

Wyoming State Government



**Annual Report
2000**





Wyoming State Government Annual Report 2000

Compiled and edited by Susan Vittitow, Linn Rounds and Candice VanDyke

Department of Administration and Information (006)
Wyoming State Library Division
Public Programs, Publications and Marketing Office
Supreme Court/State Library Building
Cheyenne, WY 82002

www-wsl.state.wy.us
lround@state.wy.us

July 1, 1999 to June 30, 2000

*Cover photo by John Giroux
Cover design by Susan Vittitow*

Table of contents

❖ General Comments/Overview/Executive Summary

Letter from Gov. Jim Geringer	1.1
Wyoming State Government organization chart	1.2

❖ Specific Requirements of Statute

Requirements of statute	2.1
-------------------------------	-----

❖ Impact/Consequences/Outcomes

Elected Officials

Governor	3.1
Governor's Residence	3.5
Auditor, State	3.7
Education, Department of	3.11
Secretary of State	3.15
Treasurer, State	3.19

Cabinet Level Agencies

Administration and Information, Department of	3.23
Budget Division	3.24
Information Technology Division	3.24
Division of Economic Analysis	3.26
General Services Division	3.27
Human Resources Division	3.31
State Library Division	3.33
Office of Information Planning and Coordination	3.36
Agriculture, Department of	3.39
Attorney General's Office	3.41
Law Office	3.42
Victim Services Division	3.43
Division of Criminal Investigation	3.45
Wyoming Law Enforcement Academy	3.46
Peace Officers Standards and Training Commission	3.47
Audit, Department of	3.51
State Banking Board	3.52
Collection Agency Board	3.52
Corrections, Department of	3.55
Employment, Department of	3.59
Council on Women's Issues	3.60
Employment Resources Division	3.60
Fiscal/Personnel Unit	3.63
Labor Standards Division	3.63
Mine Inspector	3.64
Wyoming Mining Council	3.65
Office of Workforce Development	3.65
Vocational Rehabilitation	3.66
Workers' Safety and Compensation	3.67

Engineer, State	3.71
Environmental Quality, Department of	3.75
Family Services, Department of	3.85
Division of Juvenile Services	3.86
Economic and Child Support Division	3.88
Protective Services Division	3.90
Information Services Division	3.91
Financial Services Division	3.92
Field Operations Division	3.93
Management Development Division	3.94
Special Programs Division	3.95
Game and Fish Department	3.97
Health, Department of	3.115
Aging Division	3.116
Community and Family Health Division	3.117
Developmental Disabilities Division	3.118
Mental Health Division	3.119
Office of Health Quality	3.119
Office of Medicaid	3.120
Office of Rural Health	3.121
Preventive Health and Safety Division	3.122
State Health Officer	3.122
Substance Abuse Division	3.123
Veterans' Home	3.123
Wyoming Pioneer Home	3.124
Wyoming Retirement Center	3.125
Wyoming State Hospital	3.125
Wyoming State Training School	3.126
Revenue, Department of	3.129
State Parks and Cultural Resources, Department of	3.133
Transportation, Department of	3.137
Transportation Commission	3.138
Aeronautics Commission	3.138

Separate Operating Agencies

Adjutant General's Office	3.141
Administrative Hearings, Office of	3.145
Business Council	3.149
Community College Commission	3.153
Employees' Group Insurance Agency	3.157
Environmental Quality Council	3.161
Equalization, Board of	3.165
Fire Prevention and Electrical Safety, Department of	3.167
State Electrical Board	3.168
Geological Survey	3.171
Insurance Department	3.177
Livestock Board	3.181
Oil and Gas Commission	3.185
Public Defender	3.189
Public Service Commission	3.193
Retirement System	3.197

Office of State Lands and Investments	3.199
Financial Programs and Management Services Division	
and Office of Director	3.200
Real Estate Management and Farm Loan Division	3.201
Mineral Leasing and Royalty Compliance Division	3.202
Office of Federal Land Policy	3.204
Forestry Division	3.203
University of Wyoming	3.207
Water Development Office	3.213

Licensing Boards and Commissions

Barber Examiners, Board of	3.217
Certified Public Accountants, Board of	3.218
Cosmetology, Board of	3.219
Insurance Agents Examiners, Board of	3.220
Medicine, Board of	3.221
Nursing, State Board of	3.222
Outfitters and Professional Guides, Board of	3.225
Pari-Mutuel Commission	3.226
Pharmacy, Board of	3.227
Professional Teaching Standards Board	3.229
Real Estate Commission	3.231
Registration for Professional Engineers and	
Professional Land Surveyors, Board of	3.232
Registration for Professional Geologists, Board of	3.233
Veterinary Medicine, Board of	3.235



STATE OF WYOMING
OFFICE OF THE GOVERNOR

JIM GERINGER
GOVERNOR

STATE CAPITOL
CHEYENNE, WY 82002

Message from the Governor...

Securing the long-term future of Wyoming has been a prime concern of this administration. My four strategies to accomplish a solution include limiting growth of government, reallocating and maximizing current revenues, broadening the education tax base, improving customer service, and enhancing government accountability by focusing on results over process. How successful are we? By reviewing the reports submitted by the elected officials, cabinet-level agencies, separate operating agencies, and licensing boards and commissions, you can see for yourself.

Using their respective strategic plans as guides, agency staff assess their successes and shortfalls and determine whether course corrections are needed. This report provides the opportunity to demonstrate their accountability.

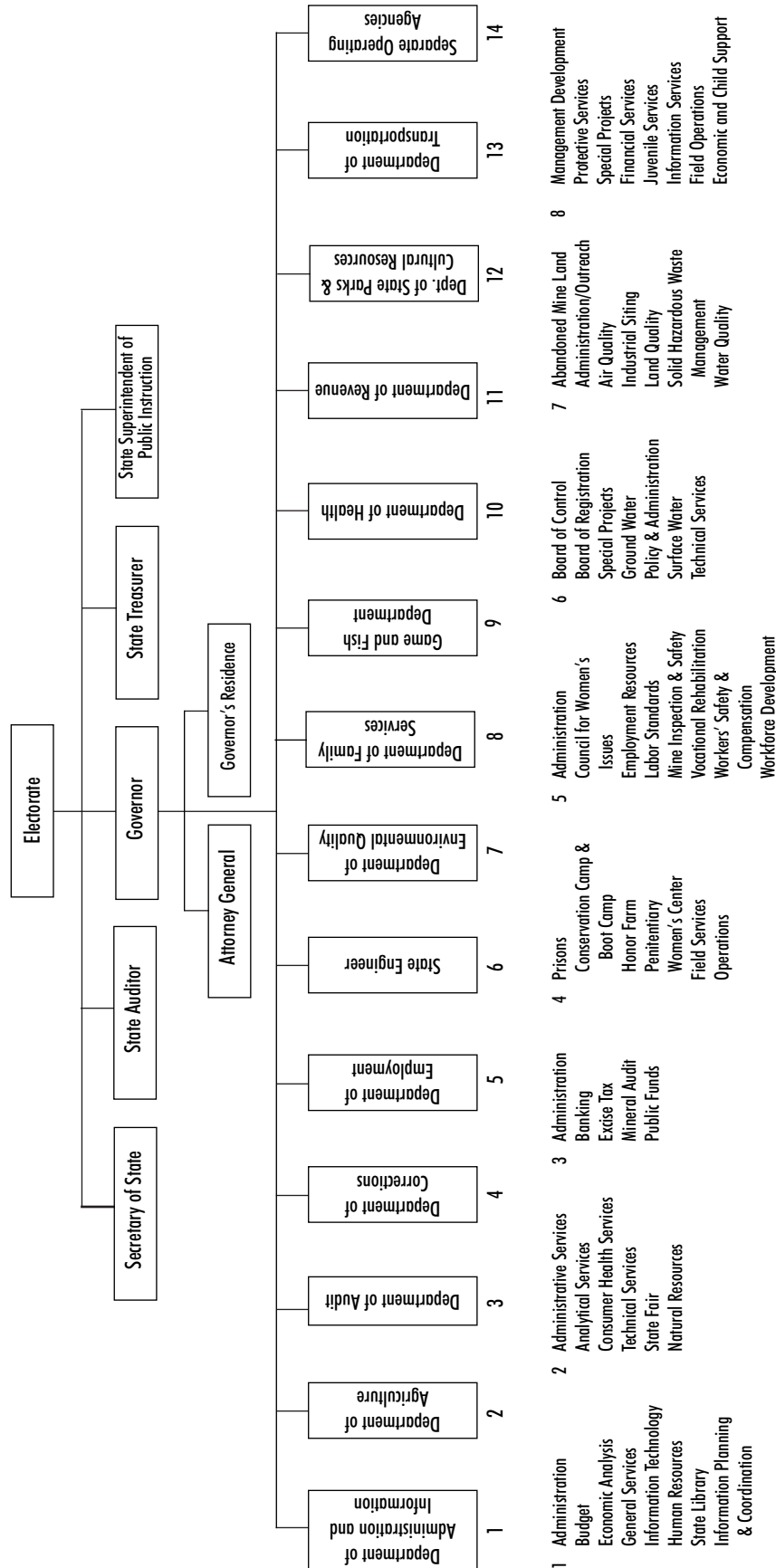
Legislators and citizens are encouraged to review this publication to learn more about how state government operates. Comments and suggestions are always welcomed and encouraged. Please direct them to the:

Department of Administration and Information
State Library Division
Publications and Marketing Office
Supreme Court/State Library Building
Cheyenne, WY 82002-0060


Jim Geringer
Governor



WYOMING STATE GOVERNMENT



Requirements of statute

W.S. 9-2-1014 Report required with budget request; format and contents of report; compilation of compendium of agency reports; distribution of copies.

(a) An agency's budget request to the department shall be accompanied by a written, comprehensive report of the programs, objectives, activities and condition covering the previous fiscal period. The report shall be in a format developed by the department, in conjunction with the agency and the legislative service office. Notice of the formal requirements shall be forwarded to each agency no later than July 15 of each year. The report shall detail the fiscal affairs of the reporting agency including receipts and expenditures and make recommendations for improving the agency's programs. The report shall include an annual performance report which provides a means of evaluation of the outcomes included in an agency strategic plan required by W.S. 28-1-115 and 28-1-116.

(b) Upon the receipt of all agency reports, the department shall compile and index the information into a single compendium that will facilitate its use by the governor and the legislature. When preparing the compendium the department of administration and information shall in no manner alter or amend the information received from an agency without the agency's written direction. The report of any agency to the department is available pursuant to the Public Records Act.

(c) The compendium and the state budget document shall be submitted to the governor and to each legislator. Copies of the compendium shall be furnished to the budget division and the state library division within the department, the state auditor, the department of audit and the legislative service office.

28-1-115. Submission of state agency plans to legislature; contents; purposes.

(c) Each agency shall submit by December 1 of each year an annual performance report to the governor with copies to the legislative service office to provide a basis for evaluation of attainment of agency goals and objectives in the agency's plan developed under subsection (a) of this section. The report shall be included as part of the annual report required by W.S. 9-2-1014(a).

28-1-116. Continuous planning; performance budgeting.

(a) On or before July 1, 1995, and by March 31 of each odd-numbered year thereafter, the governor, in consultation with the management council, shall define state goals and objectives in the following areas:

- (i) Education;
- (ii) Regulatory and economic development;
- (iii) Natural resources;
- (iv) Health;
- (v) Human services;
- (vi) Transportation;
- (vii) Public safety and corrections;
- (viii) General government.

(b) As part of the process of consultation with the governor under subsection (a) of this section, the management council shall establish a procedure so that all members of the legislature have an opportunity to review and provide comments to the governor regarding draft goals and objectives submitted to the council. The final goals and objectives defined by the governor as required in subsection (a) of this section shall be distributed to all members of the legislature.

(c) On or before September 1 of each odd numbered year, each agency, as defined under W.S. 28-1-115(f), following an opportunity for public review, shall submit to and have approved by the governor a plan as described by W.S. 28-1-115(a)(ii).

(d) Repealed By Laws 1997, ch. 178, § 2.

(e) When the governor submits the state budget or a supplemental budget as required under W.S. 9-2-1013, he shall also distribute agency plans required under subsection (c) of this section. The budget for each agency shall be performance and program based and shall reflect the goals and objectives specified in the agency's plan.

(f) All dates established in this section or in W.S. 28-1-115 may be extended by the governor.

Office of the Governor

❖ *Mission and philosophy*

The mission of the Office of the Governor of Wyoming is to provide leadership that builds public trust through service, accountability, and cooperation. The philosophy of the governor is that public service is a public trust. Therefore, the office believes in personal responsibility, professionalism, high ethics, and honesty, requiring accountability, efficiency, and respect. The role of the Governor's Office is to provide opportunity through partnerships to meet the needs of Wyoming today and tomorrow.

❖ *Results of outcomes*

Outcome 1: The Governor's Office will administer the executive branch of government consistent with the Wyoming Constitution, state statutes and functional goals of state government. The functional goals are:

- **Education** - to provide an opportunity for people to obtain skills, to develop their intellect, to experience art and to develop a greater appreciation of cultural resources;
- **Regulatory and Economic Development** - to provide a business-friendly regulatory environment where the health and safety of people are ensured, consumers protected and goods and services made reasonably available;
- **Natural Resources** - to protect Wyoming's environment and ensure wise, sustainable use of its natural resources;
- **Health** - to protect and enhance the health and well-being of Wyoming people;
- **Human Services** - to foster the development of responsible, productive, and self-sufficient people and to assist persons when they are unable to provide for themselves;
- **Transportation** - to expand and enhance Wyoming's transportation system in order to provide reasonable access and availability to Wyoming people wherever they reside or wherever in Wyoming they do business;
- **Public Safety and Corrections** - to ensure the safety of Wyoming people and Wyoming communities; and
- **General Government** - to operate the state and local governments responsibly, effectively, and efficiently in an open, ethical, and accountable manner.

Outcome 2: The Governor's Office will provide efficient, cost-effective service, ensure accountability, and promote cooperation in carrying out the duties of the office.

Highlighted accomplishments during FY00

Governor Jim Geringer moved from chair-elect to chairman of the Education Commission of the States (ECS). The ECS is a national, nonprofit organization that helps governors, legislators, state education officials and others identify,

General information

Governor Jim Geringer

Agency contact

Carolyn Teter, Deputy Chief of Staff
307/777-7434
State Capitol, Room 124
200 West 24th Street
Cheyenne, WY 82002-0010
governor@state.wy.us

Year established

1890

Statutory reference

Constitution of the State of Wyoming, Article 4; Wyoming Statute 9-1-201

Number of authorized employees

16 full-time

Clients served

Every resident of Wyoming is a client.

Budget information

\$1,093,862.00

develop and implement policies to improve student learning at all levels. A bipartisan organization, ECS was formed in 1965 and is located in Denver, Colo. The governor's emphasis during his year of leadership was teacher quality and professional development.

The governor was appointed by U.S. Secretary of Education, Richard W. Riley, as a member of the John Glenn Commission on Math and Science. The aim of the commission is to develop a strategy to raise the quality of mathematics and science teaching in all of the nation's classrooms. The governor, in accepting the appointment, stated, "Our potential for growth and competitiveness is measured in how well our youth do in math and science. We want to increase achievement, confidence and enjoyment in math and science, but to do it in a way that students understand how those subjects relate to the rest of their education."

As part of his priority on education, the governor served on the National Educational Goals Panel as one of seven elected governors. For more than 10 years, the organization has moved toward more rigorous educational outcomes for K-12 students.

The governor appeared on E-School News' "Impact Thirty" list of high impact people who have had a powerful effect on technology in the nation's schools. The governor was honored for the Wyoming Equality Network and for his commitment to technology funding, which has led to the lowest student-to-computer ratio in the country.

The governor accepted the chairmanship of the National Governors' Association Information Technology Task Force.

The governor was pleased to announce in March that Wyoming is listed as the number one state in the country for students' access to computers in the classroom. The partnership of the Department of Education, Wyoming Equality Network and the Governor's Office advanced this accomplishment, which brought national attention.

The governor issued an executive order putting in place the Domestic Violence Elimination Council and followed with appointments, which were announced in August 1999. The governor stated, "The people on the council will focus on domestic violence prevention, work to increase awareness of the causes, effects and magnitude of domestic violence and make recommendations to assist in addressing domestic violence issues."

The governor took his budget message to communities in late summer and early fall by holding "focus" meetings in Laramie, Rock Springs, Afton, Powell, Gillette, Torrington, Riverton, Cheyenne, Lander, Sheridan and Jackson. The results of the comments from the public were used to drive his decisions regarding the budget, which was presented to the Legislature on Dec. 1, 1999.

The governor advanced two budgets to the Legislature in a startling, innovative way to bring home his point of the need for a long-term solution. The budget focused on education and the "new economy." One budget was termed "patchwork" by the gov-

ernor and the other as the long-term solution, requiring a broader tax base, along with budget reductions and diversions from earmarked accounts.

A breakthrough in the long road to state cooperation with the federal government in land management issues was the signing of the nation's first cooperative agreement with the U.S. Forest Service. The governor commented, "The National Environmental Policy Act (NEPA) was enacted to include a significant state and local government role in federal decision-making processes. This agreement seals that intent, and the Forest Service no longer functions as an island. States and communities have much to offer in defining the issues and developing the solutions." This culminated work by the Governor's Office that spanned over a two-year period.

Continuing his aggressive defense of Wyoming being heard by the federal government, the governor announced in December that the state would file a "friend of the court" brief against Secretary of the Interior, Bruce Babbitt, in the U.S. Supreme Court in support of the many western agricultural interests. Wyoming's appeal challenged Secretary Babbitt's "rangeland reforms," which would dramatically change the grazing practices on Bureau of Land Management lands that western stock growers have relied upon for more than 60 years.

The governor cosponsored resolutions, which unanimously passed during the Western Governors' Association winter meeting, to oppose the President's executive action to create roadless areas on federal lands, to encourage the Federal Communications Commission to interpret the statute on telecommunications that allows rural areas access to telecommunications services similar to urban areas and to advocate a moratorium on further withdrawals of traditional pesticides until effective and viable substitutes can be provided and/or until scientific findings justify U.S. Environmental Protection Agency (EPA) actions.

The Online Government Commission, established by statute and composed of the five elected officials, with the governor as chair, began the daunting task of moving the State forward to deliver services to Wyoming's constituents online. The governor's vision is to enable the residents of Wyoming, through increased accessibility and improved efficiency, to have more control and take greater responsibility for what they want and need from government. The delivery of government services in a totally different way has huge potential, and the development of pilot projects within state agencies will begin after a full assessment has been made of current infrastructure.

To the governor's elation, it was reported in late January that the total hit count for 1999 on the state Web site was 17,526,441. The figure represents twice the hits that were reported for 1998. In the month of January, the hits were already at 2,134,299.

Collectively, the states of Montana, Idaho and Wyoming are taking the proper steps toward de-listing and to receiving the draft Grizzly Bear Conservation Strategy from the United States Fish

and Wildlife Service (USFWS). These states are taking a proactive strategy approach by working together to assure the success of grizzly bear populations and developing sound recommendations for management. Governors Geringer, Marc Racicot of Mont. and Dirk Kempthorne of Idaho agreed to establish a citizen roundtable, made up of five members from each state representing diverse backgrounds, to review the Conservation Strategy and to make recommendations on how the states and the USFWS should proceed toward delisting of the grizzly bear. In May of 2000, the governors accepted 24 of the 26 roundtable recommendations. The other two were modified to meet the approval of the roundtable.

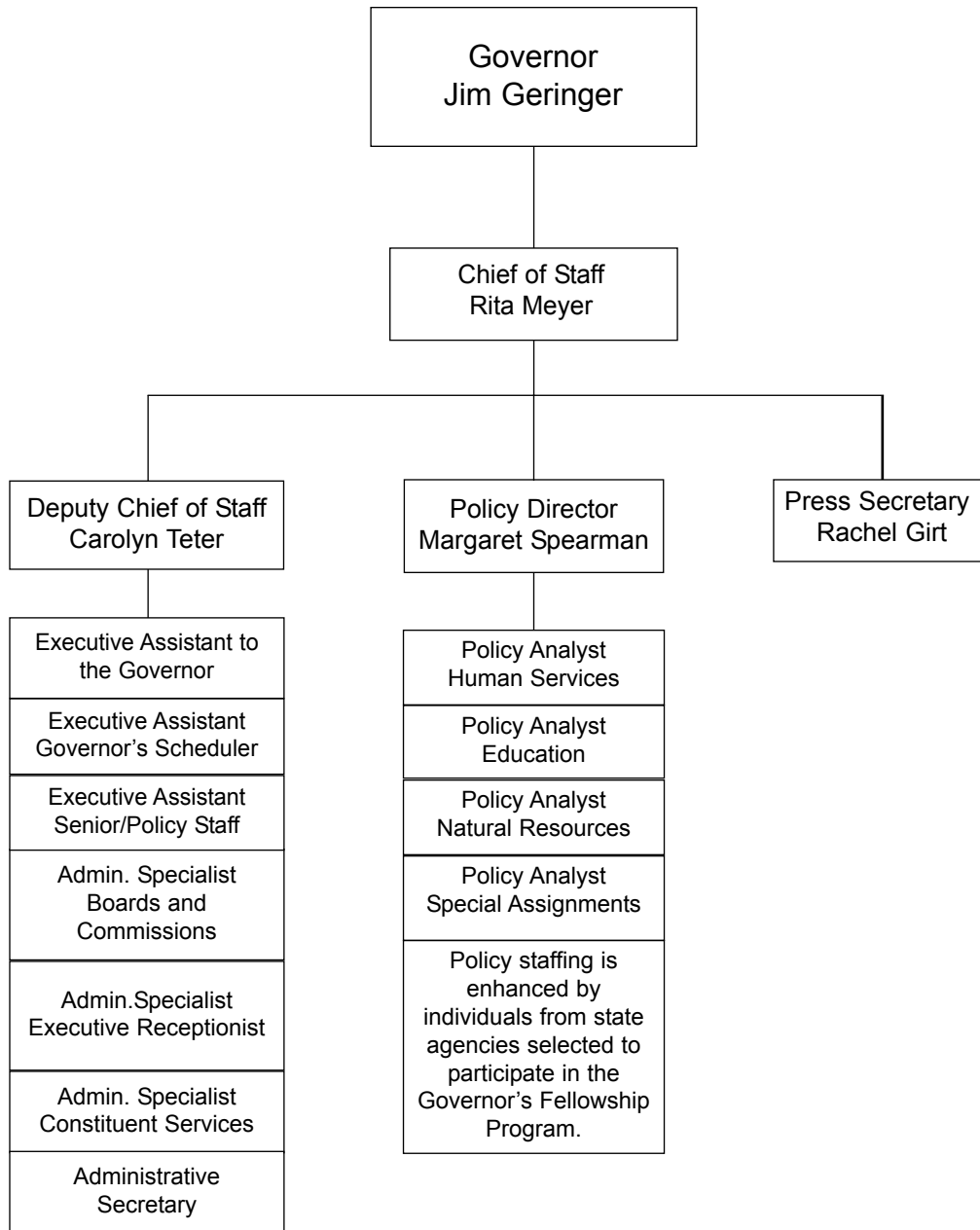
In a joint letter to Jamie Rappaport-Clark, director of the USFWS, the governors endorsed the recommendations, committed their states to developing management plans, requested any additional criteria necessary for delisting and encouraged delisting. They also emphasized that the states stand ready to demonstrate leadership called for by the roundtable but stressed the importance of the national public accepting responsibility to fund conservation and management of these bears commensurate with the national interest in this species.

The governor's staff continues to coordinate with agencies in successful collaborative activities, such as the sub-cabinets for natural resources and human services.

The volume of activities that impact the governor's schedule continues to escalate:

The governor issued 103 proclamations of the 162 requested, delivered 178 speeches, participated in 136 photo opportunities with individuals and organizations, averaged six to eight meetings per working day in the office, signed an average of 400 letters/documents a month, received an average of 300-500 e-mails per week, made 381 appointments to the state's more than 130 boards and commissions and held more than 50 press conferences.

Office of the Governor organization chart



Governor's Residence

❖ *Mission and philosophy*

The Governor's Residence is a state-owned building that serves as a private home for Governor Jim Geringer and his family and serves as the primary site for most of the official functions that Governor and Mrs. Geringer conduct on behalf of the state of Wyoming. Because the Governor's Residence is a semi-public building, it also serves the state well by providing a place to display Wyoming's history, art, antiques and artifacts.

The primary role of the Governor's Residence is to provide the governor and his family with a safe, comfortable, family home during his tenure as the governor of Wyoming. The residence is the only place where privacy is available to the governor and his family.

The public role of the Governor's Residence provides the people of the state of Wyoming with a visible symbol of state history and culture. Official functions include entertaining legislators and their spouses, Supreme Court Justices, elected officials, visiting government and business officials, and state and foreign dignitaries. Public functions include activities such as public tours, educational tours for students and receptions.

❖ *Results of outcomes*

To protect the privacy of the First Family and to provide for as normal a life as possible while they live at the Governor's Residence, the work of all staff (Governor's Residence and other agency staff) must be scheduled with the First Lady's assistant.

With the assistance of Wyoming State Museum volunteers, 16 open houses and individually scheduled tours were conducted. Other opportunities for the public to visit the Governor's Residence included receptions, meetings, luncheons and dinners. Approximately 2,700 people visited the Governor's Residence during the time period July 1, 1999, through June 30, 2000.

❖ *Strategic plan changes*

The Governor's Residence does not anticipate any significant changes in the existing strategic plan.

General information

Sherri Geringer, Wyoming's First Lady

Agency contact

D. Marie Gillis
307/777-7398
5001 Central Ave.
Cheyenne, WY 82009
mgilli@state.wy.us

Year established

1901

Statutory references

Statutes 9-1-213 and 9-5-103

Number of authorized personnel

Two full-time, two part-time

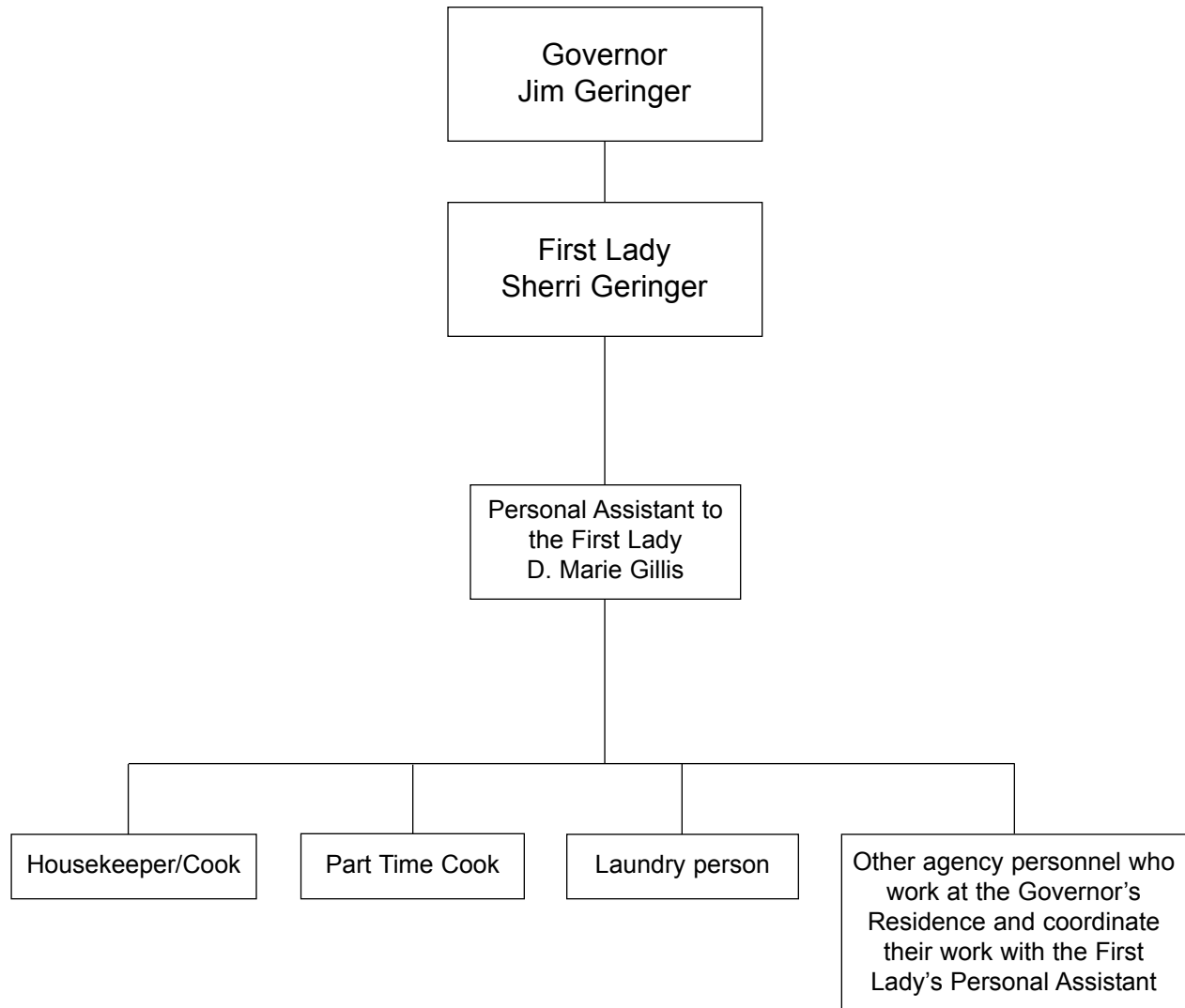
Clients served

Governor and Mrs. Geringer and members of their family; federal, state, and local elected leaders; foreign dignitaries; business officials; Wyoming residents; visitors to Wyoming

Budget information

General fund \$103,994

Governor's Residence organization chart



State Auditor

❖ *Mission and philosophy*

The State Auditor's Office serves the people of Wyoming by providing quality statewide accounting and financial reporting services through the committed involvement of its staff, carrying out its duties with integrity, honesty and fairness at the least possible cost to the taxpayers. The office will effectively manage and coordinate the fiscal operations of the State of Wyoming by complying with and monitoring compliance with applicable Wyoming statutes. Accomplishment of this mission will directly contribute to the state's eighth functional goal: "To operate Wyoming's state and local governments responsibly, effectively and efficiently in an open, ethical and accountable manner."

❖ *Results of outcomes*

The State Auditor's Office (SAO) has revised the State Auditor's Travel Policies (1993) making numerous changes in interpretation and clarification. Additional policies in Common Carrier Ticket Procurement, Public Records and Payroll Inserts were put into practice. The SAO had three non-budget bills introduced during the budget session of the 2000 Legislature: Payroll Check-off amendments HB0034, Employees Payroll schedule HB0038 and State Employee Travel Expense amendments HB0127. All three did get introduced; however, none of the bills made it to second reading in the House.

To measure customer satisfaction, the SAO conducts an annual survey each year covering all areas of the office. This points to areas where the SAO is doing well and also to areas where additional efficiencies could be gained. The May 2000 survey indicated that 90 percent of users thought the office was meeting or exceeding expectations. Of these, 50 percent felt the SAO was exceeding expectations. Areas that need improvement include training, help desk services and training manuals, which are being addressed in the current plan.

To meet the objective of assuring compliance with the state's budget, appropriation and fiscal statutes, the SAO processed all vouchers submitted within 24 hours of receipt. Also, all appropriations were processed by July 31.

The Wyoming State Auditor's Office completed internal control reviews on several automated payment systems. The automated systems calculate payments and/or modify payments made to various individuals and businesses. The systems were tested to ensure that payments previously processed under the standard manual (voucher) procedure maintained their integrity when they were processed by the automated system and submitted electronically to the state accounting system. Recently audited systems include Department of Employment - Workers' Compensation Program payments (completed April, 2000), Department of

General information

Max Maxfield, State Auditor

Agency contact

Gary Stephenson, Deputy Auditor
307/777-7831
Capitol Building, Room 114
Cheyenne, WY 82002

Year established

1889

Statutory reference

Wyoming Constitution - Article 4, Section 11 & 12; W.S. 9-1-401 through 408; 9-4-217

Number of authorized personnel

21 full-time

Organizational structure

Internal/Systems Audit, Systems Operations, Accounting and Financial Reporting, Payroll, Systems Training

Clients served

General public, legislators, city and county officials, state officials and employees, federal officials, other state agencies.

Budget information

General funds	\$2,249,566
Total	\$2,249,566

Revenue – Mineral Refunds payments (completed June, 2000), Department of Health (Division of Health Care Financing) – Medicaid payments (completed June, 2000) and Department of Family Services – payroll expenditure modifications process (completed April, 2000).

During FY00, the SAO implemented the new Advantage HR Payroll System (AHR), providing online data input and increased access to payroll information. The new system eliminated five existing systems and consolidated those functions into the new system. The current process has less paper, less mailing and less room for errors, and it reduces time spent on the timesheet process.

The new system eliminated paper forms for time-card entry and recording employee-specific data. In the year following implementation, the number of hand warrants issued has increased due to errors. The SAO expects this to decline as users become proficient in using the new system.

With the new AHR Payroll System implementation, a new Payroll Hand Warrant process was established that is more efficient because the Payroll System calculates, generates and prints the hand warrants rather than staff manually typing the hand warrants as was the case with the old payroll system.

A new timesheet process was established with the implementation of the AHR Payroll System.

Timesheets are now system generated in the payroll system along with pre-entering the pay date and pay event on the timesheet. Timesheets can be accessed electronically throughout the state, reducing mailing costs and the time to send the old handwritten timesheets. All handwritten or paper timesheet documentation resides at the agency.

Training for both Advantage Financial (WOLFS) and Advantage HR Payroll were conducted through the fall of 1999 and the spring of 2000. For the period of July 1, 1999, thru June 30, 2000, there were 511 employees trained in 399 class hours and 51 classes. Due to office space reconfiguring and vacancies in the trainer positions, the training schedule was interrupted in May of 2000. The SAO anticipates resuming a full training schedule in the late fall at the completion of the new training facility.

The office is a source of information to the public as well as the Legislature, responding to more than 30 formal requests for information. These requests were not simply callers with questions, but rather ranged from readily available information to in-depth, detailed data extraction and analysis.

Single audit (A-133) training was offered by McGladrey & Pullen, LLP on Sept. 8, 1999 at the Herschler Building in Cheyenne. Each state agency was offered the opportunity to attend the one-day seminar. The topics offered were (1) The Annual Audit – The Client's Perspective, (2) Internal Control and Fraud Prevention (3) Subrecipient Monitoring and (4) Auditee Responsibilities under the Single Audit Act. This training was offered to help all agencies receiving federal funds with the goal of reducing A-133 audit findings.

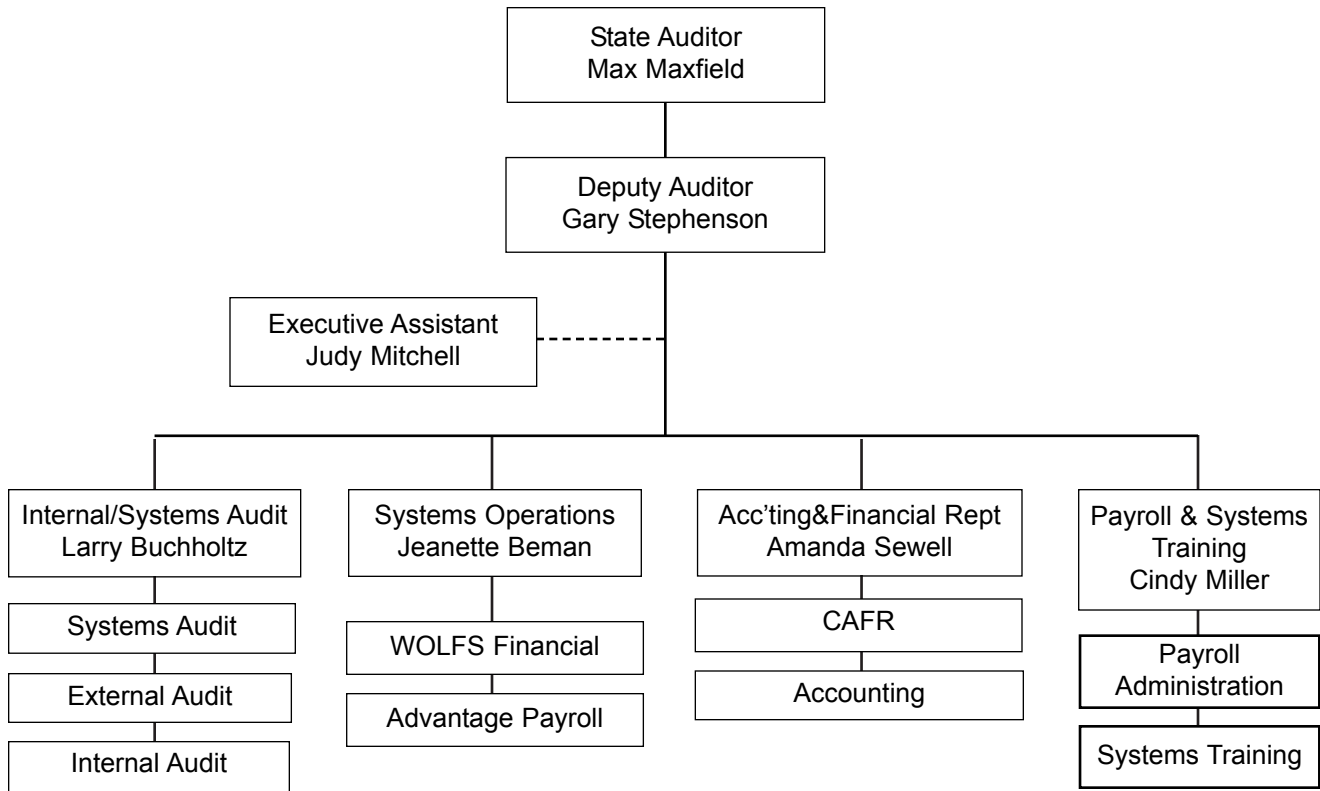
The FY99 Comprehensive Annual Financial Report (CAFR) was completed by Dec. 15, 1999, and did receive an unqualified audit opinion. To help insure the integrity of the state's financial information, the state's annual financial reports are submitted for review to an independent body, the Government Finance Officers Association (GFOA). As of this date, the SAO has not been informed if GFOA will award a Certificate of Excellence for Wyoming's FY99 Comprehensive Annual Financial Report (CAFR).

❖ *Strategic plan changes*

The state auditor did not have the opportunity to review program direction at the beginning of his term due to implementation of the new payroll system and preparation for Y2K issues. The SAO's first opportunity to review program direction and focus began in April 2000, with managers and staff developing a revised strategic plan. As a result, the July 1, 2000, revisions represent a major rewrite of the SAO Strategic Plan, which presents a new focus for the resources of the SAO.

Although not the usual course of action, the strategic plan revisions will be effective July 1, 2000, through June 30, 2004. The SAO has begun work in a number of these areas in order to maintain the Advantage Financial System (WOLFS) and Advantage HR Payroll System at operating levels to meet the needs of the state of Wyoming.

State Auditor organization chart



Department of Education

❖ *Mission and philosophy*

The Department of Education's mission is to lead, model and support continuous improvement of education for everyone in Wyoming.

The department works as a partner with students, parents, citizens, government and public agencies, industry, education communities and local decision-makers to ensure that all learners have an opportunity to master an ambitious common core of knowledge and skills. It is expected that all those involved in the learning process perform to the best of their abilities; participate as active, healthy citizens and productive workers; and continue to learn throughout life.

The Department of Education understands that it is a service agency. The department serves the people of Wyoming and believes that quality education for the people of Wyoming is at the heart of a strong citizenry and economy and an improved quality of life. Services are supported by the following agency core values.

The department is committed to

- being accountable, responsible, self-directed, productive employees;
- promoting and providing staff development and on-the-job training for all employees;
- operating with honesty and integrity;
- building partnerships within and outside of the agency;
- communicating openly and honestly in all dealings; and
- granting employees at all levels the decision making authority to perform their jobs.

❖ *Results of outcomes*

Annual accrediting of 47 school districts with site visits and desk audits to 10 of those districts:

- Full accreditation – 13
- Full accreditation (with follow-up) – 34

Annual accrediting of nine institutional schools with site visits and desk audits to one of those institutions:

- Full accreditation (with follow-up) – 8
- Full accreditation – 1

Commendations awarded in 1999-2000 (visits to 10 districts):

- Facilities/Budget – 1

Exemplars awarded in 1999-2000 (visits to 10 districts):

- Standards – 6
- Measures – 3
- School Improvement – 1

General information

Judy Catchpole,
State Superintendent of Public Instruction

Agency contact

Sharon Powers, Public Information Specialist
307/777-6386
Hathaway Building, 2nd Floor
2300 Capitol Ave.
Cheyenne, WY 82002-0050
<http://www.k12.wy.us>

Other locations

Casper, Rawlins, Riverton, Sheridan, Laramie,
Lander, Evanston, Powell

Year established

1890

Statutory references

Wyoming Constitution and W.S. 21-2-201 and
W.S. 21-2-202

Number of authorized personnel

100 full-time, 11 part-time, eight at-will employment contracts (AWEC)

Organizational structure

Administration Unit, Data and Technology
Unit, Finance and Personnel Unit, Health and
Safety Unit, North Central Association, School
Improvement Unit, Special Programs Unit

Clients served

The general public including students, parents,
educators and legislators.

Budget Information

Goal 1	\$67,431,732.71
Goal 2	1,593,603.12
Goal 3	28,942.62

State	\$4,382,924.17
Federal	64,671,354.28
Trust	608,810.68
Other	\$510,780,832.27

- Parent Involvement – 2
- Staff Development – 1
- At-Risk – 0
- School Climate – 10
- Facilities and Budget – 1

Corrective Actions awarded in 1999-2000 (visits to 10 districts):

- Standards – 0
- Measures – 4
- School Improvement – 6
- Parent Involvement – 0
- Staff Development – 7
- At-Risk – 7
- School Climate – 0
- Facilities and Budget – 2

Corrective Actions awarded in 1999-2000 (visits to 2 institutional schools):

- Standards – 0
- Measures – 1
- School Improvement – 1
- Parent/Guardian Involvement – 0
- Staff Development – 1
- Services – 0

Statewide WyCAS Results

The Wyoming Comprehensive Assessment System (WyCAS) was administered to 21,448 fourth, eighth and 11th grade students in all Wyoming school districts March 21-30, 2000.

		Percent of Students by Performance Level			
Grade Level	Content Area	Novice	Partially Proficient	Proficient	Advanced
Grade 4	Writing	26	38	26	9
	Reading	23	39	27	11
	Mathematics	37	35	22	5
Grade 8	Writing	15	38	42	5
	Reading	22	42	31	6
	Mathematics	31	38	23	9

Carl Perkins Overall Results (Secondary)

The following statistics show the percent of students achieving mastery in the subskills pertaining to the seven content areas:

- 1) Applied communication,
- 2) Applied math,
- 3) Affective and thinking skills,
- 4) Applied science,
- 5) Technology,
- 6) Pre-employment skills, and
- 7) Employability skills.

Note that not all students are assessed on applied science, technology, pre-employment and employability skills; therefore, the percents mastering these areas are reported out of those students who were assessed (i.e., valid percents).

Applied communications – 68 percent

- Listening – 76 percent

- Speaking – 74 percent
- Reading – 72 percent
- Writing – 67 percent

Applied mathematics – 65 percent

- Basic operations – 81 percent
- Measurement – 77 percent
- Advanced math – 55 percent
- Data representation – 68 percent

Technology – 87 percent

- Operating systems – 72 percent
- Software applications – 71 percent
- Networking and e-mail – 74 percent
- Internet searches – 79 percent

Affective and thinking skills – 68 percent

- Cooperation – 78 percent
- Problem solving – 71 percent
- Work ethic – 70 percent
- Critical thinking – 74 percent

Applied science – 63 percent

- Data analysis and interpretation – 65 percent
- Conceptual applications – 66 percent
- Lab skills – 79 percent
- Scientific methods – 67 percent

Pre-employment skills – 75 percent

- Career interests – 83 percent
- Resume, application and interview – 77 percent
- Career prerequisites – 81 percent
- Employment potential – 81 percent

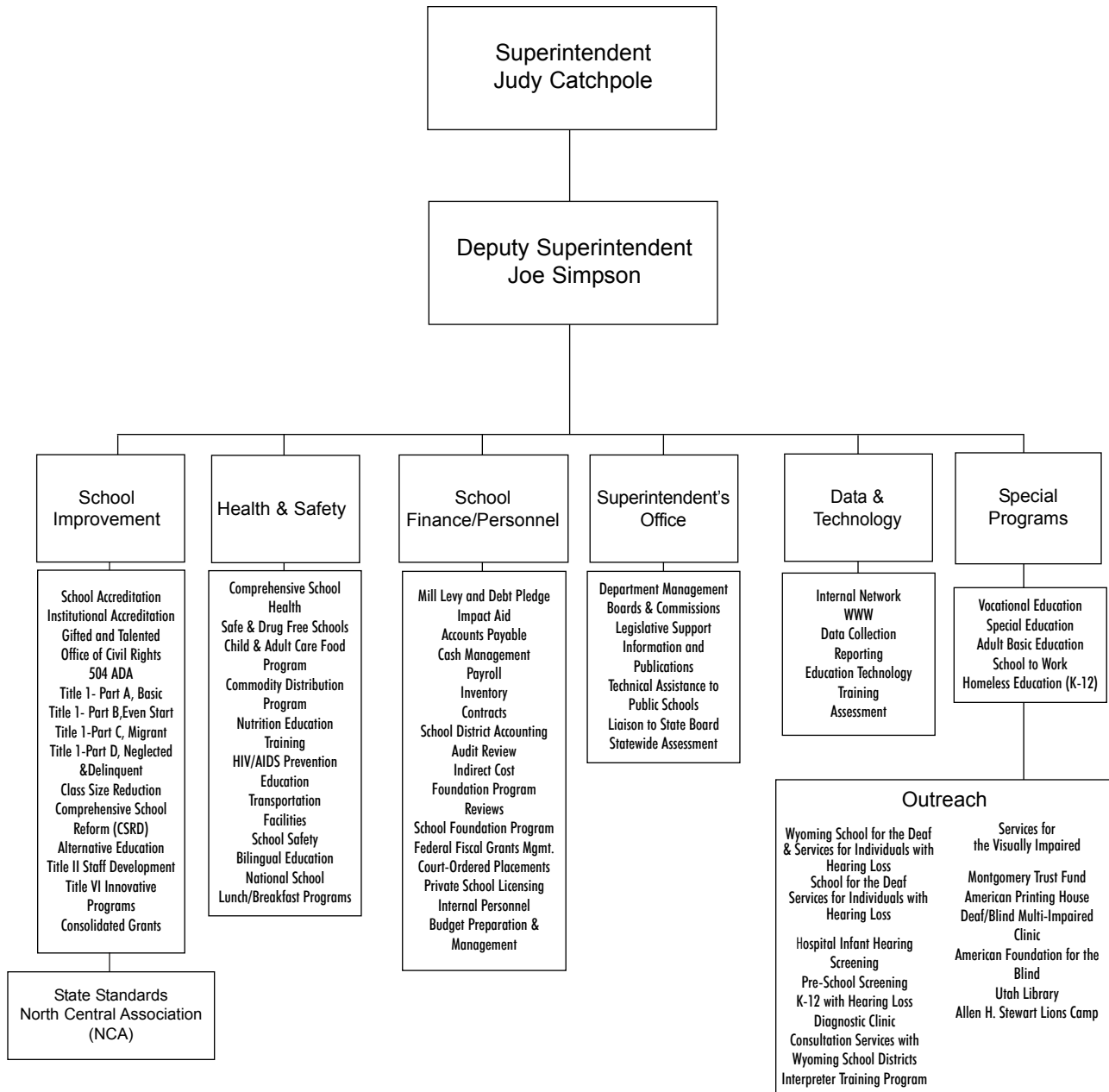
Employability skills – 76 percent

- Punctuality and attendance – 78 percent
- Interpersonal relations – 81 percent
- Attitude and appearance – 79 percent
- Task completion – 79 percent

❖ Strategic plan changes

There were no significant changes in the strategic plan from 1999 to 2000.

Department of Education organization chart



Secretary of State

❖ *Mission and philosophy*

Mission: The Secretary of State's staff serves the residents of Wyoming by providing accurate, timely and courteous information and referral services, statutory filings and registrations, regulation and enforcement in the areas of corporations/businesses/trademarks/trade names; Uniform Commercial Codes (UCCs) (farm products and accounts), central filing (agricultural products, liens, searches), securities/notaries public, elections/lobbying/ethics, state rules and regulations and/or citizen representation and legislation.

Philosophy: The Secretary of State and his staff take pride in their work and appearance; demonstrate a strong work ethic; show that they care about their customers by giving knowledgeable, timely and courteous service; are organized and constantly review and modify procedures and technology to keep public service at its best and costs down; and present in a friendly, professional way.

The Secretary of State's staff give their best effort; value common sense, honesty and a good sense of humor; respect each other's opinions; and support good will, cooperation and loyalty. They are committed to continuing their education and/or training to maintain a high level of professional expertise and competency.

❖ *Results of outcomes*

Outcomes are measured as substantial movement toward accomplishing the agency's goals and objectives. Each goal, objective, outcome and output is listed in the agency's strategic plan.

Outcome 1-1: During the past year, business entity filings and Uniform Commercial Code/Central Filing (UCC/CF) filings were measured randomly five times: once during the first, second and third quarters and twice during the fourth quarter of the fiscal year. Of all documents received ready for processing, 84.7 percent were filed by the end of the next business day. The total number of documents processed during FY00 was 71,995.

Outcome 2-1: During FY00, approximately 1,674 persons attended presentations and received literature from the Secretary of State's Office regarding investment fraud awareness. A new investor awareness coordinator was hired August 1, 1999, after the previous coordinator left the position in January 1999. No public service announcements aired during FY00. Three press releases regarding alleged unregistered promotions and a former stock broker allegedly defrauding his former clients were issued during FY00. Eight investment topics were written, edited and produced into pamphlets for distribution.

General information

Joseph B. Meyer, Secretary of State

Agency contact

Patricia O'Brien Arp, Ph.D.,
Deputy Secretary of State
307/777-5333
200 W. 24th St.
Capitol Building
Cheyenne, WY 82002-0020
secofstate@state.wy.us

Year established

1869

Statutory references

See page 3.16, first column

Number of authorized personnel

22 full-time

Organizational structure

Corporations Division, Securities Division,
Services Division

Clients served

See page 3.16, second column

Budget information

Expenditures*	
001-0101 Administration	\$2,517,306
001-0201 Reapportionment	123,284
001-0401 Securities Enforcement and Compliance	220,128
001-0601 Bucking Horse & Rider	100,594
Total	\$2,961,312

* - *Figures submitted are as of August 2000.
These figures do not reflect any pending encumbrances.*

**General information
continued on page 3.16**

Continued on page 3.17

Statutory references

The Secretary of State is established as a state elected office by the Wyoming Constitution and Wyoming Statutes, Title 9.

The Corporations Division acts in accordance with the following state statutes:

W.S. 17-3-101 through 17-3-104	Professional Corporations
W.S. 17-10-101 through 17-10-125	Cooperative Marketing Associations
W.S. 17-11-101 through 17-11-120	Industrial Corporations
W.S. 17-14-201 through 17-14-1104	Uniform Limited Partnership Act
W.S. 17-15-101 through 17-15-144	Limited Liability Companies
W.S. 17-16-101 through 17-16-1803	Wyoming Business Corporation Act
W.S. 17-17-101 through 17-17-151	Close Corporation Supplement
W.S. 17-18-101 through 17-18-403	Wyoming Management Stability Act
W.S. 17-19-101 through 17-19-1807	Nonprofit Corporation Act
W.S. 17-20-101 through 17-20-1801	Wyoming Cooperative Utilities Act
W.S. 17-21-101 through 17-21-1103	Uniform Partnership Act
W.S. 17-21-1101 through 17-21-1105	Registered Limited Liability Partnerships
W.S. 17-22-101 through 17-22-115	Uniform Unincorporated Nonprofit Association Act
W.S. 17-23-101 through 17-23-302	Wyoming Statutory Trust Act
W.S. 34-21-1101 through 34-21-1107	Central Filing System
W.S. 34-1-9-401 through 34-1-9-409	Uniform Commercial Code
W.S. 37-4-101 through 37-4-104	Transmitting Utility Act
W.S. 40-1-101 through 40-1-116	Trademarks and Service Marks
W.S. 40-2-101 through 40-2-109	Trade Names

The Securities Division operates under the Uniform Securities Act which is W.S. 17-4-101 through 17-4-132.

The Services Division includes elections, lobbyists, ethics, notaries public, state registry of agencies' rules and acts in accordance with the following state statutes:

W.S. 22-1-101 through 22-29-601	Elections
W.S. 28-7-101 through 28-7-201	Lobbyists
W.S. 9-13-101 through 9-13-109	Ethics
W.S. 32-1-101 through 32-1-113	Notaries Public
W.S. 16-3-101 through 16-3-115	State Agency Rules
W.S. 8-3-117	Bucking Horse & Rider (BH&R) Trademark

The Secretary of State has other statutory duties. A few examples of those diverse statutory requirements are:

W.S. 7-3-223.....Criminal Procedure: Fugitives and Prevention of Crime: Extradition - Extraditions are to be filed in the office of the Secretary of State to remain of record in that office.

W.S. 9-1-102.Administration of Government: State Officers: Generally - Officers of state agencies & specified state employees are to file an oath of office with the Secretary of State.

