly written opinions is to fully and finally resolve litigation that might otherwise recur with each annual valuation cycle. The Board strives to write opinions to assure every litigant that the Board has paid close attention to the evidence presented, and applied that evidence to the law in reaching a decision.

The Board employs a docket management system to assist in establishing priorities for disposition of cases. However, the Board has adjusted its scheduling procedures with the intention of assuring that all litigants are familiar with the Board's procedures, and of minimizing delays related to pre-hearing discovery.

PERFORMANCE MEASURE # 2

Equalization: The Board evaluates the annual performance of county assessors using procedures established in its Rules, and intervenes if necessary to equalize valuation on all property in Wyoming's counties.

The Board continues to update its practices for annual review of county abstracts. Additional practical adaptations were required as a consequence of a new computer

assisted mass appraisal (CAMA) system that all counties adopted under mandate from the Department of Revenue. The Board remains in a position to determine whether counties are in compliance with its standards, and fully discloses the details of its own analysis to each assessor.

Additionally, the Board is required to annually review and verify all local and state valuations and levies, including mobile machinery levies. The Board also verifies necessary school foundation levies, with the State Auditor and State Treasurer.

STORY BEHIND PERFORMANCE

The Board has updated its annual abstract review practices to more directly engage the technical support of the Department of Revenue in determining the causes of non-compliance with Board standards for uniformity of appraisal and assessment. The Board annually prepares detailed sales ratio studies for each county and holds a hearing with each county assessor and the Department of Revenue for an in-depth discussion of the results of the Board's analysis. The hearing may result in suggestions to the assessor for adjustments in the succeeding year, or an order requiring measurable change to valuation practices. The Department of Revenue currently uses RealWare which incorporates the CAMA system. There are generally two upgrades a year.

The Department of Revenue has addressed the Board's concerns for improved access to the CAMA system, making CAMA access available to the Board in a read-only version, in order to better support the Board's annual abstract analysis.

AGENCY CHALLENGES/RISKS/PRIORITIES

Property tax reviews feature so many variables beyond our control that we cannot reliably predict what will be required of us. The Board's constitutional duties could require it to essentially take over a county assessor's office, but our budget would not realistically allow us to do that.

Staffing reductions have undercut the Board's ability to informally communicate with, and assist, taxpayers confused by Wyoming's tax system. As a consequence, taxpayers without attorneys have expressed frustration when they do not comply with the Board's orders or do not understand the adjudicative process.

STRATEGIC PLAN OF THE ENVIRONMENTAL QUALITY COUNCIL

For the Period
July 1, 2022 through June 30, 2023



Submitted
August 31, 2023

ENVIRONMENTAL QUALITY COUNCIL
STRATEGIC PLAN

August 31, 2023

QUALITY OF LIFE RESULT

Wyoming state government is a responsible steward of State assets and effectively responds to the needs of residents and guests.

AGENCY

Environmental Quality Council

CONTRIBUTION TO WYOMING QUALITY OF LIFE

The Council contributes to the Wyoming quality of life by providing a fair, unbiased, and efficient forum for contested cases between the Department of Environmental Quality and permittees and other interested parties. The Council reviews and promulgates the rules for the Water Quality, Air Quality, Land Quality, and Solid and Hazardous Waste Divisions of the Department of Environmental Quality.

BASIC FACTS

Wyo. Rev. Stat. 35-11-111 et. seq. established the Environmental Quality Council. The council shall act as the hearing examiner for the department and shall hear and determine all cases or issues arising under the laws, rules, regulations, standards, or orders issued or administered by the department or its air quality, land quality, solid and hazardous waste management, or water quality divisions.

The council shall:

- (i) Promulgate rules and regulations necessary for the administration of this act, after recommendation from the director of the department, the administrators of the various divisions and their respective advisory boards.

(ii) Conduct hearings as required by the Wyoming Administrative Procedure Act for the adoption, amendment or repeal of rules, regulations or standards when recommended by the director after the director consults with the advisory boards and the administrators. The council shall approve all rules, regulations, and standards of the department before they become final.