W.S. 16-2-102.....City, County, State and Local Powers: Facsimile Seals and Signatures - Any authorized officer shall file with the Secretary of State his manual signature certified by him under oath.

W.S. 18-7-105....Counties: Libraries - As soon as a library board is organized, it shall file with the Secretary of State a certificate showing their organization.

W.S. 18-8-104....Counties: Memorial Hospitals: Generally - As soon as a memorial hospital board is organized, it shall file with the Secretary of State a certificate showing their organization.

W.S. 18-9-102 Counties: Fairgrounds, Airports, Parks, Pleasure Grounds and Recreational Systems: Generally - As soon as the board of any of the referenced groups is organized, it shall file with the Secretary of State certificate showing their organization.

W.S. 28-2-116 .Legislature: Apportionment of Members - The Secretary of State is to maintain the census block list.

W.S. 40-13-103, 106 and 108 Trade and Commerce: Copyrighted Music: Protection of Copyright Users - Secretary of State is to accept filing of performing rights contracts and license agreements.

W.S. 41-3-725....Water: Rights, Administration and Control: Water Conservancy Districts - Water conservancy districts are to file copies of the findings and the decree of the court incorporating said district with the Secretary of State.

The Secretary of State also has responsibilities pertaining to legislative reapportionment which are carried out under Original Senate File 36, Enrolled Act 44 (1995).

Clients served

Entities served by the Secretary of State's Office include corporations and other business entities; attorneys; bankers; accountants; those with agricultural interests; individuals who purchase securities investments; all members of the public who participate in elections; county clerks; district, circuit, municipal and JP courts; those who wish to file an initiative or referendum; notaries public; individuals needing international document authentication services; state agencies filing agency rules; lobbyists; all elected officials required to file ethics reports; individuals wishing access to enrolled acts and legislative journals; those involved with legislative reapportionment; individuals wishing to use the state's Bucking Horse and Rider trademark; statewide and legislative political candidates; individuals involved with the State Land and Investment Board or other state board issues; and members of the general public wishing to access state government. The entire population of Wyoming is served by the reapportionment program in that there is a constitutional requirement that the Wyoming State Legislature be reapportioned every ten years. Those specifically involved with this program, who benefit from the collection of data, are the Wyoming State Legislature, the counties and other political subdivisions and Wyoming electors. The Securities Enforcement and Compliance Program serves people who buy investments such as stocks, bonds or mutual funds. Citizens benefit from regulatory and enforcement activities which stop unethical or fraudulent promotions. Entities served by the Bucking Horse and Rider Trademark Protection Program include the State of Wyoming, all people who enjoy use of the mark and those business entities who use the mark for promotion or profit.

Continued from page 3.15

Outcome 2-2: The number of cases investigated per year was 52; the number of cases opened after investigation, 47; the number of cases not open after initial investigation, five; and the number of cases referred, eight. During FY00, the division initiated 41 investigations resulting in eight convictions, one arrested awaiting December trial date and one acquitted. Three pending criminal matters have yet to be charged. Seven matters were referred to other agencies or to criminal authorities. Administrative matters included five cease and desist orders; four consent agreements netting \$2,400 in fines, \$9,750 in costs and approximately \$77,000 in restitution; revocation of one agent; one admonishment; and six warning/assistance inquiries.

Outcome 2-3: Five broker-dealer audit/examinations were performed. One on-site regulatory examination occurred at an NYSE (New York Stock Exchange) firm branch office and is still in review. Review of customer accounts of four other broker-dealer firms were initiated for cause during the period resulting in an admonishment, closure of a complaint and two pending consent agreements.

Outcome 2-4: The cost of investigations is unavailable as the Securities Division operates using money budgeted as part of the Secretary of State's overall budget. The amount of restitution was approximately \$77,000; the amount of fines/penalties, \$12,150; the number of audits/examinations, five; the number of suspensions, none; the number of revocations, one; the number of injunctions, none; the number of stipulations, four; the number of other regulatory actions, 15.

Outcome 3-1: During FY00, the Secretary of State's Office maintained a file server and a Web server. There were only 1.25 hours of file server down time and 1.5 hours of Web server down time throughout the entire fiscal year. Down time of specific applications (not the whole file server) equaled a total of 8.5 hours during the entire year. Therefore, the grand total of down time in any area of the agency equaled 11.25 hours. This means that the computer system was operable 99.6 percent of the entire fiscal year.

Outcome 3-2: There were only 1.5 hours of Web server down time throughout the entire fiscal year. This means that the Web server was operable 99.9 percent of the entire fiscal year. In FY00, 338 new chapters of rules were filed with the Secretary of State. Of those, only one chapter, filed by the Department of Corrections, was not made available in an electronic format (the Department of Corrections is exempt from the Administrative Procedures Act and is not required to file rules with this office). Therefore, 99.7 percent of all rules filed in FY00 are available electronically.

Outcome 3-3: In FY00, 133 candidates filed for public office. Of those filings, 100 percent of them were available to the public, by means of the Internet, within less than 24 hours. State canvassed election results

occur every other year and, therefore, are not part of this reporting cycle.

Outcome 3-4: During the past year, the number of individual transactions responded to by the end of the next business day were measured randomly five times: once during the first, second and third quarters and twice during the fourth quarter of the fiscal year. Of all transactions received, 100 percent were responded to by the end of the next business day.

Outcome 3-5: During FY00, the residents of Wyoming were provided with an average of 38.5 opportunities per month to meet with the Secretary of State.

Outcome 3-6: The reapportionment project is continuing with 100 percent of the counties participating. TIGER updates have been submitted throughout the past year to the Bureau of the Census and will continue through 2000. The number of pieces of TIGER data sent to the Census Bureau in FY00 was in excess of 150,000 pieces.

Outcome 3-7: There were 479 licenses or business use agreements at the end of FY99. By the end of FY00, there were 534 licenses or business use agreements filed. That is an increase of 55 from FY99 to FY00. The number of registrations continues to increase beyond original expectations as protection and promotion of the state's Bucking Horse and Rider trademark continues to be met with public popularity.

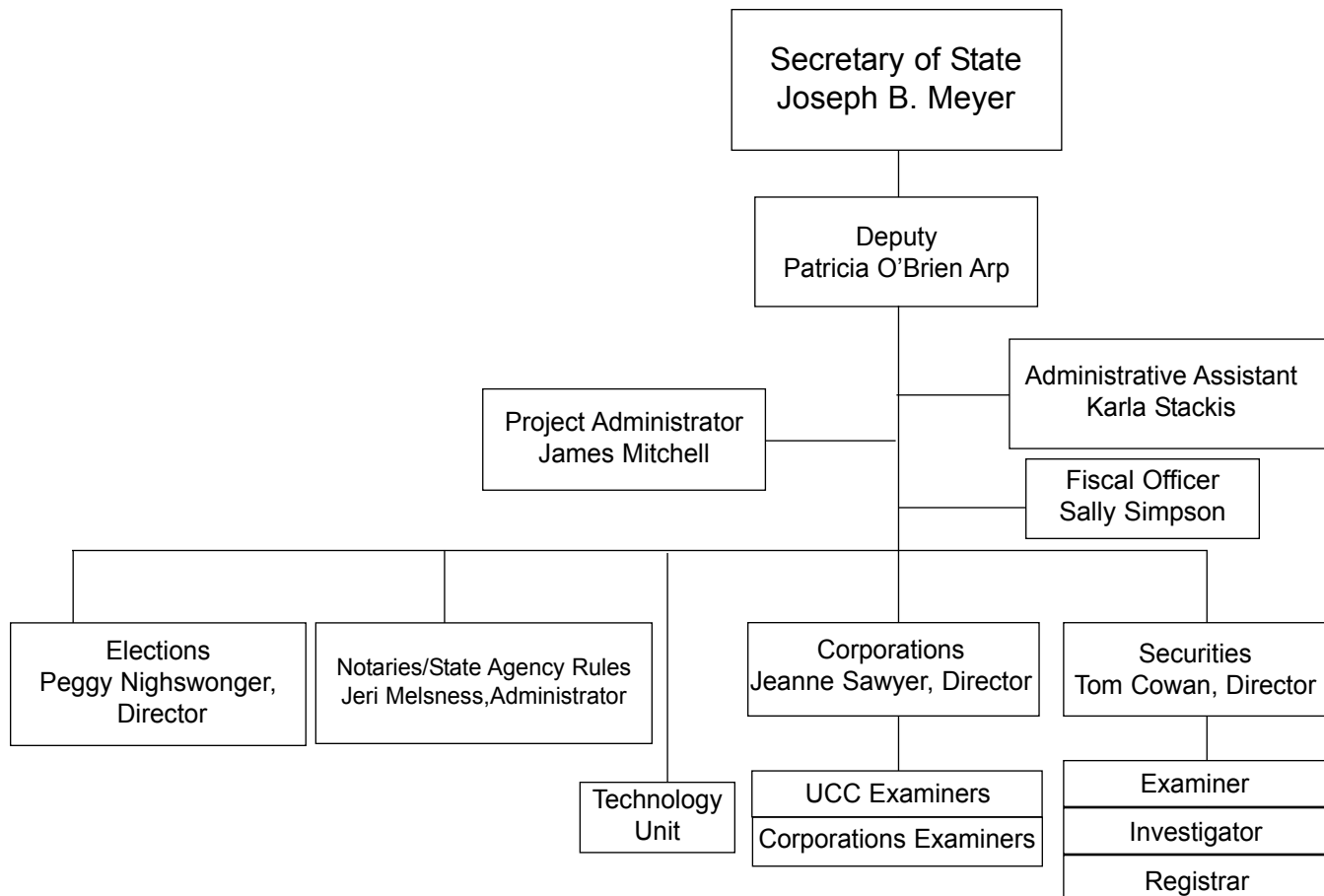
❖ *Strategic plan changes*

Review of the strategic plan indicated that some outcomes had been accomplished, some were no longer appropriate, and some were still valuable. Based on that review, the strategic plan for FY01 was modified substantially. The one goal for the Secretary of State's Office has remained essentially the same as in previous years. However, as stated, objectives have been modified, added and/or deleted based on past accomplishments and new responsibilities. These specific changes can be found in the agency's strategic plan submitted September 2000.

The agency's goal

To efficiently, accurately and fairly administer the statutory duties of the Secretary of State as outlined in the state constitution, state statutes Title 9 and the state statutes pertaining to corporations and other business entities, trademarks and trade names, liens and searches, securities, notaries public, elections, lobbying, ethics, state rules, legislative reapportionment, investor awareness and fraud prevention program.

Secretary of State organization chart



Office of the Treasurer

❖ *Mission and philosophy*

The mission of the State Treasurer's Office is to serve the people of Wyoming by receiving, safeguarding and investing all funds of the State of Wyoming and any other funds in the possession of the state for purposes of safekeeping or investment in a prudent manner while complying with directives of Wyoming's constitution and statutes.

The philosophy of the State Treasurer's Office is to carry out all functions required of this office with the highest degree of ethical, personal and professional behavior.

❖ *Results of outcomes*

Goal 1: Perform the best possible investment management and revenue accounting services for the State of Wyoming.

Objective A: Work to expand investment opportunities for externally and internally managed funds.

This year the State Treasurer received from the Legislature and the State Loan and Investment Board authorization to invest in international fixed income and equity investments. A request for proposal was initiated for international investment management services from which two international equity managers were selected in June, 2000. In addition, the selection of a convertible bond manager was made in August of 1999. The State Treasurer's Office anticipates funding these investment options in fiscal year 2001.

The State Treasurer has been, as market conditions permitted, gradually moving funds from fixed income investment securities to equity investments in an effort to reach the present equity investment allocation of 25 percent. At the end of FY00, 11.1 percent of the permanent funds are in equity investments. During the 2000 legislative session, authorization was received to increase the equity allocation to 55 percent (W.S. 9-4-834), therefore, the Treasurer's Office will continue to work towards increasing its equity exposure.

The Treasurer's Office successfully worked with the Department of Education and the Legislature to get legislation passed that will change the timing of distributions to the local school districts. The effect of this will be to enable the treasurer to issue Tax and Revenue Anticipation Notes (TRANS) for the Education Trust Fund, which in turn, will allow longer term investments and a higher rate of return, thus ultimately benefiting the state and the local school districts. The first issue of the Education Trust Fund TRANS will be issued on July 1, 2000.

The third series of the General Fund Tax and Revenue Anticipation notes were issued in July, 1999 and redeemed in June, 2000 and netted \$2.9 million for the state coffers. This is additional income that would not have been earned if the TRANS had not been issued.

General information

Cynthia Lummis, State Treasurer

Agency contact

Sharon Garland, Deputy State Treasurer
307/777-7408
State Capitol Building
Cheyenne, WY 82002
sgarla@state.wy.us

Other locations

Unclaimed Property Division, Hansen Building, Cheyenne, WY 82002

Year established

1869

Statutory references

9-1-401 through 9-1-413

Number of authorized personnel

17 full-time

Organizational structure

Administrative Operations, Unclaimed Property

Clients served

All state agencies, federal government, the general public

Budget information

	General fund	Other
Administrative Operations	\$967,054	\$7,219
Unclaimed Property	0	521,329
Investment Managers		
(from Investment Income)	2,419,264	0
Total	\$3,386,318	\$528,548

The Treasurer was instrumental in getting legislative changes passed that authorized “returning” a portion of income to the corpus of the permanent land funds to compensate for inflation {Wyoming Statute 9-4-305(b)}. The amount to be returned is based on the beginning balance of each permanent land fund account multiplied by a portion of that year’s inflation rate (this year that portion was 5 percent of the inflation rate). The first such transfer was made at the end of FY00 and totaled \$1,390,322. Since this procedure will increase the investable corpus, it is expected that additional investment income will accrue to the state in succeeding years.

During the 2000 legislative session, the treasurer worked successfully with the Legislature to change several existing statutes that expand investment opportunities. Changes were made to W.S. 9-4-707, which will now allow the sale and exchange of state investments resulting in a loss, providing total return is maximized by the sale or exchange. The treasurer was also instrumental in getting the Legislature to establish an investment income spending policy for earnings on permanent fund investments (W.S. 9-4-712). A spending policy will provide consistent, sustainable flow of earnings for expenditure over time; it will protect the permanent fund corpus against inflation; and it will increase earnings available for expenditure to offset the effects of inflation. Changes to W.S. 9-4-712 also establish a limit on the total amount of permanent state funds available as investments for a specific public purpose. The limitation of these legislatively designated investments (LDIs) was capped at \$500 million dollars.

During fiscal year 2000, a chief investment officer position was added to the Treasurer’s Office. This position was filled in June, 2000. This position will be devoted 100 percent to increasing investment opportunities and income for the state and will oversee all investment managers and internal investment decisions.

In FY00, the ultimate result of these activities was an increase in investment options and a 6 percent increase in investment income over the prior year. The total investment return of the treasurer’s investments was 6.99 percent, thus meeting the benchmark set by the State Loan and Investment Board. (The board’s benchmark was actually 7 percent, but this was gross of fees, while the treasurer’s return calculation is net of fees.)

Objective B: Carry out daily receipts and bank activity.

Information technology upgrades in anticipation of the year 2000 changeover were completed, tested and in place substantially before December 31, 1999, and the century change was handled by the Treasurer’s Office equipment and staff without any problems.

The treasurer has successfully put into place equipment and procedures to enable the office to use the Automated Clearing House (ACH) debit, thus allowing the office to charge other bank accounts.

Currently, this is being used for state investments in banks and for Wyo-STAR, the local government investment pool. Several other state agencies are also now either using this automated ACH debit process or working on setting it up, including Liquor Commission, Employees Group Insurance and Department of Revenue. This has reduced processing time and eliminated some paperwork for office staff and for other state agencies. This process was begun in FY99, but the conversion process was completed during FY00.

The Treasurer’s Office began Internet banking this year, enabling staff to quickly check demand account balances, deposits and withdrawals and to easily transfer funds between accounts. The Department of Revenue and Liquor Commission were then also given access to the special accounts set up to handle their activity to enable them to easily check on ACH activity and balances, thereby eliminating the time lag for phone call and hard-copy notifications.

Goal 2: Provide for statutory and constitutional responsibilities of the Office of the State Treasurer.

Objective A: Support State Treasurer’s additional statutory responsibilities.

Wyo-STAR, the local government investment pool, has continued to provide its participants with a rate of return higher than other pools available to Wyoming’s local municipalities. As of June 30, 2000, Wyo-STAR had 131 participants with an ending invested balance of \$168.0 million. These local political entities earned \$9.98 million in interest in FY00. Wyo-STAR had an average monthly rate of return of 5.2 percent, an increase over the FY99 estimated average return of 5.07 percent — very acceptable in a year of wild market swings. This compares favorably with other states’ similar programs: Idaho’s FY00 average monthly yield was 5.59 percent, and Oregon’s average monthly yield was 5.09 percent for the year ending December 31, 1999.

In response to legislation (W.S.21-16-809 through 21-16-818) effective March 2000, the State Treasurer’s Office, as program administrator, launched the State of Wyoming College Achievement Plan in May 2000. This college savings program is a qualified state tuition program, established under Section 529 of the Internal Revenue Code, designed to assist Wyoming residents in financing higher education costs for their families. The plan is available to any U.S. resident and can be used at any accredited college or vocational institution in the country that is eligible to participate in federal student financial aid programs. Contributions are invested in one of four investment options, selected by the participant, each holding a different mix of stocks, bonds and/or money market mutual funds. Earnings attributed are subject to federal income tax upon withdrawal for qualified higher education expenses, however, they are taxed federally at the beneficiary’s rate, which is usually a lower rate than the contributor’s. For fiscal

year 2000, this program is too new to compare to any other state's program.

Objective B: Improve administration of state and local programs not directly related to treasurer's normal activities.

The State Treasurer continues to attempt to convince the Legislature of the feasibility of moving a number of state and local programs administered by the treasurer but not related to the office's normal activities to other agencies where they could be better administered. These include Miners' Hospital, Veterans' Tax Exemption, Police Officers' Retirement and Indian Motor Vehicle Exemption programs, and the Wyoming Deferred Compensation Program.

This task was successful for the Miners' Hospital program, which was transferred to the Department of Health as of July 1, 2000, thus eliminating this program from the treasurer's budgeting and administrative processes.

In May 2000, under direction from the Legislative Management Audit Committee, the Legislative Services Office staff began conducting a program evaluation regarding the proper placement of the Wyoming Deferred Compensation program within state government.

Objective C: Expand Uniform Unclaimed Property program operations.

Improvements continue to be made to the unclaimed property database, enabling easier and quicker entry. Because data is easier to retrieve, compliance by holders in reporting their unclaimed funds has increased and resulted in increased owner and holder records being added to the database.

The public list of owners is available on State Treasurer's Internet Web site, and the information is updated quarterly. This site received approximately 370,000 inquiries during FY00, an increase of 42.6 percent over FY99.

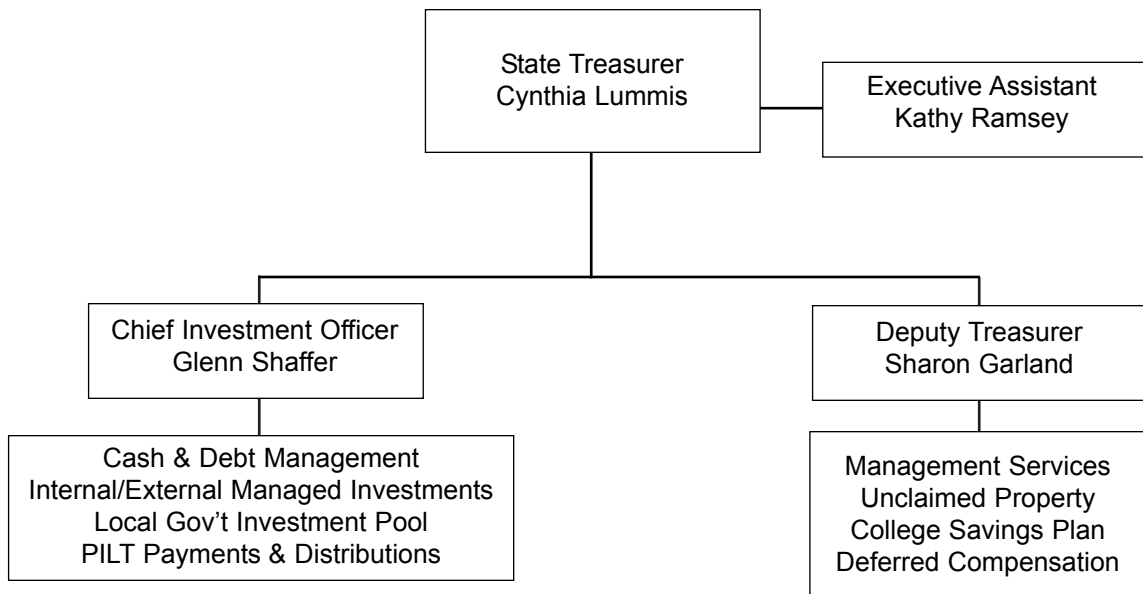
In FY00, one national holder seminar was conducted, one national speaking engagement was performed, several interviews were given to radio stations, and numerous claimants were instructed on how to claim their funds. An alphabetical list of owners is mailed each month to Wyoming county clerks.

Total unclaimed funds turned over to the State in FY00 was \$1,975,558, and \$1,274,918 was returned to the original owners or their heirs. The Wyoming Unclaimed Property Division is ranked in the top ten nationally for returning funds to the owners.

❖ *Strategic plan changes*

While a number of objectives were achieved in FY00, the focus of the goals of the Treasurer's Office will not change substantially in the new strategic plan to be filed in September, 2000.

Office of the Treasurer organization chart



Department of Administration and Information

❖ *Mission and philosophy*

The mission of the Department of Administration and Information (A&I) is to provide quality services to its customers in a cost-effective, timely manner.

❖ *Results of outcomes*

The Director's Office processed 23,014 documents during the year including 1,251 for the Governor's Office, 262 for the Wyoming Business Council and 147 for the Governor's Residence. Special monthly reports were developed from the WOLFS system for all division administrators. These reports compared the monthly expenditures with what would be expected for the period of time. If the expenditures exceeded the percentage as projected, these would be brought to the attention of the administrator for explanation.

The financial statements for the Internal Service funds are created each month for the applicable division. These are strictly internal documents for use as a planning guide or to determine if any corrections are needed.

A&I accounting personnel produced the annual Internal Service Fund reconciliations for the federal fund statements and over/under recoveries in September 2000.

See specific division reports for report on outcomes.

❖ *Strategic plan changes*

The Department of Administration and Information was at the time of writing of this report in the process of developing a completely revised strategic plan. This change came about due to appointment of a new director.

General information

Frank Galeotos, Director

Agency contact

Frank Galeotos
307/777-7201
Emerson Building, Room 104
2001 Capitol Ave.
Cheyenne, WY 82002-0060
elewis@state.wy.us

Other locations

Services provided statewide

Year established and reorganized

Established July 1, 1971; reorganized April 1, 1991

Statutory references

W. S. 9-2-1001 et seq

Number of authorized personnel

349 full-time, seven part-time, 15 at-will employee contract (AWEC)

Organizational structure

Seven divisions including the Office of the Director make up the department. An accounting section is placed within the Director's Office to serve all divisions of the department. In addition to the Director's Office, there are six divisions, which are as follows: Budget, Information Technology, Economic Analysis, General Services, Human Resources and State Library.

Clients served

All state and local government agencies, libraries, legislators and private citizens.

Budget information

General funds	\$19,519,117
Federal funds	1,263,998
Trust and agency funds	36,847,247
Other	19,310,326*
Total	\$76,940,688

* other funds include \$6.2 million for Y2K and the remainder was for capital outlay projects.

Budget Division

General information

Arthur Burgess, Administrator

Agency contact

Arthur Burgess
307/777-6044
2001 Capitol Ave.
Emerson Building, Room 105
Cheyenne, WY 82002-0060
aburge@state.wy.us

Year established and reorganized

Established July 1, 1971; reorganized April 1, 1991

Statutory references

W.S. 9-2-1002, 9-2-1004 to 9-2-1008, 9-2-1010 to 9-2-1013
W.S. 9-4-201 through 9-4-217
W.S. 28-1-115 and 28-1-116

Number of authorized personnel

Nine full-time

Clients served

Governor, legislators, elected officials, state agencies

Budget information

General fund 694,829

❖ *Mission and philosophy*

Provide assistance and technical expertise to the Governor, the Legislature and state agencies on the allocation of state resources to best accomplish the goals and objectives of government programs.

❖ *Results of outcomes*

The director for each agency required to have a four-year plan certified that the budget request for the 2001-2001 Biennium was developed in accordance with the agency plan.

❖ *Strategic plan changes*

The strategic plan for fiscal year 2001 has been updated and is on the Internet at <http://www.state.wy.us/ai/budget.html>

Information Technology Division

General information

David J. Bliss, Administrator

Agency contact

David J. Bliss
307/777-5003
2001 Capitol Ave., Room 237
Cheyenne, WY 82002
pgreen1@state.wy.us

Other locations

801 W. 20th St.
Cheyenne, WY 82002

Year established and reorganized

Established March 1974; reorganized July 1990

Statutory references

W.S. 9-2-1018, 9-1-1005, W.S. 9-2-1026.1/2, and W.S. 9-2-1101-1106

Number of authorized personnel

132 full-time

Organizational structure

Administration, MIS Support, Systems Development, Computing Center, Telecommunications

Clients served

Primary clients served are Legislative, Judicial and Executive branches of state government, including University of Wyoming. Other clients include community colleges, K-12 education, counties, municipalities and law enforcement, Army National Guard, Air Guard and some private industries for video services.

Budget information:

General fund	\$1,213,421
Intergovernmental Fund	24,527,199
Trust and Agency Funds	800,053
Total	\$26,540,673

❖ *Mission and philosophy*

The mission of the Information Technology Division (ITD) is to provide computer technology leadership and services, to support and enhance the information content and information transfer needs of the state and to meet the service needs of customers, through internal and external partnerships.

❖ *Results of outcomes*

Fiscal year 2000 was a relatively successful year for the Y2K project. A remodel of the Emerson Building basement gave the state a contingency site for information technology operations. A contingency plan was developed that was targeted quite closely to the data rollover period of Dec. 31 to Jan. 1. This will be expanded in the future to handle generic use of the site.

The chosen Y2K contractor, Cayenta.Com (formerly, Titan Software Systems), performed four client/server platform upgrades for a relatively complex application and performed validation testing for four other complex client/server applications. Several other projects were started, but terminated when the agency withdrew.

The subcontractor for the mainframe environment, Cap Gemini America, performed Quick Check services for

- 15 mainframe COBOL and Natural applications,
- Two client/server Natural applications, and
- Nine FOCUS applications.

The results were delivered to either the state programming teams supporting the applications or the contractors supporting the applications. This represented approximately one-third of the mainframe inventory and most of the program critical applications.

Other deliverables provided to the state included the framework for a statewide test plan, a configuration management plan and a great deal of knowledge regarding the state's application inventory. The Y2K rollover occurred with only minor application errors occurring. The Feb. 29/March 1 rollover occurred with no application errors identified. End of fiscal year also occurred with no identified errors.

The Equipment Service Center (ESC) portion of the Management Information Systems (MIS) Section processed 6,110 jobs and used 12,036 hours for FY00. These figures were obtained from ESC's work order database and account for all staff hours and jobs performed. The work is maintained on a database, and the data is entered from work orders completed by the technicians. It should be noted that jobs performed did not increase dramatically over last year. This is due to the number of personal computers (PCs) owned by the agencies leveling off at about 7,000. The MIS PC support section processed 1,010 calls for support of software, hardware, local area networks and wide area networks. This section also processed three needs analysis for state agencies. The response time on trouble calls was 46 percent of the calls in under one day, 21 percent were resolved in one to seven days, and 33 percent of the calls took longer than seven days to resolve. This section also provided support to 6,300 employees on the statewide e-mail system.

Computing Center Operations processed 638,730 batch jobs, system tasks and TSO sessions during FY00. Mainframe availability was 99.54 percent of 24 x 7 x 365 for online users. Removable storage of 20,600

tapes was cataloged and tracked. An average of 325 backup volumes were rotated to off-site storage weekly. Direct access storage administrators managed 544 billion bytes of disk storage. Average seek time for direct access devices was 10 milliseconds. Security requests numbering 3,460 were processed for access to 70,000 direct access and 19,000 tape files. Commands were issued numbering 24,200 to maintain security access levels. There were more than 100 transactions to administer 350 active electronic card keys, and 48 requests for access by conventional key were serviced. Wide Area Network Management was provided for state agencies to connect more than 8,400 IP/IPX nodes. Program modules migrated for ITD users was 538. PSS maintained more than 24,000 source modules in 30 source libraries and maintained 113 production JCL libraries. This number has increased due to additional systems and PSS responsibilities. Disaster Recovery alternate hotsite was included in RFP 0256-G. The request for proposal (RFP) was issued and vendor selected in FY00. Mainframe platform was prepared for Y2K readiness and supported a successful Y2K transition for all ITD mainframe users.

Major projects completed

RFP 0256-G was issued for

- Mainframe central processing unit (CPU) replacement,
- Mainframe direct access storage replacement,
- Uninterruptible power supply (UPS) replacement,
- Mainframe laser printer subsystem,
- ITD computer room fire suppression,
- ITD computer room access floor replacement,
- Mainframe disaster recovery services,
- Off-site backup for ITD user data and software, and
- Statewide Web server and firewall.

A vendor was selected. Contract negotiations proceeded into FY01.

Mainframe platform and operating system Y2K readiness was achieved.

ITD Computing Center helped effect Y2K readiness for many mainframe user applications.

Statewide Network was prepared for Y2K.

ITD made major modifications to provide users a possible contingency site during Y2K and any future disasters.

Computing Center resources were a major player in the development and implementation of the new Wings Workers' Compensation system.

ITD effected a second consecutive chargeable rate decrease to mainframe users.

The Computing Center completed the major project of conversion from TMS to RMM as a tape library management system for all ITD users.

Conversion and testing of Transaction Server 1.2 to replace CICS 4.1 was completed.

Program System Support responded to 1,565 requests for assistance, of which 712 were repair/restarts on after hours calls.

ITD completed a reorganization to better serve users.

ITD Computing Center began to provide space and environmental support for critical statewide servers.

Systems Development processed 173 service requests during FY00 for application design, development, enhancement, maintenance, consulting, RFP assistance and Web services. New projects started were 13, development continued on 12 projects already in progress, projects completed were 39, applications converted for Y2K compliance were 12, enhancement/maintenance was performed on 62 systems, assistance was provided on four RFPs, and consulting services were provided to seven agencies.

Other major activities included ongoing support of the state's Internet and intranet home pages and links, Web hosting services, technical assistance for E-Portal project, Geographic Information System (GIS) presentations, Census 2000 Task Force, technical training, research on new technologies and representation on three information technology committees.

The Telecommunications section coordinated, enhanced and expanded the statewide network that supports voice, video and data communications. Frame relay circuits continue to provide the most economical means of connectivity for state agencies. Circuits are leased from Qwest as well as from the independent phone companies that serve the state. Circuit size usually is 1.544 mbps, but 56kbps circuits are also used. The older time division multiplexed network continues to be used to serve the compressed video system. It also is used to deliver data services to locations in which frame relay services are not yet available. The compressed video system was scheduled for and delivered 21,869.5 hours of video conferencing. Statewide, national and international conferences were conducted during the last reporting period. This system continues to provide video conferencing as it has for the past eight years. No new PBX systems have been installed in the last year, but 2,173 requests for adds, moves or changes were processed during this reporting period. The section continues to be heavily involved in the Wyoming Education Network (WEN). The data portion of the Education Network was completed last and the video portion will be completed in August 2000. All of the high schools, community colleges, and the University of Wyoming will be linked by a compressed video system. Ninety-two locations will be connected to a system that will allow them to interconnect or multi-conference using compressed video technology. Video scheduling and equipment services are being provided by the section. The WEN video system will be operational by this fall's semester.

Division of Economic Analysis

General information

Buck McVeigh, Administrator

Agency contact

Sharon Lamb
307/777-7504
Room 327E Emerson Building
2001 Capitol Ave.
Cheyenne, WY 82002-0060
ead@state.wy.us or slamb@state.wy.us

Year established and reorganized

Established 1971, reorganized 1991

Statutory references

W.S. 9-2-1001, W.S. 9-2-1022 (a)(x), W.S. 9-2-1024, W.S. 9-3-419 (b)(i), W.S. 9-3-610 (d)(i), W.S. 9-3-707 (b)(i), W.S. 9-4-601 (a)(v)(A), W.S. 21-13-309 (o)(v), W. S. 21-15-109 (c)(iii), W.S. 39-13-107 (b)(iii)(M), W.S. 39-13-109 (c)(iii)(B), and W.S. 39-15-211 (a)(ii)(D-G)

Number of authorized personnel

Six full-time, one at-will employee contract (AWEC)

Organizational structure

Economic Analysis, Wyoming Housing Database Partnership (WHDP)

Clients served

Governor, elected officials, state agencies, legislators, Wyoming local governments, Wyoming businesses and residents, federal government, and businesses and residents from other states and countries.

Budget information

General fund	\$329,551
Trust and agency	0
Other (Internal Service - WHDP)	47,211
Total	\$376,762

❖ Mission and philosophy

The mission of the Division of Economic Analysis is to coordinate, develop and disseminate economic/demographic research and information.

❖ Results of outcomes

The division provided a central point of contact for citizens, businesses, organizations and governmental entities for economic and demographic information. It conducted research and analytical work on both its regular projects and more than 40 special projects and

assignments and published its standard reports and news releases for FY00. All active division databases were updated and include data for the latest time period available.

The effectiveness and quality of services and products provided by the division were determined by customer survey. A survey questionnaire was routinely included with all mailed and faxed information. In addition, customers could submit electronic comment on the division's services through its Web page. The survey results for FY00 yielded a perfect record for the division in the following areas of customer service: timeliness, accuracy, completeness, usefulness of information, courteousness of staff and overall experience. The rating for FY00 represented an improvement in customer satisfaction of 0.5 percent from the FY99 rating.

The division continued building and improving its working relationship with other state agencies, especially the Department of Employment, Research and Planning Section; the Legislative Service Office; the Wyoming Business Council; and the Wyoming Community Development Authority. The division, in cooperation with the Department of Employment's Research and Planning Section and the Wyoming Business Council, entered into a memorandum of understanding to produce congruent economic and demographic information.

All division reports and other economic/demographic data were posted to the Web site in a timely manner.

❖ *Strategic plan changes*

The Wyoming Housing Database Partnership program, as it currently exists within the division, will be discontinued at close of business on Dec. 29, 2000. No additional changes to this division are anticipated at this time.

General Services Division

General information

Michael E. Abel, Administrator

Agency contact

Nancy McCalla
307/777-7767
Woodson Building
801 West 20th St.
Cheyenne, WY 82002-0060
mabel@state.wy.us

Other locations

State Capitol, Herschler Building, Hunt Building, MVMS Building, Pacific Building, Surplus Property Building, Wyott Building

Year established and reorganized

Established 1990, reorganized 1996

Statutory references

W.S. 9-2-1016, 9-2-1017, 9-2-1026, 9-2-1027 et seq., 9-2-1023, 16-6-1-1 et seq., 16-6-201 et seq., 16-6-3-1, 16-6-401 et seq., 16-6-602, 27-4-401 et seq., 1-39-101 et seq., 1-41-101 et seq. and 1-42-101 et seq.

Number of authorized personnel

135

Organizational structure

Central Mail, Facilities Management, Planning and Construction, General Services Administration, Motor Vehicle Management, Procurement, Risk Management/Self Insurance, Surplus Property

Clients served

State agencies, local and county government, general public, school districts

Budget information

General fund	\$9,715,389
Internal fund	8,737,736
Special revenue	2,542,833
Capital outlay	3,500,000*
Total	\$20,995,958

*Funding for Wyoming State Prison Construction

❖ *Mission and philosophy*

It is the mission of the General Services Division (GSD) to repair and maintain all state-owned Cheyenne Capitol Complex facilities, operate the state motor pool, provide fair and equitable distribution of federal and state surplus property, provide management of the statewide Wyoming public buildings construction program, provide management of the statewide leasing program, provide quality procurement and contracting services for state agencies, serve the insurance needs of the State of Wyoming for property and liability coverage and provide central mail services to state agencies.

❖ *Results of outcomes*

General Services Division (GSD) provided for all services as outlined in the mission and philosophy statement. Results and outcomes for each section in the division are included in this report. Legislation passed in Title IX (Enrolled Act Number 56) established mandatory requirements for the planning, management and construction of Wyoming public buildings. Funding for the program was not appropriated at the time of passage of the legislation, nor have any subsequent requests been funded. As a result, the division continues to be seriously impacted and is chronically short of funds and staff. Funding and staffing alternatives have been explored. The division

has worked cooperatively internally and externally to tap expertise and/or funds whenever possible. Requests for adequate funds will continue to be made.

Central Mail

The Central Mail Section is responsible for providing comprehensive mail service to the Legislative, Judicial and Executive branches of Wyoming State Government and the general public in the Cheyenne area. All incoming and outgoing U.S. Mail, inter-agency and United Parcel Service mail for Cheyenne area state government offices is delivered, picked up, prepared, processed and loaded for pickup by the U.S. Post Office. As a means of providing efficient and effective service, mail is sorted and delivered twice daily to Cheyenne area agencies.

Other services provided include bulk mail and first class pre-sort preparation. State government agencies are encouraged to use these services to reduce postage charges whenever possible. Continual monitoring of all U. S. Postal Service rates and regulations is a necessity because there are constant changes. Initiating open lines of communications with state agencies is also necessary to ensure that appropriate staff are knowledgeable about services available from Central Mail. Central Mail recently acquired two new software systems to help reduce mailing costs. The "Arrival" software monitors receipt and delivery of incoming accountable mail (certified, registered, insured and express mail). "Smart Mail" edits mailing lists, thereby cutting costs on return mail. It will also teach users how to take advantage of better discounts on pre-sort mail. Central Mail also uses delivery confirmation software to save money on outgoing certified mail.

During FY00 the number of pieces of incoming mail sorted and distributed to Cheyenne area state agencies totaled 3,190,318. A total of 3,059,524 pieces of outgoing mail was prepared and processed for the U.S. Postal Service and United Parcel Service. A total of 296,405 pieces of bulk mail was prepared and processed, and 991,044 pieces were pre-sorted and processed. Central Mail provides folding and inserting services. In FY00, 1,262,570 sheets were folded and 1,178,911 pieces were inserted. Central Mail continues to sort, distribute, process, fold and insert time sensitive materials with efficiency and accuracy.

Facilities Management Operations

Facilities Operations (FO) comprises four work units - Building Construction/Maintenance, Custodial Services, Grounds Maintenance and MEP (Mechanical, Electrical, Plumbing) Maintenance. Reports for each work unit are included below. Facilities staff are responsible for maintaining and repairing buildings and grounds within the Cheyenne Capitol Complex. Services provided include preventive maintenance, cleaning, repairs and remodeling of the buildings and their internal systems (electrical, HVAC, plumbing, etc.); oversight of construction of maintenance/repair projects per-

formed by the private sector; and care of the lawns, gardens, trees and shrubs around the buildings.

FO Building Construction/Maintenance

The following projects were completed during FY00:

- 1) Capitol roof replacement oversight;
- 2) Oversight of replacement of windows and patio doors and repaint interior and exterior of Governor's Residence;
- 3) Relocation and/or construction of various walls in buildings throughout the Capitol Complex;
- 4) Installation of ceiling tiles and carpet, and painting/vinyl covering of walls in buildings throughout the Capitol Complex; and
- 5) Completion of 1,608 service requests/work orders.

FO Custodial Services

FO Custodial Services provides housekeeping services for offices and common areas within the 22 state-owned buildings in the Capitol Complex and surrounding Cheyenne area. New carpet cleaning systems and new restroom renovation programs continue to be implemented. In addition, Custodial Services continues to implement the new management operation system started in FY96. These programs enable Custodial Services to provide better service and a healthier, cleaner work environment to customers. Custodial Services has continued to strip and refinish floor projects. Custodial Services has been assigned the burden of an additional building (113,011 square feet) to clean. Only one employee was added to the staff to accomplish the work that should equate to 3.9 employees. Additional workload assignments without funding for additional necessary equipment and supplies place limitations on this unit, which continues to strive to provide efficient services.

FO Grounds Maintenance

The following projects were completed:

- 1) Planting of trees throughout the Capitol Complex, using Centennial Endowment and Exxon Grant monies;
- 2) Preparation and monitoring of more than 80 (tracked from February through June only) special functions at the State Capitol and Herschler Building;
- 3) Completion of more than 214 miscellaneous work order responses. This figure does not include responses to short order requests, i.e., responses made to requests without work orders entered on the maintenance software system;
- 4) Maintenance of parking lots, including reseal striping and pothole repairs; and
- 5) Maintenance of 18 acres of ornamental turf and nine acres of native turf. Turf maintenance includes irrigation start-up, repair and winterization; fertilization; tree trimming and removal; and planting/maintenance of flower beds. This unit also assists others in this section with temporary labor and technical functions.

FO Mechanical, Electrical, Plumbing (MEP) Maintenance

Technicians continue to use 70 to 80 percent of their time to complete preventive maintenance tasks and 20 to 30 percent to complete work orders and/or complete equipment modifications that enable agencies to perform program assignments. More than 1,699 work orders were completed in FY00.

Other accomplishment examples are

- 1) Completion of various moves in all buildings that required HVAC (heating, ventilation and air conditioning), plumbing and/or electrical modifications;
- 2) Video camera/security system upgrade and trouble shooting;
- 3) Change out electrical supply from overhead to underground, in conjunction with Cheyenne Light, Fuel, and Power Company;
- 4) Major modifications completed in the Emerson Building basement in preparation for possible Y2K problems and to facilitate the agency's ability to respond to any future disasters;
- 5) Continued progress on the preventive maintenance software program;
- 6) Oversight of the upgrade to the Herschler underground fuel tank to comply with current state and federal regulations;
- 7) Installation of a backflow prevention system in the Emerson Building;
- 8) Change out of plumbing fixtures in the Herschler Building;
- 9) Upgrade of the Division of Criminal Investigation (DCI) security system in the Rogers Building;
- 10) Refurbish of the chiller system for the Rogers Building;
- 11) Oversight of the rebuild of chiller No. 4 in the Herschler/Capitol Complex;
- 12) Check, confirm and/or balance air supply to the entire 2nd floor west wing Herschler Building; and
- 13) Renovation of Capitol roof.

An Internal Air Quality (IAQ.) complaint at the Herschler Building was received by the division. The complaint is being investigated by the State Workers' Safety Division and has resulted in additional work, the extent of which is unknown at this time. The newly refurbished Barrett Building, with its high tech environmental and security equipment, requires much more maintenance and repair than the previous system. Staff have not been able to keep up with this necessary additional work, and funding was not increased to pay for these additional needs. Along with the added high-tech equipment now in the Barrett Building, the monitoring of security and HVAC equipment by computerized equipment is needed. The monitoring of building computerized control and security has, in the past, been monitored by the 24-hour Capitol Police staff at the Governor's Residence. This additional load, plus the need for

these officers to provide more executive security, is indicating that the monitoring of this equipment be relocated to a facility where it can be monitored 24 hours a day, seven days a week by Facilities Operations staff or contract services.

Planning and Construction

The Planning and Construction Section continues to work toward a unified construction system to properly identify and manage the state's facility assets. Major completed projects include the re-roofing of the Capitol Building and completion of the four-building construction renovation to the Wyoming Girls' School in Sheridan. This included the addition of more classroom space and updated electrical, lighting, heating and plumbing systems. The Americans With Disabilities Act (ADA) construction component of the section completed a phone for the hearing impaired at the Barrett Building. They also completed accessible parking pads at the Capitol Building and an accessible ramp at the Wyoming State Fairgrounds.

Ongoing construction projects in the section include placement of four statues throughout the Capitol grounds; replacement of life safety issues at the Hathaway Building; initial covering of the electrical bus under the Herschler Plaza; an energy project to retrofit new interior lights in the Capitol Building; and ADA construction projects at Fort Bridger State Historic Site, Guernsey State Park and Glendo State Park.

General Services Administration

The General Services administrator, in the capacity of secretary of the State Building Commission (SBC), directs staff serving as the administrative arm of the SBC. The administrator also has extensive responsibilities for developing and implementing a statewide facilities maintenance/management program. During FY00, this role was expanded and the GSD administrator now functions as the project administrator for the Wyoming State Prison construction project. This assignment is in addition to all other statutorily established duties. The administrator and the staff of the Administration Section provide the staff and necessary services to support all of the responsibilities assigned to GSD, including State Prison construction and management of contract staff for State Hospital construction.

The Capitol Information Desk staff assisted, and/or gave tours to more than 20,164 guests in FY00. This figure does not include visitors who stopped during the 2000 Legislative session. Assistance for 44 pre-scheduled special functions was provided. Specialized and/or school tours were given to 143 groups. The Herschler Information Desk responded to all incoming calls to the Wyoming State Government telephone switchboard. It is hoped that a method for automatically tracking numbers of incoming calls can be implemented during FY01. Staff also provides assistance to all walk-in customers and schedules

multi-user conference rooms in the Herschler, Hathaway and Barrett Buildings. A new database for the Leasing Program was designed and will be implemented early in FY 2001.

Motor Vehicle Management System (MVMS)

MVMS provides motor vehicles on a per trip basis and on a permanently assigned basis to state employees and state agencies for use in the conduct of state business. MVMS manages and maintains approximately 830 vehicles that travel approximately 10,000,000 miles per year. Of these, 105 are located in Cheyenne at the Motor Pool facility and are used by state employees on a per trip basis. The remaining vehicles are located throughout the state as permanently assigned vehicles for other state agencies.

The Motor Pool staff perform in excess of 3,000 repair and preventive maintenance procedures annually on vehicles owned by MVMS and other agencies. MVMS has implemented "e.fleet," an Internet-based fleet management system, to improve vehicle cost tracking and improve reporting capabilities. This system has also streamlined the reservation and dispatch of Motor Pool vehicles. The automated refueling system implemented by MVMS in conjunction with the Department of Transportation is in use throughout the state. There are currently 21 automated sites in operation providing more refueling capabilities along the I-25 and I-80 corridors. Also, MVMS has contracted with Wright Express Services Inc. to provide fleet fueling credit cards when a WYDOT (Wyoming Department of Transportation) facility is not available or a state driver is traveling out of state.

Overall, customer service has been improved while administrative and accounting overhead costs have been reduced.

MVMS continues to partner with WYDOT, Game and Fish Department and the University of Wyoming in a Statewide Vehicle Team. The team strives to reduce State of Wyoming fleet expenses by sharing and comparing data to more effectively manage the individual fleets.

Procurement

Major accomplishments of the Procurement Section have included the implementation and award of major requests for proposal (RFPs) in the area of electronic commerce. The resulting contracts for Web portal design and other electronic commerce applications should have a positive impact on future efficiencies of state government.

The Procurement Section, in conjunction with the State Auditor's Office, has awarded an RFP for a major procurement card program for state government. Although the program is not yet fully implemented, it shows promise for potential savings in the area of small dollar purchases as well as future state employee travel expenditures.

Overall, the Procurement Section has continued to receive positive feedback from user agencies concerning the quality of service provided by the staff and

has remained active in purchasing issues on regional and national levels.

Employee morale and salary compression continue to be the main problem areas in the Procurement Section.

Risk Management/Self Insurance

The Risk Management Section purchases commercial insurance, manages the State Self-Insurance Program and administers third-party liability, property damage, medical malpractice and subrogation claims on behalf of the State of Wyoming. The section provides loss control assistance and liability training to state agencies and local government law enforcement. Additionally, the section administers police liability claims filed against local and state law enforcement officers in their individual capacity. Pursuant to Wyo. Stat. § 1-41-105, the risk manager may adopt rules governing the administration of the state's self insurance account and loss prevention program and to carry out the purposes of this act.

The State of Wyoming revamped the property insurance program in 1999. A panel selected Arthur J. Gallagher of Denver and Talbot-BHJ, Sheridan to obtain aircraft liability and hull insurance, crime, money and securities and bond coverages. The brokerage team Willis Inc. of Seattle and Ed Murray and Sons of Cheyenne were selected to obtain property and ancillary insurance coverages on behalf of the State of Wyoming.

The property insurance program developed by Willis consists of replacement cost coverage for losses to state buildings, contents, boiler and machinery and inland marine in the amount of \$764,000,000. The insurance program also includes building appraisals, risk management services, builders' risk coverage on remodeling and additions to existing structures and flood and earthquake endorsements. The property coverage is subject to a \$25,000 deductible.

Additionally, the state purchased a \$5,000,000 excess liability insurance policy to provide coverage for claims brought in federal court and claims that occur outside of the state of Wyoming and are not subject to the tort caps found in the Wyoming Governmental Claims Act. This liability coverage is subject to a \$500,000 self-insured retention, and the policy is written to "wrap around" the Governmental Claims Act in order to protect the state's limits on liability. This policy will not respond to any claim that is or should be brought under the Governmental Claims Act.

A total of 812 liability and automobile physical damage claims were processed by Risk Management during FY00. Given the two-year reporting period for claims in Wyoming, outstanding claims from FY00 may be filed through June 30, 2002.

With the assistance of the Attorney General's Office, the Risk Management Section drafted legislation to clarify the definition, powers and duties of the risk manager pursuant to §§ 1-41-102 -1-41-106, which essentially accomplished the following:

- a. Changed the definition of risk manager from the administrator of General Services Division to the manager of the Risk Management Section;
- b. Implemented a \$2,500 deductible for state agencies for claims;
- c. Included subrogation and restitution claims on behalf of all state agencies in the powers and duties of the risk manager; and
- d. Increased the risk manager's settlement authority from \$20,000 to \$50,000 and from \$50,000 to \$100,000 upon attorney general approval.

Additionally, the risk manager and risk analyst increased the visibility of the Risk Management Section throughout state government by presenting a liability program for WYDOT snowplow drivers and WYDOT district managers. The number of liability analysis inquiries, contractual language reviews and other insurance requests continue to increase as the section becomes more visible among state agencies.

Surplus Property

Wyoming Surplus Property is working to implement more efficient and cost-effective methods of receiving and reporting surplus state property and uses the Property Disposal Request (PP-4) form on SYSM. Due to the elimination of the Forms Program, Surplus Property has developed the form in WordPerfect and e-mails it to the agencies as requested. The *Surplus Saver News* flyer continues to be published for distribution to eligible agencies and institutions to provide better visibility of the surplus federal property.

The Federal Surplus property program completed two auctions to reduce inventories and compliance checks statewide; more than 7,000 persons visited the facility. Federal Surplus distributed \$1.188 million, based on federal acquisition cost, of property to eligible programs within the state for a cost savings of 92 cents for each dollar spent. State agencies acquired \$384,177, local public agencies acquired \$803,991, and non profit agencies acquired \$53,858 worth of federal property based on the federal acquisition cost.

The program redistributed a total of \$67,126 to the general fund (either directly or through other agencies) in state surplus property revenues. Surplus Property conducted on-site, bid and retail property sales grossing \$70,518, returning \$10,740 to the general fund and \$3,591 in sales tax revenue to the state. On-site sales average 150 persons per day attending the event.

Surplus Property coordinated and processed the distribution of \$8,751 (based on federal acquisition cost) to state and local law enforcement agencies through the federal excess 1033 law enforcement property program for a cost savings of 99.6 cents on the dollar.

Human Resources Division

General information

Darald L. Dykeman, Administrator

Agency contact

Darald L. Dykeman
307/777-6713
Human Resources Division
2001 Capitol Ave.
Emerson Building, Room 128
Cheyenne, WY 82002-0060
ddykem@state.wy.us

Year established and reorganized

Established 1971, reorganized 1991

Statutory reference

W.W.9-2-1019, 9-2-1022 and 9-2-1034

Number of authorized personnel

21 full-time

Organizational structure

Administrative Section, Classification Section, Selection Section

Clients served

Executive branch agencies, boards and commissions, state employees, State Legislature, residents of Wyoming

Budget information

General fund	\$2,226,297
Internal fund	561,713
Total	\$2,788,010

❖ Mission and philosophy

To develop and administer uniform personnel policies, procedures and programs.

❖ Results of outcomes

Administration Section

The Human Resources Division (HRD) completed a customer satisfaction survey of state agencies. Surveys were sent to 105 agency personnel with a response rate of 45.5 percent. The survey evaluated satisfaction and importance of services. The overall rating showed 93.5 percent of those responding were satisfied with the division as a whole in providing quality services on applicable statutes, regulations, procedures and programs.

The Human Resources Division referred 10 Personnel Review Board hearings to the Office of

Administrative Hearings according to W.S.9-2-1019. During FY00, eight grievance committees were established to hear appeals from permanent employees concerning disciplinary actions.

Supervisory development courses were conducted quarterly to provide state supervisors a foundation upon which to administer effective personnel management principles in accordance with state and federal laws and the state personnel rules, thus reducing the risk of lawsuits, grievances, appeals and allegations of unfairness.

Selection/Training Section

The Human Resources Division participated in job fairs at University of Wyoming and Laramie County Community College (LCCC). Members of the Selection Section staff participated on employer advisory panels at the special request of LCCC. Members actively participate and provide advice on the Business Office Technology Advisory Committee through LCCC. The section developed new recruiting and promotional information to be given to applicants seeking employment with the State of Wyoming.

All open competitive employment opportunities released through a State of Wyoming position vacancy announcement were posted on an electronic job bulletin board on the Human Resources Division's Web site (<http://personnel.state.wy.us>). Staff developed an electronic employment application and posted it on the division's Web site for use by job seekers. The section completed revision of the continuous recruitments and made the information available in both printed and electronic formats on the division's Web site.

A screening process was continued that allowed state agencies to review and screen applications for meeting the minimum qualification requirements on 14.4 percent of their vacancy announcements. The section modified internal applicant screening documentation and trained agency staff as needed. Recruitment tracks and minimum qualifications for position classifications were created and revised.

There were 6,408 Employee and Probationary Employee performance appraisals received and processed. Training sessions on performance appraisal system for supervisors were held four times. There was one performance appraisal appeal received and reviewed for compliance as to the purpose and intent of the performance appraisal system and for adherence to the procedures of the performance appraisal system.

The section coordinated 229 training sessions, which consisted of 200 various types and levels of computer classes and 29 specialty workshops, with a total of 1,564 employees attending. The section coordinated four orientation sessions for new state employees.

The section received personnel rule revision requests from state agencies and is in the process of revising them. Selection staff attended the new payroll training on the Advantage HR Payroll system and design system.

The section converted all employment applications, performance appraisal documents and agency compensation plans received during the fiscal year into electronically imaged documents.

Other activities of the Selection, Recruitment and Training Section consisted of receiving, processing and screening 17,211 employment applications and 1,476 official requests for recruitment; developing and distributing 695 certificates of eligible applicant lists to state agencies; administering and/or scoring 1,659 employment examinations; and producing 451 official state vacancy announcements. The section made available keyboard testing during office hours, which provided immediate results to applicants.

On a daily basis, the section provides advice and counsel to agencies, applicants, supervisors and managers regarding recruitment, selection, interviewing, Family Medical Leave Act (FMLA), ADA, performance appraisal, supervision guidance, disciplinary problems and procedures, residency requirements and personnel rule interpretations.

Classification and Compensation Section

A multi-agency committee, the Market Pay Advisory Group, was formed to review market issues and present recommendations to the State Employee Compensation Commission. Representatives of the Public Defender's Office, Department of Family Services, Game and Fish Department, Department of Revenue, Attorney General, State Auditor's Office, Budget Division, Economic Analysis Division, Department of Employment, Department of Audit and Human Resources Division participated in the market review process. All state agencies were surveyed regarding high market impact classifications and recruitment and retention issues.

The Human Resources Division completed a regional salary survey of executive level positions. The survey states included South Dakota, Nebraska, Montana, Vermont, Maine and Idaho. Results of the survey will be used to update the Wyoming Directors' Pay Plan.

The Market Pay Advisory Group evaluated each class title and determined whether it is local or regional market. The group also matched local classes to Wyoming Wage Survey titles. Definitions for entry market, journey market and expert market were developed along with salary rates for each class.

The Compensation Commission met several times to review market issues and funding distribution methods and to discuss a legislative mandate to review total compensation.

Data was compiled from the Central States Compensation Association and the Department of Employment salary survey for determination of entry, journey and expert target markets by classification title; these data sources will be used to move employees toward market in September of 2000.

Statewide occupational studies of human services positions were completed. Positions included 140 highway patrol positions.

The Human Resources Division worked with the State Auditor's Office on developing data needs for the new payroll/human resource information system. Research on the possibility of developing a data warehouse is being considered.

An agency coordinator manual, information brochure and evaluator's guide were developed for the state suggestion awards program. An information letter was sent to all state employees and many meetings were held to introduce agencies to the re-engineered program. A first award event to honor employees was held in the Governor's Office in December 1999.

The Human Resources Division presented its annual statewide personnel conference to provide information and educational opportunities to 80 agency business managers, human resources professionals and supervisors. The conference focused on cultural diversity and the new Savings, Tips and Rewards (STAR) Program.

A Web site for the STAR Program was developed and put on line in May. Information on the program, manuals, board members, etc. is found at www.wyweb.state.wy.us/ai/personnel/star/mainpage.html.

State Library

General information

Lesley Boughton, State Librarian

Agency contact

Linn Rounds
307/777-5915
Supreme Court/State Library Building
2301 Capitol Ave.
Cheyenne, WY 82002-0060
lround@state.wy.us

Year established and reorganized

Established 1871, reorganized into the Department of Administration and Information 1991

Statutory references

W.S. 9-2-1026.3 to 9-2-1026.7

Number of authorized personnel

28.25 full-time

Organizational structure

Administration; Statewide Information Services (Reference); Bibliographic Services; Business Office, Acquisitions and LAN; Wyoming Libraries Database (WYLD); Public Programs, Publications and Marketing; Library Development Office

Clients served

Elected officials; state employees; local governments;

directors, boards and staff of the 23 county libraries; academic librarians and staff; special librarians; residents of Wyoming

Budget information

General funds	\$1,484,991
Trust and agency funds	1,008,195
Federal	773,813
Total	\$3,266,999

❖ Mission and philosophy

The mission of the Wyoming State Library (WSL) is to anticipate and respond to the needs of the people of Wyoming for information and library services in partnership with libraries, government agencies and other information providers.

The State Library supports A&I's Goal 3 to support and enhance the information content and information transfer needs of the state by focusing its activities and resources in these major areas: networking; interlibrary loan and cooperative collection development; and training and staff development for its primary constituencies, the libraries and information providers and information development and delivery partnerships.

❖ Results of outcomes

Objective A: Complete the integrated Wyoming Information Infrastructure so it will be accessible to 90 percent of Wyoming residents by the year 2000

A major undertaking for the Wyoming Libraries Database (WYLD) system was initiated this fiscal year. An assessment of WYLD services was completed through a statewide survey of 3,000 residents. It was conducted by the University of Wyoming Department of Statistics and had a return rate of 33 percent. The data is still being analyzed. Survey results will be important in planning for future growth and improving service to users.

The WYLD System, administered by the State of Wyoming, underwent another year of growth and development to make information resources more readily accessible and usable to Wyoming residents. Newcastle High School and the Sheridan Veterans Affairs (VA) Center went live on the system.

With the Wyoming Education Network (WEN) in place, community college libraries and schools migrated to the WEN while the public libraries remained on the old state network. There are problems with connectivity and response time, but with assistance from the Telecommunications Division, the Department of Education and US West (Qwest), these continue to be resolved.

Staff conducted regional training to assist local librarians in visualizing, marketing and developing their own libraries' Web presence. This included migration to the Web-based catalog, accessing licensed databases, building other library pathfinders

and integrating the World Wide Web into library services. The Web-page training followed sessions on the public access catalog, filtering issues and computer and Internet security.

The Wyoming State Library Web site was named a Netscape Editor's Choice site. That recognition came to the site as a gateway to the libraries of Wyoming and for its ability to search for titles and find out what libraries they are in, making it a good research site for Wyoming.

To provide more training and technical support, a new staff member was hired and based in the northwest corner of the state. She works out of the Park County Library and serves local libraries throughout the Northwest Region with WYLD issues and other automated resources.

With the coordination of a State Library staff member, 21 Wyoming libraries qualified for \$72,936 E-rate Program awards in Cycle 2, more than doubling the amount received in the first year. A successful application for telecommunications support of the eligible WYLD libraries was also completed. The amount approved was \$58,718. In Cycle 3, which was not complete by June 30, 2000, 19 of 24 libraries had qualified for \$57,099 of support. The program is administered by the Schools and Libraries Division of the Federal Communications Commission (FCC) to meet the need for equitable access to telecommunications resources for all libraries and schools. Libraries are eligible to receive discounts based on poverty level and location, rural or urban. Discounts range from 20 to 90 percent and may be applied to telecommunications services, Internet access or internal connections, not to computers, software or unrelated services.

The State Library continued its associate member status in the Southeast Wyoming Cooperative Technology Consortium (WYCOT). This is a regional group that works to coordinate and provide staff development and technology support to southeast Wyoming public libraries, school districts, the University of Wyoming (UW), Laramie County Community College and the State Library.

Wyoming On the Web (WOW) meets regularly and is chaired by State Library staff. It continues to play a part in information technology policy development, especially in the areas of copyright, e-mail, filtering, digital preservation and information technology (IT) training.

Management of the Gartner Group contract was turned over to Information Technology Division. This contract provides up to date information and consulting on the use and application of information technology.

The State Library continued to work on the State Partnership Grant Program of the Gates Library Initiative. This will qualify eligible public libraries serving low-income communities to receive computer equipment, technical support and training through the Gates Center for Technology Assessment. Staff continued to negotiate a more favorable distribution

of funds based on Wyoming needs rather than the standardized state plans. This is important because some states didn't have computers in libraries whereas Wyoming has had a statewide system for more than 10 years.

Objective D: Retrieve, coordinate, collect and interpret information from electronic and print resources for the end user and continue to support and develop the traditional and evolving role of libraries.

The Research Sharing Council, an advisory group to the State Library, was convened in May after a year and half. The group offered insights into collection development in relation to Internet resources, education and training issues for librarians, marketing and development of libraries. The council will also assist with the next Library Services and Technology Act five-year plan.

The Library Development Office (LDO) tracks WSL training efforts, and the count shows 76 continuing education programs to 1,583 attendees throughout the state. LDO assisted Park and Uinta counties' library boards in recruiting library directors. It monitored and responded to federal initiatives that impact libraries.

A cataloging video conference was organized for library directors, catalogers, reference staff and other public service staff. There were 15 conference sites, and more than 100 attended. Main topics included evolution of WYLD, system limitations and cataloging issues and solutions. A follow-up session was also held, and the expectation is for better trained catalogers and more consistent cataloging of records in the database.

The State Library launched two new online services: The Wyoming Union List of Periodicals (WULP) and Discard List. WULP is an index of periodicals held in libraries around the state. The electronic format provides a more convenient way for library patrons and staff to find magazines and other periodicals. It also shows the availability of those periodicals in the licensed databases. The discard list allows libraries to add their own materials and request other libraries' offerings. In both cases, the printed versions have been discontinued.

Statewide Information Services (SIS)

The SIS manager provided ongoing leadership in developing a plan for collaborative collection development strategies in Wyoming libraries. A project for statewide collection of periodicals involves more than 30 libraries and 300 titles of newspapers and magazines.

The interlibrary loan (ILL) staff mediated 3,270 interlibrary loan requests, including the facilitation of more than 1,800 requests for Wyoming libraries, and loaned 2,800 articles from the State Library collection. Staff provided reference services for 3,200 author/title queries and 2,100 research requests.

The State Library's collection is being updated and enhanced by an agreement developed with the

Governor's Office. When publications are received in the Governor's Office, they are sent to the State Library, approximately one box per week. Materials are reviewed and cataloged and made available to other libraries, agencies and the public.

Another significant accomplishment in collection development was completion of the document review. This was the final stage of "downsizing," and many of the items were donations from agencies as well as uncataloged government publications. Retained items will be cataloged and made available through WYLD. Many are unique Wyoming materials and will be of interest statewide.

A list of periodicals that the State Library receives was compiled and holdings compared with those of Laramie County Community College Library and Laramie County Library System. There was a 10 percent overlap with LCCC and 8 percent with LCLS. Most of the titles that overlap are those that every library receives for current awareness or professional development.

The collection is focusing on government, public policy, library and information science and Wyoming. Materials outside these were offered to libraries with these considerations:

1. Libraries that received subject collections in the early 1990s downsizing;
2. Subject commitments that libraries made to statewide collection development of periodicals; local source availability in Cheyenne;
4. Regional source availability as reflected in WYLD; and
5. Direct communication with librarians.

Letters were sent to 168 state agency contacts to remind them of the WSL state documents depository, and response has increased the number of submissions.

WSL entered into a partnership with the Governor's Office; ESRI, a software producer; and libraries to provide statewide Geographic Information System (GIS). Software and training was provided to libraries interested in participating in the GIS program. Sweetwater, Campbell and Laramie Counties, along with Northwest and Sheridan Colleges, are participants. A staff member was invited to make a presentation on the Wyoming GIS in Libraries at a national conference.

SIS staff provided the research and sources for the "Countdown 2000" project of the *Wyoming Tribune-Eagle*. It involved identifying two significant events, one for Wyoming and one for Cheyenne, for each of the past 100 years.

Bibliographic Services

Bibliographic Services processed 23,211 federal documents, 2,061 state publications, 8,632 trade books and 294 large print volumes. The section checked in 3,365 federal serial, 221 state serial and 5,522 trade serials on WYLD; withdrew 479 federal documents, 648 state documents, 236 trade materials and 70 large print books; and did electronic maintenance on 670 federal documents, 1,160 state documents, 933 trade

materials and 1,275 large print books on WYLD and the Library of Congress and OCLC databases. A total of 825 serials were added to the WYLD serials module.

Original cataloging of state documents totaled 366 records.

Public Programs, Publications and Marketing

Public Program, Publications and Marketing (P3M) unit staff compiled, edited, produced and distributed publications including *Wyoming State Government Annual Report*, *Wyoming Libraries Directory*, *Catalog of Wyoming Grant Programs*, *The Outrider* and *Coming Attractions* and one issue of *Sage Readers*. These publications help legislators, residents and librarians to navigate state government and library services. An additional 200 copies of the grants catalog were ordered to keep up with the increasing number of requests.

Staff received a first-place award and third-place award from the Wyoming Press Association. Awards were for an information program on how to use the WYLD databases and WSL's newsletter, *The Outrider*.

The State Library serves as the host agency for the Wyoming Center for the Book (WCB), a project of the Library of Congress (LC). P3M coordinates and provides other assistance to the WCB as needed. This year, two special events were conducted. In observance of the Library of Congress's 200th birthday, P3M coordinated a Local Legacy project for the state in cooperation with the state's Congressional delegation. Cheyenne Frontier Days was selected and submitted through Sen. Craig Thomas. It featured a multimedia display that was assembled through the cooperation of the Cheyenne Frontier Days Committee, Old West Museum, American Heritage Center and State Parks and Cultural Resources Department.

In May, the office coordinated a six-county effort that observed the LC anniversary with Second Day of Issue postal covers and special cancellations. The U.S. Postal Service issued a commemorative postage stamp, and libraries worked with local postmasters for the special cancellations. The observance brought hundreds of people to the participating libraries in Laramie, Sweetwater, Sublette, Goshen and Platte counties.

Mother Goose asks "Why?", a WCB reading program funded by the National Science Foundation, reached 64 parents on the Wind River Indian Reservation and in Torrington, Lusk and Cheyenne. Parents gathered for four sessions to read and discuss selected children's books and try basic science experiments. The program is aimed at parents of children aged 3-7 who aren't regularly buying books or visiting libraries or museums. This year the program expanded: a day-long class was offered to 15 inmates at the Wyoming Women's Center; and two large train-the-trainer sessions were held in Riverton, with 42 attendees and Worland, with 40. These sessions were for Head Start teachers, Vista/Americorps volunteers, teachers and librarians.

For the third year, Wyoming participated in the Letters about Literature contest for students grades

four through 12. Nearly 300 students entered the WCB contest co-sponsored by the Weekly Reader Corp. and Library of Congress Center for the Book. This was an increase over last year.

All of the mailing lists maintained by this office were converted to a database program. This same technology was used to place the Wyoming Libraries Directory on the Web where it is searchable by names and types of libraries.

The program manager was named to the Wyoming Family Literacy Consortium, organized by the Department of Education. This required attendance at several meetings while the group prepared performance indicators for Even Start programs.

Members of the Resource Sharing Council ranked marketing of libraries in their top three concerns. This office coordinated a day and a half meeting of 12 library staff members from around the state. Results of the meeting indicated a need for additional training materials for library staff and materials to assist library users.

Business Office

The Business Office collected and analyzed statistical information for the Federal-State Cooperative System for Public Library Data. It also distributed a statistical report of data submitted biennially to the Integrated Postsecondary Education Data System (IPEDS) program within the National Center for Education Statistics from the academic libraries in Wyoming.

The central acquisitions service of the office ordered approximately 24,000 library materials valued at \$1,088,090 with discounts ranging up to 41.2 percent and free shipping with specific vendors. Savings on items ordered was \$141,660. The biggest increase came in state agency orders for \$21,251 worth of materials, an increase of 178 percent over last year. Agencies save money by receiving the same discounts the libraries receive, and acquisitions handles the ordering and payment functions, saving staff time.

Office of Information Planning and Coordination

General information

Joe Ahern, Acting Administrator

Agency contact

Joe Ahern
307/777-5602
2001 Capitol Ave., Room 214
Cheyenne, WY 82002;
Fax 307/777-3696
jahern@state.wy.us
<http://www-ipc.state.wy.us>

Year established

1995

Statutory references

The Information Planning and Coordination Office (IPC) does not have statutory recognition or authorization. The IPC Office exists at the discretion of the director of the Department of Administration and Information.

Number of authorized personnel

Nine full-time

Organizational structure:

Administration, Planning and Coordination,
Business Recovery

Clients served:

State, county and local government entities; general public; private vendors

Budget information:

General fund	\$867,748.00
Internal fund	\$3,594.76 (SALECS)

❖ *Mission and philosophy*

The mission of the Office of Information Planning and Coordination (IPC) is to provide organization and facilitation for state enterprise activities, such as reorganization (IT), business recovery (State of Wyoming and the University of Wyoming), online government, electronic commerce and strategic planning. Its mission is to provide "single-point-of-contact review" for federal grants, evaluation of agency work flows and processes, analysis of risk and to identify purchase alternatives and establish vendor evaluation criteria.

The philosophy of the IPC is to facilitate agreement of common goals, problems and solutions

across agency lines, while increasing efficiency, reducing duplication and saving dollars by sharing systems, where possible.

❖ *Results of outcomes*

IPC staff provided project leadership and management for the Electronic Commerce/On-Line Government project. IPC facilitated the legislative draft that created the On-Line Government Commission. IPC staff researched and developed the RFP for the ePortal design development. In addition, IPC created an objective evaluation process for vendor selection. IPC staff remains in a facilitator role with the vendor and project management entities.

Working with the A&I Information Technology Division (ITD), IPC facilitated the discussion for and development of the mainframe RFP. The purpose of the RFP is to replace the ITD mainframe, direct access storage device (DASD), UPS, printer subsystem, fire suppression and raised floor and provide disaster recovery, off-site backup and storage, Web servers with mainframe firewall and a physical plan.

PC staff are providing project leadership and management for the wide area wireless communications system. In this role, IPC assisted the State Agency Law Enforcement Communications System (SALECS) Commission and the public safety users group in review of the current radio network, as well as worked with an outside consultant to assess future communications needs of the state's public safety users and develop strategies for the procurement of such a network.

IPC provided technology and model management for the A&I Budget Division's pilot project, which will develop proven management tools to successfully meet the challenges associated with the development and appropriation of the state's biennium budget. Serving as project manager and providing project oversight, the IPC staff is working with Budget Division staff, personnel from the Legislative Service Office and representatives of the Wyoming State Legislature, Governor's Office staff, staff from the State Auditor's Office and the private sector vendor.

IPC staff coordinates the installation of business continuity software for the various agencies of state government. During the period beginning July 1, 1999 through June 30, 2000, EnterPlan D/R (disaster recovery) software was installed at the Department of Environmental Quality, Department of Audit and Department of Fire Prevention and Electrical Safety. With these installations, the total number of agencies utilizing the EnterPlan D/R software is 18. As business recovery coordinator, IPC staff provides software and plan assistance and serves as liaison between state agencies and the software vendor.

IPC staff assists the A&I Telecommunications Office, the Department of Education and the Wyoming State Library in applying for E-Rate and universal service fund discounts. This year's activity resulted in the submission of forms that received a

commitment of \$105,687.81 from the universal service fund for the State's InterLATA transport services into Goshen County. Additionally, the Education Department's request for discounted services for the eligible Wyoming school districts resulted in nearly \$2 million. Staff activity also included bimonthly participation in conference calls of the E-Rate Action Committee of National Association of State Telecommunications Directors (NASTD). The committee works directly with the Schools and Libraries Division of the Universal Service Administrative Co. on the solution of problems that affect state telecommunications networks.

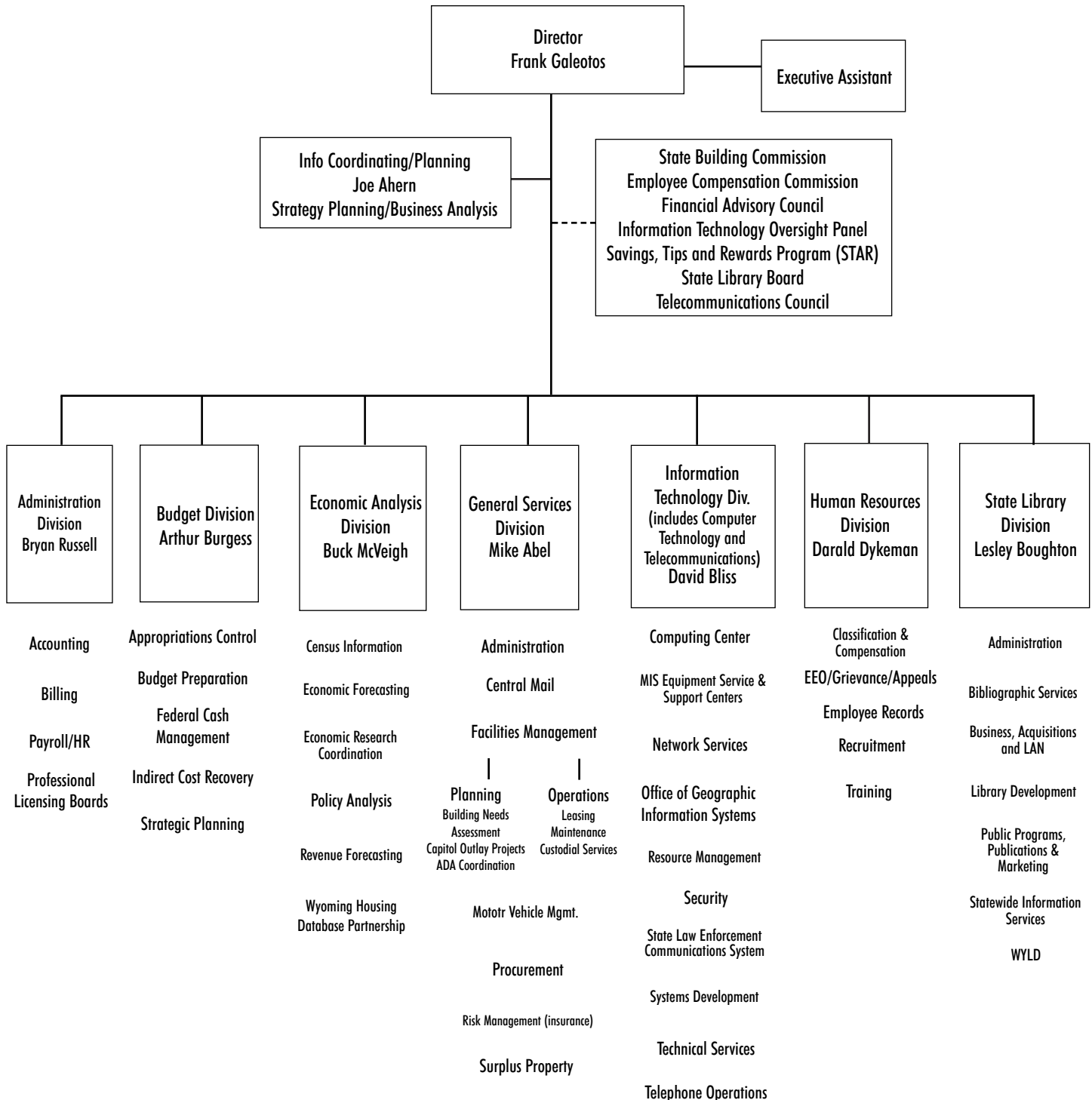
IPC staff served as state coordinator for the Centers for Excellence in Rural America (CERA) Project. The CERA program is a Western Governors' Association sponsored program with leadership from the governors of North Dakota and Wyoming. It is being piloted in North Dakota and Wyoming communities. CERA is focused on demonstrating that modern telecommunications and information technology can provide and increase lifestyle excellence in rural communities. The IPC representative assisted with preparation for submission of a Telecommunications and Information Infrastructure Assistance Program (TIIAP) grant application and the development of bylaws and a business plan, participated in four executive committee meetings and made a formal presentation at the 1999 Western Governors' Association annual conference.

Pursuant to federal executive order 12372, the Information Planning and Coordination Office, serving as the state clearinghouse, coordinated review of 270 federal grant applications that were submitted to the federal government by state agencies, local government entities, local educational groups and various non-profit organizations.

IPC directly assisted the director of the Department of Administration and Information in the ongoing efforts to consolidate size and processes across agency lines.

IPC continued to provide staff and administrative support to the nine-member Wyoming Telecommunications Council and the seven-member State Agency Law Enforcement Communications System (SALECS) Commission.

Department of Administration and Information organization chart



Department of Agriculture

❖ *Mission and philosophy*

The Wyoming Department of Agriculture (WDA) helps the residents of Wyoming to live safe and healthy lives, promotes and preserves the agricultural community, is a responsible steward of the state's natural resources and achieves integrity in the marketplace.

The WDA comprises six sections: Administrative Services, Analytical Services (Chemistry and Microbiology Laboratories), Consumer Health Services, Natural Resources, Technical Services and Wyoming State Fair.

❖ *Results of outcomes*

Consumer Health Services employees found 4,350 critically positive controls during their inspections of retail establishments. In addition, inspectors found 215 major deficiencies in meat plants and 622 critical violations at retail establishments. All deficiencies and violations were corrected, and employees were trained to preclude reoccurrence. Technical Services employees conducted 467 pesticide program inspections, exceeding their inspection objective by 48 percent. The total analyses performed by the Analytical Services Laboratory were 50,332, compared with its goal of 35,500, while only eight quality control records were out of compliance with accreditation requirements, 20 percent below the goal.

Three million acres are managed by Coordinated Resource Management groups and administered by the Natural Resources Section. Ten management strategies were developed and implemented in coordination with the agriculture organizations to address current natural resource issues.

Technical Services employees have the responsibility to assure the public that consumer products are safe and truthfully marked. As a result of their inspections, 68 percent of products inspected were found to be in compliance with state and federal standards. Of the nursery stock, feed, fertilizer and seed establishments, 80 percent were found to be in compliance with state and federal standards, while 87 percent of all weights and measures inspections were in full compliance. All grain inspected warehouses were found to be in full compliance.

At the Wyoming State Fair, 120 commercial exhibitors displayed their wares, while 2,171 youth and open livestock operators exhibited their animals.

❖ *Strategic plan changes*

There are no changes to the strategic plan for next year.

General information

Ron Micheli, Director

Agency contact

Don Christianson,
Assistant to the Director for Policy
307/777-6576
2219 Carey Ave.
Cheyenne, WY 82002-0100
dchris@state.wy.us

Other locations

Laramie and Douglas

Year established

1923

Statutory references

W.S. 11-1-101 through 11-17-108

Number of authorized personnel

70 full-time, 14 part-time

Organizational structure

Administration, Analytical Services Lab,
Consumer Health Services, Natural Resources,
Technical Services, Wyoming State Fair

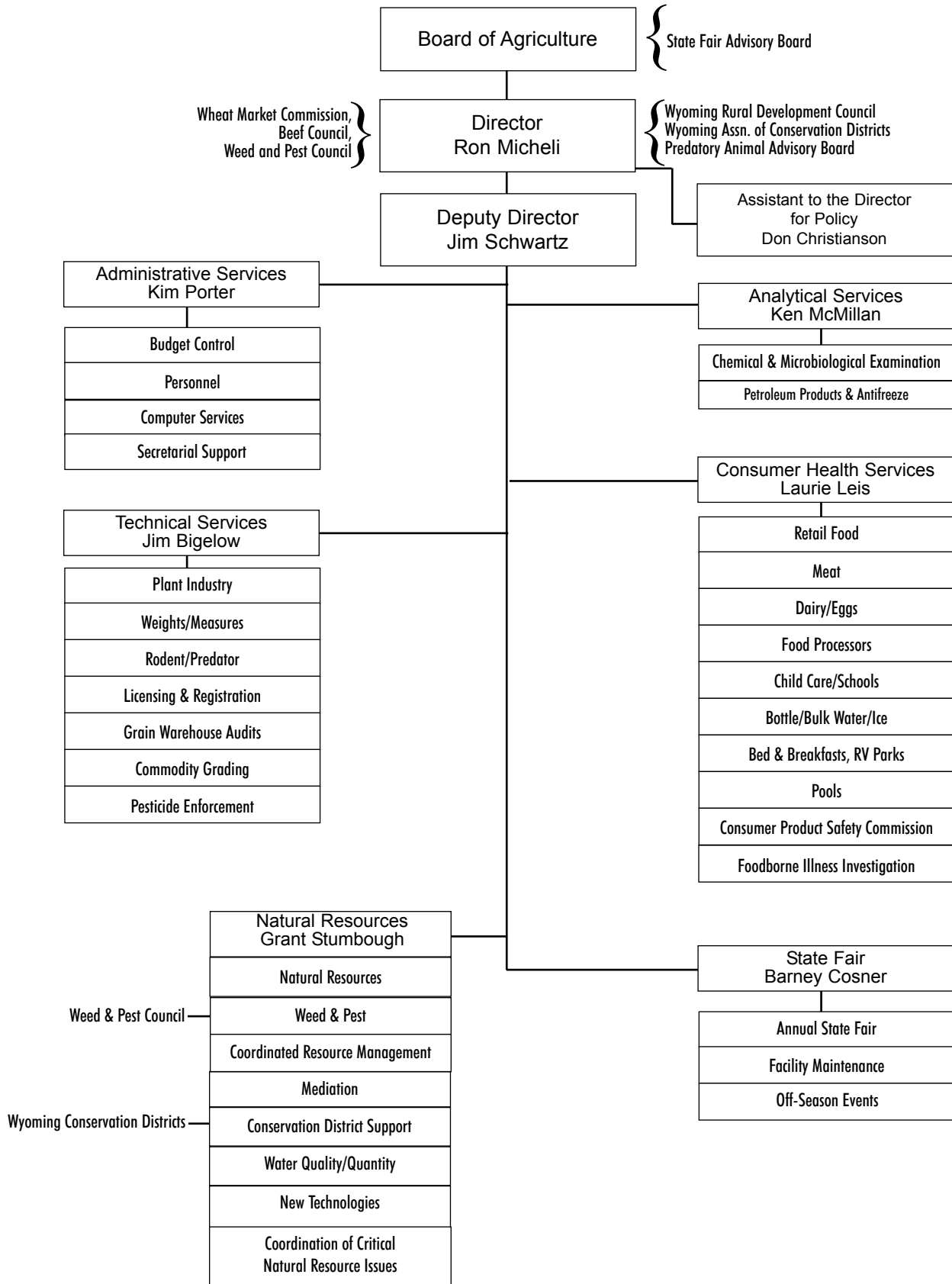
Clients served

Agriculture producers; consumers; conservation districts; agricultural, conservation, consumer, recreation and environmental organizations

Budget information

General funds	\$9,429,529
Federal funds	806,733
Other	3,913,832
Total	\$14,150,094

Department of Agriculture organization chart



Attorney General's Office

❖ *Mission and philosophy*

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

Staff will carry out their duties in an ethical, professional and timely manner. The office is committed to using taxpayer resources efficiently and effectively, while providing quality professional services. The office's most valued resource is its staff, who are prepared to meet future challenges and responsibilities with a strong work ethic and common sense.

❖ *Results of outcomes*

FY00 results of outcomes included:

- 100 criminal appeals;
- 23 post conviction writs/actions;
- 337 pre-filed reviews;
- 128 extradition/detainers;
- 43 reviews of requests for pardons/restoration of rights;
- 56 prisoner case filings tracked;
- 429 consumer complaints;
- 2,043 consumer telephone inquiries;
- \$63,130 refunds recovered for consumers;
- \$64,588 money saved for consumers;
- 24 new tort lawsuits opened;
- 61 new governmental claims files opened;
- 850 contested workers' compensation matters;
- 27 workers' compensation appeals;
- 48 Internal Hearing Unit and Miscellaneous Litigation cases;
- \$807,000 recovered for Workers' Compensation fund from third party subrogation;
- \$700,000 in benefit waivers negotiated for Workers' Compensation fund;
- 20 new Medicaid fraud cases opened;
- 16 new patient abuse in Medicaid-funded facility cases opened;
- 1,666 cases handled by the crime laboratory;
- 285,210 persons indexed in criminal history file;
- 39,545 fingerprint card submissions;
- 6,256 concealed firearm permits issued;
- 776 criminal investigations, which included 653 controlled substances investigations;
- 83 Crime Victims' Compensation awards totaling \$1,542,871;

General information

Gay Woodhouse, Attorney General

Agency contact

Vicci M. Colgan
307/777-7844
123 Capitol Building
Cheyenne, WY 82002

Other locations

Douglas, Casper, Riverton, Jackson, Green River, Gillette

Year established

1886

Statutory references

Wyo. Stat. §§ 1-40-102 through 119; 1-40-201 through 210; 1-40-303 through 1-40-308; 9-1-601, et. seq.; 9-1-611 through 627; 9-1-632 through 635; 9-1-636 through 9-1-638; 9-1-702 through 708

Number of authorized personnel

182 full-time, two part-time

Organizational structure

Law Office, Criminal Investigations, Wyoming Law Enforcement Academy, Peace Officers Standards and Training Commission, Victim Services Division

Clients served

State agencies, boards and commissions, elected and appointed state officials, law enforcement agencies, legislators, prosecutors, consumers, crime victims

Budget information

General fund	\$9,775,278
Federal	7,735,571
Other	4,620,898
Total	\$22,131,747

- 221 law enforcement officers who attended basic training for 59,792 basic training hours;
- 1,786 law enforcement officers who attended 67 advanced training classes representing 34,904 advanced training hours;
- 13 qualified civilians (pre-service program) who attended basic training;
- 10 instructor development classes offered by the Wyoming Law Enforcement Academy, attended by 175 officers/instructors representing 35 departments;
- 59 uses of Law Enforcement Academy, totaling 5,317 occupancy days
- 685 POST-certified (Peace Officers Standards and Training) special schools that conducted 109,836 training hours to peace officers and detention, communications and inactive officers;
- 1,318 recertifications issued by POST for peace officers, detention officers, dispatchers, coroners and deputies;
- nine basic training classes certified by POST;
- 824 applications for in-service training received and certified by POST for 10,883 training hours; and
- 258 tests administered by POST to applicants seeking employment in law enforcement

❖ *Strategic plan changes*

No changes in objective or strategies are planned for the Attorney General's Office.

Law Office

General information

Gay Woodhouse, Attorney General

Agency contact

Vicci M. Colgan
307/777-7844
123 Capitol Building
Cheyenne, WY 82002

Other Locations

Casper

Year Established

1886

Statutory references

Wyo. Stat. § 9-1-601, et. seq.

Number of authorized personnel

64 full-time, one part-time

Organizational structure

Civil Division, Administrative Law Division, Tort Litigation, Water and Natural Resources Division, Criminal Division, Medicaid Fraud Control Unit

Clients served

State agencies, boards and commissions, elected and appointed state officials, law enforcement agencies, legislators, prosecutors, consumers, crime victims

Budget information

Objective 1	\$2,328,994
Objective 2	665,427
Objective 3	2,661,708
Objective 4	118,121
Objective 5	\$337,811

❖ *Mission and philosophy*

The Law Office's mission is to serve the residents of Wyoming by providing the highest quality services, including legal advice and representation to state and local government, criminal investigation, statewide law enforcement training and certification, and assistance to victims of crime. The office also protects the state's resources and the right of its residents to be free from corruption in government and fraud in the use of public funds.

❖ *Results of outcomes*

During FY00, the Law Office continued to handle in-house the majority of contested matters.

The consumer affairs attorney handled 429 consumer complaints and 2,043 consumer telephone calls. The attorney obtained \$63,130 in refunds for consumers and saved approximately \$64,588 for consumers.

The criminal division handled 100 criminal appeals and 23 post-conviction writs/actions. The litigation division handled 27 workers' compensation appeals in the Wyoming Supreme Court.

As people become more litigious and the costs of litigation increases, it remains a challenge to handle all of the contested cases and litigation with existing staff and resources.

Personnel disputes continue to be an important field; the office now has two full-time attorneys devoted to this area of practice.

The Administrative Law Division was formed in early 1999. It provides ongoing advice to four major agencies, two elected officials and other smaller agencies, and it represents them in hearings, trials and appeals in state and federal courts. The division has prepared approximately 124 legal opinions and memos and has been involved in at least 516 court and administrative cases.

The Civil Division provides ongoing legal advice to all or part of three major state departments. The Civil Division also represents a number of separate operating agencies and 26 professional licensing boards and commissions. It is estimated that the Health Section of this division reviews approximately 1,000 contracts per year for the Department of Health, Department of Family Services and Department of Education. The Civil Division handled 280 requests for opinions during FY00 and reviewed 337 bills for the governor.

The Litigation Division provides legal advice to client agencies in several significant areas. Like other attorneys in other divisions, Litigation Division personnel are called upon to track legislation during the session and to advise the governor on bills that are passed in areas affecting their client agencies or on subjects in which they have expertise. Two attorneys in this division act as legal advisor to all state department directors, administrators and personnel officers for all of state government in matters of employment and personnel law.

With health care fraud remaining the number two national crime issue, second only to violent crime, the Wyoming Medicaid Fraud Control Unit (MFCU) has focused on educating providers, law enforcement and the public about the MFCU's role and responsibilities in combating fraud and abuse and about the growing issues of abuse and neglect of the elder and disabled populations. During FY00, the Wyoming MFCU gave 37 presentations to approximately 1,200 individuals. During FY00, the number of abuse/neglect referrals to the MFCU doubled, but the number of fraud referrals has declined from the prior year. During FY00, the Wyoming Department of Health, Office of Medicaid, reorganized and restructured. It is anticipated that the number of fraud referrals will return to the consistent number established from 1996 to 1999 once the Medicaid agency's reorganization and restructuring has taken effect.

The Wyoming MFCU meets the minimum staffing requirements of federal law. The staff consists of the unit's director who is an attorney and is cross-designated as an assistant United States Attorney, an investigator who is cross-designated as a Wyoming Division of Criminal Investigation agent, an auditor and a paralegal. The Wyoming MFCU remains the smallest MFCU in the nation but served as host for the National Association of Medicaid Fraud Control Units' annual meeting in Jackson Hole in September 2000.

In December of 1999, the federal law expanded the jurisdiction of the MFCU to include the investigation or prosecution of fraud and abuse committed in board and care facilities and in any federal health care program if the investigation began or is based on Medicaid fraud and is coordinated with the Office of Inspector General. The Wyoming MFCU is actively involved in several global investigations and global settlements, as well as in investigation and prosecution of Medicaid fraud, abuse and maltreatment within state boundaries.

The increased workload in the area of contested cases, the review of complex contracts for agencies and the increased numbers of personnel cases place a significant burden on existing resources.

Criminal appeals continue to increase. The Legislature, in its 1999 session, funded an additional attorney to handle death penalty cases.

❖ *Strategic plan changes*

No changes in objective or strategies are planned for the Attorney General's Office.

Victim Services

General information

Sharon Montagnino, Director

Agency contact

Sharon Montagnino
307/777-7200
2301 Central Ave.
Barrett Building 4th Floor
Cheyenne, WY 82002

Year established

1998

Statutory references

Wyo. Stat. §§ 1-40-102 through 119; 1-40-201 through 210; 1-40-303 through 1-40-308; 9-1-636 through 9-1-638.

Number of authorized personnel

Eight

Organizational structure

Division of the Attorney General's Office

Clients served

All victim survivors of crime

Budget information

Objective 1	\$3,602,502
Objective 2	678,813

❖ *Mission and philosophy*

Victim Services' mission is to improve the treatment of all victim survivors and witnesses of crime by providing them with assistance, financial compensation, information, referral, support services and advocacy, which are essential to their restoration.

The division achieves this through the Victims' Compensation Program and by promoting the development of a comprehensive range of quality services for all victim survivors and witnesses of crime at the state, county and local levels.

The Victims' Compensation Program

The compensation program is committed to helping victim survivors and their families by easing the financial burdens caused by the emotional and physical devastation of a crime. This is primarily accomplished through the processing of compensation claims submitted for the reimbursement of out-of-pocket expenses the victim has incurred due to the crime. Many of these expenses are medical, counseling, loss of earning or support, or funeral, and are for expenses that remain after all other resources have been exhausted. The program consists of an application and review process through which eligible victims of crime receive compensation. Every effort is

made to seek restitution from the offender and subrogation from the claimant. The statute requires that the division inform the public about the compensation program available to victims of crime. The division has developed a partnership with victim service advocates to participate in community awareness programs about the existence of the division's services, including compensation.

Victim Services Program

The Victim Services Program provides training and technical assistance, manages federal funds to address all victim survivors of crime and violent crimes against women and administers grants under both state and federal victim statutes. The division provides resources — either in the form of financial support or technical assistance — to enhance services to victim survivors, improve victim service agencies and enhance communities' awareness. The division distributed both VOCA (Victims of Crime Act) and VAWA (Violence Against Women Act) funds to local service providers through a competitive grant process. These funds support victim/witness advocates, family violence prevention advocates and special programs in 30 different locations throughout the state, including the Wind River Indian Reservation. These funds further help support system-based victim survivor programs at the local level and on the reservation, bringing providers together to participate in training, discussions on restorative justice and discussions on other victim survivor/offender issues. All of these programs provide important resources to help victim survivors through the disruption in their lives caused by crime. The division monitors the grants by site visits, by regular meetings/trainings and through program standards and federal grant requirements.

By statute, the division is required to provide a statewide system of shelter programs for victim survivors of domestic violence and sexual assault. The VAWA funds administered by the division specifically provide funding to law enforcement officials, prosecutors' offices, and victim service professionals so they may work to improve the criminal justice system's response to violence against women and to enhance the services available to women who are victims of violent crime, particularly domestic violence and sexual assault crimes. General funds administered by the division are distributed through a formula to the 23 family violence programs that serve as primary advocates for the needs of domestic violence and sexual assault victims. Funds are used to provide shelter services, crisis intervention, referral services, prevention education and services to children. All family violence programs, in order to receive and maintain state funding, must be in compliance with the minimum standards set forth by the division.

Likewise, the division is working toward a statewide system of victim assistance programs to improve the delivery of service to victims of crimes other than domestic violence and sexual assault.

These programs generally operate out of the county/district attorneys' offices or law enforcement offices. Their work involves working with victim survivors as the cases move through the criminal justice system.

The division's participation in both the AmeriCorps and VISTA programs provides for placement of volunteers in programs across the state. Volunteers may work directly with victims as advocates, assist shelter programs in fund raising, develop volunteer recruitment and training, and serve as leaders in prevention education programs within schools and communities. Having these programs available in each county attempts to ensure that victims of crime receive information and direct services and are referred to other appropriate community resources.

❖ Results of outcomes

In 1999-2000 the division reviewed and awarded 32 VOCA grants totaling \$897,452 and 51 VAWA grants totaling \$645,419.

The Division Advisory Committee has developed protocols for both prosecution and law enforcement dealing with domestic violence.

The division sponsored its second annual Victim Services Conference with 170 attendees representing law enforcement, prosecutors, victim advocates and child advocates. This conference was cosponsored by Prevent Child Abuse Wyoming with a major focus on providing services to children who are abused or are witnesses to violence and also received some funding assistance from the Department of Family Services.

The compensation program received 367 claims, awarded 286 and denied 82. There are 119 claims being processed or awaiting a decision.

Training on the compensation program, victim services and victims' rights continues to be offered to law enforcement, courts, shelter programs, Sheriffs and Chiefs Association and community groups.

The division continues to maintain a Web page providing information on compensation, training and technical assistance to providers, a statewide listing of crime victim service providers and links to other victim-oriented sites.

The division continues to work with the newly formed Domestic Violence Elimination (DoVE) Council on legislative issues surrounding domestic violence, orders of protection and the effects of domestic violence on children and communities.

During the 2000 Legislative Session, the division worked with the Attorney General's Office, Wyoming Coalition Against Domestic Violence and Sexual Assault, United Victims Advocate Network and the governor's DoVE Council, to successfully seek the passage of HB60, amendments to the domestic violence statute; SF46, Crime Victims Restitution; and SF003, domestic abuse penalties enhancing penalties for assault and battery against household members.

❖ *Strategic plan changes*

Ensure, through technical assistance, training and funding, that baseline services to all victims of crime exist in all 23 counties and on the Wind River Reservation.

Continue to improve the delivery and timeliness of compensation awards to eligible victims.

Division of Criminal Investigation

General information

Thomas J. Pagel, Director

Agency contact

Sandra C. Mays, Deputy Director, Crime Lab
Stephen J. Miller, Deputy Director, Operations
James M. Wilson, Deputy Director, Criminal Justice Information Section (CJIS)
307/777-7181
316 West 22nd St.
Cheyenne, WY 82002

Other locations

Casper, Gillette, Riverton, Jackson, Green River;
satellite offices in Sheridan, Powell, Evanston

Year established and reorganized

Established 1973; reorganized 1986, 1989

Statutory references

Wyo. Stat. § 9-1-611 through 627

Number of authorized personnel

75

Organizational structure

Criminal Investigations, Criminal Justice Information, Crime Laboratory, Executive Protection, Capitol Police

Clients served

Local, state and federal criminal justice agencies, state agencies, governor, Legislature, residents of Wyoming

Budget information

Objective 1	\$6,437,391
Objective 2	323,500
Objective 3	1,176,438
Objective 4	\$2,118,304

❖ *Mission and philosophy*

The Division of Criminal Investigation's (DCI) mission is to continually provide a cadre of highly

motivated professionals, dedicated to ensuring that DCI meets its statutory responsibilities; assists in other appropriate areas; acts as a catalyst in cooperative and coordinated law enforcement efforts among federal, state and local agencies; and provides these exceptional services with a positive attitude and in a timely manner.

The philosophy of the Wyoming Division of Criminal Investigation is that all Wyoming residents should feel safe and secure in their homes and communities. DCI will contribute to this feeling of security by providing quality law enforcement services with employees dedicated to the highest ethical and professional standards. DCI recognizes its employees as its most valuable asset and uses participatory management principles to meet the challenges of providing timely and exceptional services to the law enforcement needs of the state.

❖ *Results of outcomes*

The regional enforcement teams continue to be a fine example of cooperation, coordination and communication among local, state and federal law enforcement agencies investigating drugs and violent crimes. They have dismantled many major organized drug trafficking rings and investigated high profile homicides. Their regional locations enable them to respond in a timely manner to requests for assistance.

Computer crimes, including both fraud and child pornography, are rapidly becoming a busy area within the division. This is a gap service that many local law enforcement agencies are not able to investigate. The division received a major Internet Crimes Against Children (ICAC) grant, which enables it to effectively respond to this growing problem and provide training to local law enforcement agencies.

The DNA database continues to grow with more than 5,000 on file and 4,600 entered into the national Combined DNA Index System (CODIS) database. Wyoming has already experienced successes where submissions of samples from other states were matched to samples entered by Wyoming.

Expanded responsibilities continue to add to the backlog in the Criminal Justice Information Section. The registration of sex offenders program now has a Web site that is operational for high-risk offenders. The site shows photographs and specific information on sex offenders the courts have designated as having a high risk of re-offending.

The Concealed Firearms Permit program is operating smoothly and the division is now into the renewal process. Other programs that contribute to the backlog are the fingerprint requirements for licensing and regulation of teachers, nurses, etc.

The Division of Criminal Investigation is in the process of attaining professional accreditation for both the investigations and crime laboratory sections. The Commission on Accreditation for Law Enforcement Agencies (CALEA) has established professional standards for law enforcement agencies.

This process requires an examination of all policies, procedures, systems and facilities. Upon completion of this review, an inspection team will come to Wyoming to examine the operation. National recognition and accreditation follows a successful inspection.

The American Society of Crime Laboratory Directors (ASCLAD) provides a similar service for crime laboratories. The Crime Laboratory is also in the process of reviewing policies, procedures and facilities to meet its requirements. An inspection team will then visit the crime laboratory and examine the operation. National recognition and accreditation follows a successful inspection.

The division is confident that it will meet the standards that have been established and attain the national accreditation offered by both organizations.

Methamphetamine continues to be a tremendous problem in Wyoming and the other western states. It is currently responsible for approximately 60 percent of DCI's substance abuse caseload. The division continues to see large shipments of methamphetamine smuggled into Wyoming by Mexican drug organizations operating directly out of Mexico. Clandestine methamphetamine laboratories are operating within Wyoming at an increased rate. The division continues to work closely with the Governor's Substance Abuse and Violent Crime Advisory Board in developing the Wyoming Methamphetamine Initiative and addressing this problem.

Retention of professional employees and the ability to attract qualified applicants have been major problems at DCI. Turnover rates are unacceptable and contribute to backlogs in the crime laboratory. This situation has been partially addressed by the salary increases effective September 2000. It is important that this compensation plan continues.

❖ *Strategic plan changes*

No changes in objectives or strategies are planned for DCI.

Wyoming Law Enforcement Academy

General information

Ernest L. Johnson,
Law Enforcement Academy Administrator

Agency contact

Michael A. Grinstead, Supervisor/Manager 2
307/358-3617
1556 Riverbend Drive
Douglas, WY 82633
wlea@wyomingcops.com

Year established

1981

Statutory references

W.S. §§ 9-1-632 through 635

Number of authorized personnel

32 full-time, one part-time

Organizational structure

Division of the Attorney General's Office

Clients served

Wyoming law enforcement officers, Wyoming detention officers, Wyoming communications personnel, coroners and their deputy coroners. The academy also actively recruits potential pre-service/civilians and practicum/college candidates to pay their own way through basic training. Facility users are local, state and federal government personnel.

Budget information

Objective 1	\$920,570
Objective 2	513,542
Objective 3	\$105,730

❖ *Mission and philosophy*

The Wyoming Law Enforcement Academy provides training for law enforcement agencies and coroners throughout Wyoming. These personnel come under the provisions of the Peace Officer Standards and Training Act (W.S.S. 9-3-1901 through 1907) the Coroners Training Act (W.S. 9-1-634) and Communications Training (W.S. 9-1-635).

In addition to the basic courses specifically designed for peace officers, detention officers, coroners and communications personnel, the academy offers a wide variety of training courses dealing with any or all specialty areas relative to law enforcement officers, supervisors, mid-management and executive positions. These statutes (stated above) prescribe basic and advanced training for approximately 2,400 personnel of the county sheriffs' offices, municipal police departments, State Highway Patrol, Division of Criminal Investigation, college or campus officers, communications personnel and coroners. Wyoming statutes also prescribe "continuing educational training" every two years for each career group.

❖ *Results of outcomes*

One hundred percent of the legislatively mandated basic training responsibilities were met in FY00. Basic Training was conducted for 221 candidates. The total basic training hours scheduled and conducted for FY00 was 59,792. There were no qualified students or pre-service candidates backlogged. The basic

training for qualified civilians (Pre-Service Program) was offered to 13 persons in FY00.

During FY00, the academy trained 1,786 officers through 67 advanced training classes representing 34,904 advanced training hours.

To help agencies be even more self-reliant in meeting their advanced training needs, the academy offered 10 instructor development classes, attended by 175 officers/instructors who represented 35 departments. Peace Officer Standards and Training (POST) statistics indicate Wyoming law enforcement agencies hosted, without academy support, 685 POST-certified special schools in all areas — peace officers, detention, communications and inactive officers — for 109,836 training hours in FY00.

The academy received direct reimbursement from 21 governmental users who in turn used the facility 59 times. The facility usage totaled 5,317 occupancy days for FY00.

“Outreach Services” for law enforcement training was implemented July 1, 1999. The one-year funding provided for the implementation of this expanded training service was requested by law enforcement administrators and approved by the Legislature. Outreach services included 10 courses for a total of 2,799 training hours. Eight regional Specialized Training, Testing And Reporting (STTAR) systems have been established in the state, and law enforcement officers have been trained 56 hours using the system (training using video/computers). Eighteen different topic courses are available in the catalog. A full user training needs assessment was conducted as well as a domestic violence four-hour update.

Planning and equipment research was implemented for classroom remodel enhancements to include lecterns with present day technology (computers, satellite, compressed video and the Internet). A portion of the equipment for this project was purchased from partnership grants in concert with Eastern Wyoming Technology Center, a partnership of educators in eastern Wyoming. The Training Resource Center (TRC) is located at the academy and houses 28 computers for training of trainers or use in student forums acceptable to the partnered agencies in the consortium. TRC usage included five Academy Basic classes with 1,562 technology users; two academy special schools with 72 technology users; three law enforcement agency users, which included use by 186 technology students; and nine additional uses by schools or other approved users of the Eastern Wyoming Consortium, which included 183 technology students.

Agency concerns include the creation of a long-term stable source of funding so academy programs can again grow, with provisions for short- and long-term maintenance of the academy facility. Building settlement continues on the main facility. The Facility Management Division is in possession of a professional assessment of \$1.3 million of deferred maintenance and structural settlement issues. Facility deferred maintenance/repairs beyond the

minor preventative measures provided for in the agency budget cannot occur without a sizeable funding assignment.

❖ *Strategic plan changes*

The academy will diversify the delivery of outreach courses through method or media for law enforcement specialized training courses.

Peace Officer Standards and Training Commission

General information

Donald B. Pierson, Executive Director

Agency contact

Donald B. Pierson
307/777-7718
1710 Pacific Ave.
Cheyenne, WY 82002

Year established

1976

Statutory references

Wyo. Stat. §§ 9-1-702 through 708

Number of authorized personnel

Three

Organizational structure

Division of the Attorney General's Office

Clients served

Law enforcement, Wyoming peace officers, detention officers, dispatchers, coroners and deputy coroners, peace office applicants

Budget information

Objective 1 \$142,896

❖ *Mission and philosophy*

The Peace Officers Standards and Training Commission (POST) is a division under the Attorney General's Office. Its mission is to serve the residents of Wyoming by providing the highest quality of services, including certifying law enforcement training, entry-level testing and basic and advanced levels of certification and recertification.