(iii) Conduct hearings in any case contesting the administration or enforcement of any law, rule, regulation, standard or order issued or administered by the department or any division thereof.

(iv) Conduct hearings in any case contesting the grant, denial, suspension, revocation or renewal of any permit, license, certification, or variance authorized or required by this act.

(v) Designate at the earliest date and to the extent possible those areas of the state which are very rare or uncommon and have particular historical, archaeological, wildlife, surface geological, botanical or scenic value. When areas of privately owned lands are to be considered for such designation, the council shall give notice to the record owner and hold hearing thereon, within a county in which the area, or major portion thereof, to be so designated is located, in accordance with the Wyoming Administrative Procedure Act. No new designations shall be made pursuant to this paragraph after July 1, 2011, but the council shall retain the authority to remove designations made prior to that date.

(c) Subject to any applicable state or federal law, and subject to the right to appeal, the council may:

(i) Approve, disapprove, repeal, modify or suspend any rule, regulation, standard or order of the director or any division administrator.

(ii) Order that any permit, license, certification, or variance be granted, denied, suspended, revoked, or modified.

(iii) Affirm, modify, or deny the issuance of orders to cease and desist any act or practice in violation of the laws, rules, regulations, standards, or orders issued or administered by the department or any division thereof.

In practice, most of the Council's time is devoted to hearing disputes between permit applicants, citizens and interested persons and the Department of Environmental Quality and reviewing and promulgating the rules for the Water Quality, Air Quality, Land Quality and Solid and Hazardous Waste Divisions of the Department of Environmental Quality. The Council in all cases issues written decisions subject to the provisions of the Wyoming Administrative Procedure Act.

The Council has seven members, an Executive Officer and one staff member. The Governor appoints the seven members for staggered four-year terms, subject to confirmation by the Senate.

The original 2022-23 Biennium Budget for the Board is \$611,918.00. The Council budget has been reduced in recent years due to the pandemic related reductions of 2020. While these reductions were manageable in the biennium of 21-22 a continuation of these reductions in future biennium's will make the accomplishment of timely hearings by the Council difficult and will hamper the Council's attempts at maintaining its online docket system.

The primary functions of the Board are (1) to adjudicate permittee and interested party's disputes over decisions of the Department of Environmental Quality involving the water, air, land, and solid and hazardous waste divisions. The Council is not involved in the Abandoned Mine Lands or the Industrial Siding divisions of the Department.

PERFORMANCE MEASURE:

Appeals: The Council provides a timely, fair, unbiased, and efficient forum for resolution of disputes with the Department of Environmental Quality. The Council measures this performance by mandating that all matters filed with the Council shall be resolved no later than nine months after the initial filing unless the delay is caused by the party's actions. In the year of July 1, 2022, to June 30, 2023, all cases were resolved within this nine-month period. The average was seven (7) months from initial filing to resolution.

Public Hearings for Rulemaking: The Council provides a timely, fair, unbiased, and efficient forum for the adoption of rule packages submitted by the Department of Environmental Quality. The Council measures this performance by working with the Department to schedule hearings in finding the appropriate date, time and location for all rule packages submitted to the Council. All public hearings are held within 90 days of the submittal of the rule package to the Council absent a request for continuance from the Department.

STORY BEHIND PERFORMANCE:

The Council has met all of its timelines in all cases except those where the parties or the Department requested more time to resolve the disputes or finalize rule packages. The Council has not had any complaints filed with the Council objecting to the timeliness, the fairness, or the bias of the Council. While the parties may disagree with the final judgement of the Council there has not been a complaint concerning the Council's actions in providing a timely, fair, and unbiased hearing for the parties or the Department.