POST will carry out its duties in an ethical, professional and timely manner. POST is committed to using taxpayer resources efficiently and effectively, while providing quality professional services. POST's most valued resource is its staff, which is prepared to

meet future challenges and responsibilities with a strong work ethic and common sense.

❖ *Results of outcomes*

POST received and processed 342 initial employment forms from agencies throughout the state; 137 were peace officers employed and 87 of these are still on temporary status. The other 50 have completed their initial training and have been certified at the appropriate level in the certification system. One hundred ten were detention officers employed and 58 of those are still on temporary status. Seventy-six were dispatchers employed and 42 are still on temporary status. Mandated employment standards have been developed and are in place for all of the above personnel employed in the state. POST verifies that those standards have been met before it issues certification. Peace officers, detention officers, dispatchers and coroners who are employed in Wyoming, but have completed the required basic training in other states, are granted reciprocity if that training is comparable to Wyoming's basic training. POST makes that determination after reviewing the training files and curriculum. Those people are then allowed to challenge the Wyoming basic training program. This challenge includes a written exam administered by the POST director, two weeks of Wyoming criminal law at the Wyoming Law Enforcement Academy, a firearms proficiency test, domestic violence course and use of force class at the Wyoming Law Enforcement Academy and proof of CPR (cardio-pulmonary resuscitation) certification. Twenty officers and one dispatcher challenged and were certified at the appropriate certification level.

POST has established and maintains a recertification process for peace officers, detention officers, dispatchers, and coroners and their deputies. POST issued a total of 1,318 recertifications during this fiscal period: 757 were for peace officers, 236 were for detention officers, 270 were for dispatchers, and 55 were for coroners and their deputies.

POST has established training standards that accomplish the above initial certification and recertification processes. POST certified nine basic training classes during this fiscal period. POST received and certified 824 applications for in-service training classes throughout the state, with a total of 10,883 training hours. POST received 196 applications from personnel who want to become certified instructors so they may instruct the above training classes. POST uses an evaluation system from the class attendees to evaluate the quality of the training given and the quality of the instructors certified to deliver the training. There were 194,720 hours of training added to training files.

POST has established and maintains a decertification process for peace officers and detention officers. During FY00, POST received seven requests for officer decertification. POST opened case files on all seven and started decertification proceedings. After investigation by POST, two cases were closed by the

Investigative Committee with "No Further Action" to be taken, three officers were decertified, with two files pending action. One officer was denied initial certification and that denial was upheld by the commission. Also during FY00, two officers were placed into the medical inactive status. That status will require a full clearance from a medical doctor for POST to re-activate their certification.

During FY00, 258 tests were administered to applicants seeking employment in law enforcement; 211 applicants passed the examination and were placed on an employment hiring list, which is provided to any law enforcement agency in the state that wishes to use it as part of its employment procedure.

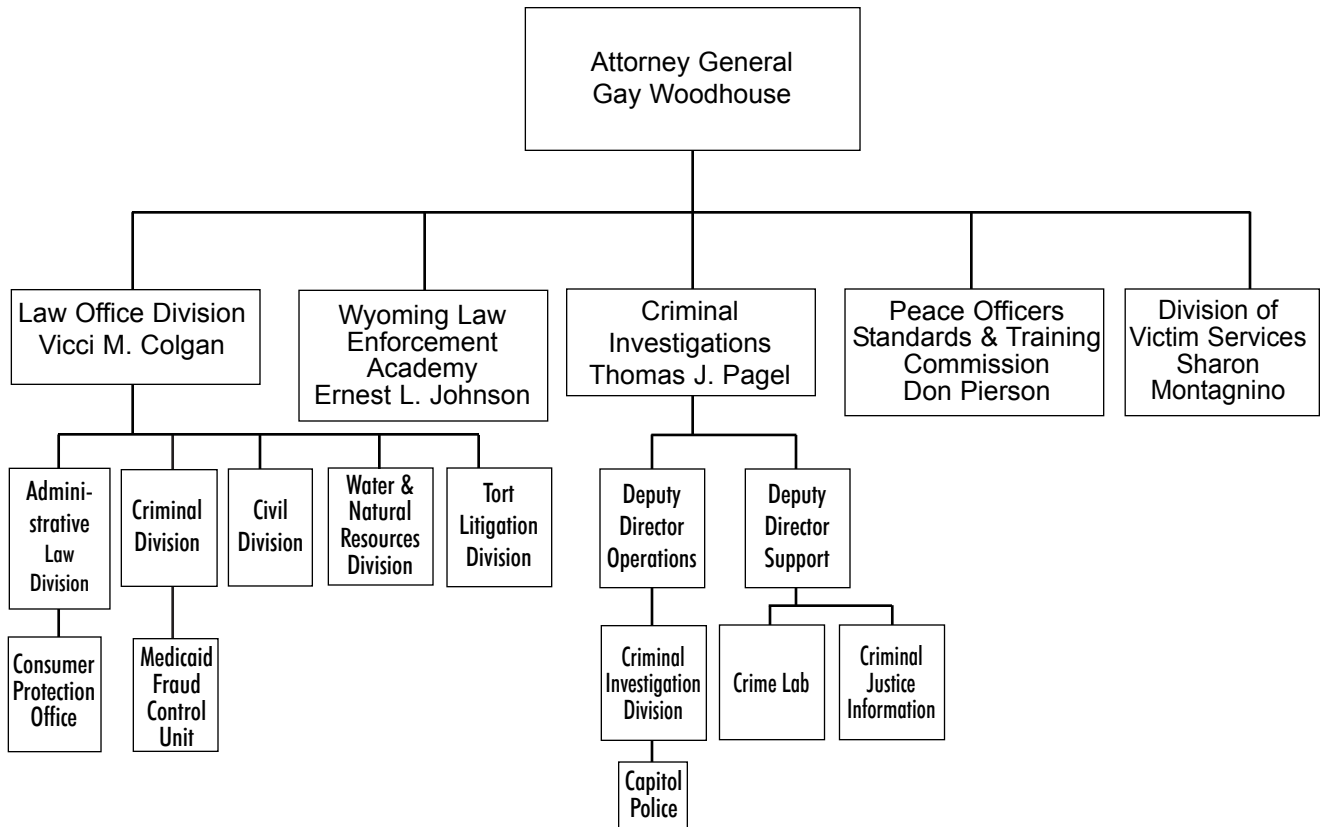
POST conducted three meetings during the year to handle the standard business of the commission. The director met twice during the year with agency administrators to discuss issues relating to training and certification. The director administered four promotional exams during the year. The POST director or his assistant instructed the POST regulations class to all basic classes during this year and represented the commission at the graduation ceremonies held at the Wyoming Law Enforcement Academy.

POST has become a partner with the Western Regional Institute for Community Oriented Public Safety (WRICOPS). POST was invited to become a partner with four other states: Washington, Idaho, Montana and South Dakota. It is funded year-to-year by a Federal COPS grant. POST has already realized numerous benefits in Wyoming from this partnership. Jackson, Laramie, Casper, Douglas and Sheridan have already completed assessments and were extremely pleased with the outcome. Lovell and Cheyenne are in the planning process to have assessments completed. Riverton and Guernsey have requests in to have an assessment team conduct a complete assessment of their departments and communities. POST has conducted six seminars in the state on community policing and problem solving. The new trend in law enforcement all across the country is to transform policing into the community-policing concept, either totally or partially. WRICOPS has received funding for another year, which just started, and POST looks forward to positive things from the partnership for Wyoming.

❖ *Strategic plan changes*

POST has no proposed changes to its objective or its five strategies for the next fiscal period.

Attorney General's Office organization chart



Department of Audit

❖ *Mission and philosophy*

To protect the public interest, the Department of Audit will audit and regulate to promote compliance with state revenue collections, financial and banking statutes and governmental accountability.

❖ *Results of outcomes*

Increase Revenue Compliance

The department completed 484 audits at a direct cost of \$2.3 million and collected \$29.3 million in revenue, which equates to approximately \$12.75 for every dollar spent auditing. The objective is to increase compliance with state revenue statutes. The department audited \$554.7 million of state revenue and found 96 percent of revenue due was remitted. Without this audit function, the remaining 4 percent would not be collected.

Ensure Compliance with Financial Entities

The Division of Banking endeavored to ensure that all licensed/chartered financial entities are in compliance with laws. The goal of improving state chartered and licensed entities financial institutions' risk rating of 1.5 to 2.0 was exceeded. The achievement of a 1 rating, on a scale of 1 to 5, indicates a financial institution is strong and healthy; the overall average risk rating achieved by Wyoming's state chartered banks as of June 30, 2000, was 1.379.

Ensure Accuracy of Government Reporting

The strategy to promote state agency compliance with applicable performance statutes is measured by the accuracy of the reported performance measures. During FY00, the division audited 136 agency outcomes and verified their accuracy at 59 percent. This is the same percentage as last year; however, since the department audits strategic plans on a two-year cycle, audits are of different agencies.

Ensure Timely Reporting

The strategy to promote compliance with local government accounting and reporting requirements is to track the percentage of reports that are received within the statutory time frame. During FY00, the Department of Audit received 2,146 various reports from local governments. Of these reports, 60 percent were received on or before the due date. These reports include audits, census reports, self-audit procedures, proof-of-cash and other required reports depending on the type of entity and size. Public Funds increased efforts to obtain reports from local governments even if they are late.

General information

Michael Geesey, Director

Agency contact

Dennis Grenier, Administrator
307/777-6600
Herschler Building, 3rd Floor East
Cheyenne, WY 82002
doawyo@state.wy.us
<http://audit.state.wy.us>

Other locations

Powell, one Excise Tax Division staff position

Year established

1989

Statutory references

Title 9: W.S. 9-1-403; W.S. 9-1-507 through 9-1-512; W.S. 9-2-2003; Title 13: W.S. 13-1-604 through 13-1-606; W.S. 13-2-207 through 13-2-215; W.S. 13-2-702(e); W.S. 13-2-807(f); W.S. 13-4-101(a); W.S. 13-4-104(b); W.S. 13-4-109(f); W.S. 13-5-110(a)(vi); W.S. 13-7-602(b); W.S. 13-8-201(d); W.S. 13-9-201(b); W.S. 13-9-309(a)(i); W.S. 13-10-203(c); W.S. 13-10-205(c); W.S. 13-10-207(e); W.S. 13-10-208(b); W.S. 16-4-101 through 16-4-124; W.S. 17-16-1631; W.S. 28-1-115; W.S. 31-18-201; W.S. 35-1-627; Title 39: W.S. 39-11-102; W.S. 39-15-107; W.S. 39-16-110; W.S. 39-17-108; W.S. 39-17-202; W.S. 39-18-107; W.S. 40-14-101 through 40-14-702; and W.S. 40-19-101 through 40-19-120.

Number of authorized personnel

92 full-time

Organizational structure

Administration Division, Division of Banking, Excise Tax Division, Mineral Audit Division, Public Funds Division

Clients served

The Administration Division serves the Department of Audit. Clients served by the Division of Banking are consumers and providers of financial services. The Excise Tax Division serves the general public; the Departments of Revenue and Transportation; the Secretary of State; International Registration Plan, Inc.; International Fuel Tax Association, Inc.; Wyoming vendors and consumers; U.S. states and Canadian provinces. The Mineral Audit Division serves the general public, the federal government, the Department of Revenue, the Office of State Lands and Investments, mineral taxpayers, active state and federal lessees. The Public Funds Division serves the general public and state and local government entities.

Budget information

General funds	\$3,739,326
Federal funds	1,018,479
Trust and agency funds	
Other	155,500
Total	\$4,913,305

Additional services provided

In addition to the regular work completed during the year, Public Funds worked with the Division of Criminal Investigation on four possible embezzlement cases, audited the construction-in-progress on the new prison facilities being built in Rawlins and fulfilled other requests made by state agency heads for specific services as time allowed.

❖ ***Strategic plan changes***

The Department of Audit made no significant changes to its strategic plan for fiscal year 2001.

State Banking Board

Agency to which group reports

Department of Audit, Division of Banking

Number of members

Seven

Meeting frequency

Quarterly

Collection Agency Board

Agency to which group reports

Department of Audit, Division of Banking

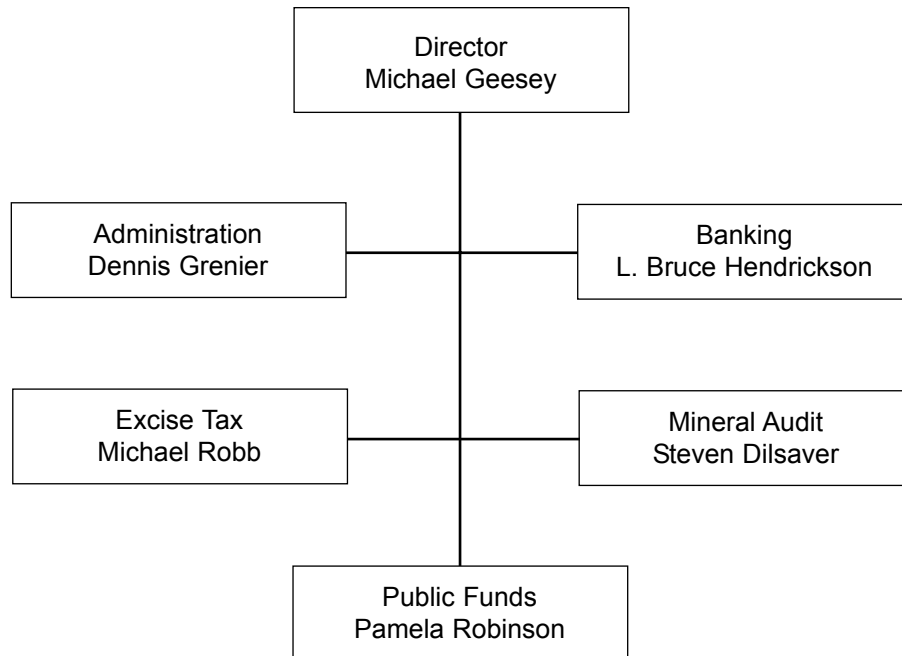
Number of members

Three

Meeting frequency

Monthly

Department of Audit organization chart



Department of Corrections

❖ *Mission and philosophy*

Mission: The Wyoming Department of Corrections (DOC) contributes to public safety by exercising reasonable, safe, secure and humane management, while actively providing offenders opportunities to become law-abiding citizens.

Philosophy: “We, the management and staff of the Wyoming Department of Corrections, express the following core values, which are built around our commitment to public safety and rehabilitation, to guide our performance in carrying out our mission:

“We recognize the importance of our staff as being the Department of Corrections’ strength and major resource in achieving our objectives and that human relationships, which are principled, ethical and reasonable, are the cornerstone of our commitment to our mission.

“We recognize that the offender has the potential to live as a law-abiding citizen, and we encourage the assuming of responsibility for one’s actions.

“We are committed to developing partnerships throughout our communities to include victims, relevant groups and public and private agencies. We recognize the importance of the community’s, the victim’s and the offender’s roles in a successful criminal justice system. This is essential to the achievement of our mission.

“We commit to managing the Wyoming Department of Corrections with openness, honesty and integrity; as well, we are accountable to the mission statement, the director of the department, the governor and elected state officials and to the public.”

❖ *Results of outcomes*

Goal 1: Objective A.01: All inmates have been appropriately classified at security levels. For several years, the department has had a classification document in place that is based on the risk of the inmate within the correctional setting. The classification document is validated periodically by national standards.

Goal 1: Objective A.02: Those who successfully terminated supervision (successfully equals not revoked) included 62 percent of all probationers and 70 percent of all parolees.

Goal 1: Objective B.01: The construction of a high security/special needs prison in Rawlins as another part of the Wyoming State Penitentiary complex, as well as major construction projects at the Wyoming Honor Conservation Camp and Boot Camp (WHCC), all address security in part. The WHCC construction has been completed, and the new prison in Rawlins will be complete in spring 2001. When the

General information

Judith Uphoff, Director

Agency contact

Melinda Brazzale, Public Information Officer
307/777-6085
700 W. 21st St.
Cheyenne, WY 82002
mbrazz@state.wy.us

Other locations

Afton, Buffalo, Casper, Cheyenne, Cody, Douglas, Evanston, Gillette, Green River, Greybull, Jackson, Kemmerer, Lander, Laramie, Newcastle, Rawlins, Riverton, Sheridan, Torrington, Wheatland, Worland

Year established and reorganized

The Department of Corrections was established in 1991 under state reorganization, combining entities of the Board of Charities and Reform, which was created in 1889, and the Department of Probation and Parole, which was created in 1941.

Statutory references

W.S. 25-1-104

Number of authorized personnel

635

Organizational structure

Operations, Division of Prisons, Division of Field Services

Clients served

Offenders sentenced by the courts to serve prison sentences, released to parole by the Parole Board or placed on probation.

Budget information

General funds	\$38,810,069
Federal funds	3,306,201
Trust and agency	1,537,748
Other	2,108,877
Total	\$45,762,895

Rawlins prison is complete, all four adult prisons will be equipped with security measures consistent with the classification status.

Goal 1: Objective C.01: The percentage of inmates who satisfactorily complete case plan objectives at point of discharge from custody or supervision has not been determined. For approximately 2,201 probationers and parolees terminated in FY00, 42 percent completed case plan objectives, 12 percent almost completed them, 21 percent partially completed them, and 25 percent completed none.

Case planning is an approach that is being taken with the offender in the community to ensure compliance with the court order and to work toward creating a law-abiding citizen. Case planning identifies the risk factors and areas of need that relate to each offender's criminality. DOC is working toward making case planning a continuous process from probation to the intake of the inmate into an institution through the incarceration system to parole. Relative to inmates, accurate collection of data continues to be a problem.

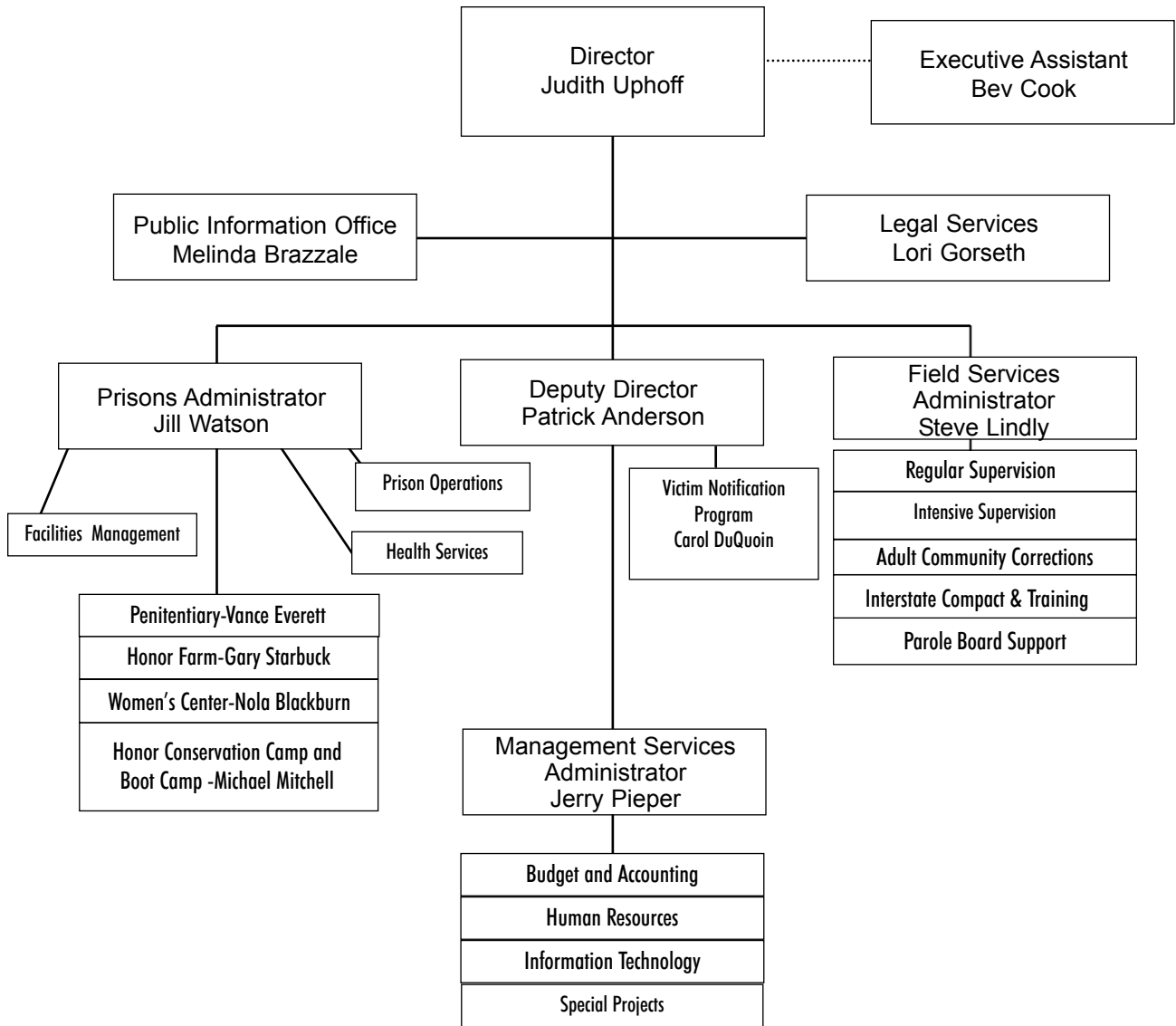
Goal 1: Objective D.01: The percentage of victims satisfied with the services of the DOC has not been established. The department continues, by statute and process, to be involved with notification of the victim regarding the offender's status changes, regarding parole hearings and requesting input into parole hearings. The DOC is also involved with victim services coordinated by the Attorney General's Office and victims' groups. The one piece that has not yet been identified is level of satisfaction of the victim with services of the department, as well as further elaboration on the department's complete responsibility in this area.

Goal 1: Objective D.03: This outcome measure involves the role of privatized services with the DOC's delivered services. During FY00 and this biennium, 24 percent of the department's budget was used for privatized services, an increase of 10 percent from FY99. These include assistance to the Intensive Supervision Program; health services, including the Intensive Treatment Unit (drug/alcohol issues); adult community corrections program; and private prisons contracted out-of-state.

❖ *Strategic plan changes*

No significant changes are planned. The DOC strategic plan can be accessed on the Web at <http://doc.state.wy.us/corrections.html>.

Department of Corrections organization chart



Department of Employment

❖ *Mission and philosophy*

The mission of the Department of Employment is to provide quality services and information that promote employment, self-sufficiency, economic security and a safe work environment for its customers.

❖ *Results of outcomes*

See specific division reports for outcomes.

❖ *Strategic plan changes*

Department goals for 2001 are to

- Support a system that enables individuals to prepare themselves to obtain and retain employment and that responds to the workforce needs of Wyoming employers;
- Support a statewide delivery system that promotes the economic security of workers and families;
- Support a statewide delivery system that provides financial and other assistance to eligible individuals, which assists in sustaining economic security for them and their communities;
- Improve safety and health in the workplace;
- Provide for a business-friendly administration of workplace regulations; and
- Support operational functions, maintain a skilled workforce committed to quality performance and maximize the use of technology.

General information

Beth Nelson, Director

Agency contact

Patti Merchant
307/777-7672
122 W. 25th St.
Herschler Building, 2 East
Cheyenne, WY 82002
pmerch@state.wy.us

Other locations

Statewide - see division reports

Year established

1990

Statutory references

W.S. 9-2-2002
W.S. 27-2-104 through W.S. 27-2-113

Number of authorized personnel

Administration - three full-time; See division reports for department staffing.

Clients served

Wyoming employers, labor force

Budget information

General fund \$173,850

Council on Women's Issues

General information

Amy McClure, Chairperson

Agency contact

Amy McClure, Chairperson
307/332-9402
560 Wind River Ave.
Lander, WY 82520
mickymcc@rmisp.com

Other locations

c/o State of Wyoming, Department of Employment

Year established and reorganized

Established 1969, reorganized 1990

Statutory reference

9-2-601 and 9-2-602

Number of authorized personnel

None

Organizational structure

Administration

Clients served

Women of Wyoming and anyone interested in women's issues

Budget information

General fund expenditures \$15,784

❖ Results of outcomes

The Council on Women's Issues works to serve as an information clearinghouse, disseminate information on women's issues, coordinate the efforts of women's groups around the state, monitor issues affecting women, promote nontraditional jobs and careers for women, recommend and monitor legislation that affects women, work toward equal representation of women in entities that determine public policy, recognize businesses that promote a positive work environment for women and produce a publication of success stories of Wyoming women.

The Council on Women's Issues works to serve anyone interested in women's issues and to focus attention on the status of Wyoming with emphasis on employment practices, educational opportunities, home and community and legal rights and responsibilities. The council continues to co-sponsor the Wyoming Women's Conference.

The council continues partnership with the Wyoming Contractors Association to encourage

women entering into nontraditional fields and to sponsor introductory training sessions for the "Construction to Careers" program in Lusk, Gillette, Ethete and Casper. As of June 30, 2000, 50 individuals were accepted into the apprenticeship program, of which, 18 are female. Since its inception (1998-2000), a total of 167 people have been accepted in the program, of which 67 are female.

Employment Resources Division

General information

Pam Miller, Acting Administrator

Agency contact

Pam Miller, Acting Administrator
307/235-3204
P. O. Box 2760
Casper, WY 82602-2760
pmille@state.wy.us

Other locations

Employment Centers are located in Casper, Cheyenne, Cody, Evanston, Gillette, Jackson, Laramie, Rawlins, Riverton, Rock Springs, Sheridan and Torrington. Satellite offices are located in Afton, Douglas, Kemmerer, Lander, Newcastle, Wheatland and Worland.

Year established and reorganized

Established 1937, reorganized in 1990 and 1993

Statutory references

W.S. 27-3-101 through W. S. 27-3-705; Internal Revenue Code Provisions, Ch. 23 - Federal Unemployment Tax Act; Social Security Act, as amended, 42 U.S.C. §301 et seq.; Wagner-Peyser Act of 1933, as amended (29, U.S.C. 49); 20 CFR 652 and 20 CFR 653; Job Training Partnership Act, as amended, (P.L. 97-300); The Workforce Investment Act of 1998 (P.L. 105-220); Veterans Employment and Training (38 U.S.C., Ch. 41 & 42); Trade Act of 1974 (P.L. 93-618, as amended); NAFTA Implementation Act (P.L. 103-182); Civil Rights Act 1964; Migrant and Seasonal Agricultural Worker Protection Act (29 USC § 1801 et seq.); W.S. 27-2-111; Worker Adjustment and Retraining Notification Act (P.L. 100-379); Economic Dislocation and Worker Adjustment Assistance Act (P.L. 100-418); W.S. 27-13-101 through W.S. 27-13-103; W.S. 27-2-105; Governor's Executive Order 1990-3, P.L. 98-524; Carl D. Perkins Vocational and Applied Technology Education Act

Number of authorized personnel

270 full-time, 50 part-time

Organizational structure

Unemployment Insurance Benefits, Unemployment Insurance Employer Services, Appeals, Job Placement and Training, Field Administration, Administrative Services and Operations, Information Technology, Research and Planning, Legal

Clients served

General public, employers, unemployed workers, economically disadvantaged adults and youth, dislocated workers, at-risk youth, veterans, educators, job seekers, state agencies, counties, towns, economic development organizations, Federal Reserve, Congress, federal executive branch agencies, firms interested in relocating.

Budget information

Fund 001	\$24,971,923
Fund 034	869,118
Fund 501	677,038
Fund 505	5,213
Fund 506	56,982
Fund 528	326,176
Total	\$26,906,450

❖ Results of outcomes

To increase the number of customers securing employment after receipt of information and/or other services, the Employment Resources Division operated a statewide labor exchange program. During FY00, the division registered 57,167 job applicants, placed 12,567 individual job applicants, referred 33,706 individuals to employers, received 31,400 job openings and wrote 21,083 job orders for employers. There were 16,933 job openings that paid \$1 or more per hour over the minimum wage. The average hourly wage of all job orders was \$7.85, ranging from \$5.93 in the retail trade industry to \$11.11 in the mining industry. Of 53,792 job ready customers, 13,750 (25.56 percent) obtained employment.

The Wyoming Job Bank (WJB) is accessible on the Internet at <http://wyjobs.state.wy.us>. During the fiscal year, there were 4,623,722 accesses on the system. Of that total, 454,060 were by WJB users through the 159 IP address. These WJB user accesses consist of accesses made by Employment Center (EC) staff and community accesses at EC Resource Rooms and kiosks located throughout the state. There were 4,169,662 accesses made by outside users, which include accesses from other agencies and community access by home computers or by individuals using other methods of accessing the Web.

In accordance with the Workforce Investment Act (WIA), the Wyoming Workforce Development Council designated the Employment Resources Division's Employment Centers as the One-Stop Centers in Wyoming. Efforts are in progress to streamline services for customers through collocation with WIA partners, elimination of duplication of services and coordination of service delivery.

The six satellite offices were opened in FY00 with the financial support of the Employment Support Fund.

The Workforce Development Training Fund assists Wyoming employers who are creating new jobs or who have experienced substantial changes in their business operations that necessitate additional training of current employees. During FY00, 17 contracts were written awarding a total of \$329,191 to train 184 employees. Employers benefiting from the fund included a bank, a trucking firm, an airline and a sawmill. Training occupations included course instructors at a technical institute, supervisors at a welding and machine shop and a real estate underwriter.

In FY00 the Employment Resources Division continued to provide career resource rooms in each Employment Center. The resource rooms provide written information, software programs, computers and video training tapes to help division clients find employment. Using career resource rooms, clients were able to improve their job finding skills, access labor market information, seek employment through America's and Wyoming's Job Banks, create resumes and make future career decisions. Local office staff provide assistance and training in the use of the resource materials and equipment to job seekers.

A new Internet-based management information system, the Wyoming Job Network, will be implemented in the fall of 2000. This system will allow Internet connected job seekers and employers 24-hour access to the Employment Resources labor exchange system. Job seekers can self-register for work and employers can self-enter job orders. Each can do their own cross-matching with job openings and job seekers.

Self-referral to job openings was available in Employment Centers around the state. Employers could list job openings for self-referral, or they could list job openings that required referral screening by division staff. Self-referral provides increased customer choices for both employers and job seekers.

The Employment Resources Division operated the Wyoming Job Training Program (WJTP) to provide comprehensive assessment and case management services to individuals with significant barriers to employment. During the fiscal year, 133 dislocated workers completed the program with 115 participants employed at least 20 hours per week during the week they completed the program — an entered employment rate of 86.47 percent. During this period, 546 Job Training Partnership Act (JTPA) youth participants completed the program with 196 participants employed at least 20 hours per week during the week they completed the program — a 35.90 percent entered employment rate. Additionally, 404 youth received a positive employability enhancement, which is a positive enhancement rate of 73.99 percent. Of the 259 adults with employability barriers enrolled in the JTPA Title IIA program during this period, 179 completed follow-up reports, with 129 employed at follow-up for at least 20 hours per week. This resulted in a 72.07 percent entered employment rate, with average weekly earnings of

\$366.30. Of the 23 welfare participants that completed follow-up reports, 18 were employed at follow-up (20 hours or more per week), with average weekly earnings of \$351.77, resulting in a 78.26 percent entered employment rate.

Funds to process immigration requests for employers and alien workers received a small increase in FY00. Once again there has been a large increase in the number of temporary alien worker requests. Many of these workers have gone to the Jackson area, but Yellowstone and other areas in northwestern Wyoming have also started to request alien employees. In FY00, requests for 972 temporary alien workers were processed for employers, which is an increase of 418 workers over the previous year. Requests were also processed for 19 aliens in the permanent category.

The national Work Opportunity Tax Credit (WOTC) and Welfare-to-Work Tax Credit (W-t-W) programs were reauthorized in the Ticket to Work and Work Incentives Improvement Act of 1999. These programs will allow Wyoming employers to claim tax credits for hiring AFDC/TANF (Aid to Families with Dependent Children/Temporary Assistance to Needy Families), Food Stamp, and Supplementary Security Income (SSI) recipients. Low-income veterans and ex-felons are also included in these programs. The division operates a centralized program that saves time and funds and is user-friendly for employers. Information and forms are also available through the Wyoming Department of Employment homepage and in the local Employment Centers.

To provide labor market information to individuals, business, education, labor and governmental entities, about 36 publications were made available through the Internet and in hard copy. Approximately 1,400 hard copies of the monthly publication, *Wyoming Labor Force Trends*, are distributed each month. In May of 1999, Research and Planning had 1,988 visitors to its Web site and 1,213 requests per day. During May of 2000, 7,342 labor, business, educational and other visitors made 2,018 information requests per day at <http://lmi.state.wy.us>. The number of Internet users increased by 4,000 over the year.

The Research and Planning Section provided teleconference training on the State and Area Research and Analysis System (SARAS) for approximately 109 One-Stop partners, community college institutional research staff, members of the Wyoming Economic Development Association and division staff persons. SARAS is a map-driven, user-friendly database of economic and demographic information useful to job seekers, policy makers, economic developers, employers, etc.

To meet the federal standards on providing timely and appropriate benefit payments to eligible workers who file unemployment insurance claims, the Employment Resources Division operated a quality system for the payment of unemployment benefits and adjudication of related issues. During the fiscal year, 94.2 percent of intrastate first payments and 76.2 percent of interstate first payments were made with-

in 14 days of the first compensable week ending date. Both of these outputs were considerably higher than the federal standards listed in Outcomes 1 and 2 of Goal II, Objective B, which is again due to a concerted effort between the claims takers and adjudicators determining claim issues. During FY00, 8,514 non-monetary determinations were resolved, which included both separation and non-separation issues.

To measure accuracy of unemployment payments, the Employment Resources Division operated a quality control program. During FY00, 367 quality control benefit audits were selected, and this number gives a 95 percent confidence interval. The net percent of sample dollars overpaid during this period was 9.6 percent.

To meet the federal standards on timely and appropriate benefit payments, the Employment Resources Division operated an unemployment insurance appeals program. During FY00, 1,381 decisions involving the Unemployment Insurance Program were issued. Of those, 1,046 involved benefit eligibility, 920 (88 percent) of which were issued within 30 days. This exceeds the federal timeliness standard of 60 percent.

To foster the solvency of the unemployment insurance fund, the Employment Resources Division maintained an actuarially based employer rate system. The Unemployment Insurance (UI) Trust Fund balance as of June 30, 2000, was \$175.2 million, and the State UI Trust Fund balance was \$15.7 million, for a total of \$190.9 million. According to the UI Data Summary prepared by the U.S. Department of Labor, the Wyoming UI Trust Fund has been more than 4 percent of total covered wages since the second quarter of 1993. Since the UI Trust Fund has been more than 4 percent of total covered wages, it has not been necessary to assess a fund balance adjustment factor since 1993, resulting in lower employer taxes.

To maintain the solvency of the unemployment trust fund, the Employment Resources Division actively pursued collection activities on delinquent accounts. Collection activities included the filing of 335 liens and the approval of 62 installment payment agreements.

Through the consolidated unemployment insurance/workers' compensation audit program, five auditors performed 599 audits and collected \$15,526 for UI. A referred audit program was implemented in January to address problem areas and respond to anonymous tips.

To aid in maintaining the solvency of the unemployment trust fund, telephone access to tax information was provided to employers. During FY00, 2,281 employer calls were recorded by the system. In addition, in inquiry calls, employers requested 34 letters of good standing, provided 228 missing social security numbers and filed 944 no worker reports.

At June 30, 2000, the amount of employer taxes due was \$2,115,745, which included computer-generated jeopardy assessments of \$1,353,984. At June 30, 1999, the amount of employer taxes due was \$2,193,078, which included computer-generated jeopardy assessments of \$1,550,547. Removing jeopardy assessments

from the formula, the actual accounts receivable increased by 19 percent during FY00. Staff processes and activities are under review to reduce accounts receivables for FY01.

To increase the customer satisfaction levels of individuals and employers receiving services from the department, the Employment Resources Division strove to assure a system of prompt, comprehensive, effective and efficient services for applicants and employers. During the first two quarters of FY00, 800 customer satisfaction surveys were sent to job seekers, and 124 were returned. Of these, 110 (88.7 percent) indicated a response of acceptable or better, compared to 86.5 percent for the same quarters during the previous fiscal year. During the same period, 800 customer satisfaction surveys were sent to employers, with 215 returned. Of these, 206 (95.8 percent) indicated a response of acceptable or better, compared with 93.1 percent for the same quarters during the previous fiscal year.

In FY00, customer satisfaction surveys were sent to Wyoming recipients of Trade Adjustment Assistance and NAFTA (North American Free Trade Agreement) Transitional Adjustment Assistance who had exited the programs. Approximately 50 percent of the recipients completed the survey. Of those who responded, 90 percent said they were employed and 58.6 percent said the program helped them obtain a good job. Those employed showed an hourly wage equal to 85 percent of their wage prior to becoming unemployed and entering the program. Ninety percent of the participants indicated that they would recommend the program to a friend.

To provide qualified staff with specialized skills to meet the needs of customers, 281 staff participated in 93 different conferences or seminars. Classes included both hard and soft skills. A seminar on "Creating Powerful Partnerships" and "Expanding Business Partnerships at the Local Level" was attended by 72 division employees. Internal training included the proper and prudent uses of e-mail. All local office personnel attended regional training on "Coping with Change." The driver's safety training video was shown to all staff who drive on agency business.

To educate the customer about the department's service delivery system, a total of 88,780 pieces of educational material were distributed to job seekers/claimants and employers through the local Employment Centers and the Field Administration Unit. Marketing and educational materials were supplied to the six new Employment Centers in Afton, Douglas, Kemmerer, Lander, Newcastle and Wheatland for their open houses and employer contacts. This number also reflects an internal marketing effort to promote the new Wyoming Job Network throughout the state in all 19 Employment Centers. Federal and state regulatory posters were distributed to 2,609 employers in the state.

Fiscal/Personnel Unit

General information

Jerry Ciz, Supervisor/Manager II

Agency contact

Jerry A. Ciz
307/777-7761
122 W. 25th St.
Herschler Building, 2 East
Cheyenne, WY 82002
jciz@state.wy.us

Year established

1990

Statutory reference

W.S. 9-2-2002
W.S. 27-2-104 through W.S. 27-2-113

Number of authorized personnel

Nine full-time

Organizational structure:

Fiscal/Personnel

Clients served:

Department employees, vendors, claimants

Budget information

General fund \$432,706

❖ Results of outcomes

The Fiscal/Personnel Unit, through its activities, supports all the department's goals and objectives along with coordinating the measurements of the agency's strategic plan

Labor Standards Division

General information

Charles A. Rando, Acting Administrator

Agency contact

Charles A. Rando
307/777-7261
6101 Yellowstone, Room 259C
Cheyenne, WY 82002
crando@state.wy.us

Other locations

Casper, Sheridan, Rock Springs and Worland

Year established and reorganized

Established 1917, reorganized 1990

Statutory references

W.S. 27-4-101 through W.S. 27-4-508
W.S. 27-5-101 through W.S. 27-5-110
W.S. 27-6-101 through W.S. 27-6-116
W.S. 27-7-101 through W.S. 27-7-115
W.S. 27-8-101 through W.S. 27-8-111
W.S. 27-9-101 through W.S. 27-9-108
W.S. 16-6-101 through W.S. 16-6-206

Number of authorized personnel

12 full-time

Organizational structure

Wage and Hour, Fair Employment

Clients served

Employees and employers

Budget information

General fund	\$496,421
Federal funds	62,755
Total	\$559,176

❖ *Results of outcomes*

To increase the customer satisfaction factor levels of individuals and employers receiving services from the Labor Standards Division, including fair and equitable enforcement of regulations, 878 client surveys were mailed. Of the 878 client surveys, 276 were returned, and 227 reflected satisfied customers.

To provide educational and consultative services to employers and employees regarding workplace regulations, the division conducted eight seminars providing educational services to 92 employers/employees and 12,590 consultations to the public by means of personal visits and telephone calls to the division office locations throughout the state. The division also provided information in response to inquiries from the public, distributing 1,514 publications and other documents in response to these inquiries.

To operate a fair and unbiased complaint process, the number of wage claims and fair employment charges investigated was 1,104. Determinations issued totaled 179; hearings held, 123; cases referred, 95; and a total of \$254,465.55 in valid wages was collected. To operate an alternative dispute resolution process, the number of claims and complaints referred for alternative resolution was 69, of which 61 were settled resulting in \$617,323 paid to charging parties. A total of 765 claims and complaints were mutually settled between employers and employees.

To utilize a common sense application concerning administration of workplace regulations, the division received four documented complaints for FY00.

To train and educate staff to enforce rules and regulations in a fair and equitable manner, two staff members attended three training sessions.

To do case file reviews ensuring a standard application of rules and regulations, a total of 211 case files were reviewed.

Mine Inspector

General information

Donald G. Stauffenberg, State Mine Inspector

Agency contact

Donald G. Stauffenberg
307/362-5222
P.O. Box 1094
Rock Springs, WY 82902
dstauf@state.wy.us

Other locations

Douglas, Gillette, Worland

Year established and reorganized

Established 1891, reorganized 1990

Statutory references

Wyoming Constitution, Article 9, Section 1, W.S. 30-2-101 through W.S. 30-2-607 and W.S. 30-3-101 through W.S. 30-3-509.

Number of authorized personnel

Six full-time

Clients served

All mining operations and mine site contractors in Wyoming

Budget information

Expendable trust \$396,325

❖ *Results of outcomes*

Outcome: Inspect all active mines and mine reclamation sites at least twice per year as mandated by W.S. 30-2-308.

The division inspected 100 percent of the mines and mine reclamation sites that it knew to be active during the year ending June 30, 2000.

The division inspected 298 mines and mine site contractors during the year.

The division performed 596 unannounced inspections during the year.

Outcome: To train and educate inspectors to enforce rules and regulations in a fair and equitable manner and offer compliance assistance advice upon request.

The division held two training sessions during the year.

All requests for compliance assistance were addressed.

Outcome: To provide customer surveys to regulated individuals or entities and use returned evaluation forms to constructively critique inspectors and consultants to improve performance and services.

The division sent out 254 surveys.

Of these 254 surveys, 115 were returned.

The division administrator reviews each survey that is returned. The administrator makes follow-up phone calls to the companies who have complaints on the returned surveys.

The inspector who performed the inspection reviews the survey.

The administrator promptly discusses any survey that contains complaints with the inspector who performed the inspection.

None of the persons who returned the surveys expressed dissatisfaction with the agency's services.

Wyoming Mining Council

General information

Donald G. Stauffenberg, State Mine Inspector

Agency contact

Donald G. Stauffenberg
307/362-5222
P.O. Box 1094
Rock Springs, WY 82902
dstauf@state.wy.us

Year established and reorganized

Established 1925, reorganized 1990

Statutory references

W.S. 30-2-301 through W.S. 30-2-312

Number of authorized personnel

None

Clients served

All mining operations and mine site contractors in Wyoming

Budget information

Expendable trust	\$12,698
Special revenue	10,000
Total	\$22,698

Agency to which group reports

Department of Employment

Number of members

10

Meeting frequency

Quarterly

❖ Results of outcomes

To test all the applicants that meet the qualifications set forth in W.S. 30-2-301 through W.S. 30-2-309(e), the Mining Council tested 119 successful applicants during the year.

The Wyoming Mining Council will annually update all examinations as required by W.S. 30-2-309(e); the Mining Council updated four examinations during the year.

The Wyoming Mining Council will update at least 20 percent of its existing study guides annually as mandated by W.S. 30-2-309(e); the Mining Council updated three of five study guides during the year.

Office of Workforce Development

General information

Alfrieda Gonzales, Administrator

Agency contact

Alfrieda Gonzales
307/777-3465
3120 Old Faithful Road
Suite 300
Cheyenne, WY 82002

Year established and reorganized

Created by Governor's Executive Order in November 1995 and reorganized under Workforce Investment Act of 1998

Statutory references

Workforce Investment Act of 1998 (P.L.105-220); W.S. 27-3-210

Number of authorized personnel

Two full-time, one part-time

Clients served

Employers and employees

Budget information

Please refer to the Employment Resources Division for budget information

❖ *Results of outcomes*

Outcome: Provide funding to community partnerships to assist in the development of local school to careers initiatives that link high academic standards with hands-on business experience.

Number of community partnerships funded

Twenty-six local partnerships were funded in Wyoming representing 96 percent of the K-16 student population. Partnerships include the following communities:

- Albany County;
- North Big Horn Basin;
- Campbell County;
- Carbon County;
- Casper, Midwest and Glenrock;
- Cloud Peak (Sheridan and Johnson counties);
- Cody;
- Crook County;
- Douglas;
- Fremont County School District #1- Lander;
- Fremont County School District #25 - Riverton;
- Hot Springs County;
- Kemmerer/Diamondville;
- Laramie County;
- Lincoln County School District #2;
- Mid-Eastern Partnership (Goshen and Niobrara counties);
- Mountain View;
- Platte County;
- Powell;
- Sweetwater School District #1;
- Sweetwater School District #2;
- Teton County;
- Uinta School District #1- Evanston;
- Uinta School District #6 - Lyman;
- Washakie County; and
- Wind River Work Initiative Partnership.

Number of Students Receiving School to Careers Services

Baseline data has for year one activities self-reported by local partnerships and compiled by the School to Careers Office. Highlights from the data include the following:

- 2,229 students statewide were involved in intensive School to Careers activities,
- 1,784 students participated in job shadowing activities,
- 1,083 students participated in work experience programs or internships,
- 664 were involved in mentoring activities,
- 3,049 students were involved in community service activities related to School to Careers,
- 1,327 students participated in school-based enterprises,
- 712 students participating in cooperative learning,
- 1,996 students received training through the redeemable Employer Vouchers,
- 679 attended postsecondary classes, and

- 86 percent of students involved in School to Careers activities at the high school level have GPAs of 2.0 or better; of the high schools reporting, only 76 percent of the total student population has a 2.0 or better.

Employer engagement through School to Careers (STC) is strong throughout the state:

- 241 employers attended local STC meetings,
- 248 contributed funds or in-kind services,
- 435 provided mentoring or shadowing activities,
- 318 provided some other type of work experience, and
- 1340 attended career fair, expos, etc.

Outcome: Provide staff support to the Wyoming Workforce Development Council including providing updates on critical workforce development issues to council members.

The Wyoming Workforce Development Council was provided with updates on critical workforce development issues during the following council meetings: Oct. 13, 1999; Dec. 13-14, 1999; Jan. 12, 2000; Feb. 1, 2000; March 13, 2000; April 13, 2000; May 22, 2000 and June 5-6, 2000. Critical updates included information on the Workforce Investment Act, Wyoming's five year strategic unified plan, Incumbent Work Demonstration Grant, common intake system, unified policy issues on the youth delivery system, adult priority services, statewide 15 percent set-aside funds and designated training providers.

Vocational Rehabilitation

General information

Gary W. Child, Administrator

Agency contact

Gary W. Child
307/777-7386
122 W. 25th St.
Herschler Building, 1 East
Cheyenne, WY 82002
gchild@state.wy.us

Other locations

Cheyenne, Casper, Sheridan, Rock Springs, Laramie, Rawlins, Torrington, Riverton, Lander, Cody, Douglas, Gillette, Evanston, Worland, Jackson

Year established and reorganized

Established 1921, reorganized 1990

Statutory references

State Statutes: 9-2-109 through 9-2-115, 16-9-201 through 16-9-210, and 26-14-408. Federal Statutes: Title

IV of the Workforce Investment Act of 1998 (P.L. 105-220). Title IV of the Americans with Disabilities Act of 1990. Titles II and XVI of the Social Security Act.

Number of authorized personnel

90 full-time, one part-time

Organizational structure

Resource Development, Field Services, Disability Determination Services

Clients served

Wyoming residents with disabilities

Budget information

General funds	\$1,705,988
Federal funds	8,896,818
Enterprise funds	136,213
Other	301,165
Total	\$11,040,183

❖ *Results of outcomes*

Outcome: To rehabilitate and place people with disabilities in competitive employment or other appropriate settings consistent with consumer choice and abilities.

- Eligible clients receiving vocational rehabilitation services, 3,861;
- Eligible clients rehabilitated, 688; and
- Percent of customers with employability barriers who obtained employment, 53.3 percent.

Outcome: Provide a system of prompt, comprehensive, effective services including the use of customer satisfaction surveys for applicants and employers:

- Initial surveys sent, 1,278;
- Surveys returned and reviewed, 343; and
- Satisfied customers, 288.

Outcome: Provide qualified staff with specialized skills to meet the needs of the division's customers:

- Staff participating in training, 83; and
- Training activities attended by staff, 47.

Outcome: To educate the customer about the department's service delivery system:

- Educational materials sent out, 4,425; and
- Seminars held, 49.

Outcome: To operate a disability determination system under the concept of continuous improvement:

- Disability claims processed, 3,951;
- Processing times were well below national and regional averages at 53.2 days for Title II and 57.8 days for Title XVI; and
- Percent of decision accuracy measured by statistical reporting system, 96.7 percent net accuracy and 95 percent initial accuracy.

Workers' Safety and Compensation Division

General information

Kathleen L. McKinna, Administrator

Agency contact

Kathleen McKinna
307/777-7159
122 W. 25th St.
Herschler Building, 2 East
Cheyenne, WY 82002
kmckin1@state.wy.us

Other locations

Cheyenne, Gillette, Sheridan, Cody, Lander, Rock Springs, Jackson, Casper, Laramie, Evanston

Year established and reorganized

Workers' Compensation established 1913, reorganized 1990. Workers' Safety established 1970, reorganized 1990

Statutory references:

Wyoming Constitution, Article 10, Section 4
Workers' Compensation, W.S. 27-14-101 through 27-14-805
Workers' Safety, W.S. 27-11-101 through 27-11-114

Number of authorized personnel

132 full-time, one part-time

Organizational structure

The Workers' Safety and Compensation Division (WSCD) is composed of 10 units: Administrative Support, Claims Processing Unit, Provider Services Unit, Special Investigations Unit, Underwriting/Contributions Unit, Compliance/Auditing Unit, Records/Intake Unit, MIS Unit, State Occupational Health and Safety (OSHA) and Quality Services Unit. The Office of the Medical Commission is considered an independent entity although it is funded by the division and is organizationally located under the division. Additional legal support is provided to the Workers' Compensation Division through the Attorney General's Office, W.S. 27-14-602(c), and the Office of Administrative Hearings, W.S. 27-14-602(a).

Clients served

Workers' Safety and Compensation clients include required coverage employers, those employers who elect coverage for their non-extrahazardous employees, workers injured in the course of their employment with covered employers and employers that fall under the Occupational Health and Safety Regulations.

Budget information:

Administrative costs	\$15,686,689
Claims costs	\$76,074,238
Safety costs	\$1,167,965
Total expenditures:	\$92,928,892

Due to incomplete programming following the conversion to a new computer system in August 1999, the division was unable to determine the percentage of employer delinquency. This will be remedied during the 2000/2001 fiscal period.

❖ **Results of outcomes:**

To evaluate the level of customer satisfaction of individuals receiving workers' compensation benefits from the division, during FY00 the Claims Processing Unit mailed 3,000 Service Questionnaires to injured workers; 810 claimants responded, 86 percent reported they were satisfied, with Workers' Safety and Compensation Division (WSCD) service.

Due to incomplete programming following the conversion to a new computer system in August 1999, the division was unable to track employer objections to injured workers during this fiscal period. This will be remedied during the 2000/2001 fiscal period.

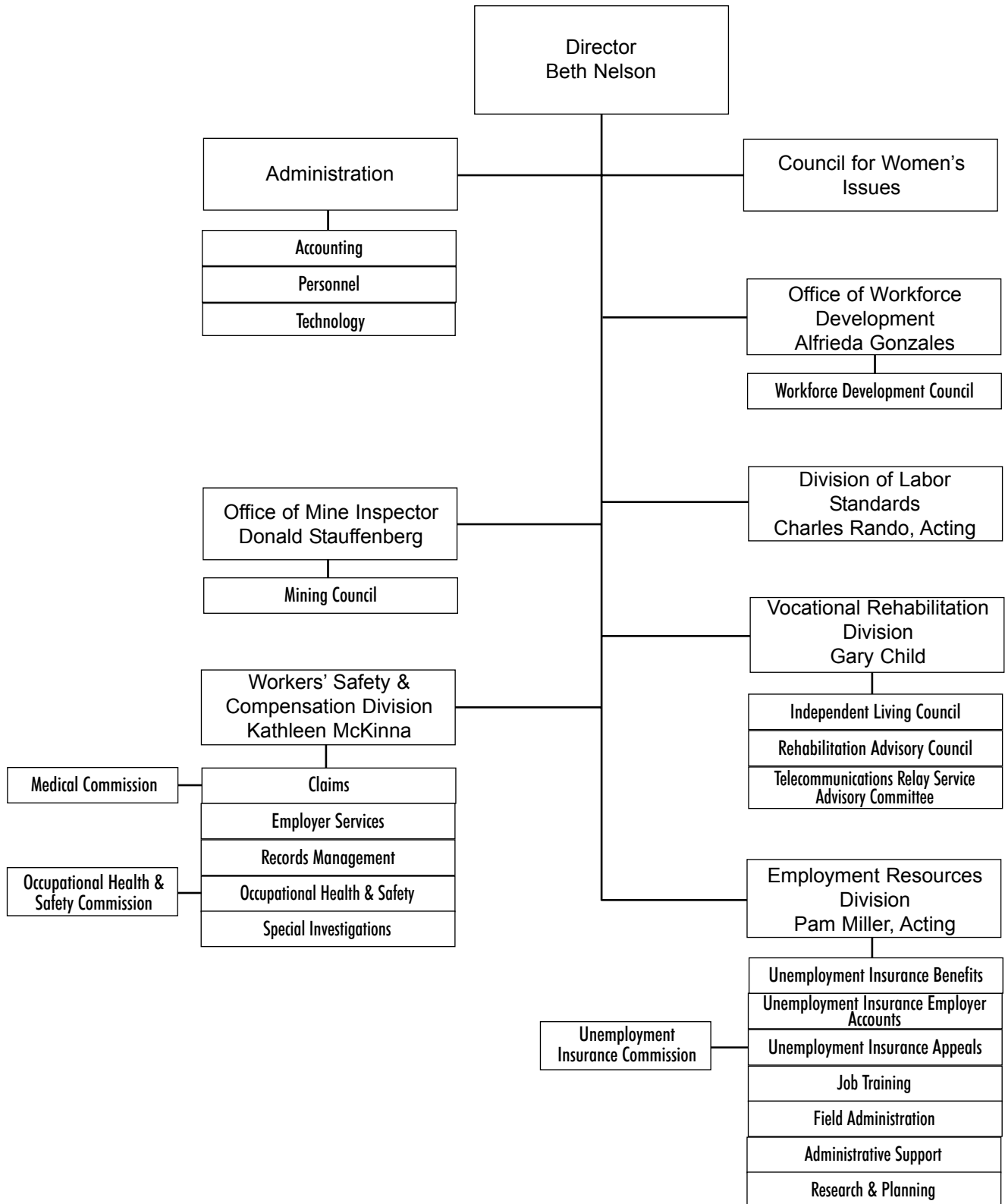
Pursuant to the Wyoming Workers' Compensation Act, any request for hearing must be referred immediately to the appropriate hearing body, contingent upon the issue under dispute. Issues regarding timeliness of submissions of reports and information are referred to the Internal Hearing Unit (IHU). Issues of compensability and denial or modification of compensation benefits are heard by the Office of Administrative Hearings (OAH). Issues pertaining to medical claims and/or treatment, and physical impairment are heard by the Medical Commission. During the period July 1, 1999, through June 30, 2000, 29 cases were referred to the IHU, approximately 850 cases to the OAH and 88 cases to the Medical Commission.

To enhance training, educational and outreach services for high-risk employers to reduce the incidence and severity of injuries, OSHA staff conducted eight Management Safety Seminars, 10 three-day Collateral Duty-Health and Safety Programs, 25 Construction Safety Programs and 11 Vocational Education Training Seminars at various locations around the state. Participants attending these courses totaled 738. For all training classes and seminars conducted during this fiscal period, attendance was consisted of 90 employers and 2,233 employees.

Incentives to encourage employers to reduce accidents and injuries, including the use of leveraging penalty reductions, were provided to employers. Sixty-seven employers enrolled in the Consultation Exemption Programs, two in the Voluntary Protection Program, 20 in the Safety and Health Achievement Program and 45 in the Employer Voluntary Technical Assistance Program. Eight employers opted for First Inspection/No Penalty Plan, 10 elected the 75/25 plan, 65 received penalty reductions for Rapid Abatement of Hazards Plan and 1,059 were in the Premium Discount Program.

Premium rates are being established based on actuary numbers; therefore, the annual premium collected will result in the division meeting the statutory requirement of solvency by 2008.

Department of Employment organization chart



State Engineer

❖ *Mission and philosophy*

The mission of the Wyoming State Engineer's Office(SEO) and Board of Control is to provide for the general supervision of the waters of the state and of its appropriation, distribution and application to beneficial use as provided under the prior appropriation doctrine, and to maintain the flexibility within that framework to meet the changing needs of the residents of Wyoming. The State Engineer's Office collects, analyzes, maintains and provides water related information for ensuring the appropriate management and regulation of Wyoming's water resources.

❖ *Results of outcomes*

A time of change is facing the agency in the wake of the resignation of Gordon W. "Jeff" Fassett after 13 years as state engineer. His leadership and "big-picture" management style will be missed. Any new initiatives initiated by the new state engineer will be reflected in next year's strategic plan.

The State Engineer's Office strategic plan for this reporting year contained a single goal and four objectives for reaching that goal. As all of the efforts of the agency revolve around the single mission of the proper administration of the state's water resources, this single goal accurately reflects the interrelated activities of the office.

Several accomplishments were met during the fiscal year.

Water rights database conversion

An enormous number of water rights have been issued in the state since the territorial days of the state. Tracking these water rights through a database means real time savings in searching the records for specific water rights. The water rights database has converted to a more powerful, relational database, and further refinements are being made to aid in more reliable, more efficient searches for water rights information.

Coalbed methane activities

The large-scale development of coalbed methane wells in northeastern Wyoming has created a huge increase in the workload of this agency in trying to permit each of the wells under the state's groundwater statutes. The workload increases not only for the groundwater staff in moving these applications through the permitting process, but also for other agency divisions, for example in the number of checks that need to have receipts written and in each of these permits that need to be microfilmed and added to the water rights database. As additional groundwater is brought to the surface by coalbed methane development, an

General information

Gordon W. (Jeff) Fassett, State Engineer
(through June 15, 2000)

Richard G. Stockdale, Acting State Engineer
(effective June 16, 2000)

Agency contact

Sue Lowry
307/777-6150
Herschler Bldg., 4E
Cheyenne, WY 82002
seoleg@state.wy.us

Other locations

Cokeville, Riverton, Sheridan, Torrington

Year established

1890

Statutory references

Constitution, Article 8 and Wyoming Statutes - Title 41

Number of authorized personnel

97 full-time, 25 part-time

Organizational structure

Administration, Ground Water, Surface Water, Board of Control, Technical Services, Special Projects, Water Division Nos. 1-4, Board of Registration

Clients served

General public

Budget information

General fund	\$0
Water development fund	5,522,134
Federal funds	319,848
Other funds (private)	71,761
Total	\$5,913,743

increase in reservoir and stock reservoir permit applications has increased the workload for the surface water division of the agency.

River basin planning

The 1999 Legislature provided an appropriation to the Wyoming Water Development Commission (WWDC) to begin basin-wide water planning. The State Engineer's Office received an additional employee to work in concert with the WWDC in preparing water resource information on a basin-wide scale. The Bear River and Green River plans are nearing completion.

Water resource mapping

Mapping capabilities are now in place in each of the four water divisions across the state as well as in the Cheyenne office. As water rights are attached to the land, geographic information systems (GIS) analysis fits well with the technical work of the agency and should be a great help in analyzing complex water right and water resource issues.

Records preservation

Many of the water right records of the office date back to before statehood. As these records are still accessed daily by water rights analysts and technicians, they are showing much wear from body oils, tears from tight, cramped filing drawers and deterioration from general use. The records preservation project has prioritized these documents to address the most vulnerable records first. During this reporting period, new map cases were purchased to house the old maps in mylar envelopes with acid free paper to increase the likelihood that these maps can still be handled in a limited fashion but also retained as evidence of the property right associated with the water right. Several of the old record books were also revamped to allow for the individual pages to be removed in a releasable type filing book.

Microfilm upgrade

All water rights, correspondence, petitions and other records of the office are microfilmed as the long-term storage and access solution for the records management of the agency. Much of the older microfiche was of poor quality and so the original microfilm was accessed as it tended to have better clarity. However, the continual access to the vault by multiple personnel leaves those records more vulnerable to loss or misfiling and less likely to be recoverable should some type of disaster strike the Herschler Building and damage the State Engineer's Office records. All fiche is being reviewed for clarity and, as new fiche is created, the original film is being stored off-site in cooperation with the Archives Division.

The trend toward forging new or expanded cooperative arrangements with other state and federal agencies seems to be continuing. As costs for basic research and data collections continue to rise, these cost-sharing arrangements allow for the agency to

stretch its limited dollars toward gaining additional water resource information. This agency has joined with the Bureau of Reclamation in identifying several water gaging stations across the state that are in need of rehabilitation and equipment upgrade. A cost-share arrangement is in place with the Bureau of Reclamation for the Water Conservation/Water Management program in the agency. Another agreement with the Bureau of Reclamation is providing for GIS mapping to be completed of some irrigation district lands that are served by Bureau of Reclamation facilities. The agency also spends much time and resources on the activities of the Platte River Cooperative Program that is examining ways to meet the needs of downstream species listing under the Endangered Species Act while limiting the impacts on existing water right holders in Wyoming. The litigation over the North Platte River in the *Nebraska v. Wyoming* lawsuit was set to go to trial in May, 2000, but a preliminary settlement agreement was reached between the parties; the details are being worked out and will be submitted to the Special Master in the case on Dec. 1, 2000.

❖ Strategic plan changes

The current agency plan (fiscal year 2001) contains one goal and four objectives, which are unchanged from the previous year:

Goal: Provide for the proper regulation, administration, management and protection of the waters of the state of Wyoming (Wyoming Constitution, Article 8, and W.S. Title 41).

Objective 1: All water being put to beneficial use in the state is permitted and is distributed to beneficial use in accordance with state law.

Objective 2: Aggressively protect Wyoming's apportionments provided through the various interstate compacts and decrees to which Wyoming is a party.

Objective 3: Gather, analyze and publish data regarding Wyoming water resources for administration, regulation and management purposes.

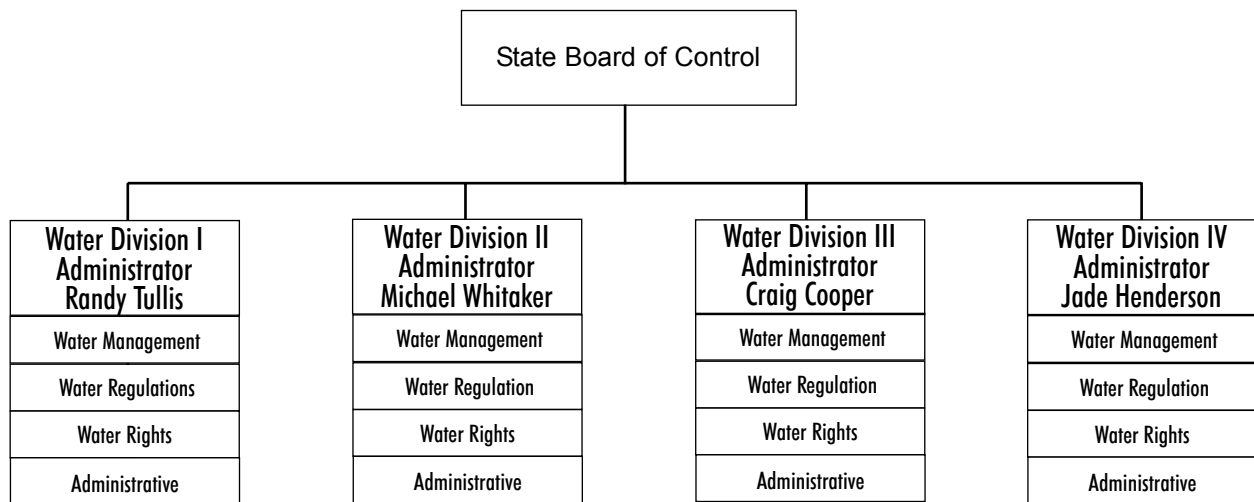
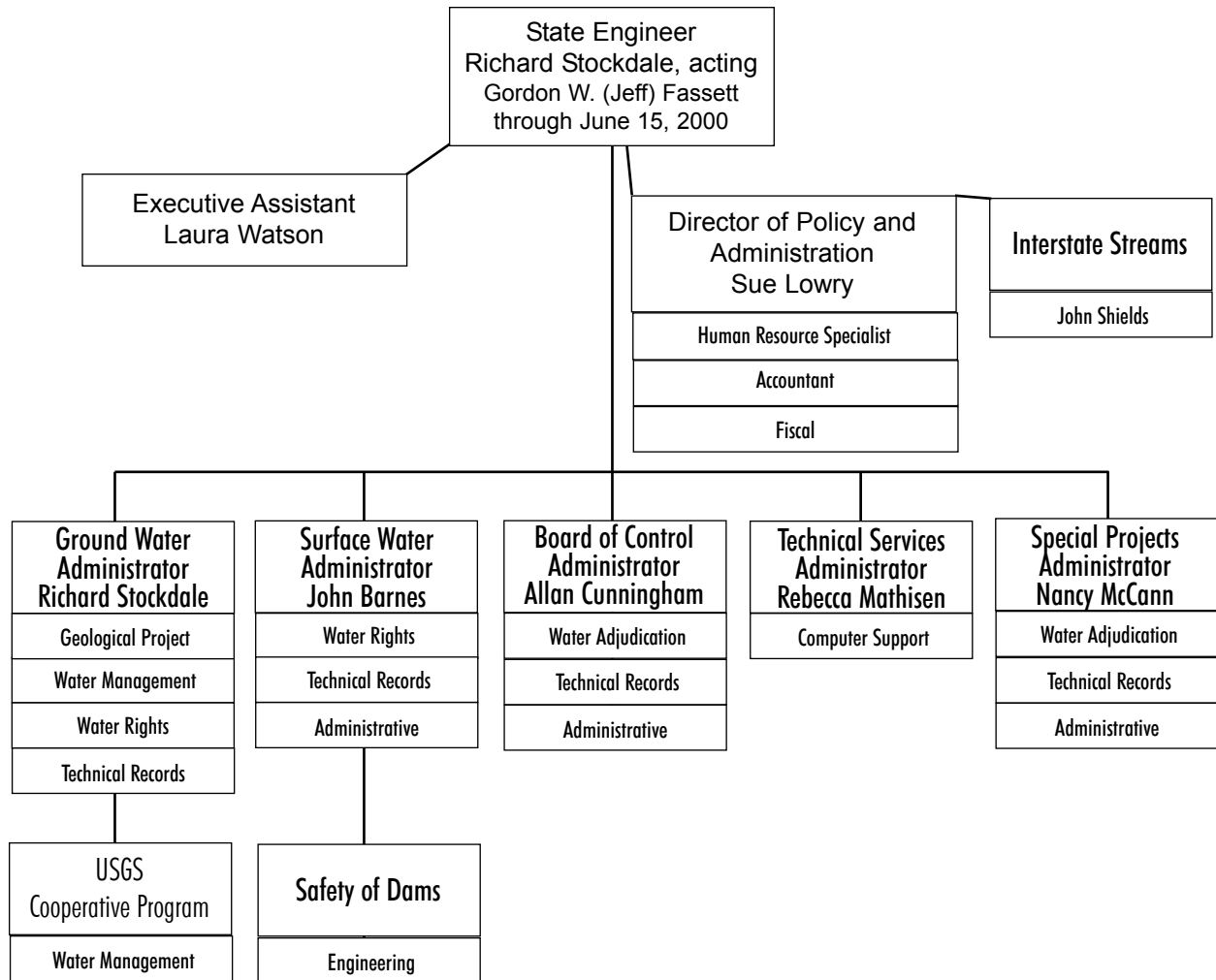
Objective 4: Educate the public and agency personnel in water resources issues and make information from the SEO available to the public.

Although the goal and four objectives in the strategic plan did not change, several new individual strategies will commence in fiscal year 2001. Funding was received to hire two new clerical positions in the Groundwater Division to help with the workload demands of coalbed methane. Funding was received to expand the agency's mapping capabilities within the field and Cheyenne offices and to complete the upgrade to the microfilm resource. The water rights database enhancement and personal computer and software upgrades will occur during the upcoming period. Funds were also appropriated to increase the scope of the cooperative program, with the US Geological Survey for basin water resource data collection.

In looking outward five years, several contemporary water issues will need to be addressed, including the following:

- Further investigating and integrating the public interest into the water rights application process,
- Providing new opportunities and incentives for water conservation within the basic legal tenets and protections of Wyoming water law,
- Playing an active role in the Statewide River Basin Planning Program,
- Considering and evaluating additional water right transfers between water users in the more fully appropriated river basins,
- Examining the use of the instream flow law to allow private individuals to change the use of their water rights to instream flow and to hold these rights,
- Upgrading gaging facilities for real-time, accurate recording of streamflows and diversions,
- Responding to the increase in the surface water/ground water conjunctive use requests for administration,
- Examining the potential impacts of new water quality regulations on water quantity allocations,
- Addressing environmental restoration needs for additional water supplies at habitat sites in downstream states that will further complicate Wyoming's ability to complete future water development,
- Continuing to inform and assist water users and the general public on Wyoming water rights and their practical administration, and
- Evaluating long-standing agency business practices in preparation for entering into the Enterprise Portal environment for providing services to the residents of the state electronically.

State Engineer organization chart



Department of Environmental Quality

❖ *Mission and philosophy*

Mission: Recognizing that pollution to the air, land and water of the state will imperil public health and welfare, it is the mission of the Wyoming Department of Environmental Quality (DEQ) to prevent, reduce and eliminate pollution; to preserve and enhance the air and water and to reclaim the land of the state; to work with Wyoming residents to plan the development, use, reclamation, preservation and enhancement of the state's air, land and water resources; and to retain for the state of Wyoming control of its air, land, and water resources.

Philosophy: The department recognizes that protecting the environment and quality of life requires a commitment to maintaining resources for the benefit of all citizens as well as an understanding and respect for the challenges encountered by individuals involved in the responsible development of those resources. With a staff of professionals, the Department of Environmental Quality develops technically sound and achievable standards to prevent, reduce and, where possible, eliminate pollution; provides assistance to those required to meet those standards and mitigates social and economic impacts.

Department staff also respond quickly to the public's concerns about the environment and consider fairly and respect the wide divergence of interests that are affected by the department's actions. As a result of these efforts, all Wyoming residents and visitors can enjoy a high quality of life in a safe and clean environment.

❖ *Results of outcomes*

Goal I: Protect public health and the environment in Wyoming while responding to continued population growth and industrial development.

Objective 1.1: Maintain an effective permitting process.

Outcome: Where permits are required by law, the percentage of facilities in Wyoming that are properly permitted will be maximized.

Results: The Air Quality Division conducts two permitting programs: the New Source Review (NSR) Program and the Operating Permit Program (OPP). The NSR program continues to process permits for new and modified sources. With the exception of oil and gas production facilities, the percentage of known facilities properly permitted remains at 95 percent. The division launched a substantial initiative in late 1995 to properly permit all exist-

General information

Dennis Hemmer, Director

Agency contacts

Dan Olson, Air Quality Administrator

Gary Beach, Water Quality/Industrial Siting Administrator

Richard Chancellor, Land Quality Administrator

David Finley, Solid and Hazardous Waste Administrator

Evan Green, Abandoned Mine Land Administrator

James S. Uzzell, Management Services Administrator
307/777-7758

122 West 25th St.

Cheyenne, WY 82002

Other locations

Lander – 250 Lincoln St., 82520

Sheridan – 1043 Coffeen Ave., Suite D, 82801

Casper – 3030 Energy Lane, Suite 200, 82604

Year established and reorganized

Established 1973, reorganized 1992

Statutory references

W.S. 35-11-102 through 35-12-119

Number of authorized personnel

200 full-time, three part-time

Organizational structure

Major programs and divisions are Administration, Air Quality Division, Water Quality Division, Land Quality Division, Industrial Siting Division, Solid and Hazardous Waste Division, Abandoned Mine Land Division.

Clients served

Residents and industry of Wyoming

Budget information

Operating Budget - expenditures for the report period
(Year ending June 30, 2000):

General funds	\$2,898,439
Federal funds	27,600,318
Other	12,999,081
Total	\$43,497,838

These figures are preliminary and are presented as unaudited estimates only. Figures have not been adjusted to reflect inter- or intra-agency transfers. Due to the timing of the fiscal year and the due date of this report, exact final figures are not yet available. Final figures will be published in the State of Wyoming Consolidated Annual Financial Report.

ing oil and gas facilities in the state. To date, about 75 percent of those known facilities have been addressed, and currently, about 5 percent have applications in process. Another 20 percent have yet to formally file applications. The division will continue to pursue compliance outreach in the coming year to ensure the remaining facilities are permitted. The OPP is a relatively new program with permitting activities beginning in early 1996. The operating permit program has received permit applications from 184 sources since its inception; however, 20 are now minor sources not subject to the program and have withdrawn their applications or requested that their operating permits be rescinded. Additionally, the division has or is processing 34 modifications of existing permits. The division has nine of the original permit applications yet to be finalized for a completion rate of 95 percent.

The Water Quality Division conducts a number of permitting programs. These include the National Pollution Discharge Elimination System (NPDES) surface water discharge program, the water supply and wastewater construction programs and the Underground Injection Control (UIC) program. The division estimates that 98 percent of all facilities requiring a Water Quality Division (WQD) permit have been permitted before the activity was initiated. The percentage of noncompliance has increased slightly in the last year with the increased coalbed methane activities.

During the reporting period, the Land Quality Division identified one operation without the required permit or authorization. Land Quality currently has 841 active permits resulting in a 99.9 percent compliance rate for this outcome

All facilities requiring a permit under the Industrial Siting Act have been permitted.

In Solid and Hazardous Waste Division (SHWD) permits, there are 54 municipal solid waste landfills currently operating within the state. Three of these facilities are not yet permitted. The percentage of permitted municipal solid waste landfills is 94 percent. One hundred percent of the state's solid waste treatment facilities and one hundred percent of the state's industrial solid waste landfills are permitted. There are nine hazardous waste treatment, storage and disposal facilities within the state. Seven of these are closed facilities, and two are currently operating. All of these facilities are required to have permits. Three hazardous waste facilities are not yet permitted.

Strategy 1.1.a: DEQ will ensure that permits are providing the level of environmental protection intended and needed.

Output: The number of facilities that show deficiencies resulting from inadequate permits will be minimized.

Results: Of the 1,151 permitting actions taken by the Air Quality Division during the current period, revisions were made to 25 permits (2.2 percent) to correct errors or to clarify requirements.

The Water Quality Division has found that many of the older Chapter 3 construction permits for wastewater treatment systems are defective with respect to protection of groundwater. Also, many of the early coalbed methane discharge permits issued before 1998 did not address some of the public health and agricultural standards. The Water Quality Division is correcting these deficiencies if complaints are filed or as newer permits are issued.

The Land Quality Division identifies "permit deficiencies." Permit deficiencies are defined as activities causing environmental harm that are not also permit violations. During the year, Land Quality found no permit deficiencies.

All permits are monitored by the Industrial Siting Division, and all have been found to be effective and adequate.

No solid waste or hazardous waste permits have been identified in the reporting period as being inadequate or requiring revision.

Strategy 1.1.b: DEQ will ensure that permitting guidance documents are clearly written and well publicized and that questions from prospective permittees are promptly answered.

Output: The average number of review cycles for permit applications will be minimized.

Results: Guidance issued by the Air Quality Division in December 1998 for oil and gas facility permitting along with industry-specific permit application forms was updated in January 2000. The general NSR permit forms still need to be updated. This task is scheduled for completion by January 2001. On average, only one review cycle is required for oil and gas applications, while for non-oil and gas applications there are on average two review cycles. The OPP program revised the permit application forms and instructions in May 2000 to reflect updated program requirements. Guidance is currently being developed for compliance assurance monitoring (CAM) requirements to aid applicants in the permit renewal process. This guidance should be available by mid-July 2000. Guidance and permit application forms are available to prospective permittees through the DEQ Web site. All documents, with the exception of the general NSR permit form and the CAM guidance are current.

In the Water Quality Division, all NPDES permits for non-coalbed methane activities went through the traditional single review cycle. Coalbed methane NPDES permit applications processed after 1998 most often go through at least two review cycles to be deemed complete. All Chapter 3 construction and UIC permits averaged two review cycles to render complete applications. In some cases, up to three reviews were performed to render a complete application, which is too many cycles for efficient permitting.

In the Land Quality Division the average number of permit review cycles prior to permit issuance was 2.5.

During this reporting period, no new permits were processed under the Industrial Siting Act.

Solid Waste Guideline No. 3 was updated on Aug. 16, 1999. Updates to Solid Waste Guideline No. 16 were issued in draft form on March 21, 2000. During the reporting period, preliminary discussions were held with solid waste facility operators to discuss the possibility of issuing operating permits for the active life of the facility, instead of the current four- or eight-year terms. This proposal was positively received and is under active consideration by SHWD staff. On an average, solid waste permit applications received during the reporting period were reviewed within two review cycles.

The state's hazardous waste rules require that there must be no more than two review cycles each for a completeness determination and technical evaluation. During the reporting period, the Solid and Hazardous Waste Division reviewed a hazardous waste permit application for the Frontier Refinery in Cheyenne. Hazardous waste permitting staff have been working closely with Frontier to ensure an effective and expeditious permitting process.

Objective 1.2: Maintain an effective compliance program.

Outcome: The percentage of facilities in Wyoming that are constructed and operated in accordance with applicable standards will be maximized.

Results: The Air Quality Division performed about 187 source inspections and 139 compliance determinations and observed 153 stack tests from July 1999 to June 2000. Enforcement actions occur as a result of these activities in addition to incident reports/notifications and referrals. The division took 26 enforcement actions during FY00 for facility violations.

More than 98 percent of the facilities permitted by the Water Quality Division are operated in substantial compliance with their permits and applicable standards.

Of the 841 active permits in Land Quality, 17 different operations were issued notices of violation (NOVs) for non-compliance resulting in a 98.1 percent compliance rate.

All facilities under the Industrial Siting Act have been constructed and operated in accordance with the permit requirements.

The Solid and Hazardous Waste Division conducted a total of approximately 278 inspections from July 1999 through June 2000. The approximate breakdown by category was as follows: solid waste landfills, 63; solid waste treatment, storage or transfer, 39; hazardous waste generators and treatment, storage or disposal facilities, 107; and complaints, 69. These inspections resulted in 14 sites that were considered for or issued NOVs or where other enforcement actions were taken during the reporting period. The overall estimated compliance rate for the reporting period was 95 percent.

Strategy 1.2.a: DEQ will maintain an effective inspection program to ensure compliance with applicable permits and/or environmental standards.

Output: The percentage of facilities in the state that operate in substantial compliance with permits and/or environmental standards and regulations will be maximized.

Results: There are currently more than 10,000 air quality affected facilities listed on the Air Quality Division's database. Based on the number of inspections, stack tests, certifications and enforcement actions, the estimated compliance rate is 94.6 percent.

More than 98 percent of the facilities permitted by the Water Quality Division are operated in substantial compliance with their permits and applicable standards.

In Land Quality, 98 percent of the permitted facilities were found to be in compliance.

All facilities under the Industrial Siting Act have been constructed and operated in accordance with the permit requirements.

The Solid and Hazardous Waste Division conducted a total of approximately 278 inspections from July 1999 through June 2000. The approximate breakdown by category was as follows: solid waste landfills, 63; solid waste treatment, storage or transfer, 39; hazardous waste generators and treatment, storage or disposal facilities, 107; and complaints, 69. These inspections resulted in 14 sites that were considered for or issued NOVs or where other enforcement actions were taken during the reporting period. The overall estimated compliance rate for the reporting period was 95 percent.

Strategy 1.2.b: DEQ will adopt a standardized enforcement policy that provides uniform and consistent responses to violations.

Output: A standardized enforcement policy is adopted.

Results: All violations were resolved in accordance with the appropriate enforcement policies and procedures for the divisions involved.

Objective 1.3: DEQ will collect, manage and analyze data on ambient conditions throughout the state to document existing environmental quality and identify trends for management attention.

Outcome: The ambient monitoring data collected, managed and analyzed will provide a valid, reliable and affordable measurement of the state's environmental quality.

Results: The Air Quality Division manages, collects and analyzes data collected by a network of ambient monitors located throughout the state. The monitors are sited with the primary objective of measuring maximum expected ambient air quality levels and comparing measured concentrations against applicable state and federal standards. In addition to the state network, more than 25 private networks are operated by Wyoming industry. These networks gather data to determine the effectiveness of the Air Quality Division permitting and compliance programs. The Air Quality Division also invested considerable effort in review and analysis of visibility

and deposition data collected in the Bridger Wilderness as part of the long term visibility state implementation plan (SIP) and in response to oil and gas permitting in southwest Wyoming. With the promulgation of federal particulate standards for PM_{2.5} (particulate matter less than 2.5 microns), a network of three monitoring sites was established during the fall of 1998. Monitoring sites were established in Cheyenne and Sheridan. An additional site was established during FY00 with the establishment of a Lander site during October of 1999.

The Water Quality Division developed in 1998 a five-year comprehensive surface water monitoring plan. The Water Quality Division has initiated the first two years of monitoring under this plan. The division, along with the assistance of conservation districts, is on schedule with monitoring. The Water Quality Division is developing a complementary groundwater protection strategy, which will include a monitoring plan. This plan is nearly 50 percent completed.

Strategy 1.3.a: DEQ will maintain a statewide ambient monitoring effort.

Output: Percentage of data collection locations and frequency of collection will be optimized to confirm maintenance of environmental quality and identify trends for management attention.

Results: During calendar year 1999, the percentage of data recovery rate for the Air Quality Division ambient monitoring network was 87.1 percent. This network consists of 39 ambient particulate monitors located at 13 sites throughout the state. Two exceedances of the state total suspended particulate (TSP) standard occurred in March of 1999 at the Cheyenne Emerson Building and Jackson Miller Park monitoring stations, which each recorded one 24-hour period when one occurrence of TSP concentrations exceeded 150 micrograms per cubic meter. The state TSP standard allows only one 24-hour concentration in excess of 150 micrograms per cubic meter each year. Therefore, while two exceedances did occur, no violation of the former state TSP standard was recorded. It should be noted that the state's TSP standard was removed from the Wyoming Air Quality Standards and Regulations effective March 30, 2000. The Air Quality Division also receives ambient monitoring data from more than 100 privately operated air quality monitoring sites, which collect data following identical guidelines and procedures as used at the Air Quality Division sites. During calendar year 1999, private sites located in the Powder River Basin had an overall data recovery rate of 94.6 percent, while southwest Wyoming trona facility networks had an overall data recovery rate of 97.4 percent. No violation of either the 24-hour or annual state or federal PM₁₀ particulate matter standards was recorded at any state or private monitoring site.

For the Water Quality Division, 30 percent of the waters contained in the five-year comprehensive surface water monitoring plan were monitored in 1998. An additional 25 percent are scheduled for monitor-

ing in 1999. Water quality assessment reports were begun in 1999-00. A monitoring schedule has yet to be developed for the groundwater protection strategy.

Objective 1.4: DEQ will identify, prioritize and remediate sites posing a public health or environmental threat and will establish a disaster assistance capability.

Outcome: The percentage of known sites posing a health risk to the public or significant threat to the environment that are prioritized and scheduled for remediation will be maximized.

Results: Currently, 58.4 percent of known contaminated leaking underground storage tank sites have been remediated or are within a remediation project.

During the year, Land Quality required bond forfeiture at two different mine sites. All are either under reclamation or are prioritized and scheduled for remediation.

Twelve solid waste facilities have been identified as posing a threat to public health or the environment, and six more are being investigated by the Solid and Hazardous Waste Division. Of 12 sites that have been identified, all are being actively investigated for the extent of groundwater contamination and being evaluated for potential remediation options.

The Solid and Hazardous Waste Division has established corrective action requirements for all of the nine hazardous waste treatment, storage and disposal facilities within the state. The Solid and Hazardous Waste division reports that all known contaminated sites where there are identified responsible parties have been prioritized and are being addressed by those responsible parties.

The Abandoned Mine Land Division will continue to identify and inventory eligible abandoned mine or mining-related sites posing a public health or environmental threat. These sites will be prioritized and remediated. The division has initiated a statewide inventory process to gather information on the risk level of known sites and to identify and evaluate new sites.

Strategy 1.4.b: DEQ will establish a working group to determine priorities, best cleanup technologies and potential funding sources for environmentally impacted sites without identified responsible parties.

Output: The percentage of remaining environmentally impacted sites for which remediation priorities are established and remediation technologies recommended will be maximized.

Results: DEQ has not established remediation priorities for contaminated sites where there are no identified responsible parties (orphan sites). DEQ did actively participate in drafting legislation to establish a comprehensive voluntary remediation program, Senate File 15, which was enacted by the 2000 session of the Wyoming Legislature. DEQ is required by that legislation to inventory all known contaminated orphan sites and report to the Wyoming Legislature by October 2001 on the costs of remediation for those sites

The Abandoned Mine Land Division continues to participate in and provide funding for reclamation research projects at the University of Wyoming. The Abandoned Mine Land Division, to the extent possible given the funding returned to the state for reclamation, continues to prioritize and remediate environmentally impacted sites.

Output: Potential funding sources for remediation of high risk sites will be identified.

Results: The voluntary remediation law enacted in the 2000 session of the Wyoming Legislature authorized DEQ to use an existing trust account for the remediation of orphan sites. This account contains fines and penalties collected over the past several years through DEQ enforcement actions and bond forfeitures, but it does not have a predictable, steady income. The voluntary remediation law also requires DEQ to report to the Legislature by October 2001 to identify potential funding sources that could be used to establish an orphan site cleanup fund.

The Abandoned Mine Land Division coordinates funding, especially for public facilities projects, with other state and federal agencies. The Abandoned Mine Land (AML) Division has executed a cooperative agreement with the Bureau of Land Management (BLM) that allows the BLM to reimburse AML for a portion of the costs of remediation of high risk sites on BLM land.

Strategy 1.4.c: DEQ will establish and maintain appropriate disaster assistance capabilities.

Output: The percentage of instances in which DEQ experts provide technical assistance when requested by disaster response personnel will be maximized.

Results: Although the agency did not receive any requests for disaster assistance during the year, DEQ remains committed to providing trained personnel and equipment if the need arises. DEQ staffs approximately 50 employees throughout the state who are currently Occupational Safety and Health Administration (OSHA) trained and certified. This certification gives employees the knowledge and procedures needed to safely enter and work in hazardous atmospheres. Along with the OSHA training, most DEQ employees are also trained and certified in cardiopulmonary resuscitation (CPR) and basic first aid through the American Red Cross. Along with trained personnel, DEQ can offer a wide variety of environmental testing for water quality and air quality. DEQ is also supported by full service water and air laboratories, staffed by full time professional chemists. DEQ is very active in several federal and state operated emergency management groups. DEQ makes up the majority of members on the Wyoming Radiological Response Team. DEQ has members on the Advanced Wyoming Assessment and Recovery Team (AWAY Team). DEQ has a member and vote on the State Emergency Response Commission (SERC). Also, DEQ has representation on the Environmental Protection Agency (EPA) Regional Response Team. DEQ has

developed an emergency response plan and is part of the state's Emergency Response Plan.

Goal II: Ensure highest quality human resources to support the department's mission.

Objective 2.1: Provide the highest quality services by maintaining a highly motivated, productive and well-trained professional staff.

Outcome: Successful fulfillment of the department's mission by implementing the goals and objectives of this plan.

Results: During the reporting period, all DEQ divisions worked toward the successful fulfillment of the department's mission by implementing the goals and objectives of this strategic plan.

Strategy 2.1.a: Attract and keep top quality employees.

Output: The percentage of employees that receive "Exceeds Expectations" ratings and remain in the department from year to year will be maximized.

Results: Of the 44 current employees of the Air Quality Division, 33, or 75 percent, have been with the division for at least two years. Of the remaining 11 employees, five represent positions newly authorized by the Legislature in July 1999, four are replacements for employees who took positions elsewhere in the department or state government, and two are replacements for employees who left state government for positions in the private sector.

Of the 43 employees of the Land Quality Division, 37, or 86 percent, have been with the division for at least two years.

The Abandoned Mine Land Division will continue efforts to recognize and reward exceptional performance by employees within the division. With the exception of the administrator appointed in June of 1999, all Abandoned Mine Land employees have been with the division for five years or more. Several transferred to the Abandoned Mine Land Division from other DEQ divisions. The Abandoned Mine Land Division encourages employees to engage in professional development through regular training, attendance at professional conferences and the distribution of informational materials. AML recently reinstated the position of program manager (assistant administrator) to enhance the career ladder potential within the division and allow upward mobility of existing qualified staff.

One hundred percent of the Solid and Hazardous Waste Division employees received "Exceeds Expectations" ratings during annual performance appraisals. One Solid and Hazardous Waste Division employee terminated his employment with the division and moved to another position within the department.

Of the 21 administration employees, two terminated their employment with the division. The 21 employees in administration have an average tenure in the program of 10.5 years.

Strategy 2.1.b: Support professional growth of staff.

Output: The percentage of staff that expand their professional skills through training will be maximized.

Results: Of the 44 employees of the Air Quality Division, 37, or 84 percent, received some type of training in the form of classes, workshops or self-instructional tele-courses.

In the Water Quality Division, 98 percent of the professional staff have received some form of professional training to expand their job related skills.

Of the Land Quality staff in place at the end of the year, 80 percent received professional training during the year.

The Industrial Siting Division invested in continuing education for staff to fulfill the role of webmaster for the agency.

All professional staff within the Solid and Hazardous Waste Division were able to attend training relevant to their job functions within the reporting period.

Abandoned Mine Land Division employees regularly receive training on a variety of topics: computer use, electronic and remote data retrieval and use, mining, reclamation, management and work skills. AML staff members are eligible for training sponsored by the Office of Surface Mining and attend this training on a regular basis at no cost to the state.

All 21 staff members within administration were able to attend some training relevant to their job functions within the reporting period.

Output: The percentage of employees that expand their professional skills by cross-training into other disciplines within the department will be optimized.

Results: Of the 37 employees of the Air Quality Division receiving training during this period, five, or 14 percent, received cross-training into other disciplines within the division.

In the Water Quality Division, 75 percent of the employees have participated in cross-training so that they understand how to perform duties outside their scope of work. This builds capacity for the agency and facilitates job satisfaction.

The Land Quality Division encourages its employees to cross-train within the division and across division lines.

One employee in the Industrial Siting Division received training for a 100 percent compliance rate.

No Solid and Hazardous Waste Division staff had an opportunity to receive training in other disciplines within the department during the reporting period.

The Abandoned Mine Land Division encourages cross-training in a variety of disciplines. Division management is based on open communication with staff to increase employee understanding of overall program activities and objectives.

Of the 21 staff within administration, 17 were able to received cross-training into other disciplines within the program.

Strategy 2.1.c: Improve department management skills

Output: The percentage of supervisors that receive supervisory training, management seminars or mentoring and effective employee feedback from staff will be maximized.

Results: Of the 44 employees of the Air Quality Division, 14 are supervisory employees; of those, four, or 29 percent, received supervisory training during this period.

In the Water Quality Division, 80 percent of the supervisors received some form of supervisory training.

The Land Quality Division has seven staff members who have supervisory responsibilities. Two of these received training related to supervisory skills for a 29 percent training rate.

During the reporting period, no Solid and Hazardous Waste Division staff members received supervisory training. All employees were requested to provide feedback on performance of supervisors during annual performance appraisals.

The Abandoned Mine Land Division administrator will attend training and seminars as available. When the program manager position is filled, the administrator will have time to take advantage of additional opportunities for appropriate training.

Administration had two employees receive supervisory/management training.

Goal III: Increase public understanding of Wyoming's environmental requirements and ensure that future problems and innovative solutions are identified.

Objective 3.1: Openly communicate the department's mission, goals and programmatic requirements to those affected by its actions.

Outcome: The percentage of those affected by DEQ's actions that understand Wyoming's environmental programs and the reasons why they are needed will be maximized.

Results: Guidance on issues affecting operating permit holders and applicants are routinely sent out to all affected sources to keep them abreast of current developments. General information is sent through the department newsletter. New requirements are transmitted by direct mail, trade association contacts and through Small Business Development Center channels. The Office of Outreach and Environmental Assistance is enhancing this process through a grant from EPA to develop better ways to identify businesses affected by new environmental requirements and communicate those requirements in a timely manner and easily understood format.

Strategy 3.1.a: DEQ will develop outreach mechanisms to clearly and accurately articulate departmental responsibilities, program policies and environmental requirements to those affected by them.

Output: Outreach mechanisms are developed and implemented.

Results: DEQ's Office of Outreach and Environmental Assistance has developed and implemented numerous mechanisms that articulate the departmental responsibilities and program policies for various affected entities. The department Web site has been updated to enhance the information available to customers and to add numerous links to other online environmental assistance resources. In calendar year 1999, the outreach page on the site was accessed 1,188 times. Members of the office responded to 468 telephone, electronic and mailed queries from other customers. The office published three newsletters during the year, each of which was mailed to more than 6,500 businesses. There were direct mailings to three different business sectors affected by new environmental requirements — medical waste incinerators, used oil generators and printers — totaling 246 contacts. Members of the outreach staff participated in a number of workshops, community meetings, conferences and exhibitions, contacting an additional 1,883 businesses through these activities. Outreach personnel also conducted 572 on-site visits during the year to provide one-on-one environmental assistance. In combination, these outreach efforts yielded more than 10,000 contacts with customers. Feedback on these outreach efforts is consistently positive.

Objective 3.2: Develop ways to assist local governments in dealing with environmental problems.

Outcome: The percentage of local governments satisfied with the environmental maintenance/enhancement assistance provided by DEQ will be maximized.

Results: The outreach office has worked diligently to help municipalities and county governments understand and find cost-effective ways to comply with the various environmental requirements affecting their operations. Displays and presentations have been arranged in cooperation with the Wyoming Association of Municipalities to highlight the services provided by the department to elected officials in the state. In addition, a direct Web link was established from the outreach Web site to the EPA Local Government Environmental Assistance Network, which provides a wealth of resources of value to local governments. Feedback on these initiatives has been very positive. In a survey distributed to municipalities throughout the state, there were no negative comments about the environmental assistance provided.

Strategy 3.2.a: DEQ will provide technical and planning assistance to identify, assess and avert or mitigate health risks and/or pollution impacts due to growth and development.

Output: Technical and planning assistance is developed and made available to local governments.

Results: No requests from local governments for assistance in air quality issues with the exception of requests to review community development grant packages for air quality compliance. These requests are typically responded to within two weeks.

The Water Quality Division has provided many forms of assistance including reviews and recommendations on new subdivisions, source water and well head assessments and planning, assistance on State Revolving Fund (SRF) loans, assistance for local governments on compliance with leaking underground tank regulations, assistance with water quality data collection, assistance with implementation of watershed management plans and assistance with resolution of water quality problems and citizen complaints.

During the year, Land Quality had two meetings with local governmental agencies to provide assistance with mining related issues.

The Industrial Siting Division continues to help communities that are experiencing the siting of large industrial facilities.

The Abandoned Mine Land Division makes technical and planning assistance available to individuals and entities, both public and private, seeking assistance through the division. Mitigation of health risks and/or pollution impacts is achieved through the division's traditional reclamation activities and the public facilities grant program.

Objective 3.3: DEQ will expand pollution prevention efforts in all media to support reduction in pollutants from both existing and new developments.

Outcome: The percentage of facility owner/operators who believe DEQ is providing adequate information on multi-media pollution prevention techniques to reduce pollutant introduction into the environment will be maximized.

Results: The DEQ Office of Outreach and Environmental Assistance conducted a survey to determine the level of assistance provided. More than 80 percent of respondents indicated that the information provided was useful to them, and more than 33 percent said that they had actually changed some aspects in their business operations to take advantage of the pollution prevention practices suggested.

Strategy 3.3.a: DEQ will provide information to businesses, government agencies and the general public on the principles of pollution prevention.

Output: The percentage of entities contacted that access DEQ-provided pollution prevention information will be maximized.

Results: More than 75 percent of respondents to the DEQ Office of Outreach survey indicated that they received pollution prevention information assistance in the form of printed materials such as newsletters and information sheets delivered by regular mail. Based on this figure, DEQ will continue to provide printed materials by direct mail for all aspects of the outreach program. The office will continue to respond to inquiries accessed by phone and e-mail as well as to provide information through the DEQ Web site, which will receive more use as businesses and the public begin using the full potential of the Internet. Personal interactions to encourage pollution prevention practices will also continue in the

form of workshops, display booths at conferences and public events and on-site visits to individual small businesses.

Strategy 3.3.b: DEQ will develop incentives that encourage and reward voluntary pollution prevention actions.

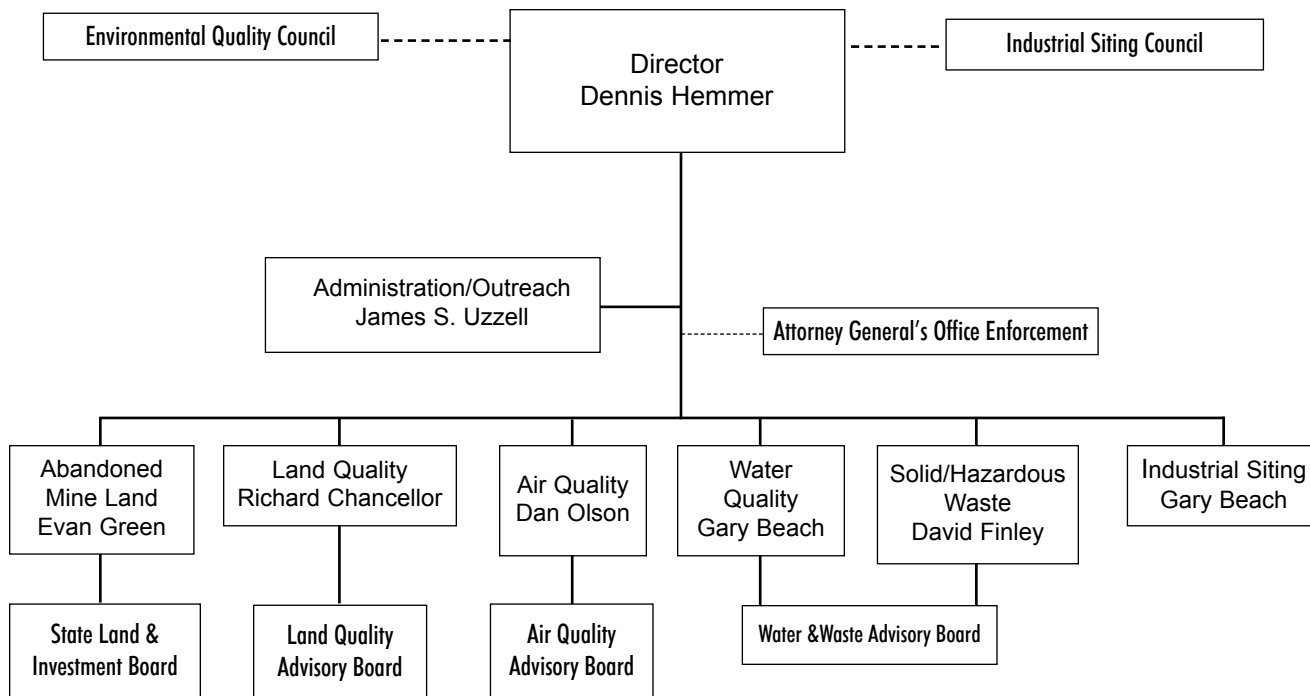
Output: The percentage of entities contacted that take action to reduce the release of pollutants into the state's environment will be maximized.

Results: The DEQ Office of Outreach Survey showed that the more than 40 percent of the businesses that implemented some form of pollution prevention in their business practices as a result of the information provided not only improved their environmental performance, but actually saved money as a result of the change. DEQ will continue to actively provide information to help small businesses become compliant with applicable environmental requirements as well as demonstrate the environmental benefits and cost saving potential of voluntary pollution prevention practices.

❖ *Strategic plan changes*

DEQ is a reactive agency with a large amount of its time and resources used in responding to unique events. It is difficult to anticipate and measure this type of activity under a traditional strategic plan. DEQ has not made any significant changes to its strategic plan this year.

Department of Environmental Quality organization chart



Department of Family Services

❖ *Mission and philosophy*

In partnership with all available resources, the Department of Family Services will provide temporary assistance in the development of responsible, productive and self-sufficient individuals in Wyoming; provide treatment for and hold emotionally and troubled youth accountable for behaviors; provide protective services for all individuals in Wyoming when they are unable to protect themselves; and administer programs consistently and in compliance with federal and state statutory and executive order requirements.

❖ *Results of outcomes*

Please read the results of outcomes for each division in this annual report.

High turnover among caseworkers is a major challenge for the Department of Family Services (DFS). It is extremely important and worthy of DFS resources to make every effort to decrease the turnover because any negative effects for Wyoming's children are unacceptable. DFS pledges full cooperation toward alleviating any negative impact on services and decreasing turnover among caseworkers. However, the department cannot achieve this end without help from others because this is a shared problem requiring a shared solution. DFS has negotiated a contract that will undertake a workload study, which is in response to the Legislative Service Office's Child Protection Report. If the study were to indicate a need for increased staff, for example, legislative support would be requested. The Legislature is a key partner in addressing issues within the executive branch of government. The results of this study, however, will not be available until FY01.

During this fiscal year, some relatively minor but exciting changes were initiated at the state DFS office to recognize and implement the focus that the field office staff are the heart of the agency. Effective in April 2000, child and adult protective services became an independent division. This new division is called the Protective Services Division. Economic assistance programs were teamed with child support, forming the Economic Assistance and Child Support Division. Fair hearings and legal coordination were added responsibilities of this new division. Electronic Benefits Transfer (EBT) and personnel/payroll were moved into the Information Services Division. Child care was moved into the Juvenile Services Division. This move brings child care payments and day care licensing into the same division. The Field Operations Division has taken on the added responsibilities of training, audit, the Low Income Energy Assistance Program (LIEAP), Weatherization and complaints. These areas integrally connect to the field and will be assessed and restructured from that perspective. The

General information

Kari Jo Gray, Director

Agency contact

Terry A. Tasseff
307/777-7564
2300 Capitol Ave., 3rd Floor
Cheyenne, WY 82002-0490
Fax 307/777-7747
ttasse@state.wy.us

Other locations

Afton, Buffalo, Casper, Cheyenne, Cody, Douglas, Evanston, Gillette, Greybull, Jackson, Kemmerer, Lander, Laramie, Lusk, Lyman, Newcastle, Pinedale, Powell, Rawlins, Riverton, Rock Springs, Sheridan, Sundance, Thermopolis, Torrington, Wheatland, Worland

Year established

1989

Statutory references

W.S. 9-2-2006, W.S. 9-2-2102

Number of authorized personnel

659 full-time, 43 part-time

Organizational structure

Director, Juvenile Services Division, Economic and Child Support Division, Protective Services Division, Information Services Division, Financial Services Division, Field Operations Division, Management Development Division and Special Projects Division

Clients served

The Department of Family Services provides financial and social services to Wyoming residents who are in need or at risk.

Budget information

Director's Office

General funds	\$289,511.17
Federal funds	69,745.96
Trust and agency funds	0.00
Total	\$359,257.13

Department

General funds	\$33,596,831.08
Federal funds	42,898,949.91
Trust and agency funds	2,910,321.40
Total	\$79,406,102.39

new Management Development Division will provide training to DFS staff with the hope of preparing them to move up their progressive career ladders and then into management positions. The Special Projects Division has been established to help out in areas of crisis within DFS. All division administrators report directly to the director. These changes in the state office had no direct impact on the day-to-day operations of the field offices.

Wyoming was notified in FY00 that it had the second lowest food stamp error rate in the nation in FY99.

❖ *Strategic plan changes*

The following are the significant changes to the DFS Strategic Plan from the July 1, 1998 - June 30, 2002 (FY99) edition to the July 1, 2000 - June 30, 2004 (FY01) edition.

■ The single agency goal will be changed from, "Promote self-sufficiency, provide preventive and protective services and serve troubled and delinquent youth," to, "Provide self-sufficiency through the effective delivery of preventive, protective, educational and treatment services, resulting in a reduction of government involvement."

■ Objective B will be changed from, "Provide preventive and protective services to abused, neglected, abandoned and exploited individuals and oversee standards for substitute care providers," to, "Provide preventive and protective services to abused, neglected, abandoned and exploited individuals."

■ Objective D was deleted and incorporated into Objectives A through C.

In an attempt to simplify and make them more meaningful and measurable, the Outcome Measures will be changed as follows:

■ Objective A Outcome Measures reduced from 10 to four;

■ Objective B Outcome Measures reduced from 10 to four; and

■ Objective C Outcome Measures reduced from nine to three.

Division of Juvenile Services

General information

Les Pozsg, Administrator

Agency contact

Bibi Bengston
307/777-6285
2300 Capitol Ave., 3rd Floor
Cheyenne, WY 82002-0490
Fax 307/777-3659
lpozsg@state.wy.us

Other locations

Wyoming Boys' School
1550 Highway 20 South
Worland, WY 82401
jkierd@dfsml.state.wy.us

Wyoming Girls' School
3500 Big Horn Ave.
Sheridan, WY 82801
gkopsa@dfsml.state.wy.us

Year reorganized

1995

Statutory references

W.S. 9-2-101; W.S. 9-2-2006; W.S. 9-2-2102 - 9-2-2106; W.S. 14-2-205; W.S. 14-3-201 - 14-3-215; W.S. 14-4-102 - 14-4-104; W.S. 14-6-101; W.S. 14-6-201 - 14-6-252; W.S. 14-6-301 - 14-6-308; W.S. 14-6-401 - 14-6-440; W.S. 14-6-501 - 14-6-509; W.S. 14-9-101 - 14-9-108; W.S. 14-10-101; W.S. 25-3-101 - 25-3-106; W.S. 25-4-101 - 25-4-103; W.S. 25-1-201.