**Strategic Plan
of the
Office of Administrative Hearings
For the Period
July 1, 2024 through June 30, 2028**



J.C. DeMers, Director

August 31, 2023

Wyoming Office of Administrative Hearings Strategic Plan

Public Benefit or Wyoming Quality of Life Result: Wyoming state government is a responsible steward of state assets and effectively responds to the needs of residents and guests.

Contribution to Wyoming Quality of Life: The Office of Administrative Hearings (OAH) contributes to Wyoming quality of life by providing fair and impartial administrative hearings and assuring due process in disputes between Wyoming's residents or guests, state agencies, and school districts. The OAH strives to provide timely and fair hearings, encourages alternative dispute resolutions such as mediation, issues written decisions within 30 days of hearings, and provides sound legal decisions that are high in quality.

The OAH is uniquely situated to act as an independent, impartial hearing authority because, as a separate operating agency, the OAH has no interest in the substantive issues presented in the cases referred for hearing. The parties are therefore assured a neutral process that will favor neither side.

Basic Facts: The OAH employs six full-time Hearing Examiners (includes the OAH Director), one part-time contract Hearing Examiner and five full-time support personnel.

The OAH's proposed biennial budget request for BFY24 is \$4,420,450 broken down into two units.

The OAH is not funded by general funds, but is funded 55-percent by the Wyoming Department of Workforce Services and 45-percent by the Wyoming Department of Transportation. In addition, the OAH receives hearing fees from other state agencies that retain hearing services from the OAH; these fees are then assigned on a pro-rata basis to reduce the amount paid by Workforce Services and the Department of Transportation.

The OAH is statutorily mandated to provide contested case hearing services across the State of Wyoming for the following:

1. Workers' Compensation contested cases for the Department of Workforce Services in accordance with W.S. 27-14-602.
2. Driver's License actions involving suspension, restriction or cancellation of driving privileges for the Department of Transportation pursuant to W.S. 31-7-105.
3. Department of Family Services' child abuse/neglect central registry cases pursuant to W.S. 14-3-204(a)(v).
4. State agency disciplinary suspension, dismissal or reduction in force appeals involving a permanent state employee where the parties are unable to agree on a presiding officer according to W.S. 9-2-1019(a).

5. Teacher disciplinary/termination cases for all Wyoming school districts, pursuant to W.S. 21-7-106.

6. Any other state agency or board dispute where a request is made for the OAH to provide hearing services pursuant to the authority granted to the OAH by W.S. 9-2-2202(b).

The OAH issues **written final decisions** in the following types of cases:

- Workers' Compensation.
- Driver's License.
- Department of Family Services' child abuse/neglect central registry cases.
- State Employee Personnel cases.
- Wyoming Department of Workforce Services, Labor Standards, wage and discrimination cases.

The OAH makes **written recommended decisions or proposed orders** for all remaining entities which refer cases and request those services. The following have used the OAH's hearing services in the past:

- Professional Licensing Boards such as Architects, Banks, Chiropractic Examiners, Collection Agency, Cosmetologists, CPAs, Dental Examiners, Engineers, Geologists, Medical Doctors, Mental Health Professionals, Nurses, Outfitters, Peace Officers, Pharmacists, Physical Therapists, Psychologists, Real Estate Agents and Teachers' Standards
- Departments of A&I (Personnel, Group Insurance, and Procurement), Agriculture, Education, Environmental Quality (Industrial Siting Division), Family Services (benefit entitlement), Game and Fish Department (arbitration services), Health, Revenue, Transportation and Workforce Services
- Environmental Quality Council
- Medical Review Panel
- Office of State Lands & Investments
- Pari-Mutuel Commission
- School Facilities Commission
- Wyoming Retirement System
- Wyoming School Districts and Community Colleges (teacher discipline or termination)

Every Wyoming resident or guest is a potential OAH customer.

Performance Measure #1:

Cases Received and Closed: The OAH has always endeavored to close as many or more cases as it receives each year so that no backlog is created. During Fiscal Year 2023, the OAH closed 941 cases and received 983 new cases.