Number of authorized personnel

Division of Juvenile Services, Central Office
14 full-time, one part-time, 17 contract

Wyoming Boys' School

95 full-time, one contract

Wyoming Girls' School

79 full-time, two part-time, three contract

Organizational structure

Director, Administrator, Wyoming Central Registry for Abuse/Neglect, Child Care Licensing, Certification of Providers of Substitute Care Services for Children, Juvenile Justice; Interstate Compact on Juveniles, Criminal Background Checks, Institutions, State Advisory Council on Juvenile Justice, Early Childhood Development Council, Child Care Development Fund to Assist Low Income Families Involved in Education Programs or Working, Child Care Certification Board.

Clients served

The Juvenile Services Division provides and purchases services on behalf of youth and families in the most appropriate and least restrictive setting in accordance with Department of Family Services Youth and Family Services Rules, and is responsible for the operation of the Wyoming Boys' School and the Wyoming Girls' School. In addition, the division provides regulatory services for child care licensers and 24-hour care providers and provides central registry checks and background checks for employers and volunteers working with children and disabled adults. Service standards for each of these programs are also established through agency rules. Financial support is provided for families that qualify to receive child care. Federal grant money is distributed to child care providers for the purpose of making quality improvement. Support services are provided to advisory councils and boards focusing on the development of services and care for Wyoming's children and adolescents.

Budget information

General funds	\$10,867,783.90
Federal funds	8,185,521.74
Trust and agency funds	8,617.50
Total	\$19,061,923.14

❖ Results of outcomes

Goal, Objective A

The Child Care Block Grant distributed \$8,464,982 for this time period.

Goal, Objective B

The Child Care Licensing program was responsible for licensing approximately 852 child care facilities.

Goal, Objective C

Outcome Measure A: Certification Standards will define childcare provider operations.

A committee was formed between private care providers and agencies focusing on continued development of quality standards through rules for services to children. Seven meetings have been conducted, and it is estimated that rule revision is 70 percent completed. Certification standards will define child care provider operations. During this reporting period, there were 74 facilities and/or agencies certified by the department.

Outcome Measure B: Substantiated abuse perpetrator record checks for private service providers are conducted; and **Outcome Measure C:** Requests by potential employers for substantiated abuse perpetrator checks will be 100 percent completed.

In FY00, Wyoming Central Registry of Abuse/Neglect staff completed 10,660 checks and 9,713 background prescreens in conjunction with the Division of Criminal Investigation. This represents a 32 percent increase in Central Registry Abuse/Neglect

checks, and a 55 percent increase in background prescreens that were in conjunction with the Division of Criminal Investigation from the previous year.

Outcome Measure D: Community-based youth-offender pilot projects will be developed and implemented.

Operations associated with Wind River and Sheridan have been completed effective June 30, 2000, with several program components continuing through local incorporation by existing community agencies. Efforts within the community of Douglas continue.

Outcome Measure E: Troubled and delinquent youth services are consistent with screening instrument.

The Youth and Family Services Screening Instrument continues to be used upon every admission to the Wyoming Boys' School and to determine levels of supervision for juvenile offenders receiving probation supervision. This outcome will be deleted in the next strategic plan.

Outcome Measure F: Troubled and delinquent profiles will be identified by criminal behavior.

Based on the existing information gathering system, this outcome is not measurable and will be deleted in the next strategic plan.

Outcome Measure G: Staffing levels at state institutions will meet private care provider standards.

Both institutions received staff to provide increased polysubstance addiction treatment. Both institutions meet private care provider standards.

Outcome Measure H: Increase by 5 percent number of youth without further involvement in justice system.

Based on the existing information gathering system, this outcome is not measurable and will be deleted in the next strategic plan.

Outcome Measure I: All field staff focusing on troubled and delinquent youth services will receive certification training within one year of hire.

Juvenile probation training was conducted on behalf of 33 staff members who work with the troubled and delinquent youth population. Areas addressed included supervision skills, assessments, safety, pre-disposition reports, chemical testing and resource identification. Additional training focusing on the use of electronic monitors was provided to 55 staff. Training was provided for five staff members involving the Intensive Supervision Program and eight staff members on conducting the T-ASI (Adolescent Drug and Alcohol Assessment Tool).

General comments

The Wyoming Boys' School served 204 males and the Wyoming Girls' School served 105 females.

Approximately 1,061 juveniles were on probation per month, and 1,640 children were in placement per month. Students at Wyoming Boys' School completed 1,506 hours of community services, paid \$13,582 in restitution and had 663 victim contacts. Students at the Wyoming Girls' School completed 4,297 hours of community service, paid \$8,736 in restitution and had 1,172 victim contacts.

The State Advisory Council on Juvenile Justice met on four separate occasions and developed proposed standards for juvenile detention centers. The council continues to assist with the development of a statewide resource directory. The council was successful in securing federal funds associated with the Juvenile Accountability Incentive Block Grant. Total funds awarded projects are approximately \$1 million. Monitoring visits were conducted and evaluation resources made available for community programs.

Economic and Child Support Division

General information

Susan E. Lehman, Administrator

Agency contact

Child Support

Sheryll Hubbard
307/777-5831
shubba@state.wy.us

Economic Assistance

Ken Kaz
307/777-5841
kkaz@state.wy.us

2300 Capitol Ave., 3rd Floor
Cheyenne, WY 82002-0490
Fax 307/777-3693

Other locations

Child Support

There are nine judicial districts within Wyoming. Contractors (two private and four public) provide child support enforcement services through 17 local field offices. Receipt and disbursement of child support payments are accomplished through cooperative agreements with all 23 Wyoming clerks of district court and through a central location in Cheyenne.

Year established and reorganized

Child Support established 1998, reorganized 2000
Economic Assistance established 1989, reorganized 2000

Statutory references

Child Support: W.S. 9-2-2006, 9-2-2104, 14-2-104, 105, 310, 313, 112, 20-2-301 through 20-4-194, 20-6-101-402, and 42-4-206-207.

Economic Assistance: W.S. 9-2-2006, W.S. 9-2-2101-2106

Number of authorized personnel

Child Support, seven
Economic Assistance, nine

Organizational structure

Director, Administrator, Economic Assistance Team, Child Support Team and Support Staff Team

Clients served

Child Support

Public assistance recipients and private customers

Economic Assistance

Needy Wyoming families, individuals and the disabled who need temporary assistance while they work to become self-sufficient

Budget information

General funds	\$3,558,163.61
Federal funds	9,550,894.18
Trust and agency funds	2,389,654.33
Total	\$15,498,712.12

❖ Results of outcomes

Economic Assistance

Goal; Objective A:

Outcome Measure A: Reduction and eventual elimination of sanctionable issues identified by federal auditors.

There were no sanctions from federal programs for economic assistance. Audits included food stamps and The Emergency Food Assistance Program (TEFAP).

Outcome Measure F: Meet the TANF work participation rate.

The Temporary Assistance for Needy Families (TANF) participation rates have been met each quarter. A 57.7 percent rate was achieved for all families with a caseload reduction credit of 76 percent. A two-parent participation rate of 65.8 percent rate was achieved with a caseload reduction credit of 95 percent.

Outcome Measure G: Percent reduction in Personal Opportunities with Employment Responsibilities (POWER) caseload.

Wyoming has been leading the nation in TANF caseload reductions. That lead has fluctuated among Idaho, Wisconsin and Wyoming. Mandatory reports for performance bonuses were submitted and it is anticipated the Department of Family Services will receive those bonuses. Since January 1996 the POWER caseload has decreased by 89.2 percent.

Outcome Measure H: Increase self-sufficiency options under the POWER program.

Through work programs, the following were added: job retention program, mentoring and an evaluator dedicated to hard-to-serve clients.

Outcome Measure I: Increase food stamp accuracy rates to 96 percent or more.

The food stamp accuracy rate increased to 97.09 percent. Efforts will continue to reach the 96 percent accuracy rate.

Outcome Measure J: Qualifying for enhanced funding.

The FY99 food stamp error rate of 2.91 percent qualified Wyoming for enhanced funding. Wyoming has the second lowest error rate in the nation. Only six states in the nation are eligible to receive enhanced funding for meeting the tolerance error rate of 9.88 percent. The error rate figures are always a year behind the fiscal year. Wyoming will not know what its error rate for FY00 is until the following year.

Goal; Objective B:

Outcome Measure B: 100 percent compliance with the rules.

Staff Assistance Visit (SAV) reviews showed 100 percent compliance with the rules.

Outcome Measure G: 100 percent compliance with federal audits.

Staff Assistance Visit (SAV) reviews showed 100 percent compliance with federal audits.

Goal; Objective D:

Outcome Measure L: Mechanism for dispute resolution at the appropriate level and least expense possible is provided.

There were 96 administrative hearing requests received for FY00. Of those hearings requested, 65 were scheduled. Of the hearings scheduled, 15 were actually held, and 53 of the 96 requests received were withdrawn either prior to or after being scheduled. A total of 93 percent of the agency decisions were upheld. The department reversed one decision as the result of hearings. The mechanism that allowed so many of these to be resolved before going to administrative hearing is the informal conference with the county/district manager.

General comments:

DFS continues to work with the tribes and the implementation of the Tribal TANF State Plans. Ongoing technical assistance is being provided to the tribes.

DFS TANF money was contributed and used for projects throughout the state whose focuses are reduction of out-of-wedlock pregnancies. Also, some money was used to support statewide pregnancy prevention conferences.

Child Support

Goal, Objective A:

Outcome Measure B: Increase IV-D child support collections to 50 percent by year 2000.

A total of 49.44 percent of cases with current child support ordered received payments on average each month. A total of 55.36 percent of the monthly child support ordered was collected for FY00.

Outcome Measure C: Increase number of paternity cases established by 15 percent during 97-98.

Number of paternity cases established increased to 1,191 or 52.69 percent by FY99.

Paternity cases established in 2000 increased to 1,855.

Outcome Measure D: Increase contributed financial support for children and youth in placement by 2 percent annually:

Financial support of children and youth in placement increased by 28.9 percent in FY00 over FY99.

Outcome Measure E: Decrease the cost per dollar collected of IVD collections at or below the national average.

Cost per dollar collected is below the national average. National average remains at approximately \$.25 spent for every \$1.00 collected. Wyoming spent \$.2315 for every \$1.00 collected as of June 30, 2000.

General comments

Number of paternity cases established is averaging approximately 154 per month. The establishment rate is now exceeding the out of wedlock birth rate, indicating that the backlog is being reduced.

Approximately 12,969 cases realize current child support payments monthly, and approximately 6,815 cases received past due child support payments monthly.

There is child support paid in TANF and foster care cases in the amount of \$3,881,078 and \$41,661,931 combined total paid for all TANF and non-TANF cases.

Arrears cumulatively total approximately \$343 million, which cannot be depicted as stated in the strategic plan.

Cost per dollar of support collected is \$.2315 per dollar spent.

Protective Services Division

General information

Merit A. Thomas, Administrator

Agency contact

Linda R. Unger
307/777-6073
2300 Capitol Ave., 3rd Floor
Cheyenne, WY 82002-0490
Fax 307/777-3693
lunger@state.wy.us

Year established and reorganized

Established 1989, reorganized 1995 and 2000

Statutory references

W.S. 9-2-2006, W.S. 9-2-2102

Number of authorized personnel

Eight

Organizational structure

Director, Administrator, Child Welfare Team,
Support Staff Team

Clients served

Adults and children in need of protective services,
as well as families in need of social services

Budget information

General funds	\$263,722.56
Federal funds	671,768.67
Trust and agency funds	233,387.94
Total	\$1,168,879.17

❖ Results of Outcomes

Goal, Objective B:

Outcome Measure A: Increase by 50 the number of children in permanent placement.

Permanency through adoption and guardianship was achieved for 100 children for FY00 compared with 84 for FY99. This is an increase of 16 children.

Outcome Measure B: 100 percent compliance with the rules.

Staff Assistance Visit (SAV) reviews and Title IV-E audit showed 100 percent compliance with the rules.

Outcome Measure C: Increase by 25 percent the number of approved foster homes.

Additional money designated for foster home recruitment and training resulted in 324 certified foster homes in FY00. This is an increase of 21 percent.

Outcome Measure D: Increase by 50 percent the number of minority foster homes.

Efforts to increase ethnic foster homes will continue to be a major goal in FY01. In FY00, there were 30 certified minority foster homes. This is an increase of 2 percent.

Outcome Measure E: Maintain efforts to curtail child fatalities based on established statistical history.

Strong efforts to curtail child fatalities included the establishment of the state fatality review team, shaken baby syndrome education and provision of public information at all opportunities. The creation and use of the Protective Services Division is one example of efforts in this area. FY99 resulted in one fatality, and FY00 resulted in two fatalities.

Outcome Measure F: 100 percent of workers certified to provide Adult Protective Services (APS) within one year of employment

In FY00, 26 DFS workers had received APS training. Training is scheduled for October 2000 for new hires. Training will continue in October on a yearly basis for new employees.

Outcome Measure G: 100 percent compliance with federal audits.

Staff Assistance Visit (SAV) reviews and Title IV-E audit showed 100 percent compliance with federal audits. The state IV-E review will occur in May 2001.

Outcome Measure H: 100 percent CPS staff certified within one year of employment.

There were 55 Child Protective Services (CPS) staff who completed both sections of CPS CORE Training during FY00 which is 100 percent of new hires within one year of employment.

Outcome Measure I: Increased number of children in permanent placement as a result of expedited permanency planning.

Permanent placements for children who had been in placement 15 of the previous 22 months were increased by 43. FY99 showed 168 children achieved permanency while 211 achieved permanency in FY00. Permanency included reunification, living with relative, adoption, guardianship, emancipation and independent living.

Outcome Measure J: Increase Early and Periodic Screening Diagnosis and Testing (EPSDT) health checks for children in foster care. The Department of Health provides a report of DFS Foster Children Receiving EPSDT and well child office visits by DFS Field Office. This FY00 report lists 464 children receiving these services, which is an increase of 201 children.

General comments

The Legislative Service Office (LSO) conducted a study of DFS's child protection services. This report identified staffing patterns, training and policy

development as key areas that require attention. The department is presently revising the training plan as well as revising the CPS rules, policies and procedures. In addition, an outside consulting firm was hired to conduct a workload study, which will provide a basis for staffing recommendations.

Information Services Division

General information

Bruce D. Twine, Administrator

Agency contact

Bruce D. Twine
307/777-5357
2300 Capitol Ave., 3rd Floor
Cheyenne, WY 82002-0490
Fax 307/777-7747
btwine@state.wy.us

Year established

1989

Statutory references

W.S. 9-2-2006, W.S. 9-2-2102

Number of authorized personnel

26

Organizational structure

Director, Administrator, Systems Analysis Section, POSSE Programming Support Section, EPICS/WYCAPS Programming Support Section, PC/Server/LAN Administration Section, EPICS/WYCAPS Systems Support Program, POSSE Systems Support Program, Human Resources Section, Electronic Benefits Transfer Section

Clients served

Department staff

Budget information

General funds	\$1,665,421.11
Federal funds	3,638,108.98
Trust and agency funds	200,858.84
Total	\$5,504,388.93

❖ Results of outcomes

Goal, Objective D

Outcome Measure A: One hundred percent of personnel and payroll actions meet federal and state law requirements.

One hundred percent of personnel and payroll actions have met federal and state law requirements.

Outcome Measure C: By June 30, 2003, develop a "next generation" computer system specifically designed to meet the unique needs of Wyoming, allowing staff to better gather and analyze integrated data and information, make better decisions and communicate accurate and meaningful statistics to stakeholders.

"Next Generation System" designed. Project approved by Human Services Sub-Cabinet and governor. Awaiting final funding approval before entering contract.

Outcome Measure D: Reduce data processing mainframe costs by \$450,000 per year from the FY 99/00 biennium level (\$4,513,188).

Mainframe costs reduced by an additional \$1,274,352 to \$3,238,836 per year, well over the target.

Outcome Measure E: Interfaces with other state agencies are 100 percent automated.

Inter-agency interfaces 100 percent automated.

Outcome Measure F: Provide hardware/software replacement plan that insures workers are kept abreast of current technology.

Personal computer (PC) replacement plan tied to Attorney General approval of a PC Leasing Contract.

Outcome Measure G: Interfaces with federal collection systems (NCANDS, AFCARS, CSENET, etc.) are 100 percent automated.

Federal collection systems interfaces 100 percent automated.

Outcome Measure M: By FY 2002 the statewide Electronic Benefit Transfer (EBT) system is operational.

One hundred percent of food stamps and 67 percent of Women, Infants and Children (WIC) are operational state-wide.

Outcome Measure N: By September 1999, the Laramie County Field Health Passport (HPP) Field Demonstration Project will be completed, including Medicaid Service Authorization, Immunization, Medicaid, Early and Periodic Screening Diagnosis and Testing (EPSDT) and Prenatal Care, Prenatal Home Visiting, Maternal and Child Health and WIC.

Because of the change in Siemens Health Passport Management and the subsequent delays in design, development and system testing, the timeline for the Laramie County HPP field demonstration was revised to June 1999 through December 2000. Consequently, the demonstration was launched on June 13, 1999. Applications that are currently operating include Head Start, Public Health Nursing, immunization and the private sector pediatric services of the Cheyenne Children's Clinic. WIC is scheduled for testing the week of Nov. 13, 2000, and Medicaid is under discussion for 2001 during what is being termed a transition/planning year.

General comments

The Eligibility Payment Information Computer System (EPICS) has a complete conceptual redesign and is awaiting final approval, Request for Proposal (RFP) bids and contract negotiation.

Year 2000 changes were all made and effective.

Staffing shortages continue to press the envelope. Single-staffed in most areas, ISD was blessed with good health, strong support from contract employees and extreme dedication, allowing the above to be accomplished. Luck must remain on ISD's side.

There are only three people in the PC/LAN (local area network) group. They are, however, augmented by three at-will employee contract (AWEC) employees, but this is only a short-term solution. In addition to setting up new servers, new network operating system and e-mail program conversions, they also need to maintain the newly installed networks and respond to calls for help from DFS employees around the state. The increased workload coupled with the amount of travel time needed is resulting in delays in providing assistance to DFS users. This challenge is minimized by the augmentation (with AWEC employees) of the help desk and by using a cellular phone so users can always contact the PC/LAN group regardless of their location. This situation is expected to continue until additional personnel are assigned to help cope with the workload. PCs and LANs are in place in the two institutions (Wyoming Boys' and Girls' Schools) and on the Wind River Reservation (WRR), further exacerbating the shortage.

Financial Services Division

General information

Paul Yaksic, Administrator

Agency contact

Penny P. Williams
307/777-5468
Hathaway Building, 3rd Floor
2300 Capitol Ave.
Cheyenne, WY 82002-0490
Fax 307/777-7747
pyaksi@state.wy.us

Year established and reorganized

Established 1989, reorganized 1990

Statutory references

W.S. 9-2-2102, W.S. 9-2-2104, 42-2-101 to 103, 42-2-108, 42-2-112, 42-2-114, 42-2203, 42-3-101, 42-3-103, 42-2-207

Number of authorized personnel

40 full-time

Organizational structure

Director, Division Administrator, Quality Control/PRICE Manager, Accounting Unit Manager, Budget/Cost Allocation Manager

Clients served

Clients on Personal Opportunities with Employment Responsibilities (POWER), food stamps and Supplemental Security Income; vendors; field office workers; clients with overpayments; and federal agencies

Budget information

General funds	\$762,944.92
Federal funds	543,805.75
Trust and agency funds	77,802.79
Total	\$1,384,553.46

❖ Results of outcomes

Goal, Objective A

Outcome Measure I: Increase food stamp accuracy rates to 96 percent or more.

Accuracy rate of 97.09 percent achieved.

Outcome Measure J: Qualifying for enhanced funding.

Enhanced funding obtained in the amount of \$548,871.

Goal, Objective D

Outcome Measure B: One hundred percent of legal requirements are met regarding receipt and expenditure of agency funds.

One hundred percent of requirements were met.

Outcome Measure P: Staying within budget.

Within budget.

General comments

Quality Control staff continued their aggressive Simple Targeted Accurate Reviews (STAR) and training of field staff to lower the department's error rate in the Food Stamp Program. This year, the combined efforts paid off; the error rate was lowered to 2.91 percent, and enhanced funding was achieved.

In the Prosecution/Recovery/Investigation/Collection/Enforcement (PRICE) section, 776 new cases were referred to the fraud unit. More than \$408,000 was collected from overpayments. The PRICE staff continue to file for overpayment collections through Small Claims Courts and the Statewide Unclaimed Property account.

The division continues to process in excess of 600,000 financial transactions annually to support 27 field offices, two youth correctional institutions, 23 Clerks of District Court and nine Child Support Enforcement Districts.

The division is experiencing continued progress toward the use of technology. Division personnel are encouraging their customers to use Electronic Funds Transfer (EFT) as the method of payment for services

rendered. Efforts are fruitful as month by month, the number of EFT participants increase.

The division strives hard to maximize federal funding for the department in an attempt to offset reduced federal funding for social services.

Field Operations Division

General information

Robert T. Landes, Administrator

Agency contact

Robert T. Landes
307/777-6069
2300 Capitol Ave., 3rd Floor
Cheyenne, WY 82002-0490
Fax 307/777-7747
rlande@state.wy.us

Other locations

There are 27 full-time offices and three part-time offices located in four regions throughout Wyoming.

Year reorganized

2000

Statutory references

W.S. 9-2-2006 and W.S. 92-2-2102

Number of authorized personnel

368 full-time, 40 part-time

Organizational structure

Director, Administrator, Region Managers, District and County Managers

Clients served

Children and the elderly who are at risk or unable to protect themselves and families who need temporary financial assistance.

Budget information

General funds	\$16,189,283.78
Federal funds	20,239,104.63
Trust and agency funds	0.00
Total	\$36,428,388.41

❖ Results of outcomes

Goal; Objectives A, B and C

Field Operations is responsible for delivery of services for all programs administered by the department except those services provided by the Wyoming Boys' School and the Wyoming Girls' School. For specifics, please see results of outcomes for other departmental divisions.

Goal, Objective D

Outcome Measure I: Meet learning objectives defined for each program or conference, measured by performance on certification exams and trainee and manager feedback.

Benefit Specialist certification exams for the three-months and nine-months were completed. The three-month exam is part of the training manual. The five-month exam was given a second time due to a number of changes in the questions. There were 31 people who completed this exam, and one person did not pass at 80 percent or better. This exam is being incorporated into the training manual as part of the learning process. There were 44 people who completed the nine-month exam, and 10 people did not pass. The one-year certification exam was taken by 29 people, and three people did not pass this exam. The one-year exam is still in the validation process. Scores for individuals were recorded on an anonymous basis for this validation process.

Child Protective Services (CPS) certification training was held twice in FY00. There were 50 participants completing the two-week course and passing the certification test at 80 percent or greater. This is a 28 percent increase in trainees.

Adult Protective Services (APS) certification training was held once during FY00. There were 27 participants who completed the three day course and passed the certification test. The test was in the validation period.

Fundamental Skills Training for Juvenile Probation Officers was held twice in FY00. There were 45 participants who completed the three and a half day course and passed the test at 80 percent or greater.

Outcome Measure J: Pursue consistent, positive public and media relations.

There were 394 documented complaints received and resolved in all programs in all divisions, with the exception of the Information Services Division

Outcome Measure K: Field offices receive specific feedback regarding areas where improvements can be made through the SAV process.

Field Audits (formerly Staff Assistance Visits) provide information to field supervisors, managers and administrators regarding program performance, compliance and reporting requirements. The process ensures compliance with state and federal mandates or contracts. The programs reviewed are Child Protective Services, IV-E Foster Care, ME/Food Stamps, Youth and Family Services, Intensive Supervision Program, Adult Protective Services, Child Support Enforcement, Child Care, The Emergency Food Assistance Program (TEFAP), Cent\$ible Nutrition, the Americans with Disabilities Act (ADA) and Civil Rights compliance in various areas.

Field Audits were conducted in 17 field offices and one institution throughout 14 counties; Arapaho and Shoshone Tribal Social Services are also included. Case reviews totaled 313 economic assistance cases,

326 social service cases and 50 case plans from the Wyoming Girls' School. There were 11 TEFAP sites reviewed and six Cent\$ible Nutrition offices visited. Surveys evaluating DFS services were sent to 578 stakeholders; 287 were returned.

The field audit process has been evaluated, and a plan for reorganizing the program has been submitted to the director. The reorganization of the process will make field office audits more efficient, the number of field office visits will effectively double, and case reviews will increase as field supervisors would be required to review the work of their subordinates. In addition, the state office will review cases every year. The number of social service case reviews would increase by 10 times the current level. Although some of the recommendations have already been implemented, all changes would be in full effect by calendar year, 2001.

General comments

Another responsibility of the Field Operations Division is the management of the federal Weatherization Program and the Low Income Energy Assistance Program (LIEAP).

Weatherization of homes may consist of added insulation to attics and mobile homes, storm windows, new doors, new furnaces, etc. In FY00 there were 641 households that received weatherization work for a total benefit expenditure of \$1,482,692. Of this total, \$617,952 came from U.S. Department of Energy funds and was used on 296 homes. The U.S. Department of Health and Human Services funds in the amount of \$864,740 were used to weatherize 345 homes. This was an increase of 144 more households in FY00 than in FY99.

The Low Income Energy Assistance Program assists low income households with funds used directly towards heating bills and also to pay a crisis benefit when a household is going to lose its source of heating. In FY00 there were 6,965 households that received a regular LIEAP benefit, and 813 households received a crisis benefit. Wyoming will receive additional emergency funding that will be issued in September 2000 as a fourth benefit. Because of this additional funding, a final expenditure figure is not available at this time. Wyoming issued LIEAP funds to 63 more households in FY00 than in FY99, and 62 more households received a crisis benefit in FY00 than in FY99.

Management Development Division

General information

Robert D. Kuchera, Administrator,

Agency contact

Robert D. Kuchera
307/777-6482
2300 Capitol Ave., 3rd Floor
Cheyenne, WY 82002-0490
Fax 307/777-7747
bkuche@state.wy.us

Year established

2000

Statutory references

W.S. 9-2-2006, W.S. 9-2-2102

Number of authorized personnel

One

Organizational structure

Director, Administrator

Clients served

Department staff

❖ *Results of outcomes*

General comments

Due to structural changes in the Department of Family Services, the Management Development Division was implemented in April 2000. The primary goal of this new division is to provide services to the district office managers to improve their abilities to transition to the new field structure, thus taking over many of the duties formerly completed by the region managers. The new field structure is anticipated to be in place by August 2000.

A secondary goal is to develop training for potential new managers to provide the agency with a cadre of staff willing to apply for manager or supervisor positions as vacancies occur. The department has seen several supervisors and one manager request demotion back to line positions over the past year due to the demands of the work and their dissatisfaction with the supervisory duties in general. With proper preparation, these newly trained individuals should enter their new role with a better understanding of the requirements and the duties of the management role and to provide them with better support in times of crisis. This effort should reduce the number of individuals who wish to return to line work after being promoted to supervision. There should also be a savings in money as there is considerable agency

investment in the training of a supervisor or manager during their tenure.

A third goal is to provide specific training, which goes beyond policy and technical training, as requested by the agency staff. Several offices have requested training on “customer service” and “conflict resolution” with the training on customer service started within this reporting period. This four-hour agency-conducted training has met with a very favorable response from staff in the four presentations prior to June 30, 2000. The desired result is to provide better service to both internal and external customers and to improve staff cooperation with sister agencies.

This division will also work on special projects as required by the director: e.g., workload study, data analysis and usage, compensation plan, etc. The only special project assigned during this reporting period was to assist the Personnel Unit on the market compensation project. With a short time frame to provide the Department of Administration and Information with the names of approximately 660 staff members all categorized into entry, journey or expert status, the Personnel Unit required additional manpower and computer experience to complete its assignment by the imposed deadline. Much of this work was started in the reporting period with completion expected during the first quarter of next fiscal year.

Special Projects Division

General information

Marianne Lee, Administrator

Agency contact

Marianne Lee
307/777-6849
2300 Capitol Ave., 3rd Floor
Cheyenne, WY 82002-0490
Fax 307/777-7747
mlee@state.wy.us

Year established

2000

Statutory references

W.S. 9-2-2006, W.S. 9-2-2102

Number of authorized personnel

One

Organizational structure

Director, Administrator

Clients served

Department staff

❖ Results of outcomes

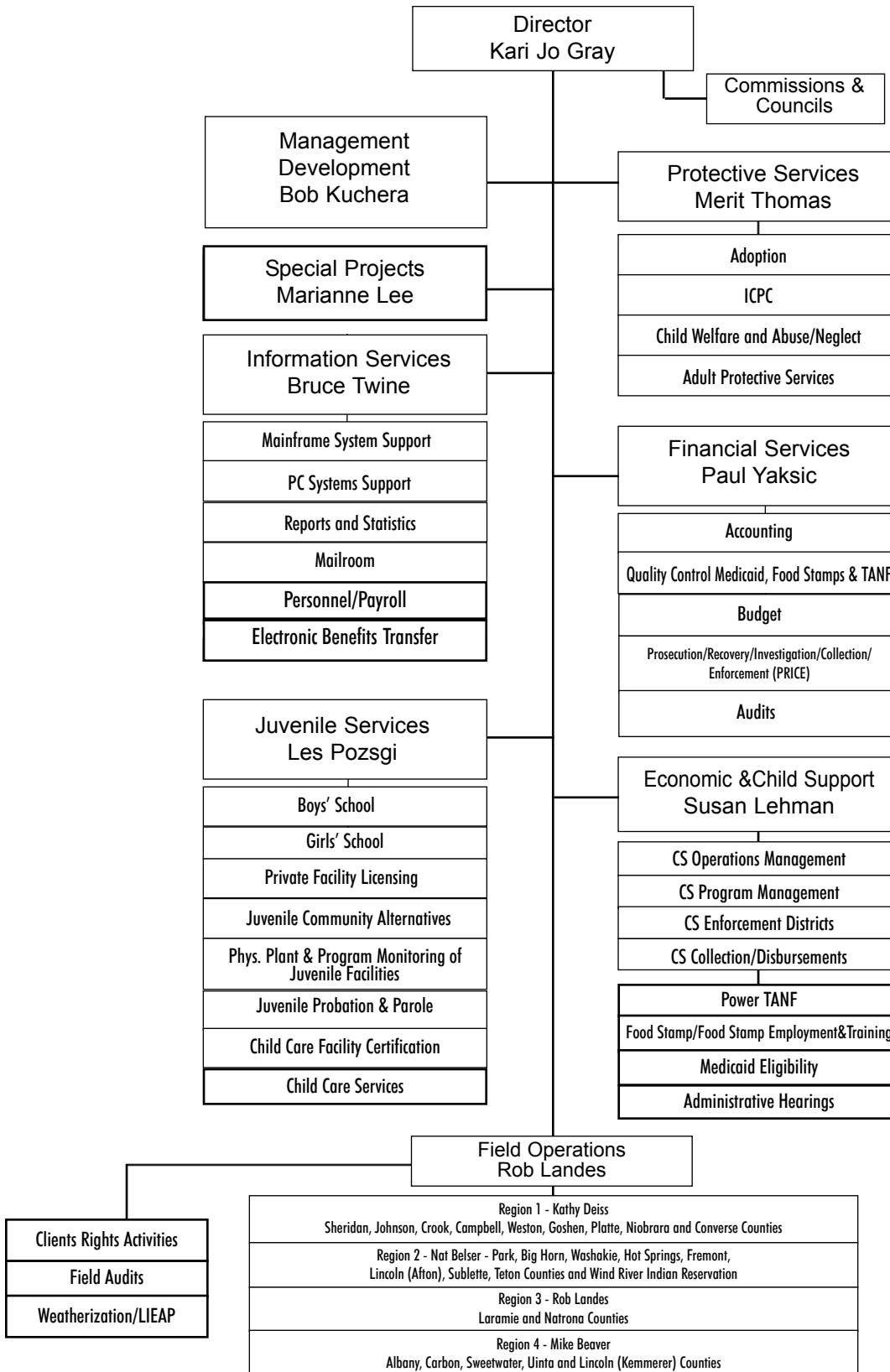
General comments

The establishment of the Special Projects Division in April 2000, was centered around the need to provide extra support to the field offices should a need be identified. The first assignment was to develop strong partnerships within Laramie County that would result in a strong community approach to children and families. Efforts have been successful, and there is continued improvement within the human services community.

Another responsibility in this division is to complete projects outlined by the director of the agency. Several of these projects have been assigned and completed. Others are still in the decision making process.

This division's goal is to develop and implement projects that will have direct impact on how the field provides services to customers.

Department of Family Services organization chart



Game and Fish Department

❖ *Mission and philosophy*

"Conserving Wildlife - Serving People"

❖ *Results of outcomes*

Objective: Department Administration

Three legislative bills were passed and signed into law that will increase annual revenues to the department by approximately \$2.5 million. All three take effect Jan. 1, 2001. SF0007 added a \$3 non-refundable application fee for residents applying for limited quota big game and trophy game licenses. HR0016 corrected inequities in the current license pricing. Four licenses will increase in price (nonresident daily game bird/small game from \$10 to \$15, nonresident deer from \$185 to \$210, nonresident daily fishing from \$6 to \$10, resident deer from \$22 to \$25), and one will decrease in price (resident mountain lion from \$30 to \$20). HB0017 increased the price of conservation stamps from \$5 to \$10 and earmarked 25 percent of these revenues for access easements, 37.5 percent into the wildlife trust account and 37.5 percent into the general Game and Fish fund.

The department has continued with the process of identifying priorities and initiatives in conjunction with the Wyoming Game and Fish Commission. This process has been effective in identifying areas that need special consideration and has made G&F more effective in managing situations, both internally and externally.

The Wyoming Supreme Court rendered a favorable decision concerning Wyoming Game and Fish Commission easements along the Wind River. The decision means that obstructions may not be placed in a defined width as to impair access by anglers. This decision will affect many access areas around the state.

Department administrators took an active role in guiding the department's Year 2000 compatibility efforts with the net result being a smooth transition into the new millennium. Department administrators were also very active in other information technology issues by developing Internet priorities as well as laying the groundwork for updating the department's information technology plan.

The department conducted a major public involvement process in concert with the Joint Travel, Recreation, Wildlife and Cultural Resources Interim Committee, surrounding the issue of short-, mid- and long-term funding for the department. This took place during January 2000 and consisted initially of two parts: public meetings and written comments. More than 405 people attended meetings to discuss these proposals. An additional 199 individuals took the opportunity to write letters. The first conclusion drawn from this process was overwhelming support for the pending legislative proposals to provide "license fee adjustments" to address short-term financial needs. This support

General information

John Baughman, Director

Agency contact

Chris Burkett, Planning Coordinator
307/777-4510
5400 Bishop Blvd.
Cheyenne, WY 82006
cburke@state.wy.us

Other locations

Regional Offices in Jackson, Cody, Sheridan, Green River, Laramie, Lander and Casper

Year established

1890

Statutory references

W.S. 23-1-103, W.S. 23-1-104

Number of authorized personnel

322

Organizational structure

Office of the Director, Fiscal Division, Fish Division, Services Division, Wildlife Division

Clients served

The Wyoming Game and Fish Department's clients include Wyoming residents, non-resident hunters and anglers and others interested in fish and wildlife.

Budget information

Aquatic Wildlife Management	\$3,976,238	11.4%
Bird Farms	359,791	1.0
Co-op Unit Research	440,000	1.2
Conservation Engineering	366,865	1.0
Customer Services	117,295	.3
Department Administration	1,930,648	5.5
Education	482,822	1.4
Feedgrounds	1,059,678	3.0
Financial Management	1,942,888	5.6
Fish Culture	3,972,140	11.4
Habitat Access/Maintenance	1,294,569	3.7
Information	1,083,877	3.1
Legislated Expenses	1,454,006	4.2
Mailroom	517,066	1.5
MIS	782,908	2.2
Personnel Management	121,552	.3
Property Rights	1,051,709	3.0
Regional Information and Education	391,731	1.1
Specialized Law Enforcement	650,405	1.9
Strategic Management	222,116	.6
Support Facilities and Personnel	1,487,970	4.3
Terrestrial Wildlife Management	9,884,466	28.3
Wildlife Habitat Protection	210,982	.6
Wildlife Health/Laboratory	1,090,482	3.1
Total	\$34,892,204	100.0%

transcended the Legislature and resulted in passage of all proposals for such adjustments in license fees commencing Jan. 1, 2001. Secondly, there were definite preferences expressed for the various mid-term and long-term funding possibilities identified for the department. Several recommendations emerged from this part of the process, the most important being the need for two follow-up telephone surveys of both resident and nonresident license buyers, as well as of Wyoming households, to determine the current level of support for each of the potential funding sources. These surveys are to be completed in late fall 2000. The results obtained could help shape one or more legislative approaches over the course of the next three to seven years to address department funding.

A compilation of external customer satisfaction surveys for hunting, fishing, habitat and access maintenance, habitat and access purchase, feedgrounds, education and information efforts and boaters yielded satisfaction rates exceeding 76 percent. Individual survey results are reported by individual objective.

An internal customer satisfaction survey indicates that 83.3 percent of respondents were satisfied with the courtesy and professionalism demonstrated by department administration, 75.5 percent were satisfied with the attention and timeliness given to their particular situations, and 64 percent were satisfied with the department's overall direction and coordination.

Areas of concern still include deferred maintenance/replacement of the department's capital facilities, construction of hatchery facilities for disease prevention, funding for the grizzly bear and non-game programs and the department's ability to keep up with inflation.

Objective: Terrestrial Wildlife Management

Thousands of hours were spent collecting and analyzing big game population data, preparing hunting season recommendations, presenting these recommendations at public meetings and preparing regulations and hunting orders.

The survey of hunters done with the annual harvest survey indicated more than 80 percent of respondents were satisfied with their overall hunting experience.

The harvest survey also indicates that 1,312,798 recreation days of hunting were provided in FY00, which represents an increase of 23 percent (253,206 days) from FY99.

The 1996 National Survey of Fishing, Hunting and Wildlife-Associated Recreation indicated there were an estimated 2,875,000 days of non-consumptive wildlife-associated recreation in Wyoming during FY00.

There are still too few employees and too many demands from the various publics. In the future, the Wildlife Division will need to prioritize and eliminate some work from already crowded work plans. At the same time, administrators, politics and the public's changing attitudes and demands are adding significantly to workloads. Costs have increased more rapidly than budgets, but the number of deer and antelope

licenses has increased, stabilizing the department's income. Management of bison and elk in Jackson Hole continues to be a problem due to polarized opinions, conflicts in agency missions, disease and anti-hunting sentiment.

Objective: Aquatic Wildlife Management

Progress was slow on developing an easily understandable means to display Basin Management Plans, without maps, on the Wyoming Game and Fish Department computer network. Work was slowed because of other commitments. Regional fisheries crews succinctly and usefully defined benefits of the experimental Walk-In Access Fishing program for best use in the state to serve the resource and anglers. The regional crews devised a concise series of evaluation questions to ask landowners enrolled in the Walk-In Access program and anglers visiting the sites. Statewide fisheries crews further fine-tuned sonar fish counting techniques and wrapped up field work on the Salt River fisheries evaluation study. Individuals that had not attended an earlier genetics workshop for fisheries biologists and fish culturists taught by Dr. Robb Leary did so during the year. Statewide aquatic habitat and regional fish management crews further developed close working partnerships for more effective management of Wyoming fishes. The cooperative fisheries management, aquatic habitat project to define sauger distribution and habitat in the lower Big Horn River neared its terminus, with a final report pending. The boating access program completed most major developments assigned. All regional fisheries management people invested almost 50 percent their collective time in working with native fishes, including non-trout species.

Percentage of anglers satisfied with the overall fishing experience

Through creel surveys and contacts with almost 10,000 anglers, Fish Division personnel believe the 84 percent satisfaction level for anglers in FY99 remains accurate since the 1999 formal survey of Wyoming anglers was conducted. The survey response rate was 68 percent, excellent for mail surveys. Nearly 31 percent of Wyoming residents fish, more than in any other state. Results of the survey of nonresident anglers also show high level of satisfaction with the Wyoming angling experience. Because of cost (\$35,000 to \$40,000), formal surveys are conducted at five-year intervals. The 1998 survey was conducted by the Wyoming Cooperative Fish and Wildlife Research Unit at the University of Wyoming, and it showed that Wyoming anglers believe that fishing is important to the state and are well pleased with state fisheries work.

Number of angler days per year

A formal fishing pressure survey was not done this fiscal year; thus, there is no good estimate of the number of days people fished during the year. The 1996 National Survey of Fishing, Hunting and Wildlife-Associated Recreation shows that fishing in the Rocky

Mountain Region increased by 16 percent between 1991 and 1995, more than in any other region in the United States. Fish Division personnel believe the number of angling recreation days in FY00 was comparable to the number reported for FY96, about 4.1 million fishing recreation days. This assumption is founded on comparison of angler use estimates from consecutive year programmed creel surveys during the period 1970-1977 and 1992-1993 for the Green River and similar data for other Wyoming waters.

Better termed a “challenge” than a problem area, long range planning (2010) for aquatic wildlife management with reduced budgets calls for innovative planning and on-the-water management recipes. Especially important is determining how best to define, describe and manage for populations of native non-sport fish in Wyoming waters.

Objective: Fish Culture

With the exception of the whirling disease situation at the Dubois Hatchery, all Wyoming state fish hatcheries maintained disease free status while producing the requested numbers, pounds, sizes and species of salmonid fishes as requested by Fisheries Management. In addition to meeting Fisheries Management requirements, fish eggs and excess salmonid production were traded to other state and federal agencies. In return, Wyoming waters were stocked with cool and warm water species through these trades.

Brood stock development of Firehole River rainbow continues to prosper through cooperative efforts with the U.S. Fish and Wildlife Service and the National Park Service in Yellowstone National Park. Evaluation of endemic cutthroat trout brood stock development was also accomplished for Colorado River cutthroat in their native drainage with assistance from Wyoming fisheries management crews and the U.S. Forest Service. These operations are essential in developing and maintaining domestic brood stocks to produce the amount of eggs needed for a viable stocking program of Wyoming’s cutthroat trout heritage. Additionally, developing sources of rainbow trout within the boundaries of Wyoming ensure internal maintenance of unique species and protect the fish culture system from external disease influences.

Fish Culture personnel maintained disease-free status at all 11 Wyoming state fish hatcheries and rearing stations with the exception of the *Myxobolus cerebralis* infection of the Dubois Hatchery and movement of infected fish from the hatchery.

The percentage of trout and salmon production requests (+10 percent) were met for this production year.

Myxobolus cerebralis, the causative parasite of salmonid whirling disease, infected the Dubois Hatchery. The Jakeys Fork of the Wind River, part of the hatchery water supply, was identified as the source of the infection. All fish lots at the Dubois Hatchery were destroyed in May 2000. All lots of fish

that had been transferred from Dubois to the Daniel Hatchery and the Wigwam Rearing Station were also destroyed. Fish production at the Dubois Hatchery has been suspended until alternate water sources are developed in FY01.

Kokanee salmon, Colorado River cutthroat and golden trout brood stock development continues to be a challenge to obtain these species from restrictive or limited sources.

Maintenance of capital facilities continues to be a problem. Some 1940 and 1950 vintage facilities are in need of replacement or safety, production and morale will suffer. Much work has been done in recent years, including major projects to protect the Auburn Hatchery, Daniel Hatchery and Boulder Rearing Station from the threat of disease. The increase of whirling disease in Wyoming waters has intensified plans to protect facilities. The present status and future renovation of the Dubois Hatchery will have a direct effect on the objective and will disrupt stocking commitments in the short-term. The required focus on fish health protection continues to defer facility maintenance and repair needs that cannot be ignored. Evaluations and long-range plans regarding facilities are currently being developed to adequately identify the present and future needs of the Objective in meeting its outcome measures.

The continued use of long-term contract employees in place of permanent personnel at two facilities is another concern that needs to be addressed.

Objective: Habitat And Access Maintenance

The Habitat and Access Maintenance Branch completed an estimated 95 percent of the planned maintenance and monitoring of wildlife habitat management areas and public fishing access areas within the limits of existing personnel and manpower. Maintenance and monitoring was completed on all facilities, structures, fences, roads, trail systems and wetland complexes. Maintenance and development needs of these areas far exceed existing work plans. Limiting factors are manpower, budget constraints and unanticipated assigned projects. Crew sizes have been reduced to only two at-will employee contract positions limited to 40-hour workweeks. Low wages, lack of benefits and twelve-month contract positions without benefits contribute to a high turnover rate, which results in a significant production loss for the department.

Habitat and Access Maintenance Branch is limited to eight permanent employees with seven crews of only two contract employees per crew. There is one permanent administrator in Cheyenne, one part-time contract secretary and six crew supervisors in the state to manage and maintain 43 wildlife habitat management areas and 166 public access areas. This includes 413,000 acres of managed lands for wildlife habitat and public recreational opportunity. These lands, in themselves, contain 120 miles of stream easements and approximately 21,194.10 surface acres on lakes and reservoirs for public access.

The physical inventory on the above-mentioned areas includes approximately 373 public parking areas, 1,134 miles of road, 833 miles of fence (8' elk fence and stock fence), 137 restroom facilities, 37 boat ramps, 15 car bridges, 15 foot bridges, 5,638 signs, 283 auto gates and 95 dam/wetland complexes statewide.

Also included in the department maintenance are 4,605 irrigated areas, which include drains, canals, pipelines and spring developments associated with farming, grazing and wetland systems.

Physical inventory includes maintenance of car barriers (post, cable and boulders), pipe gates (for vehicle control), culverts, irrigation structures (concrete and wood checks), fish barriers and in-stream structures for trout; bank stabilization projects and many other Terrestrial and Aquatic Habitat development projects and related maintenance.

In addition to this workload, through the project request system, the branch received an additional 50 to 75 requests for aquatic and terrestrial projects statewide and assistance on 11 hatcheries and rearing stations. This amounts to 8,000 staff-hours of work in addition to assigned responsibilities for all managed lands and access areas.

Outcome measures are compilations of external and internal surveys on the maintenance of department lands and access areas. Based on internal survey results, the Habitat and Access Maintenance Branch had a 93 percent satisfaction rate with the maintenance of department lands and access areas. Based on external survey results, The Habitat and Access Maintenance Branch had a 69 percent satisfaction rate with the maintenance of Wildlife Habitat Management Areas and a 69 percent satisfaction rate with the maintenance of public fishing areas.

Habitat and Access Maintenance Branch is limited to eight permanent personnel with seven crews of only two contract employees per crew. There is one permanent administrator in Cheyenne, one part-time secretary, and six crew supervisors in the state to manage and maintain 43 Wildlife Habitat Management Areas and 166 public access areas comprising 413,000 acres of managed lands. In addition to this workload, through the project request system, the branch receives an additional 8,000 hours of work annually for aquatic and terrestrial habitat projects statewide. These often include requests for assistance on 11 hatcheries and rearing stations.

Another area of concern is the use of contract versus permanent employees. Contract employees do not have the benefits that permanent personnel do, are restricted to the amount of months their contract entails and are limited to only 40 hours per workweek. This decreases quality and interest of employee prospects and results in increased turnover, training requirements and schedule delays.

Present budget constraints of the department have decreased funding for the branch. This in turn decreases road improvements, fence upgrades, public facilities development, etc. Unanticipated projects

assigned to the branch throughout the year delay existing schedules and projects.

Objective: Wildlife Habitat Protection

The environmental review process continued to be streamlined in FY00 through further refinement of electronic approaches to making assignments, sending and receiving documents, receiving input from the field and exchanging information. Several databases have been expanded and a very extensive transportation-related database that identifies problem areas and mitigation opportunities statewide has been developed. Multiple directories are available for department-wide access to these databases. Program efficiency and effectiveness continued to improve with implementation of these measures.

Review and approval of internal National Environmental Policy Act (NEPA) compliance is a program task. The program reviewed and approved NEPA compliance on approximately 11 separate department projects in the past fiscal year.

Other significant accomplishments included facilitation of the countywide Habitat Conservation Plan for Laramie County and obtaining funding from the U.S. Environmental Protection Agency for a fish contaminants study. The program also facilitated the procurement of funding to mitigate the impacts of a gas pipeline on aquatic systems, for electric fence research and for an oil and gas project biologist position in southwestern Wyoming. The program also field-evaluated the nominations for the annual Wyoming Hunting and Fishing Heritage Exposition wildlife stewardship awards in the oil and gas and the mining industries and selected the winning entry. In FY00, the program was extensively involved in Endangered Species Act and coalbed methane issues, as well as facilitation of the statewide review of numerous Bureau of Land Management grazing permit renewals. Through periodic coordination meetings and/or information exchange, Habitat Protection personnel continued to foster working relationships with commodity groups, including the Petroleum Association of Wyoming, the Wyoming Mining Association and the Wyoming Timber Industry Association.

Results from the FY00 Strategic Outcome Internal Client Satisfaction Survey indicated 100 percent satisfaction with the courteousness and professionalism of interactions with program personnel, 97 percent satisfaction with efforts made by program personnel to coordinate on environmental commenting and issues and 92 percent satisfaction with the process the program uses to make assignments, obtain comments and recommendations and provide feedback and assistance. Rather than conduct an external survey, the program met with most public agencies to obtain more specific input on program effectiveness and efficiency.

Objective: Property Rights (Lands) Management

The Property Rights (Lands) Management section continues on a rigorous schedule of monitoring all

commission-owned property rights. Attempts are being made to physically inspect all property right areas and commission owned lands to establish data photo points that will set a new benchmark against possible future encroachments. Photo points were established using digital photography and then downloading the digital information to a database for permanent storage and quick retrieval.

The Property Rights personnel were involved in several projects including the following.

Acquisitions

Thirty acres of river riparian lands were acquired along the Green River west of Pinedale for the development of boating facilities to launch and recover boats.

The Federal Marshall's Office turned over title to the Beartooth Ranch to the State Land Office. The Wyoming Game and Fish Department worked with the State Land Office to secure and protect existing public fishing easements along the Clarks Fork River associated with the property.

The Natrona County Flycasters donated a permanent fishing easement to the Wyoming Game and Fish Commission. The access is just below the dam at Pathfinder Reservoir and opens up the opportunity to rebuild the fishery from past dewatering of the river.

As part of the Wallop/Breaux bill that provides federal funding for the development of boating facilities, the Wyoming Game and Fish Department is securing access to Upper Sunshine Reservoir.

The Wyoming Game and Fish Department secured a 10-year public access agreement from a private landowner to access state land and Walter Jenkins Reservoir.

A Special Use Permit was secured from the U.S. Forest Service to construct brood pond facilities for the Auburn Hatchery.

Surplus property

After building a new Regional Office in Lander, the Wyoming Game and Fish Department offered the old facility for sale.

Six acres of Wick Brothers Wildlife Habitat Management Area were sold to the Wyoming Department of Transportation to facilitate the construction of sewage lagoons associated with the Wagonhound Rest Area.

Several surplus buildings located around the state were declared surplus, appraised and advertised for sale.

The Wyoming Game and Fish Commission sold the vacant lot at Saratoga.

The Wyoming Game and Fish Commission sold 683 acres known as the Cow Creek property. The Wyoming Game and Fish Commission retained an open space conservation easement over the property and sold the land back to the private sector.

The Wyoming Game and Fish Commission released 25 acres of hunting access along Arlington Rim to facilitate the construction of SeaWest Wind

Towers. Funds from the relinquishment will be used to acquire additional hunting access.

The Wyoming Game and Fish Commission also declared the Chain Lakes Wildlife Habitat Management Area as surplus to their needs. The Wyoming Game and Fish Department is in the process of disposing of the property.

Lease renewals

The Wyoming Game and Fish Commission renewed the Snake River access south of Jackson near the South Park Bridge, the Pitcher/Brokaw vehicular access near Arlington, the North Platte River access north of Saratoga near Pick Bridge, private leases for winter feedgrounds and the public access lease on 480 acres adjacent to the Springer Wildlife Habitat Management Area. Public access to MW Reservoir south of Newcastle and several state grazing permits were renewed.

Special use permits granted - these permits grant temporary use of commission owned lands.

Wild horse trapping operations on the Chain Lakes Wildlife Habitat Management Area were permitted.

Seismic operations on the Chain Lakes Wildlife Habitat Management Area were permitted.

The Appaloosa Horse Club was granted temporary use of the Sunlight Basin Wildlife Habitat Management Area.

Rocky Mountain Research was granted access to conduct forest inventories on the Amsden Creek, Inberg/Roy and Sunlight Basin Wildlife Habitat Management Areas.

A private researcher was granted access to the Whiskey Basin Wildlife Habitat Management Area to collect rock samples associated with petroglyphs.

The town of Alpine was granted a permit to hold their Mountain Days Black Powder Shoot on the Grey's River Wildlife Habitat Management Area.

A private landowner was granted a permit to use a road across the Soda Lake Wildlife Habitat Management Area.

The U.S. Geological Survey was granted a permit to drill water quality test wells on the Talovich property along the Big Horn River and on lands occupied by the Clarks Fork Fish Hatchery.

Permanent rights of way granted

IXC Communications, Broadwing Communication Service, Conoco Pioneer Pipeline and Williams Telecommunications were all granted permanent rights of way across the Red Rim Wildlife Habitat Management Area west of Rawlins.

High Plains of Power was granted a right of way across the Seachrist Property west of Casper.

Tri-County Telephone was granted a right of way across the Medicine Lodge Wildlife Habitat Management Area northeast of Hyattville.

A road right of way was granted to the adjoining landowner of the Pennock Mountain Wildlife Habitat Management Area.

Lower Valley Power/Light and Gas was granted a right of way for the construction of a gas main along the Jackson Warden Station.