What do you propose to do to improve performance? The OAH plans to continue to close as many cases as we receive so that our docket remains current.

Performance Measure #2:

Closed Cases: The number of cases completed and closed by the OAH during fiscal year 2023, broken down by case type as follows:

- All Other 129
- Driver’s License 577
- Workers’ Compensation 235

What do you propose to do to improve performance? By tracking this statistic, the OAH is better informed about the type of contested case referrals being received, processed, and completed. This statistic is helpful in recognizing trends regarding the docket and utilization of OAH services on a gross basis.

Performance Measure #3:

Cases Timely Progressed: In order to maintain a current docket and provide excellent customer service to all parties involved, the OAH Director has maintained maximum time guidelines from start to finish for each of the various types of cases referred:

- Workers’ Compensation cases should progress through the OAH’s hearing process within one year or 365 days of the date the first order setting hearing is issued because injured worker’s benefits are at stake, and the parties are entitled to timely and efficient resolution of disputes.
- Driver’s License cases should progress through the OAH within four months or 120 days because individual driving privileges affecting public safety are at issue.
- “All Other” cases referred by various entities should progress through the OAH’s hearing process within one year or 365 days of the date the first order setting hearing is issued.

During the past several years, the OAH’s performance in this area has remained steady at 99 percent or above.

What do you propose to do to improve performance? The OAH’s goal continues to be 100 percent of its cases closing within the maximum time guidelines referred to above. All OAH staff

and field office staff have been instructed to calendar these time guidelines upon receipt of each new case. All pending cases over and/or approaching the maximum timeframe will be reviewed by the OAH Director and immediate action will be taken to bring these cases to resolution--while still allowing for each party's due process.

The OAH also plans to manage all case types more efficiently by limiting the number of continuances granted and suggesting alternative dispute resolution and providing mediation services when feasible and appropriate.

Performance Measure #4:

Timeliness of decisions: The OAH tracks the length of time from the record closed date (usually the hearing date) to the final decision date. The OAH must render written decisions, to include findings of fact and conclusions of law, in:

- Workers' Compensation cases within 30 days after the close of the record pursuant to W.S. 27-14-602(b)(ii).
- Driver's License cases within 30 days after the close of the record per OAH rules.
- "All Other" cases within 30 days after the close of the record, unless an agency's rules state otherwise, per the OAH Director's self-imposed deadline.

During the past several years, the OAH's performance in this area has remained steady at 99 percent or above.

What do you propose to do to improve performance? The OAH's Director routinely addresses the issues of timeliness and mandatory deadline tracking with all Hearing Examiners and staff. The OAH seeks to minimize failures to meet these guidelines.

The OAH has discovered that closer and stricter supervision is required for our timeliness goals to be obtained. An experienced staff is essential in helping Hearing Examiners meet their decision deadlines by drafting form decisions, proofreading decisions composed by Hearing Examiners, and tracking deadlines.

Performance Measure #5:

OAH Decisions Upheld on Appeal: A strong affirmance percentage assures hearing participants that their disputes are being heard by well-qualified, educated, and experienced Hearing Examiners.

During FY 2023, 97 percent of OAH decisions were **not** appealed, which reflects that our Hearing Examiners are making sound decisions.

In FY 2023, the OAH overall affirmance rating was 96 percent.

In Workers' Compensation cases, the District Courts decided 20 cases and affirmed 19 cases.

In Driver's License cases, the District Courts decided and affirmed 3 cases.

In the "All Other" caseload, the District Courts decided 3 cases and all of them were affirmed.

What do you propose to do to improve performance? The OAH plans to continue retaining and educating its high caliber of Hearing Examiners so that the percentage of the OAH's decisions being upheld on appeal continues to increase.

The OAH will also continue to track all the OAH's decisions that are appealed to both the District Court and to the Supreme Court. At the OAH's annual meetings, the District Court and Supreme Court decisions are discussed to help provide for greater consistency in the OAH's decisions across the state, and to improve the OAH's affirmance rating.