Encroachments

The Wyoming Game and Fish Commission continues with efforts to protect the state's property rights by enforcing through legal actions unauthorized use of commission owned and controlled property. The department actively pursued encroachment along the Wind River, Salt River and Laramie River easements.

Other agreements included

Agreements with the Bureau of Reclamation for the continued management of the Yellowtail Wildlife Habitat Management Area.

Agreement of Clarification with the private landowner on roads adjacent to the Spence/Moriarity Wildlife Habitat Management Area.

Agreements with Texaco, Inc. and Johnson County to dredge silt from the Mike-Sill Potts Boating Area on Lake DeSmet.

Agreements were executed with the private landowners for a water delivery system associated with the Sheridan Bird Farm.

A lease was signed allowing the Bureau of Reclamation to use the old Lovell Warden Station near Powell.

A lease was also executed with Fremont School District to allow them the use of the old Jeffrey City Warden Station.

Trades

Clarification of commission easement rights and re-alignment of roads and parking areas along the Green River near Big Piney are currently under examination.

Two private landowners adjacent to the Grey's River Wildlife Habitat Management Area have requested that the commission exchange property to align the property boundaries.

The Wyoming Game and Fish Commission funded a trade between the U.S. Forest Service and a private landowner adjacent to the Horse Creek Feedground. Once the trade is finalized, it will provide administrative and public access to a large part of the forest.

A trade is being investigated with the U.S. Forest Service to allow for the Wyoming Game and Fish Commission to construct a new district office in Jackson.

Miscellaneous

Property rights monitoring continues on all areas owned by the Wyoming Game and Fish Commission. Encroachments are being addressed as they are encountered. Computerized data imaging is being utilized as a means to better document baseline information on property rights.

Lands Administration continues to review all tax assessment schedules prior to payment of the department's In-lieu of tax to each county.

Lands Administration also updates the property right records and keeps the database for the PL/PW program.

Customer satisfaction with the Property Rights (Lands) Management section was measured by the FY00 Strategic Outcome Internal Client Satisfaction Survey and the FY00 Strategic Outcome External Client Satisfaction Survey. Of all individuals that responded to the internal survey, 38.1 percent (64) indicated that they had interacted with the Property Rights Management staff in FY00. Of this group, 92.2 percent (55) indicated that they were treated in a professional and courteous manner relative to their situation and 76.5 percent (49) indicated they were either, "Very Satisfied" or "Satisfied" with the service and timeliness provided by the Property Rights Management section.

Of all individuals that responded to the external survey, 20.3 percent indicated that they were either "Satisfied" or "Somewhat Satisfied" and 37.9 percent were neutral with the level and amount of access acquired. Of all individuals that responded to the external survey, 13.1 percent indicated they were either "Satisfied" or "Somewhat Satisfied" and 41.6 percent were neutral with the kind and amount of habitat being acquired.

Problems still exist due to the downsizing of section personnel and the lack of adequate funding for the new acquisitions.

Objective: Wildlife Health And Laboratory Services

Two major research projects were completed during FY00:

- 1) a study of a new capture drug for pronghorn, which was funded by F.E. Warren Air Force Base in Cheyenne, and
- 2) a project to evaluate the safety and efficacy of brucellosis strain of RB51 in elk; this study demonstrated that RB51 was not effective in preventing abortion in elk.

A grant was submitted to the U.S. Department of Agriculture/Animal and Plant Health Inspection Service for brucellosis surveillance and vaccination of feedground elk. A total of \$40,184 was received to complete this work.

Chronic wasting disease surveillance was carried out in southeastern and northeastern Wyoming. Samples were collected by Veterinary Services personnel at hunter check stations and were also submitted by field personnel.

The branch also has an integrated brucellosis management program aimed at reducing the prevalence of brucellosis in elk. Brucellosis vaccine was administered at 18 of 22 state feedgrounds with a total of 2,720 elk vaccinated. Non-feedground elk were surveyed for brucellosis through hunter-harvested samples; a total of 431 elk blood samples were submitted.

Three Brucellosis-Feedground-Habitat projects were completed with approximately 4,500 acres

burned to improve winter habitat to encourage elk to leave the feedground earlier in the spring, thus decreasing the opportunity for disease transmission. In addition, approximately 30 habitat sites were monitored for vegetative response to past habitat improvement projects.

Branch personnel also commit a great deal of time to the Greater Yellowstone Interagency Brucellosis Committee. Personnel are active members of subcommittees and are responsible for the production of many scientific reports and analyses. The Greater Yellowstone Interagency Brucellosis Committee continues to be recognized by many state and federal agencies and private organizations as the best process for resolving the problem of brucellosis in the Greater Yellowstone Area.

A total of 4,179 samples were submitted to the Wyoming Game and Fish Department's Disease Laboratory and/or the Wyoming State Veterinary Laboratory representing 847 diagnostic cases. As part of the branch's charge to monitor disease in wild populations, the following surveys were conducted:

- 4,975 elk hunter kits were mailed with 431 returned; these are being analyzed for brucellosis, and results are pending from the APHIS Brucellosis Laboratory;
- approximately 846 coyote, ferret, fox and mouse samples were analyzed for plague and distemper;
- 545 elk, mule and white-tailed deer samples were analyzed for chronic wasting disease; and
- 70 positive rabies samples were received and analyzed from raccoons, skunks and bats.

Branch personnel at the Sybille Unit assisted the U.S. Fish and Wildlife Service with the propagation and release into the wild of endangered black-footed ferrets and Wyoming toads. Although no ferrets were released into Wyoming this year because of a lingering plague problem, large numbers of ferrets were released into Montana, South Dakota and Arizona. This was a successful year for the reintroduction of the Wyoming Toad. More than 2,082 tadpoles were placed in head-start tanks and released at Mortensen Lake. Field surveys located 27 free-ranging adult toads, 153 juvenile toads and 312 young-of-the-year at Mortensen Lake.

The branch also continued teaching courses on the chemical capture and safe handling of wildlife for department biologists, wardens, and other agency personnel. The course is necessary in order for non-veterinarians to be trained in the safe use of drugs used to capture wildlife. The course was again very well received and will be repeated next year to accommodate those that were unable to attend.

A total of 146 fish disease cases were investigated during FY00. This included analysis of 10,095 tissue and 2,393 ovarian fluid samples, collected from various fish species, for bacterial, viral and parasitic organisms. Thirty-nine special annual/semiannual fish health inspections were completed in a timely manner on 11 state fish culture stations, three state isolation units, 11 private hatcheries and nine free-

ranging (wild) brood stock populations. A total of 50 disease cases involving various fish species were investigated. This included state fish hatcheries (27), natural habitats (19) and the University of Wyoming Red Buttes Environmental Biology Research facility (four cases). Fish in 50 cases were examined for whirling disease for the statewide survey, and low levels of infection were detected in various trout species in reservoirs, streams and rivers in Lincoln and Sublette Counties.

Fifty-one forensic cases were investigated for various law enforcement personnel where 950 tests were conducted on 341 different samples. In 12 cases, defendants pled guilty or were found guilty when lab results were used as evidence, 10 cases are pending legal action, 14 cases are pending further analysis, and, in the remaining 28 cases, no legal action was taken. One case was referred to the Wyoming State Veterinary Laboratory for testing. Additional consultations with other state conservation agencies on evidence analyses and procedure development occurred on numerous occasions.

A display was prepared and exhibited at a booth at the second Wyoming Hunting and Fishing Heritage Exposition in Casper. Assistance was given in instruction of University of Wyoming classes and training students and other professionals in various techniques on eight occasions. Five formal presentations were given to the teacher's conservation camp and department law enforcement personnel on wildlife forensics.

Teeth from 5,355 game animals, predators, and furbearers were processed and aged, and the results were sent to 2,652 requesting biologists and hunters. A total of 606 wire tags were extracted from 756 whole or partial fish heads, and the binary code on the tags was translated into integers. A total of 70 tests were conducted on 70 different biological samples in response to nine requests from various management personnel. Pectoral fins from 494 cutthroat trout were analyzed using DNA-Polymerase Chain Reaction procedures to detect the presence of *Myxobolus cerebralis*, whirling disease. All analyses were conducted and results and recommendations returned to submitting biologists, wardens and hunters in a timely manner.

Customer satisfaction with the Wildlife Health and Laboratory Services was determined from the FY00 Strategic Outcome Internal Client Satisfaction Survey. Respondents to this survey indicated a 96.2 percent satisfaction with the analytical services provided by the laboratory and a 97.6 percent satisfaction with the services provided by the Veterinary Services branch.

The following factors created difficulty in accomplishing the outcome measures for this objective:

- Outbreak of Whirling Disease in the Dubois Hatchery required extensive testing of more than 1,200 fish samples. The impact delayed processing and testing of samples submitted for the other functions and publication of the Laboratory Annual Report.
- The loss of one full-time fish health biologist placed additional work on the full-time fish health inspector.

- Inefficiency is a problem in training short-term contract employees to accomplish the extra workload, only to have them leave for better paying and more secure jobs.
- Budget cuts meant that supplies and equipment are under funded.
- Lack of adequate and aseptic laboratory space to perform DNA analyses requires the use of laboratories belonging to the University of Wyoming, which requires additional funding.
- Additional requests for forensic and fish health DNA analyses have increased workloads so personnel requirements have changed.

Objective: Wyoming Cooperative Research Unit

Cooperative Fish and Wildlife Research Units, now located in 40 states, have been providing graduate education, research and technical services in fish and wildlife management for more than 60 years. The Wyoming Cooperative Fish and Wildlife Research Unit has successfully functioned through an effective cooperative partnership among the Wyoming Game and Fish Department, the U.S. Geological Survey, the University of Wyoming and the Wildlife Management Institute. Under the cooperative agreement, the unit is charged to provide research and technical assistance to the Wyoming Game and Fish Department, as well as to federal agencies, other state agencies and private institutions. Research assistance is provided by graduate student projects and through research conducted by full-time research associates and technicians.

All projects conducted for the Wyoming Game and Fish Department are initiated following collaborative planning with Wyoming Game and Fish Department staff and approval of written project proposals by the Wyoming Game and Fish Commission. The unit also conducts projects for federal agencies such as the U.S. Fish and Wildlife Service, U.S. Forest Service, Bureau of Land Management and National Park Service. All research done for federal agencies is coordinated with the Wyoming Game and Fish Department and information is shared to facilitate management decisions.

Procedures for identifying research needs and priorities are being refined by Wyoming Game and Fish Department and unit personnel. Procedures include identification of research needs through a collaborative process with division staff, preparation of proposals for review by Wyoming Game and Fish Department staff, development of work plans prior to funding, preparation of quarterly reports for all projects in progress and submission of detailed project reports (often in the form of theses or dissertations) at the completion of a project.

Of individuals that responded to the FY00 Strategic Outcome Internal Client Satisfaction Survey, 42.3 percent (71) indicated that they had been customers of the COOP Research Unit during FY00. Based on their interactions with COOP Research Unit staff, 94.4 percent (67) of these respondents indicated that they had been treated courteously and professionally relative to their situation. Of these respon-

dents, 84.5 percent (60) indicated they were either "Very Satisfied" or "Somewhat Satisfied" with the attention and timeliness given to the research being conducted. Also, 81.7 percent (58) of these respondents were either "Very Satisfied" or "Somewhat Satisfied" with the quality and quantity of research being done or completed for the department. During FY00, 68.1 percent (49) of these respondents indicated that they had the opportunity to review the COOP Research Unit's annual report.

Objective: Feedgrounds

The winter of 1999-2000 was very mild, and the feeding season was 20 days shorter than the average of the past 25 years. Approximately 14,900 elk were fed, which is less than in the previous two winters. A total of 6,508 tons of hay was fed. Figures show that more elk were fed (2,086 head more) on less hay (182 tons less) than the long term averages for these items. Wolves became a major factor on the three Gros Ventre feedgrounds. The wolves ultimately caused almost all of the feedground elk and several hundred free ranging elk to congregate at one feedground. This led to unsanitary feeding conditions, caused hay shortages and increased the risk of brucellosis transmission.

There were nine major work schedule elements and 14 minor elements, all of which were completed.

Major work schedule elements included purchasing/hauling hay, supervising feedground operations, monitoring elk distribution, recruiting elk feeders, maintaining feedgrounds, moving horses to and from feedgrounds, monitoring hay hauling, feedground maintenance contracts and big game Job Completion Report.

Minor elements included sub-unit review, elk damage prevention, feeder orientation, hay buying planning, planning/developing work schedule, hay inventories, fish patrol, elk patrol, big game patrol, elk disease monitoring, enforcement, winter range project/antlers, bear bait detail and game tags.

Nearly 15,000 elk were fed. The cost per elk was the lowest in the past five years, and only 51 elk were observed to die on feedgrounds.

A major problem resulted from wolves chasing elk in the Gros Ventre, which congregated both free ranging and feedground elk into one very large herd. In addition to causing hay shortages and unsanitary feeding conditions, the activities of wolves place the feedground operation at odds with various goals of the U.S. Forest Service, U.S. Fish and Wildlife Service and the federal Animal and Plant Health Inspection Service. The department may soon have to choose between dealing with the politics of eliminating the Gros Ventre feedgrounds or battling various special interest groups and individuals in maintaining these feeding sites.

Objective: Specialized Statewide Law Enforcement

Wildlife investigators initiated 125 law enforcement cases during FY00 and completed 50.

Ten temporary enforcement personnel were trained in boating safety and enforcement, comprising a total of 5 crews. These reservoir crews contacted 3,256 watercraft and 9,083 recreational boaters and anglers. Checks were made for watercraft safety equipment and fishing regulation compliance resulting in 251 citations issued for various watercraft violations. Boating Under the Influence arrests decreased during the 2000 boating season. To date, more than 4,500 people have completed the Boating Basics Course.

The Stop Poaching Program took 451 tips, and 25 cases were successfully completed. Several cases are currently under investigation. The Protectors Association paid a total of 14 rewards in the amount of \$6,710.00

Records of the crews indicate approximately 87 percent of boaters are in compliance with boating regulations.

Percentage of department personnel satisfied with investigative services of the law enforcement investigative unit are documented by means of an internal survey. Approximately 75 percent of enforcement personnel within the division are satisfied with this service.

There are not enough funds available to allow investigators to work unlimited overtime throughout the fall hunting seasons. The increasing numbers of personal watercraft users using their crafts while under the influence of alcohol continues to be a major problem on waters throughout the state.

Objective: Strategic Management

During FY00, the planning coordinator was responsible for coordinating and developing the Wyoming Game and Fish Department's contribution to the *Wyoming State Government Annual Report, 1999*. The planning coordinator was also responsible for designing and conducting the FY00 Strategic Outcome Internal Client Satisfaction Survey and the FY00 Strategic Outcome External Client Satisfaction Survey. In addition to surveys related to the strategic plan, the planning coordinator was responsible for developing and coordinating the completion of survey projects associated with the financial expenditures related to fishing in Wyoming, hunter attitudes toward the department's management of antelope and boater opinions and attitudes toward boating related facilities and regulations in Wyoming. The planning coordinator served as an active participant in the Internet License Sales Committee and worked as the principal author of the Internet license sales report. The planning coordinator also worked to compile and finalize the department's Year 2000 Contingency Plan as well as developing a business recovery plan for the Cheyenne Headquarters building. Finally, the planning coordinator participated in the revision of the department's policy manual.

Of those individuals that responded to the department's FY00 Strategic Outcome Internal Client Satisfaction Survey, 26.2 percent indicated they had

been customers of the Strategic Management section during FY00. Of these respondents, 93.2 percent indicated that they had been treated courteously and professionally by Strategic Management personnel, 90.9 percent indicated that they were either "Somewhat Satisfied" or "Very Satisfied" with the attention and timeliness given to their particular situation, and 88.7 percent were either "Somewhat Satisfied" or "Very Satisfied" with the services provided by the Strategic Management section.

Objective: Bird Farms

The department's two bird farms raised and released a total of 29,967 pheasants (16,310 at Downar Bird Farm/13,657 at Sheridan Bird Farm) in FY00. Major elements include raising and releasing pheasants and maintaining facilities and equipment. Minor elements include public relations, habitat and water level maintenance, prescribed burns on Wildlife Habitat Management Areas and check station work.

Data from the mandatory check-in at the Springer Special Pheasant Hunt showed that 2.1 pheasants were killed per hunter. Productions and release records show that 29,967 pheasants were raised and released.

The problems raising pheasants are hail and snow storms that kill both adult birds and chicks, excessive heat that slows growth of young pheasants and too few bird farm personnel to distribute pheasants as often and in as many locations as hunters would like.

Objective: Financial Management

The Fiscal Division, through the efforts of fiscal managers, spent much of the year addressing new issues related to licensing, changes in the state payroll system and statewide vehicle issues, plus Year 2000 testing and making the necessary Year 2000 changes.

The largest numbers of changes were encountered in the licensing area. Legislation enacted in 1999, which became effective January 1, 2000, required programming and procedural changes in both license draw and license accounting. The ability to purchase preference points and the modification in the way that moose and sheep licenses are drawn has required that modifications be made to existing license draw processing. The random draw process for moose and sheep now has to accommodate splitting the quotas by area and type for both a complete random draw (25 percent of the quota) and a draw based on preference points. Additionally, a new access donation, which could be of any denomination, required modifications on the receipt portion of limited quota application processing in addition to changes in the license accounting system.

For the first time, department license draw results and demand index information was made available to customers through the Internet, and the Web site proved to be very popular with hunters. This capability allowed customers to obtain information without either having to wait for results through the mail or to contact a 1-900 phone number.

The license section was also involved as part of an Internet license task force reviewing the potential for selling department licenses on the Internet, one of the recommendations made by Arthur Andersen in a study conducted in FY99. The task force recommendations were presented to the Wyoming Game and Fish Commission in the spring of 2000 and since that time, the Fiscal Division has been working with the state's information technology branch to modify the existing license draw and license accounting systems to allow for a point-of-sale license system within the next 24 months. This point-of-sale system will also facilitate transactions involving both license sales and applications on the Internet at some time in the future.

In FY00, the department conducted all its limited quota draws either on or before the published tentative draw dates. All licenses and refunds for the largest series of draw (resident deer, antelope, elk and nonresident deer and antelope) were in the mail at least one week prior to the beginning of the leftover application period, July 10. During FY00, more than 215,000 limited quota applications were received and processed by the division for more than 50 different types of licenses and permits. This represents an increase of 7.5 percent in volume from the previous fiscal year.

The number of license selling agents administered by the division stayed at a relatively constant level in FY00 at 391, while 36 applications were received for new agents and 27, or approximately 75 percent of those received, were approved by the Wyoming Game and Fish Commission. Due to several agents not seeking renewal or closing businesses, the total number of agents changed by only one.

In FY00, the department continued to process search and rescue donations and distribute those donations to the Wyoming Emergency Management Agency for their search and rescue programs. The License Accounting section also began accounting for a new predator stamp, the proceeds of which, while accounted for by the department, are to be distributed to the Animal Damage Management Board after department administrative costs. Additionally, in April 2000, the License Accounting Section conducted a two-day seminar in Casper for license agents. During this seminar, topics included the proposed point-of-sale system, various Internet issues and training on license issuance and reporting.

In the General Accounting section, work continued with the statewide vehicle team. The pilot auction program for vehicles was continued. In year two, the department joined with state motor pool and the Wyoming Department of Transportation for a combined auction. The results from this combined auction continued to be disappointing with the net proceeds from the majority of vehicles auctioned equal to or less than vehicles traded. The department produced a final report with recommendations to the Wyoming Game and Fish Commission summarizing the pilot program. The General Accounting section also began a pilot program for use of a new statewide

gasoline card. The new Wright Express card will be simpler for employees to use than the various existing company cards while providing detailed statistical information on gasoline use. The pilot project ended on June 30, 2000, and the card was distributed for all vehicles during July 2000.

Modifications to the timecard reporting system, used in conjunction with the department's federally funded programs, were made to insure Year 2000 compliance.

In the Disbursements section, additional modifications were made to insure compatibility between the new state payroll system and in-house systems utilizing payroll information.

In FY00, 43,000 expenditure transactions were reviewed by Disbursements personnel and processed directly through the State Auditor's Office. There was little change in this number from last fiscal year. However, there was a one-day reduction in the number of days between receipt of a transaction in the Fiscal Division and transmittal to the State Auditor's Office for processing, as the average dropped from three days to two days. This reduction in processing time was potentially a result of no turnover of personnel in this section last fiscal year.

The majority of department receipts are from limited quota license applications processed between January and June. More than \$31 million was received from more than 215,000 limited quota license applications during this period. Due to a significant increase in the percentage of applications received during the last week of each application period, the amount of time required to have funds deposited with the Wyoming State Treasurer increased in FY00 from an average of approximately five days in FY99 to 10 days in FY00. During January and May, the department was able to have funds deposited by the State Treasurer within five to six days of mail receipt, but in February and March the time delay increased to 10 to 14 days. Funds are deposited prior to completed processing of applications. Additionally, keypunch and other errors resulted in approximately 100 requests being reviewed by the License Review board between October 1999 and July 31, 2000. These requests constituted less than 0.1 percent of the 110,000 limited quota licenses issued through the license draw system.

For FY 00, the department has continued to measure those two outcomes that provide meaningful data related to fiscal operations (accuracy and timeliness of operations), where data was available (i.e. where information could be collected without significant expenditure or additional costs) and where data could be compared over time.

A greater percentage of license applicants continue to remit their applications closer and closer to the application deadline dates each year, making it difficult both to deposit funds immediately and to contact applicants if errors prevent applications from being processed. While systems are being modified to allow for the potential of both in-house point-of-sale and

potential Internet applications and license sales, which would allow for online entry and editing at the applicant or sales point, several factors have to be considered. The costs of a point-of-sale outside of the department, i.e. at license agents, needs to be addressed as equipment purchase and maintenance statewide at existing agents could be cost prohibitive. While Internet licensing and application processing offers a more cost effective solution, there are law enforcement, security and credit card fee issues that have to be addressed. Finally, while the department has been providing significant license information on the Web over the last two years, the focus has been on information and not transaction processing, i.e. e-commerce, which is the direction in which the department is now heading.

Another area that the department must begin addressing involves several of the outdated internal financial systems that need to be converted to more user friendly and versatile software. These systems, which have been in place from five to 10 years, no longer meet department needs. Both personnel and financial resources will be needed to begin "rewriting these systems." Although in recent years, the division has shifted personnel from the more traditional fiscal areas (accounts payable, purchasing) to licensing, both to meet increasing numbers of license agents and meet increasing emphasis on customer service, this trend may need to be reversed due to system modification needs, additional responsibilities required of agencies with the new online payroll system and a forthcoming statewide purchasing credit card

Objective: Personnel Management

Personnel Services personnel were involved in a variety of projects during FY00. The new Human Resource manager served on the Market Pay Advisory Group that developed a process for comparing employee salaries with either a local or regional market. Once developed, the process was applied to all Wyoming Game and Fish Department employees, and monies were distributed based on the governor's directive. There were numerous vacancies and actions accomplished during the fiscal year. The Personnel Section was involved in several interviews and selections of candidates. The Leadership Development Program continued to move forward. The Human Resource manager worked with an independent contractor to develop a draft-training program that was presented to Leadership Development team. The Personnel Section started a review of the department's compensation plan to incorporate the market pay process and update the zone information. The office also reviewed the at-will employee contract pay process and changed how the department reimburses contract employees who work more than six months. Due to a change in Human Resource managers, there were several months where learning the department and its employees was paramount. The Personnel Section conducted two new employee orientation programs and started the process to update

the training. In the process of becoming more knowledgeable about the department, the Human Resource manager attended supervisor meetings, personnel council meetings and regional team meetings. The Personnel Section continues to manage the databases for drug testing, retirees and the employment inquiry and response system. The Personnel Section also updates the department directory on an annual basis.

Efficiencies come from an increased knowledge of the new personnel/payroll system in managing the information of employees.

The 2000 Strategic Outcome Internal Client Satisfaction Survey indicated Personnel Service received a rating of 90.6 percent satisfaction with the services provided by the section; 93.6 percent of those returning the survey indicated they had been treated courteously and professionally, and 92.1 percent of the employees responding indicated they were either "Very Satisfied" or "Somewhat Satisfied" with the attention and timeliness given to their particular circumstance.

The struggle to remain in compliance with all state and federal laws and regulations continues to be a concern. A lack of adequate staff tends to result, sometimes, in minimal attention to the critical areas of recruitment, training, innovative program development and interaction with the customers of the section, namely employees.

The continuing trend toward the decentralization of human resource functions by the Wyoming Department of Information and Administration, Human Resource Division, promises to only exacerbate the issue of inadequate time and resources to properly administer the human resource function for this department.

Continuing problems include the reliance on an extensive number of at-will contract employees and the ensuing difficulties relating to unreasonable expectations as to continued employment, cumbersome paperwork, confusion by employees and supervisors alike as to available work hours.

Objective: Management Information Systems (MIS)

Fiscal year 2000 was a pivotal year for the department with respect to information technology. The department was not only faced with the "Y2K" (Year 2000) issue, but also with major upgrades to its hardware and software infrastructure.

In the MIS section, personnel completed three major projects, all somewhat, if not directly, related to the Year 2000 issue. First, personnel had to upgrade the local area network hardware and software in the regional offices. Personnel not only installed newer, faster servers, but also significantly increased the hard disk storage space in anticipation of increased file sizes and usage. Personnel upgraded the operating systems on all the local area networks to Netware 5.0, which was guaranteed by Novell to be compliant with the year 2000 changeover. The Wyoming Game and Fish Department was the first State of Wyoming

agency to fully convert to Netware 5.0 and proved to be a resource for other agencies.

The second major MIS project was upgrading the office suite on all the department's personal computers from Microsoft Office 4.3 to Microsoft Office 2000. Again, the department was the first agency to convert to this new suite, which was the recommended software from Microsoft to insure year 2000 compliance. The third major project was the Year 2000 project itself, which was a multi-divisional project. The MIS/GIS sections both played a major role in checking the department's hardware and software for year 2000 compatibility and ordering and installing any required upgrades.

The ability of department personnel to access wildlife-oriented Geographic Information Systems (GIS) maps on demand, view and customize these maps and then print them locally was made possible with a new Wildlife Information and Land Display System implemented in FY00 by GIS personnel. WILDscape, as it is known, is available on the department's Intranet server. Users access WILDscape from their own computers using a Web browser. Users can select the data they wish to view and print, including big game seasonal ranges and land ownership. WILDscape supports a variety of applications, such as commenting on environmental assessments and impact statements and identification of private landowners with property classified as crucial habitat for big game. Future upgrades and improvements to both the software and the data will greatly increase the value of WILDscape. Ongoing support was also given to department personnel for ArcView Geographic Information Systems procedures and applications, and for Global Positioning System applications.

As part of the FY00 Strategic Outcome Internal Client Satisfaction Survey, the MIS/GIS section had five questions:

- 1) Were you a customer of the MIS/GIS section in FY00?
- 2) Based on your interaction with the MIS/GIS staff, how courteously and professionally were you treated relative to your situation?
- 3) How satisfied were you with the attention and timeliness given to your questions or problems?
- 4) Do you agree or disagree that you have the correct or necessary MIS or GIS equipment to do your job?
- 5) How satisfied were you with overall MIS/GIS Section service?

Below, the results are summarized and compared with previous year's surveys.

Total people responding to the MIS/GIS portion of the survey

- 1998 - 170
- 1999 - 151
- 2000 - 142

Treated courteously and professionally

- 1998 - 83.5 percent
- 1999 - 79.4 percent
- 2000 - 72.5 percent

Very or somewhat satisfied with attention and timeliness

- 1998 - 69.6 percent
- 1999 - 66.2 percent
- 2000 - 59.1 percent

Somewhat agree or agree they have the equipment needed

- 1998 - 84.1 percent
- 1999 - 88.7 percent
- 2000 - 73.9 percent

Very or somewhat satisfied with MIS/GIS services

- 1998 - 71.2 percent
- 1999 - 54.3 percent
- 2000 - 54.9 percent

The number of responses to the MIS/GIS section of the survey has been steadily falling over the years, and so has its rating. If this section were a TV network soap opera, it would have been cancelled by now.

The survey shows 72.5 percent of the respondents to the second question indicated that they had been treated courteously and professionally relative to their situation, down from 79.4 percent for last year. On the third question, 59.1 percent of respondents indicated that they were either "Very Satisfied" or "Somewhat Satisfied" with the attention and timeliness given to their questions or problems, down from 66.2 percent from last year. The drop in overall satisfaction perhaps can be attributed to the significant changes that were made to the information technology infrastructure during FY00.

With respect to the fourth question, 73.9 percent of the respondents feel that they have the right or necessary MIS or GIS equipment to do their jobs, significantly down from 88.7 percent last year. This should be of particular concern to the various department program managers, since it seems that more people are asking for newer or better tools to do their job.

In response to question five, 54.9 percent are either "Very Satisfied" or "Somewhat Satisfied" with the overall MIS/GIS Section service, slightly up from 54.3 percent last year, but still significantly lower than the 71.2 percent from the 1998 survey. Judging from the comments, it seems that employees thought the section responded slowly because of lack of personnel.

The main problem in the MIS/GIS branch is one of staffing. In the MIS section, supervisors were unable to find anyone qualified for the open IT02 level position and were forced to reclassify it to an IT04 level in order to fill it. This means that the new employee will have to undergo a significant training period before becoming very productive, further delaying projects. In the GIS section, the department has only one person to support all GIS activity in the headquarters office and assist personnel in the regional offices. Now that the Year 2000 issue is over and the MIS personnel have finished the major infrastructure upgrades, MIS personnel have begun putting more emphasis on new application development and conversion of existing systems to the newer technologies.

Objective: Support Facilities and Personnel

The department maintains seven regional offices, a satellite office in Pinedale and the Cheyenne headquarters building, with two regional office managers assigned to each facility for logistical support. The majority of department employees are located either in regional offices or the headquarters facility, excepting hatchery biologists, game wardens and some terrestrial biologists. By FY00, the department was approximately 75 percent complete with its upgrade of regional office facilities begun in 1991. No new remodeling work was begun in FY00. However, upgrades to a portion of the heating and cooling system in the Cheyenne headquarters building required an expenditure of more than \$70,000, plus it was determined that there would need to be significant improvements in wiring within the Cheyenne building in FY01 to allow for current telecommunication configurations. Addressing deficiencies in the two remaining regional offices, Jackson and Pinedale remain the department's primary objective for FY01 and FY02. Updated costs for the Pinedale facility are now at approximately \$1 million, and the department would like to proceed with either a remodel or replacement of this office, if more cost effective, within the next year. Work in Jackson is dependent on Wyoming Department of Environmental Quality site issues plus the involvement of federal agencies and the Town of Jackson in a campus type complex. This facility will potentially be the most expensive department facility to construct, excepting the Cheyenne headquarters office, which remains a capital facility issue for the long-term. The department's goal is to provide improved service areas for external customers, adequate working space for permanent employees and a conference room for regional meetings in each facility.

The FY00 Strategic Outcome Internal Client Satisfaction Survey indicated that approximately 86 percent of respondents were satisfied with the clerical, logistical and budgeting support provided by regional office managers, compared with 90 percent in FY99. Sixty percent of respondents indicated satisfaction with the physical resources in which they worked, compared with 67 percent in FY99. The highest levels of dissatisfaction with facility adequacy were found in the Jackson, Pinedale and Cheyenne offices, where upgrades have not occurred. No Americans with Disability Act complaints as to facility access were noted in FY00.

The department still has two regional facilities and the Cheyenne headquarters building that have not been upgraded. The Pinedale and Jackson facilities will require either replacement or extensive remodeling in the near future. Substantial electrical and HVAC issues have been identified in the Cheyenne headquarters building; there has been some work done within the last fiscal year, but the work still does not address all electrical/HVAC problems within the building. Additionally, problems with computer operations in the Cheyenne building's basement may

mean that the computer center needs to be relocated within the building; however, there is no space available, and the department will be trying to determine solutions to this problem in FY01 and FY02. There are no plans for replacement of the Cheyenne office within the next five years due to budgetary constraints.

Objective: Legislatively Mandated Expenses

The department administers several programs in which payments are required to be made to individuals or other state agencies, in accordance with Wyoming statute or specific appropriation. Included among these programs are landowner coupons and damage claims and specific appropriations from department funds for the Statewide Law Enforcement Communication System, Peace Officer and Early Retirement and Cost Allocation. The department must insure these programs meet their statutory requirements, while minimizing the amount of department cost associated with administering these programs.

The department was able to process all payments and/or transfer funds to other state agencies as required, with no increased budget for administrative costs associated with these programs.

In the 1999 Legislative session, a bill was passed providing that the department will offer landowners redeeming landowner coupons the option to designate those coupons to the newly created Animal Damage Management Board. This legislative change necessitated that the department redesign the landowner coupon affidavit and modify the landowner coupon system to provide for issuance of coupon dollars to either the landowner or Animal Damage Management Board, while still accounting for landowner coupon taxability issues. Changes in entry screens and processing, plus the payment interface with the State Auditor's office, were completed in November 1999. Other areas, including damage claims and early retirement, remained relatively stable in FY00. Increases in SALEC costs associated with the Statewide Law Enforcement Communication System were offset by cost allocation declining slightly.

Objective: Mailroom

A crew of three people processed more than 110,000 licenses in eight working days using the department's inserting machine. Prior to using this machine, a crew of 10 to 15 individuals would take 12 working days for the same process. Mailroom personnel are responsible for handling some 1.2 million pieces of incoming and outgoing mail each year. This includes thousands of United Parcel Service packages as well as priority and express mail.

The results of the 2000 Strategic Outcome Internal Client Satisfaction Survey indicated 52.4 percent of department personnel interacted with mailroom personnel during the past year. Of those, 96.5 percent were either "Very satisfied" or "Somewhat satisfied" with their incoming and outgoing mailroom service.

Budget cutbacks combined with postal rate increases by United Parcel Service and the U.S. Postal

Service could lead to budgetary difficulties in the coming year. Postage expenditures are fairly constant; however, an increase in license quotas also results in increase in mailing and expenditures.

Objective: Conservation Engineering

The major projects completed by Conservation Engineering during FY00 were as follows.

The Headquarters Building received a new chiller and coil for the south multizone unit, an automated alarm system was installed on the HVAC equipment, and the telephone equipment room and storage room entry was remodeled for security.

The roof on the Casper Regional Office was replaced and the parking area of the Cody office was chip-sealed. A new garage was built for the Saratoga Warden Station.

Much work was completed at the various hatcheries and rearing stations. Two domestic water wells were drilled and developed. Two domestic water line systems were replaced. A raceway drain line was replaced and a four bay garage was reroofed. The water distribution box was replaced at Clark's Fork. Due to the threat of Whirling Disease, two concrete brood ponds and a large isolation building were constructed at Daniel and the upper springs redevelopment at Boulder.

Construction projects that were completed on the Wildlife Habitat Management Areas were Pond #5 rehabilitation on Yellowtail, Dick Creek water diversion for Sunshine and replacement of the water diversion structure for Table Mountain.

It was a busy year for boating access projects. New complete boating access developments were completed at Lake DeSmet-Monument Point near Sheridan and Buffalo and Louis Lake in the Wind River Mountains. Boating access improvements were made at Worthen Meadows Reservoir and Pathfinder Reservoir at Bishop Point. Additional snow fence was installed at Diamond Lake. Docks were replaced at Grayrocks' west ramp, Lake Hattie, and Wheatland #1. The dock at Diamond Lake was replaced with the old dock from Lake Hattie. A new dock was installed at the Grayrocks east ramp. A total of 25 project requests were completed.

The Drafting Section continued to have a very large volume of work. Private Land/Public Wildlife walk-in access program kept growing with a 40-page Walk-In Areas booklet, a 40-page Fishing Walk-In Area booklet, and seven Hunter Management Area brochures, with posters, billboards, outdoor signs, and color logos. The Drafting Section also designed posters and t-shirts for the Project WILD Conference and the Watchable Wildlife Conference. The posters and signs were made, put up and removed at the Wyoming Hunting and Fishing Heritage Expo '99. Numerous displays, statewide signage, mapping, PowerPoint presentations, herd unit maps, hunt area maps, commission maps and construction drawings were completed as a matter of standard routine. Thirty job requests were completed, and 9,580 signs were completed statewide.

Kathy Dillmon, drafting supervisor, was honored with a special plaque at the 1999 Wyoming Hunting and Fishing Heritage Exposition for her work in the Private Lands/Public Wildlife program.

The Survey Section completed 13 project requests over the fiscal year. Property boundary surveys were made for Mountain Meadows on the Spence/Moriarity wildlife habitat management area, Bear Creek on Inberg/Roy wildlife habitat management area, Teton wildlife habitat management area, Daniel Fish Hatchery and the Gros Ventre Patrol Cabin.

Surveys were made for engineering projects at Dick Creek (Sunshine wildlife habitat management area), Sunlight wildlife habitat management area water diversion, access roads for the county on the Yellowtail wildlife habitat management area and Pond #5 topo on Yellowtail.

A trust fund project for a pond site was surveyed and a topographic contour map was completed.

Water rights were filed for two new domestic water wells.

Surveys were completed for fishing access on the North Platte River, known as the Cardwell Fly Fishing Access, and for several areas on the Clark's Fork River including access roads on the Bear Tooth Ranch.

Representatives were sent to the Wyoming Engineering Society Convention in Cheyenne, States Organization for Boating Access in Little Rock, Ark.; the Association for Conservation Engineers in Orange Beach, Ala.; the Big Sky Survey Conference in Big Sky, Mont.; and the Western Boating Conference in Post Falls, Idaho. Attendance was for continuing education credits and interagency communications.

Responses to the FY00 Strategic Outcome Internal Client Satisfaction Survey indicated that 88 percent of respondents who had used the Conservation Engineering services were satisfied with the manner in which they were treated. Those satisfied with the timeliness of Conservation Engineering's service were 73.3 percent, and 81.3 percent were satisfied with the quality of service.

Demand for the engineering services exceeds the available resources of the downsized Engineering Branch. personnel are not given sufficient time to properly handle each project. There is a continual struggle between quantity and quality, which may result in long-term excessive repair and maintenance costs. Another engineer and draftsman are needed.

Objective: Regional Information and Education

Regional Information and Education (I&E) personnel assisted in media outreach, planning and public information efforts on a weekly basis. Media releases included an average of four print releases per week for a total of 187, 175 radio spots, 76 radio programs, 54 television public service announcements and 28 *Wildlife News* articles. Regular weekly radio shows are hosted in Cheyenne, Casper, Douglas, Cody, Worland, Kemmerer and Evanston. Regional personnel either conducted or assisted in 397 programs and workshops.

The FY00 Strategic Outcome Internal Client Satisfaction Survey indicated that 76.2 percent of the responding department employees had interacted with a Regional I&E position over the past year. Of these respondents, 74.2 percent indicated they were either "Very Satisfied" or "Somewhat Satisfied" with the Regional I&E person's ability to disseminate information externally. In response to questions regarding dissemination of information to regional personnel and interacting as part of the regional team, the Regional I&E positions received a 72.5 percent "Very Satisfied" or "Somewhat Satisfied" rating. Further, the FY00 survey reflected a 73.3 percent "Very Satisfied" or "Somewhat Satisfied" rating on the effectiveness of education efforts provided by the Regional I&E representative within the region.

The major problems continue to be identified in the area of dividing a limited amount of available work hours between competing demands. This problem is illustrated by the mixed comments from the survey regarding efforts within versus outside the regions, efforts toward information versus education, efforts to assist other regional personnel with their projects versus efforts on I&E projects and efforts in regional office cities versus efforts outside the regional office cities.

Objective: Education

Education Branch Cheyenne-based and regional personnel conducted 437 wildlife management programs for 11,870 youth and adults.

Volunteer coordination for the department is also a part of the Education objective. Four hundred and fifty volunteer hunter education instructors held 221 hunter education classes, certifying 5,372 students. Volunteer hunter education instructor hours are about 6,570. The department's conservation education volunteer program had 211 volunteers, who provided approximately 5,200 service hours to the department. WILD facilitators conducted 16 workshops for 327 teachers. Two WET/WILD/PLT workshops were also given to 41 additional teachers.

The Outdoor Recreation Education program was taught to 30 new instructors. One hundred instructors now teach OREO in 45 schools. In addition, major accomplishments were made in efforts to help Wyoming residents learn how to prevent conflicts with bears with seven Living in Bear Country workshops presented to 225 participants. A total of 32 Wyoming's Wildlife — Worth the Watching interpretive education projects were completed.

The second Expo drew 13,400 participants with 5,000 youth from 46 schools also in attendance. Volunteers contributed about 5,800 hours to the event.

Approximately 28,000 Wyoming residents benefited directly from education programs, camps, the Expo, fairs and workshops. Approximately 456 volunteer instructors assisted in the hunter education program and more than 200 volunteers assisted in wildlife and fish management efforts. Total volunteer hours are near 18,000. More than 95 percent of par-

ticipants in workshops, programs and camps rated program quality and content as acceptable to excellent. Availability and accessibility of services was not a hindrance to customer satisfaction. Educational and communication opportunities appear to be adequate for customer demand.

When education personnel assistance is required for media, information, issue resolution and public involvement efforts in high demand periods, staff cannot meet the demand for education programs. Quality, availability and accessibility of these programs may also suffer.

Objective: Information

Information personnel are responsible for the production of news releases, radio programs and video productions. The 1-800 radio actuality line, which was added a year ago, has provided an additional dimension to the department's news dissemination capabilities. With this line, radio stations can call in and receive a broadcast quality news message on a game and fish subject. This message is updated weekly. In addition to production of weekly news programs for radio, newspapers and television, Information personnel also produce radio and video public service announcements and feature-length video productions.

The results of the Wyoming Media Survey (newspapers, radio and TV) indicated 100 percent of respondents were either "Very satisfied" or "Somewhat Satisfied" with the prepared information the Information personnel provided. All indicated the material reached them in a timely manner for use in their publications and broadcasts.

This section continues to deal with the problem of not being able to be all things to all people. The closure of several Wyoming television stations has lessened the available coverage for the department's weekly television news program. Information personnel are still working around the problems brought on by dated and heavily used audio and video equipment.

Objective: Customer Service and Marketing

Personnel spent substantial time working with the 1999 Wyoming Hunting and Fishing Heritage Exposition. Information was disseminated and products were marketed to the public. A new catalog of department merchandise was developed and sent to every individual that purchased a big game license or licenses through the department's limited-quota drawings. New products were added to the Alternative Enterprises "Worth the Watching" line. Alternative Enterprises continues to show a profit.

The FY00 Strategic Outcome External Client Satisfaction Survey indicated that 85.8 percent of the people that used the Telephone Information Center during FY00 felt that their information needs were handled in a very good to excellent manner. Another 9.2 percent judged this service adequate for a 94.9 percent approval rating.

Internet access to drawing odds and drawing success for big game hunts will impact Alternative

Enterprises income and the income derived from the 1-900 number, which hunters may access to determine drawing success. Supervisors within this objective continue to deal with the problem of turnover for contract employees.

❖ **Strategic plan changes**

Department Administration Objective

No major changes are planned, but should the Conservation and Reinvestment Act pass Congress and be assigned into law by the President, it will require much effort to incorporate this legislation into the department's planning efforts for future years.

Fish Culture Objective

No major changes in the strategic plan of the Fish Culture Objective are planned for the next year. The construction projects at the Auburn Hatchery and the Boulder Rearing Station will protect these facilities from the threat of disease introduction. The Dubois Hatchery will require extensive construction to close its water system and update rearing units during the next year. Continued plans to protect other compromised facilities are being initiated to insure a disease free and safe fish culture system. A professional evaluation of department housing will be accomplished next year to appraise the safety and structural integrity of the forty residences. A thirty-year plan will be completed to attend to immediate safety concerns as well as recommendations for remodel and replacement of existing residences to meet required standards.

Wildlife Habitat Protection Objective

The vast majority of habitat protection work is, by necessity, reactive to proposed actions by other agencies and local government entities, industry, and private individuals. Providing information on land use actions for the purpose of mitigating and minimizing impacts to fish and wildlife should obviously remain a core part of the habitat protection function. But also, because this is a statewide program, habitat protection personnel have a comprehensive perspective on current and upcoming natural resource issues, and are well positioned to recognize when, where, and how to proactively deal with those issues.

Efficiencies and benefits in management and protection programs can often be achieved by proactive and aggressive involvement in upcoming and new issues. For example, there are opportunities with issues such as coalbed methane development (water for wildlife), transportation systems (correcting problems created in the past), forest planning (providing updated species habitat needs, and guiding assessments that will affect forest planning) and Endangered Species Act (proactive measures to keep states as managers of wildlife) that could be considered for more proactive action. Without a more proactive effort, department input often serves only to document concerns rather than offering meaningful alternatives. Though no specific strategic plan changes are pro-

posed for FY01, whenever the need is apparent and impacts are significant, the department, through the Habitat Protection Program, should consider a more aggressive, proactive role in developing/facilitating strategies to deal with important issues.

Personnel Management Objective

With the increasing emphasis on training related to the leadership development program and the education of all employees on the financial condition of the department, the Personnel Management Outcome measures may need to be modified to reflect this change in activity.

Management Information Systems Objective

Last year the MIS supervisors proposed that the objective title be changed from Management Information Systems to Information Technology Systems, thus better reflecting the pervasiveness of technology throughout the department. This did not get accomplished in the current copy of the Strategic Plan, but should be done in the next version.

Support Facilities and Personnel

Construction in Pinedale and potentially Jackson could require a significant budgetary expansion within this strategy in the next fiscal year.

Education Objective

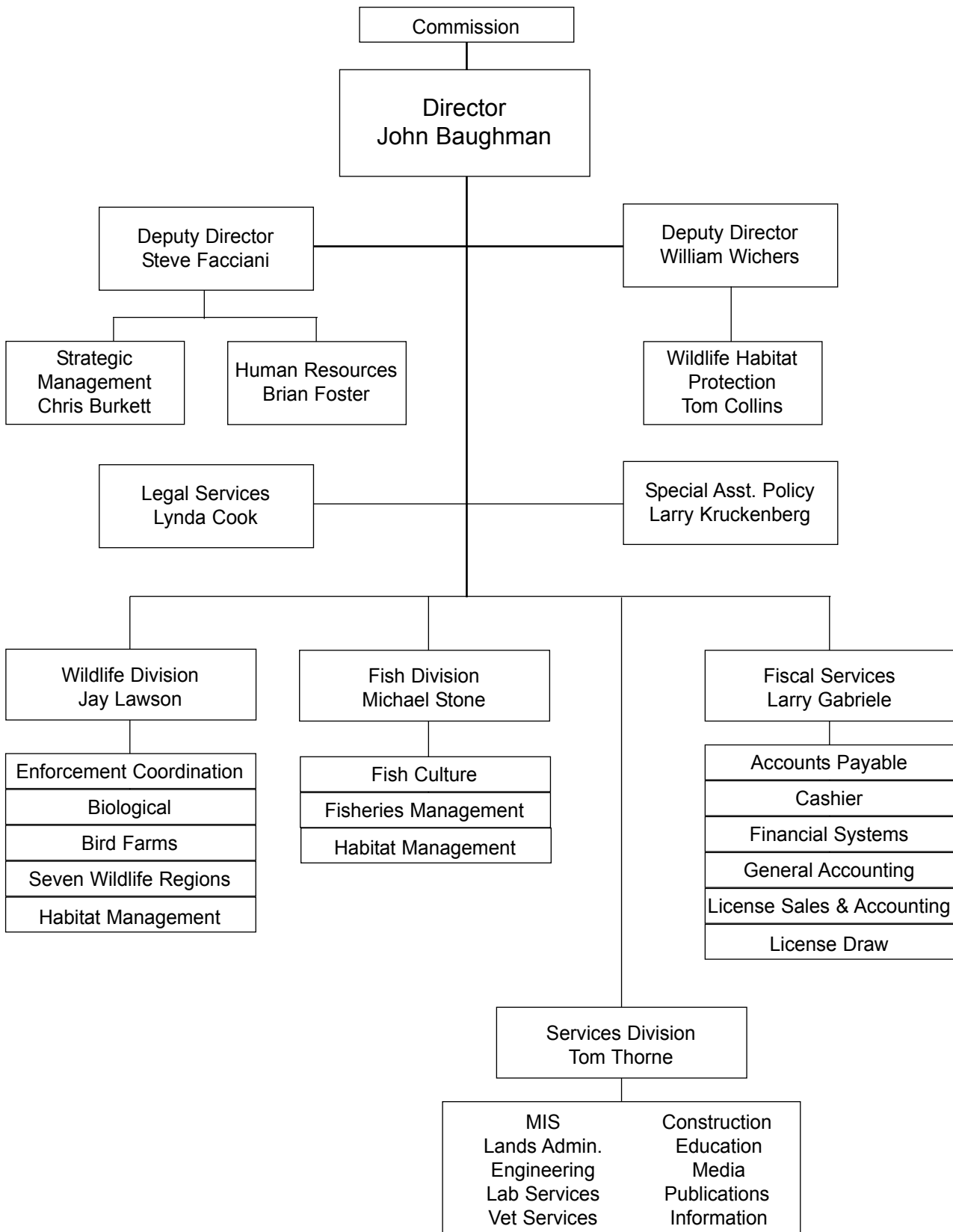
A new education master plan was prepared and submitted for commission approval in FY97. New outcome measures were integrated into the FY98 strategic plan. Outcome measures related to number of visitors, number of volunteers and number of programs were eliminated as these measures reflect factors not within our control. Total number of participants in all presentations and programs is a more accurate measure. Quality, availability, and accessibility of all department programs and their effect on department customers' opportunities need to be incorporated further into program effectiveness evaluations. A master plan update will be completed in FY01 after which modifications may be required in the strategic plan.

Beginning in FY01 a survey card for evaluation will be given to participants in programs, workshops, camps etc. conducted. Visitors to department facilities will be sampled with questionnaires. Availability, quality and accessibility of department educational opportunities and customer satisfaction will be incorporated into surveys and the evaluation process in FY01.

Customer Service and Marketing

Alternative Enterprises is scheduled to become a part of the Wildlife Heritage Foundation of Wyoming. At this time it is not determined what changes this will have on the Customer Service and Marketing strategy.

Game and Fish Department organization chart



Department of Health

❖ *Mission and philosophy*

The mission of the Department of Health is to promote, protect and enhance the health of all Wyoming residents.

❖ *Results of outcomes*

Refer to Wyoming Department of Health Strategic Plan and Wyoming Department of Health Strategic Plan Evaluation.

❖ *Strategic plan changes*

Refer to Wyoming Department of Health Strategic Plan Evaluation.

General information

Garry L. McKee, Ph.D., M.P.H., Director

Agency contact

Jennifer Martinez, Executive Secretary
307/777-7821
117 Hathaway Building
Cheyenne, WY 82002
wdh@state.wy.us

Other locations

Statewide

Year established

Established 1969, reorganized 1991.

Statutory references

WS 9-2-101 through 108

Number of authorized personnel

Director's Office: 25 full-time
Agency: 1,402 full-time, 94 part-time

Organizational structure

Department of Health, Aging Division, Community and Family Health, Developmental Disabilities Division, Mental Health Division, Preventive Health and Safety Division, Substance Abuse Division, Office of Health Quality, Office of Medicaid, Office of Rural Health

Clients served

In addition to the descriptions contained in each division report, the Elderly and Disabled Tax Rebate clients.

Budget information

Agency general funds	\$155,568,665
Elderly and Disabled general funds	1,606,017
Director's Office general funds	986,088
Agency federal funds	182,251,436
Agency other funds	6,693,774
Total agency	\$347,105,980

Aging Division

General information

Daniel G. Stackis, Administrator

Agency contact

Edna Vajda, Deputy Administrator
307/777-7986
6101 Yellowstone Road, Room 259B
Cheyenne, WY 82002
evajda@state.wy.us

Other locations

Statewide

Year established

Established in 1981 as Commission on Aging and reorganized into the Department of Health as a division in 1991

Statutory references

WS 9-2-1201 et.al.

Number of authorized personnel

14 full-time

Organizational structure

Department of Health, Aging Division

Clients served

Elderly clients, 60 years of age and older; and disabled under 60 years of age.

Budget information

General funds	\$23,605,088
Federal funds	42,458,192
Total	\$66,063,280

❖ Mission and philosophy

The mission of the Aging Division is to provide a flexible and responsive continuum of services that enable Wyoming senior citizens to age-in-place with maximum dignity and independence. Toward this objective, the Aging Division advocates, plans, coordinates, administers and evaluates statewide policies and programs relating to adults.

The division is committed to building a sound policy and program infrastructure that anticipates the 21st century. The division is the sole state agency responsible for coordinating and providing a focal point for statewide efforts on behalf of Wyoming's older adults.

❖ Results of outcomes

Overall, the Aging Division has accomplished the following.

Administration

A four-year state plan was developed and approved by the U.S. Department of Health and Human

Services, Administration on Aging, and will be used as an example for other states to follow.

A grant evaluation process was developed and implemented to be used on all grants received by the division.

The Aging Division continued to implement a comprehensive data collection and reporting system that will allow the division and its grantees to meet the mandatory federal reporting requirements. Throughout the state, the division assumed the administrative responsibilities for the following programs: Assisted Living and Adult Day-Care Programs, Board and Care, Home Health Care, Hospice and Nursing Homes.

The division Web page was expanded to provide a continuum of information to individuals, caregivers and professionals. Services, events, topics and links to government sites of interest tailored to seniors are just a few of the items posted on the division Web page.

The Veterans' Home of Wyoming, Wyoming Pioneer Home and Wyoming Retirement Center were incorporated under the division.

The number of clients on the Medicare Buy-In Program was increased from 5,443 to 5,780 and saved the state \$19,597,926 by cost avoiding the major portion of their health care costs to Medicare. The program provided more than \$29.2 million in combined Medicare and Medicaid benefits to these clients. The Wyoming Health Insurance Premium Payment Program is paying premiums for 12 Medicaid recipients and their families, saving the state more than \$127,700 in health care costs.

Assisted Living Facility program rules were promulgated to insure appropriate utilization of services and to facilitate the division's philosophy of aging-in-place. These rules are written in conjunction with the licensing-authority rules.

Senior Care

The Community-Based In-Home Services Program continues to see a significant increase in the number of clients served, as well as the level of care required by these clients. The program provided more than 200,000 hours of services to 3,242 clients and reimbursed for services provided.

The 6th Annual Medicaid Long Term Care/Home and Community-Based Services Waiver Program conference was held in Casper. The theme was Adult Protection, with more than 128 individuals in attendance.

The Adult Day-Care Facilities within the state were all surveyed for licensure.

The division helped organize and support the 2000 Silver Haired Legislature, in which approximately 50 individuals participated. The division added two new names to the Wyoming Senior Citizens Hall of Fame, which recognizes older individuals for the outstanding contributions they have made to our society. Centenarian awards were issued to 15 Wyoming residents turning 100 years of age.

The division continues to promote mental wellness through programs such, as the Growing Wiser

Program, which addresses how the memory works, mental alertness and good mental health. The program was presented to more than 50 senior centers and assisted living facilities, educating more than 750 participants.

Presentations on Suicide and the Elderly were given at the Governor's Conference on Aging. The division recently developed a new program addressing Alzheimer's Disease and how it affects the individual, family and caregivers.

The division is currently developing the Gatekeepers Program, which addresses how communities can become aware of older people at risk of being institutionalized so they may identify and offer services to these individuals.

Long-Term Care (including Swing Bed, Nursing Home Facilities and State Licensed Shelter Care) is managed within the division for approximately 2,000 Medicaid recipients. Care is provided in the most appropriate, accessible and cost-effective manner. Currently, 59 percent of Nursing Facility beds are occupied by Medicaid recipients.

The Pre-Admission Screening and Resident Review Program, for which the division reviews and keeps records, ensures people with mental illness and/or developmental disabilities are served in the appropriate long-term care setting. The program also ensures clients receive specialized services if required.

Nutrition Services

Statewide, the Title III-C Elderly Nutrition Program served a total of 1,196,636 congregate and home-delivered meals to eligible participants. On Oct. 1, 1999, the division began reimbursing the senior nutrition providers for the actual number of meals served to eligible participants of the congregate and home-delivered meal programs.

Separate funding formulas were developed for the congregate and home-delivered meal programs. A Quarterly Meal Costing and Program Income Report was developed to assist the nutrition projects in monitoring and assessing revenue and expenditures.

The Elderly Nutrition Program began coordinating with the Long-Term Care Home and Community-Based Services Waiver Program, because 27 Title III-C funded nutrition programs also provide home-delivered meals under the Medicaid Waiver.

Senior Rights

The Long-Term Care Ombudsman Program was expanded with an additional ombudsman position.

The division actively participates in the newly formed Elder Fraud and Abuse Prevention Task Force.

Senior Employment and Volunteerism

The division, with its sub-grantee Wyoming Senior Citizens, Inc., placed first in the nation for unsubsidized placements.

The division has played an active role in Wyoming's implementation of the Workforce

Investment Act, ensuring the needs of Wyoming's older citizens will be met.

❖ Strategic plan changes

The incorporation of the Wyoming Retirement Center and expanded services to more Wyoming senior citizens through Community-Based In-Home Services and Senior Companion Programs.

Community and Family Health Division

General information

Jimm Murray, Administrator

Agency contact

Jimm Murray, Administrator
307/777-6004
478 Hathaway Building
Cheyenne, WY 82002
jmurra@state.wy.us

Other locations

Statewide

Year established

Established 1991, realigned 1998 and 2000

Statutory references

WS 9-2-101, WS 9-2-2005, WS 35-1-305 and 306, WS 35-4-801 and 802; Federal-Title V Social Security Act; Federal-Section 17 of the Child Nutrition Act of 1966

Number of authorized personnel

132 full-time, 53 part-time

Organizational structure

Department of Health, Community and Family Health Division

Clients served

It is possible that the array of services, direct or indirect, affect all residents of Wyoming.

Budget information

General funds	\$ 39,560,536
Federal funds	87,464,046
Other funds	3,041,730
Total	\$130,066,312

❖ Mission and philosophy

The roles of public health agencies are assessment, assurance and policy development. With these roles in mind, the mission for the division is to assure the

development of systems of health services for Wyoming residents. These systems must be family-centered, coordinated and community-based, culturally appropriate, cost-effective and efficient; they must provide for improved outcomes; and all components must be accountable to the health of the community. The purpose of system development is to utilize the existing services to assure quality health care and improved outcomes.

❖ *Results of outcomes*

Infant mortality in Wyoming has declined to 6.4/100,000, in comparison with a higher national percentage of 7.2; likewise, the teen birth rate in Wyoming is doing better than the national average: 47.8 in comparison to 51.1.

A 1999 survey of oral health among third graders showed that 71 percent of the students had dental sealants, in comparison to only 23 percent for the nation.

Immunizations were provided in the amount of 205,000 individual doses last year to approximately 115,000 children and more than 50,000 adults.

Work was concluded on a provider increase to certain components of the Medicaid program in Wyoming.

An immunization registry development was started that will be available statewide in the future.

The Kid Care Program was initiated Dec. 1, 1999, and the fiscal year ended with approximately 1,600 new children receiving medical benefits.

Developmental Disabilities Division

General information

Robert T. Clabby, II, M.A., Administrator

Agency contact

Wayne Johnson, M.A.
Community Services Program Manager
307/777-7115
Herschler Building, 1st Floor West
122 West 25th St.
Cheyenne WY 82002
wjohns@state.wy.us

Other locations

Ten regional resource staff members in Casper, Cheyenne, Evanston, Gillette, Lander, Laramie, Rock Springs and Worland

Year established

Established 1991

Statutory references

WS 7-19-106 and 201, WS 9-2-101 through 108, WS 9-2-205, WS 21-2-701 through 705, WS 35-1-611 through 628; Civil Action #C90-004, Federal PL 102-119, P. 100-297 Section 1915 of the Social Security Act

Number of authorized personnel

23 full-time

Organizational structure

Wyoming Department of Health, Developmental Disabilities Division

Clients served

Individuals with developmental disabilities or developmental delays

Budget information

General funds	30,153,678
Federal funds	31,952,845
Total	\$62,106,523

❖ *Mission and philosophy*

The division's primary responsibilities during FY00 were the child and adult programs.

The early intervention preschool program function was to minimize or eliminate the effects of developmental disabilities upon preschool children, their families and the state. Goals of the infant and toddler program include the development of a system that addresses family needs in relation to the development of the child. The children's waiver program provides residential and support services for local children to stay in their communities with their families. Adult programs provided a system responsive to the needs of the people served to live, work and learn in Wyoming communities.

The 3,325 people served in the community were generally satisfied with their services and programs. In FY00 the division was selected by the federal Health Care Financing Agency as one of the six states to be studied for exemplary practices and statewide system development.

❖ *Results of outcomes*

The preschool programs have served 1,833 eligible children identified by the management information system child count. The level of satisfaction with services reported by parents or guardians continued above 95 percent. This was a big increase from the strategic plan outcomes goal of 76 percent. All of the children served remained in their own communities rather than in institutional placement for FY00.

The number of eligible children receiving waiver services through a network of 670 certified providers reached 429. This was an increase of 49 children over last year. All of the children receiving state-funded low-cost respite services for children remained in their own homes and communities rather than in

out-of-home placement for FY00. This was better than the maintenance of 97 percent that was the goal.

The number of eligible children receiving services through a network of 139 certified respite providers was 75.

The number of people with developmental disabilities living in community settings in 2000 increased to 1,298 people. This total is a large increase over last year. A strong 93 percent level of satisfaction more than maintained the goal of 75 percent level of satisfaction with adult services provided, as reported by 437 sampled people served in FY00.

Mental Health Division

General information

Pablo Hernandez, M.D., Administrator

Agency contact

Pablo Hernandez, M.D., Administrator
307/777-7094
6101 Yellowstone Road, Room 259B
Cheyenne, WY 82002
pherna@state.wy.us

Other locations

The division administrative office is located in Cheyenne and manages the state purchase of mental health outpatient services in every county.

Year established

Established 1979, reorganized 1991, realigned 2000

Statutory references

WS 9-2-101 through 108 and WS 9-2-2005

Number of authorized personnel

Eight full-time

Organizational structure

Wyoming Department of Health, Mental Health Division

Clients served

All residents needing mental health services including general population members and adults with serious and persistent mental illness and children and adolescents with serious emotional disturbance

Budget information

General funds	\$13,299,885
Federal funds	4,767,502
Total	\$18,067,387

❖ Mission and philosophy

The mission of the Mental Health Division is to be a leader in providing high quality behavioral services

that anticipates and responds to the changing needs of persons served.

❖ Results of outcomes

Community mental health outcomes were achieved as demonstrated by meeting the planned performance measures of maintaining or increasing access to community-based mental health services.

❖ Strategic plan changes

To advocate for and participate in the development and maintenance of a comprehensive system of mental health services and supports throughout Wyoming that stresses independence, dignity, security and recovery.

Office of Health Quality

General information

Gerald E. Bronnenberg, Deputy Director

Agency contact

Kay Wagner, RN
Wyoming State Survey Agent
307/777-7123
2020 Carey Ave., Eighth Floor
Cheyenne, WY 82002
tschmi@state.wy.us

Other locations

Basin

Year established

Established 1990, realigned 1995

Statutory references

WS 35-2-901 through 910; Social Security Act Section 1819, 1864 and 1919

Number of authorized personnel

20 full-time

Organizational structure

Department of Health, Office of the Director

Clients served

General public

Budget information

General funds	\$444,309
Federal funds	1,682,116
Total	\$2,126,425

❖ *Mission and philosophy*

The Office of Health Quality mission includes state licensure, federal certification and complaint investigation of 14 different types of health care facilities. These facilities range in size from small boarding homes to large, complex hospitals located throughout the state. During the past 12 months, the staff (located in Basin and Cheyenne) performed 221 on-site licensure and certification surveys and investigated 162 complaints.

In addition, the Cheyenne office reviews preliminary architectural plans for the renovation of existing health care facilities and the construction of new facilities. During the past 12 months, 53 preliminary plans were reviewed.

❖ *Results of outcomes*

To ensure that health care facilities met state and federal standards, 38 of the 40 nursing care facilities surveyed by the office were in substantial compliance for a rate of 95 percent.

Office of Medicaid

General information

Gerald E. Bronnenberg, Deputy Director

Agency contact

Iris Oleske, State Medicaid Agent
307/777-7531
154 Hathaway Building
Cheyenne, WY 82002
iolesk@state.wy.us

Year established

Established 1979, reorganized 1991 and 2000

Statutory references

WS 42-4-101 through 208

Number of authorized personnel

11 full-time

Organizational structure

Department of Health, Office of the Director

Clients served

Uninsured and low-income adults and children, disabled populations and the elderly

Budget information

General funds	\$2,574,868
Federal funds	6,215,964
Total	\$8,790,832

❖ *Mission and philosophy*

The mission of the Office of Medicaid is to provide technical assistance and program oversight through monitoring and evaluation to the Continuum of Care Divisions in support of their Medicaid program goals. The Office of Medicaid, as an agent of the Continuum of Care Divisions and as an entity in its own right, supports administrative efficiency and programmatic integrity, prevention and early intervention as tools for better health outcomes and future cost savings, the integration of health care services across continuum of care and the use of planned technology to increase access and assure quality of health care for Wyoming residents. The Office of Medicaid measures its success by the success of the Medicaid services and programs administered in the Continuum of Care Divisions.

❖ *Results of outcomes*

The Office of Medicaid was established as part of an overall realignment of the Division of Health Care Financing and the Wyoming Medicaid program. The realignment focused on the movement of Medicaid service delivery functions to the various divisions of the Department of Health in order to simplify planning, maximize resources and align Medicaid services with like services administered by the divisions. Therefore, Medicaid mental health services, nursing home services and primary care services were placed in the Mental Health Division, the Aging Division and the Children and Family Services Division respectively. The Office of Medicaid was designated as the administrative unit for the "core functions" of the Medicaid program that support all division activities across programmatic lines.

The Financial and Statistical Group maintains information systems critical to the functioning of the integrated Medicaid program, including the Medicaid Management Information System (MMIS), a federally-certified claims payment and information retrieval system. The MMIS is operated for the state by Consultec, LLC, who also provides full fiscal agent services to the Medicaid program. In FY00, Consultec paid more than 2 million provider claims, on average, within 1.4 days of receipt. An extension of the MMIS is the Decision Support System (DSS), which maintains six years of program data in a relational database with full analytical capabilities. The DSS is available to all Medicaid program representatives and offers constantly updated information for program analysis with fraud and abuse detection capability. The Financial and Statistical Group also procures and administers consultant contracts for legal services, accountant and auditing services, technical assistance for reimbursement and other services required by the divisions for administration of their Medicaid programs.

The Program Integrity Group is responsible for department-wide coordination of all surveillance and utilization review activities including pre- and post-

payment review, fraud and abuse detection and investigation, appropriateness of care, case management, medical quality of care issues and overpayment recovery. The group also oversees third-party liability (including Medicare and other insurers that are primary to Medicaid), liens, trusts and estate recovery. In FY00, Consultec and Wyoming Medicaid recovered \$7.7 million from various other payment sources to offset the cost of providing care. A subset of the Program Integrity Group is Quality Assurance, which provides quality review and analysis of program functions and initiatives brought forth by the divisions to assure compliance with federal and state laws, rules and regulations and consistency with the department's mission and goals. Other Quality Assurance functions include maintenance of the state plan, administrative rules, federal waivers and tracking and analysis of legislative issues.

The Customer Services Group ensures appropriate and accessible settings for medical services through oversight of the provider and recipient relations function performed by Consultec and by acting as an overall customer service monitoring unit within the department. Customer Services coordinates with the Department of Family Services (DFS) to assure eligibility for more than 35,000 individuals each month and to oversee policies and procedures carried out in the DFS field offices on behalf of the Medicaid program. Customer Services also oversees Consultec's provider enrollment, including contracts and agreements; verification of provider credentials; and licensure or certification to assure an adequate network of fully qualified providers. During FY00, more than 95 percent of Wyoming's primary care physicians were enrolled as Medicaid providers, as well as 100 percent of Wyoming's hospitals, nursing homes and pharmacies. Each year, more than 6,000 providers participate in Wyoming Medicaid.

Office of Rural Health

General information

Gerald E. Bronnenberg, Deputy Director

Agency contact

Douglas L. Thiede, Manager
307/777-6918
2020 Carey Avenue, Eighth Floor
Cheyenne, WY 82002
dthied@state.wy.us

Year established

Established 1992, realigned 2000.

Statutory references

WS 9-2-116 through 119 during the 1993, 1995 and 1998 Legislative sessions

Number of authorized personnel

One full-time

Organizational structure

Department of Health, Office of the Director

Clients served

General public

Budget information

General funds	\$120,000
Federal funds	522,422
Total	\$642,422

❖ Mission and philosophy

The Office of Rural Health's mission is to improve the delivery of health care services in rural and frontier areas through education, service, research and policy analysis and to foster cooperation and coordination between state agencies and statewide health care associations. This is accomplished by providing recruitment and retention assistance through a public/private partnership with Wyoming Health Resources Network, Inc., and providing technical assistance and rural health information to organizations seeking rural outreach, networking and rural health grants. The Office of Rural Health is providing support to the Governor's Telemedicine Steering Committee effort to improve the health care for Wyoming residents by facilitating the development, use and access for telehealth networks and systems in the state.

The Wyoming Primary Care Office was established to promote state/federal/local and private sector collaboration in expanding comprehensive, community-based primary care services for underserved and vulnerable populations. The principal responsibility is to improve primary care access of the underserved and vulnerable populations in Wyoming. Primary Care Offices are expected to educate the above entities on primary care issues and concerns, and to foster collaboration between their constituency and the U.S. Public Health Service.

The Wyoming Rural Hospital Flexibility Program mission assists small hospitals in rural and frontier areas with maintaining and improving the delivery and access to health care services. The program goals are to develop an overall Wyoming Rural Health Plan that increases the access and availability of healthcare services in rural and frontier areas of the state and to provide technical assistance to primary care, hospital and emergency medical care systems in the analysis and development of specific programs or solutions to help strengthen the viability of the healthcare providers by assisting the hospital in determining the best healthcare system for the community. The Critical Access Hospital program will be made available to all small rural hospitals that meet the national criteria or the Wyoming specific necessary provider criteria.

Technical Assistance funding will be provided to small rural hospitals interested in conversion of the current facility to a Critical Access Hospital.

❖ *Results of outcomes*

To provide access to information, technical assistance and grant funding to health care providers in rural and frontier areas and assure the continued delivery of primary health care services in all areas of Wyoming.

Preventive Health and Safety Division

General information

Karl Musgrave, D.V.M., M.P.H., Administrator

Agency contact

Karl Musgrave, D.V.M., M.P.H., Administrator
307/777-7172
Hathaway Building, Fourth Floor
Cheyenne, WY 82002
kmusgr@state.wy.us

Year established and reorganized

Established 1979, reorganized 1991, realigned 2000.

Statutory references

WS 7-1-109, WS 16-3-101 through 115, WS 21-4-309, WS 31-6-105(a), WS 35-1-240(b), WS 35-1-204(ix)(x), WS 35-1-401 through 431, WS 35-4-101 through 105, WS 35-4-107 and 108, WS 4-130 through 134, WS 35-4-221, WS 35-4-501 and 502, WS 35-4-801 through 805, WS 35-22-203(a)

Number of authorized personnel

78 full-time, one part-time

Organizational structure

Department of Health, Preventive Health and Safety Division

Clients served

All residents of Wyoming

Budget information

General funds	\$2,050,861
Federal funds	3,886,672
Special funds	59,124
Total	\$5,996,657

❖ *Mission and philosophy*

The Preventive Health and Safety Division's mission is to promote health by preventing and controlling disease and injury. The division seeks to provide

community-focused services and programs to meet the public health needs of the residents of Wyoming. A key goal of this community-focused approach to public health is to use epidemiology and surveillance to continuously assess community public health needs and, when deficiencies are noted, work with local resources to meet these identified needs.

❖ *Results of outcomes*

The division has 13 programs with outcomes written in the Department of Health Strategic Plan. They include Breast and Cervical Cancer, Cancer Surveillance, Diabetes, Emergency Medical Services, Epidemiology, HIV/AIDS Prevention, Lead, Poison Control, Public Health Laboratory, Radon, Sexually-Transmitted Diseases, Tuberculosis and Vital Records.

Approximately 60 percent of the programs have met or exceeded expectations of their stated goals and outcomes. Among these were Diabetes, Emergency Medical Services, Poison Control, Sexually Transmitted Diseases, Tuberculosis and Vital Records.

The Lead program was unable to achieve its goal due to the reliance on another agency to enforce a mandatory requirement. Without this enforcement, the program could not collect the minimum 3,077 tests needed to validate the study.

Several programs declined slightly in performance due to reduced funding or reduction of staff. Unfortunately, this could be a factor facing any given program at any given time.

The future of the outcomes within the department's strategic plan may become incremental to the Health People 2010 project. This national 10 year plan is funded by the Robert Wood Johnson Foundation and executed by the Institute for the Future. The Preventive Health and Safety Division will analyze these national goals and derive outcomes and action plans to reflect these goals.

State Health Officer

General information

Robert Nash, M.D., Acting State Health Officer

Agency contact

Robert Nash, M.D., Acting State Health Officer
307/777-6340
117 Hathaway Building
Cheyenne, WY 82002
wdh@state.wy.us

Year established

Established 1991, realigned 1999 and 2000

Statutory references

WS 35-4-101, WS 35-4-103 and 104, WS 35-4-110, WS 35-4-801 and 802, WS 35-1-240, WS 35-1-223, WS 9-2-103, WS 21-4-309, WS 14-4-116

Number of authorized personnel

One full-time

Organizational structure

Department of Health, Office of the Director

Clients served

Entire Wyoming population

Budget information

General funds \$160,717

❖ Mission and philosophy

To advise health care professionals and Wyoming residents on personal and public health care issues.

❖ Results of outcomes

The office conducted routine visits with county health officers, county public health nursing offices, field representatives, county sanitarians and the prison.

Substance Abuse Division

General information

Diane K. Galloway, Ph.D., Administrator

Agency contact

Diane K. Galloway, Ph.D., Administrator
307/777-6494
6101 Yellowstone Road, Room 259B
Cheyenne, WY 82002
dgallo@state.wy.us

Other locations

The division administrative office is located in Cheyenne and manages the state purchase of substance abuse outpatient services in every county.

Year established

Established as a program in 1979 and reorganized in 1991. Realigned in 2000 to division status.

Statutory references

WS 9-2-101 through 108 and WS 9-2-2005

Number of authorized personnel

Nine full-time

Organizational structure

Department of Health, Substance Abuse Division

Clients served

Drug-Free Schools Program, Methamphetamine Initiative, outpatients, Prevention Residential, Tobacco Prevention Programs, Underage Drinking Program

Budget information

General funds	\$4,913,543
Federal funds	3,301,677
Total	\$8,215,220

❖ Mission and philosophy

To be a leader in providing high quality substance abuse services that anticipate and respond to the changing needs of persons served.

❖ Results of outcomes

Community substance abuse outcomes were achieved, as demonstrated by the completion of six substance abuse and treatment needs assessment studies.

❖ Strategic plan changes

To advocate for and participate in the development and maintenance of a comprehensive system of substance abuse services and supports throughout Wyoming that stress independence, dignity, security and recovery.

Veterans' Home of Wyoming

General information

John R. (Jack) Tarter, Superintendent
Wyoming Care Centers

Agency contacts

John R. (Jack) Tarter, Superintendent
Robb Bischoff, Facility Manager
307/684-5511
700 Veterans' Lane
Buffalo, WY 82834
jtarte@state.wy.us

Year established

Established in 1895 at Fort D.A. Russell, moved to Buffalo in 1903, reorganized 1991

Statutory references

WS 25-1-201 and WS 25-9-101

Number of authorized personnel

42 full-time, three part-time

Organizational structure

Department of Health, Aging Division, Veterans' Home of Wyoming

Clients served

Veterans' Home helps eligible veterans, their dependents and other nonveterans who are suffering from a disability, disease or defect of such a degree that it incapacitates them from earning a living, but who are not in need of hospitalization or nursing care services, to attain physical, mental and social well-being through special rehabilitation programs.

Budget information

General funds \$1,705,271

(Non-general-fund revenues collected and returned to the general fund: \$1,457,642)

❖ Mission and philosophy

The Veterans' Home of Wyoming is a domiciliary care institution which provides shelter, food and necessary medical care on an ambulatory self-care basis to help eligible veterans, their dependents and other nonveterans who are suffering from a disability, disease or defect of such a degree that it incapacitates them from earning a living, but who are not in need of hospitalization or nursing care services, to attain a physical, mental and social well-being through special rehabilitation programs to restore residents to their highest level of functioning.

❖ Results of outcomes

The average end-of-month occupancy has increased from 93.75 to 106.08, or a 13.15 percent increase, during the last five fiscal years. The end-of-month occupancy on June 30, 2000, was 100 residents, or 85 percent of capacity, as compared to the end-of-month occupancy on June 30, 1999, of 107, or 91 percent of capacity.

Wyoming Pioneer Home

General information

John R. (Jack) Tarter, Superintendent
Wyoming Care Centers

Agency contact

Ralph A. Barnes, Facility Manager
307/864-3151
141 Pioneer Home Dr.
Thermopolis, WY 82443

Year established

Established 1947, reorganized 1991.

Statutory references

WS 25-1-201 and WS 25-8-101

Number of authorized personnel

30 full-time, three part-time

Organizational structure

Department of Health, Aging Division, Wyoming Pioneer Home

Clients served

Wyoming senior citizens, regardless of financial assets, who are no longer able nor wish to maintain a residence of their own and who are afflicted with the infirmities of old age.

Budget information

General funds \$1,262,495

(Non-general-fund revenues collected and returned to the general fund: \$611,273)

❖ Mission and philosophy

The Wyoming Pioneer Home is an assisted living facility licensed by the State of Wyoming for 108 beds, with funding and staffing for 60 beds. The facility provides a home for Wyoming retired citizens, regardless of financial assets, who no longer wish to maintain a residence of their own or are unable to do so. The Wyoming Pioneer Home allows residents to maintain their independence and dignity while enjoying the services provided by the staff.

❖ Results of outcomes

Comparison of the January 2000 and July 2000 Wyoming Pioneer Home Quality Surveys reveals improved resident attitudes. Poor responses dropped from 1.6 percent to 1.4 percent, good responses dropped from 47.6 percent to 45.2 percent, and great responses increased from 50.8 percent to 53.4 percent. Overall, the complaint level dropped from 1.6 percent to 1.4 percent.

The indigent medication program started at the Wyoming Pioneer Home for the benefit of the residents is showing an average monthly savings of \$8,059.11 over the last six-month period to the state and residents, with a total savings of \$164,932 since March 1998.

Wyoming Retirement Center

General information

Daniel G. Stackis, Administrator

Agency contact

Patricia Fritz, BSN, RNC, NHA, Facility Manager
307/568-2431
890 Highway 20 South
Basin, WY 82410
pat@wrc.state.wy.us

Year established

Established 1921, reorganized 1991, realigned 1998 and 1999

Statutory references

WS 25-1-201 and WS 25-8-101

Number of authorized personnel

79 full-time, 24 part-time

Organizational structure

Department of Health, Aging Division, Wyoming Retirement Center

Clients served

The institution is funded for 90 clients with an average occupancy of 93 percent for FY00; 126 clients were served with a total of 30,720 inpatient days of care. Average stay is 248 days.

Budget information

Special revenue \$3,592,920

❖ *Mission and philosophy*

The Wyoming Retirement Center is a skilled nursing care facility that provides 24-hour, multi-disciplinary health care to clients who are in need of care that are without funding to procure care elsewhere, state institution transfers, military veterans, veterans' spouses or community residents. The center is licensed and funded for 90 clients.

❖ *Result of outcomes*

Revenues did not exceed expenditures. Average occupancy was 93 percent. The facility maintained Medicare, Veteran Administration and Medicaid certification.

❖ *Strategic plan changes*

Throughout FY00-01, operating costs will be equal to, or less than, collected revenues. Develop services or programs for underutilized portions of the building.

Wyoming State Hospital

General information

Pablo Hernandez, M.D., Administrator

Agency contact

Pablo Hernandez, M.D., Administrator
777/789-3464, Ext. 354
P.O. Box 177
Evanston WY 82931
pherna@state.wy.us

Year established

Established 1886, reorganized 1991

Statutory references

WS 9-2-2005

Number of authorized personnel

447 full-time, nine part-time

Organizational structure

Department of Health, Mental Health Division, Wyoming State Hospital

Clients served

The people of Wyoming who require treatment for serious mental illness

Budget information

General funds \$17,223,660

❖ *Mission and Philosophy*

The hospital's mission statement is to improve the lives of those touched by mental illness.

The hospital's vision statement is to be a leader in providing high quality psychiatric care that anticipates and responds to the changing needs of the persons served, to empower persons with mental illness and their families to achieve the highest quality of life and to demonstrate the efficient use of resources to achieve measurable outcomes.

❖ *Results of outcomes*

Results of outcomes were

- 1) maintenance of adult inpatient psychiatric services with 233 admissions in FY00;
- 2) maintenance of forensic inpatient psychiatric services with 82 admissions in FY00;
- 3) maintenance of adolescent inpatient psychiatric services with 50 admissions in FY00;
- 4) maintenance of psychosocial residential services with an average daily census of 12.4;
- 5) expansion of community-based forensic evaluations with 40 performed in FY00;
- 6) expansion of community-based alternative to

care with total beds being available in Lander, Evanston and Basin;

6a) total bed days utilized at Meadowlark Program (Basin, to be transitioned into community-based, supervised apartments under the auspices of Washakie Mental Health Services in October, 2000) - 2,936 available and 2,361 used;

6b) total bed days utilized at WINDS Program (Lander) - 2,016 available and 1,232 used;

6c) total bed days utilized at Deer Mountain (Evanston) - closed May 2000 - 1,830 available and 1,375 used;

6d) total bed days utilized at Freedom Residential House (built on the grounds of the Wyoming State Hospital for adolescents and opened in March, 2000) - 976 available and 362 used;

7) expansion of deferred admission program on Wyoming State Hospital campus with 190 admissions being diverted from hospitalization in FY00;

8) expansion of inpatient acute services for inmates from the Department of Corrections with eight discharges being completed in FY00; and

9) maintenance of effort in collection of self-generated funds equaling \$816,949 in FY00.

❖ *Strategic plan changes*

The Wyoming State Hospital was surveyed by CARF (Rehabilitation Accreditation Commission) in November of 1999 and received notification in January 2000 of a three-year accreditation. Two additional programs, Co-Occurring Disorders (mental illness and substance abuse) and Deferred Admissions were added to this accreditation. The Wyoming State Hospital will maintain CARF accreditation of programs.

Wyoming State Training School

General information

Robert T. Clabby, II, Superintendent

Agency contact

Cliff Mikesell, Deputy Superintendent
307/335-6752

8204 Wyoming Highway 789

Lander, WY 82520

nroth@state.wy.us

Fax 307/335-6990

Year established

The Wyoming State Training School was established in 1912 under the Board of Charities and Reform, Training School Act of 1981, and reorganized in April 1991.

Statutory references

WS 9-1-204 and 208, WS 9-2-106(d), WS 9-2-2005, WS 21-2-701 through 705, WS 25-5-101 through 134, WS 35-1-611 through 627, WS 35-2-101; Federal-P.L. 101-508 Section 1915(c)

Number of authorized personnel

482 full-time, one part-time

Organizational structure

Department of Health, Developmental Disabilities Division, Wyoming State Training School

Clients served

The Wyoming State Training School is mandated to serve individuals of all ages who have mental retardation and for whom a "less restrictive environment" is not available (Training School Act of 1981). Wyoming Statute 9-2-106 was amended in 1998 giving the Department of Health director the authority to allow state institutions to provide services to persons with conditions other than those specified in Title 25 of the Wyoming statutes. Under this provision, the Training School is currently providing services to adults with acquired brain injury and dual diagnosed persons with mental illness and substance abuse issues.

Budget information

General funds	\$18,483,754
Revenue generated from ICFMR	\$ 8,996,115

❖ *Mission and philosophy*

The mission of the Wyoming State Training School is to provide services to individuals living in Wyoming who have a diagnosis of mental retardation or other disability with need for similar services. The approach to this mission is through meaningful partnership, the school supports individuals to participate in decisions about their lives and to strive to achieve their goals.

The Wyoming State Training School pursues its mission with the belief* that

- 1) life in the community is a basic human right, not a privilege to be earned;
- 2) each individual has a right to participate in normal everyday life;
- 3) each individual can grow and develop;
- 4) all individuals and employees should be treated with dignity;
- 5) individual autonomy should only be subject to state intrusion to the absolute minimal extent necessary to receive appropriate supports and services;
- 6) an individual's rights should be cherished, valued, protected and actively promoted;
- 7) services should be provided in a manner which meets the needs of the individual, regardless of funding eligibility or participation in any particular government program; and

8) individuals, parents and guardians should play an active and meaningful role in the development and implementation of appropriate supports and services in accordance with the individual's Individual Program Plan.

** The basic beliefs expressed are referenced in Weston et.al. Civil Action Number C90-0004, Article II, Section 2.02, Principles, pages 9 and 10.*

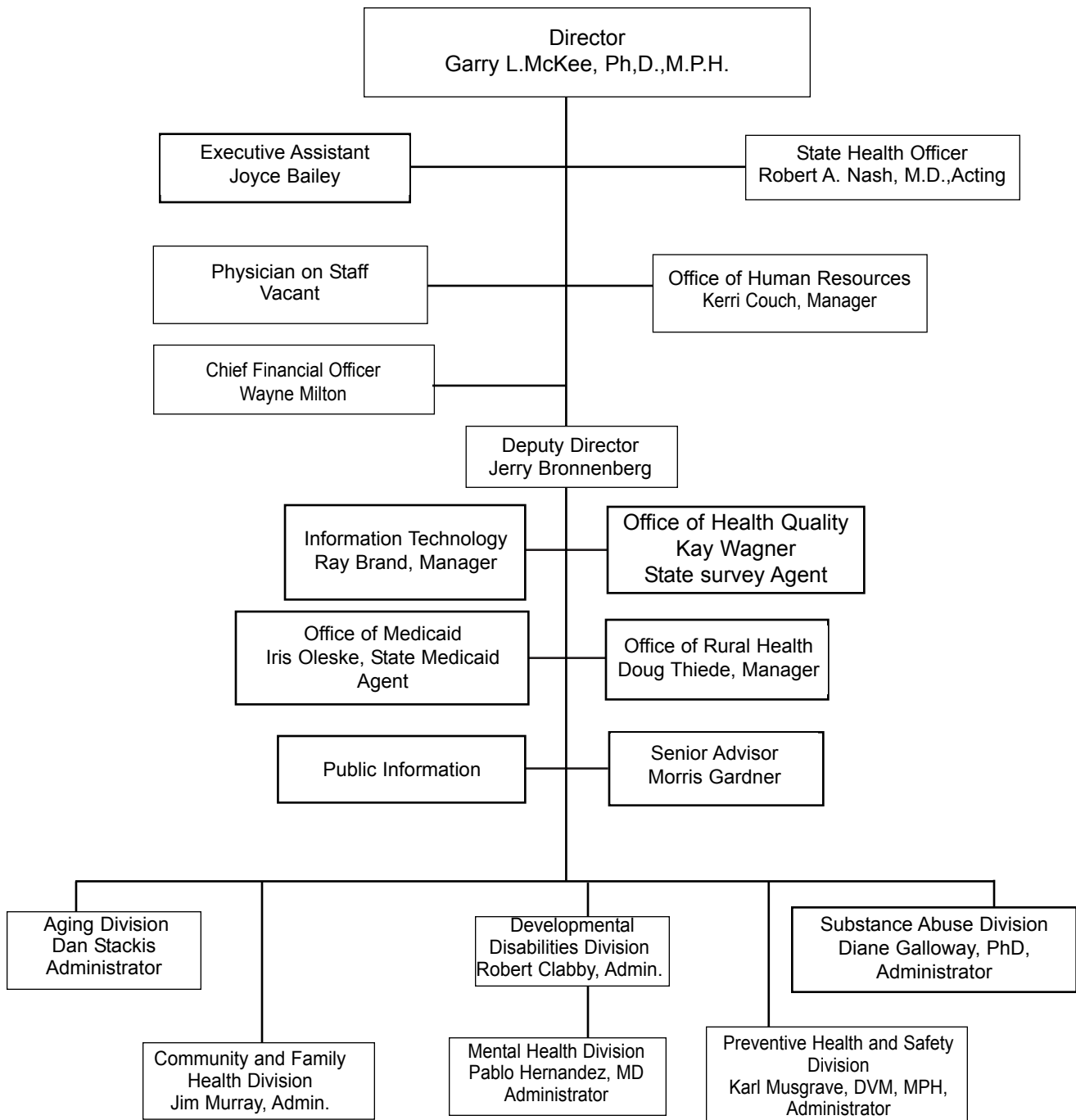
❖ ***Result of outcomes***

Refer to Department of Health Strategic Plan and Department of Health Strategic Plan Evaluation.

❖ ***Strategic plan changes***

Refer to the Department of Health Strategic Plan Evaluation.

Department of Health organization chart



Department of Revenue

❖ *Mission and philosophy*

The Department of Revenue'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 residents. The agency envisions a customer-oriented, streamlined agency that minimizes regulatory burdens and maximizes compliance with applicable laws.

❖ *Results of outcomes*

Goal 1: Increase compliance with tax laws and Department of Revenue regulations.

Result: The department is on track to achieve a 95 percent reporting and remittance.

Sales tax vendors reflected a filing/reporting compliance rate of 98.15 percent.

The payment delinquency rate for excise tax was 1.69 percent.

Mineral taxpayers reflected a filing/reporting compliance rate of 76.2 percent; however, this does not reflect financial compliance which is at the 96.4 percent level.

Mineral taxpayers were provided three separate tax reporting forms classes more centrally located to their home offices.

All Wyoming Oil and Gas Conservation Commission Form 2 and Mineral Tax Division Form 4000 discrepancies were reconciled and assessed.

Four separate mineral tax newsletters were sent to taxpayers.

Focusing on taxpayer education and streamlining tax forms reduced the rejected sales tax return average to 5.63 percent.

Goal 2: Strive to improve processes for general tax administration.

Result: The department distributed all funds received during the month within 15 days after the close of the cycle.

Result: The department maintained or improved the daily administrative practices of the agency.

All money received daily was transferred for deposit to the State Treasurer's Office within 24 hours.

One hundred percent of funds collected were distributed to local governments by the 15th of each month.

Tax returns were mailed to taxpayers by the fifth of each month.

Operational divisions have policies and procedures in place to guide staff.

The agency director participated in numerous tax policy or revenue related task forces and discussions with the Consensus Revenue Estimating Group, the Joint

General information

R. M. "Johnnie" Burton, Director of Revenue

Agency contact

Johnnie Burton

307/777-5287

122 West 25th St., 2 West

Cheyenne, WY 82002-0110

johnnie.burton@state.wy.us

Other locations

Excise tax field offices in Casper, Gillette, Lander, Laramie, Powell, Rock Springs, Sheridan, Thayne and Torrington

Year reorganized

1991

Statutory references

W.S. 9-2-2007

Authorized personnel

133 full-time, three part-time, one contract

Organizational structure

Ad Valorem Tax Division, Excise Tax Division, Mineral Tax Division, Administrative Services Division and Liquor Division. Overall administrative responsibilities are vested in the department director (Administration Division, which also includes the Information Technology Section)

Clients Served

General public, Legislature, taxpayers/vendors, cities, towns, counties

Budget information

General fund	\$5,326,831
Enterprise fund	\$1,122,693
Total	\$6,449,524

Appropriations Committee, elected officials, legislative leadership and other cabinet level officials.

Goal 3: Provide valuation, certification, support and statistical services to taxpayers, local government and other agencies.

Result: The department valued, assessed and certified, by the required dates, 100 percent of all properties it is responsible for assessing.

Result: The department provided ongoing support to all county assessors in their responsibilities to establish fair and equitable market value-based assessments.

Notices of Value were mailed in a timely manner to all taxpayers.

Certifications were mailed to local governments by June 30, 2000.

One information session was conducted by the department's staff to local assessors regarding mineral valuation.

A meeting was held with industry and county assessors to solicit input regarding the Personal Property Valuation Manual guidebook.

Statistical reports on total valuation were completed by August 31, 1999.

The counties achieved 100 percent compliance with basic International Association of Assessing Officers standards.

The county assessors and their staff were provided 283 classroom hours of assessment training.

Goal 4: Maximize state revenue while providing quality service and enforcing alcohol control laws.

Result: The division improved day to day liquor distribution while contributing 14 percent net profit to the general fund.

Result: The division conducted 2,485 non-seasonal liquor license inspections in FY00 and promoted cooperation with local licensing authorities through quarterly contact.

The division showed a net profit for FY00 of 14 percent.

Retail orders were received and processed for same day shipment 99 percent of the time.

The right product was sent to the right retailer 99 percent of the time.

Inventory being out-of-stock occurred less than 2 percent of the time.

There were 2,485 on-premise liquor inspections conducted.

The division's staff met with local licensing authorities and/or law enforcement 416 times throughout the year.

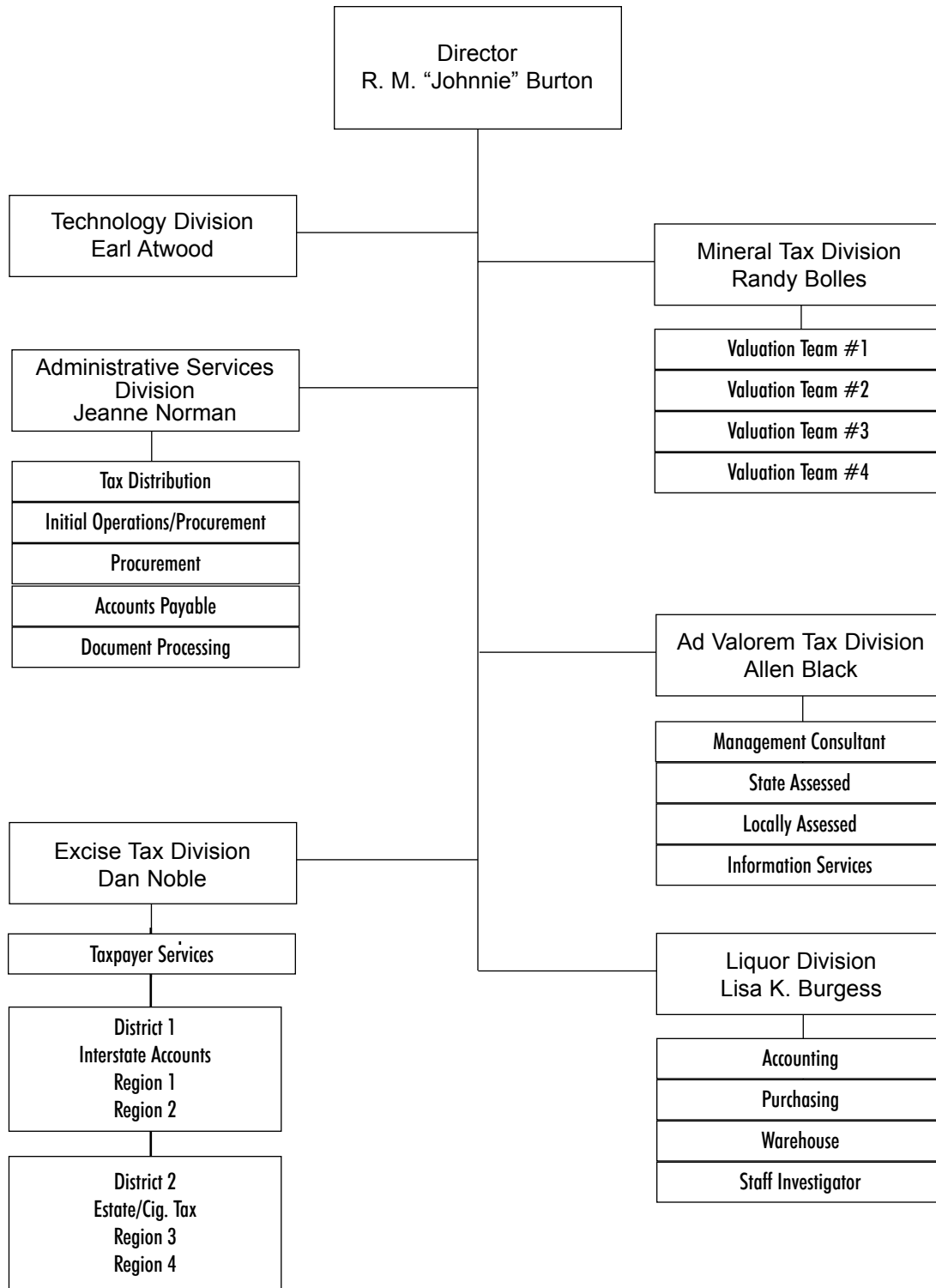
A quarterly liquor licensing newsletter was issued to local licensing authorities.

Voluntary alcohol server training (Training for Intervention and ProcedureS) was provided to local authorities and retailers and their employees.

❖ *Strategic plan changes*

The Department of Revenue has continued to refine its current strategic plan to provide more valuable, measurable and usable information. To further improve the plan, the department has adopted goals that more closely identify with the department's mission. The objectives established are designed to measure the effectiveness in meeting the stated goals. The complete text of the strategic plan is available on the Department of Revenue's Web site at <http://revenue.state.wy.us>.

Department of Revenue organization chart



Department of State Parks and Cultural Resources

❖ *Mission and philosophy*

The department's mission is to provide excellent Wyoming experiences for everyone. The Department of State Parks and Cultural Resources is a quality of life organization dedicated to improving the well-being of Wyoming residents and visitors through its programs and services. The department recognizes that Wyoming's vast recreational and cultural resources provide Wyoming people with unique opportunities. The department believes that responsible attention to and stewardship in developing, conserving and providing education about and access to these resources will enable this and future generations to attain an unparalleled quality of life. Thus, by wisely managing programs and services, the Department of State Parks and Cultural Resources dedicates itself to facilitating the enrichment of the lives of the residents of Wyoming.

❖ *Results of outcomes*

Goal I: Enrich, educate and provide for the preservation, evaluation and development of cultural and recreational resources under the stewardship of the Department of State Parks and Cultural Resources.

Objective 1: Annually contribute to the quality of life in Wyoming through the evaluation, preservation, promotion and development of cultural resources and institutions.

Outcome: Percentage of cultural materials preserved.

- Museum artifacts preserved, 884;
- Museum artifacts entered into MCMS data base, 2,039;
- Significant archaeological resources protected, 274;
- Cubic feet of records preserved by microfilming, 885; and
- Items preserved by archives through conservation measures, 6,663

Outcome: Sustain and/or increase the number of cultural opportunities.

Museum: 27 workshops, three education programs developed, 29 in-house exhibits installed.

State Archaeologist Office: 61 archaeology investigations on significant sites, 150 archaeological sites located and recorded.

Archives: 71 special outreach projects.

Arts Council: eight programs.

Outcome: Sustain and/or increase the number of customers served.

Museum counted 18,882 on-site and 29,767 Web visitors

State Archaeologist Office published and distributed 57 technical reports.

General information

John T. Keck, Director

Agency contact

Kathy Murphy
307/777-6303
2301 Central Ave.
Cheyenne, WY 82002
kmurph@state.wy.us

Other locations

Arts Council, Cheyenne; State Archaeologist, Laramie; State Historic Preservation Cultural Records Office, Laramie; State Parks and Historic Sites, statewide; Collections Center, Cheyenne; Archives South, Cheyenne.

Year established and reorganized

Established 1895, reorganized July 1, 1999, as the Department of State Parks and Cultural Resources.

Statutory references

W.S. 9-2-1701 through 9-2-1708; 9-2-2001;36-4-101 through 36-4-123;36-8-105 through 36-8-106;9-2-401 through 9-2-419;9-2-901;9-2-91;9-2-2017;11-10-113;16-6-801;24-14-102; 36-8-301 through 36-8-320;36-8-401 through 36-8-407;36-8-501 through 36-8-502;36-8-601 through 36-8-602;36-8-801;36-8-1001;39-17-111.

Number of authorized personnel

163 full-time, 126 part-time

Organizational structure

Administration and Support (includes Executive Office), Division of Cultural Resources, Division of State Parks and Historic Sites

Clients served

General public (resident and nonresident), local governments, federal agencies, nonprofit organizations, special friend groups, state boards and commissions, State Legislature, specific interest groups

Budget information

General fund	\$7,773,138
Federal	1,733,889
Other	2,521,282
Total	\$12,028,309

Goal I, Objective 1	\$4,300,212
Goal I, Objective 2	6,569,614
Goal II, Objective 1	545,522
Goal II, Objective 2	\$612,961

Arts Council had 385,334 attendees related to all services, served individuals in 23 counties and 123 communities by one or more of the programs, directly served 300 organizations by the programs, mailed newsletter 10 times a year with a mailing list average of 3,535 and received 95,892 hits on the Arts Council Web page.

State Historic Preservation Office had 6,644 contacts with the public and 73 presentations.

Archives received 9,835 requests for information; 542 retention schedules were legally approved.

Outcome: Maintaining a percentage of customer satisfaction.

State Archaeologist Office presented 135 programs: slide presentation, lectures, discussions and various types of correspondence

Archives completed a survey of customers and had a 99.6 percent satisfaction rating.

Outcome: Number of partnerships.

Museum loaned 300 artifacts to other museums for viewing.

Arts Council awarded 206 grants.

Archives partnered with the Wyoming Territorial Prison and Old West park on technical assistance and planning exhibits, along with other issues relating to their exhibits; participated in Local Legacies Project with the Wyoming State Library, Old West Museum and American Heritage Center; and provided brochures and "Getting Better with Age" buttons to the Division on Aging, Department of Health, to be passed out throughout the state to senior centers and at senior-related workshops.

Outcome: Federal, state, and private funding generated.

Arts Council: \$2,281,464 locally raised funds to match grants awarded by the Arts Council.

State Archaeologist Office: a total of six different entities have entered into agreements with the office for archaeological services.

State Historic Preservation Office: six BLM, other federal government and private funding agreements.

Objective 2: Annually provide for the preservation, protection, development, use and enjoyment of and education about cultural and recreational resources under the stewardship of State Parks and Historic Sites.

Outcome: Number of cultural and recreational resources maintained.

All 24 of the different parks and historic sites located throughout the state have been maintained. The State Snowmobile Program has maintained 1,718 miles of groomed trails and 494 miles of ungroomed trails.

Outcome: Number of cultural and recreational resources opportunities developed

New construction projects numbered 35, repair projects numbered nine, and restoration projects numbered four. The Recreational Trails Program Grant projects totaled 38, and \$952,712.55 in grant money was awarded for these projects. Land and

Water Conservation Fund projects for this period number four ongoing for a total of \$189,000.

Outcome: Number of users

Visitor use figures for this time period are not available at this time due to computer problems but will be available later this winter. The Snowmobile Program sold 18,043 resident snowmobile decals, 17,453 non-resident and 1,013 commercial. The top three states in order for non-resident snowmobile decals were Minnesota, Colorado and South Dakota.

Outcome: Number of interpretive and educational services

Boysen State Park – new interpretive panel, interpretive maps in the highway rest areas, Wild West Winter Carnival, Mill Creek School Fair and the Game and Fish Department Heritage Expo

Buffalo Bill State Park – new TV/VCR for video programs, expanded Host Program, volunteer assistance at Buffalo Bill Dam Visitor Center, nature trail development and updated park map/brochure.

Edness Kimball Wilkins State Park – entrance sign rebuilt, hosted school groups on educational field trips and hosted Boy Scout field trips.

Fort Fetterman State Historic Site – school and Elderhostel tours; Fort Fetterman Days held June 9-11; Fetterman City, Hog Ranch Days held July 22-23; Clark Diaries Exhibit May 23 to June 14; Trails of the West Exhibit all summer; and rotating exhibit for Converse County Historical Society.

Fort Phil Kearny – numerous K-12 school tours, college and Elderhostel tours; Bozeman Trail Days held June 16 -18, Clark Diaries Exhibit June 15 to July 14, Centennial Anniversary Wagon Trail Sept. 6-8, Fetterman Fight Tour Dec. 21, TEAL grant, which included archaeology, ground surveillance radar, stockade and blockhouse reconstruction, 20 interpretive signs and a reproduction field Howitzer cannon.

Glendo State Park – installed an informational/interpretive kiosk, assisted the Game and Fish Department with creel survey, developed bird brochure and provided the public with site brochures/maps.

Historic Governors' Mansion – Original Joseph E. Stimson photographs copied and printed in color and hung in Governors' Den and dining room, bronze sculpture installed in living room, creation and distribution of a Cheyenne Museums rack card, first Annual Cheyenne Museum Weekend, meetings conducted to establish a Historic Governors' Mansion Foundation and conducted 56 school tours, 13 adult tours and 20 Hospitality House functions including State Dinner and Annual Candlelight Tours.

Hot Springs State Park – Annual Arts and Crafts Fair, Annual Wedding of the Waters Pageant, numerous educational tours/classes regarding the Bison Program and numerous educational tours/classes regarding the Terraces and Mineral Water Program.

Independence Rock State Historic Site – rebuilt two informational signs, hosted two groups of the Mormon Church educational system, hosted the

Grand Lodge AF&AM of Wyoming commemorative meeting and distributed numerous boxes of Mormon and Oregon Trail interpretive materials through the Department of Transportation rest area at the site.

Keyhole State Park – hosted eight fishing tournaments with the Game and Fish Department, Pine Haven Fourth of July Celebration, Pine Haven 5K walk/run/bike and Campbell County Parks and Recreation Splash and Dash Triathlon

Medicine Lodge State Archaeological Site – opened the Elk Habitat Visitor Center on June 1; developed a vegetation display to show some of the food items an elk eats ; summer seasonal interpretation program with Archaeologist Sara Davis, who developed a simulated dig site; four summer program talks – archaeology, Medicine Lodge, flint knapping and petroglyphs and pictographs (all in slide show format); development of an interpretive sign regarding Medicine Lodge Creek and/or the trout fishery; and school group talks and tours.

Pioneer Memorial Museum – billboard with Fort Fetterman State Historic Site, Platte River Primitive Skills Rendezvous weekend, Wyoming State Fair, interpretive display Wyoming Stockgrowers Association, Wyoming Authors Day, Wyoming Pioneer Association 4th grade essay contest, Annual Art Show and Sale, Oregon Trail presentation and book signing and reprint of site brochure.

Seminole State Park – two new information shelters at South Red Hills and Sunshine Beach.

Sinks Canyon State Park – interpretive signs located at the Rise, the Sinks, the Visitor Center and the Popo Agie nature trails; the Visitor Center contains displays, dioramas animal and bird mounts that interpret the natural and cultural resources of the canyon; self guided interpretive nature trails; Summer Speakers Series; and school groups and tours.

South Pass City State Historic Site – Fourth of July Celebration, new self guided tour brochure, Riniker cabin exhibited, Smith/Sherlock store exhibit expanded (50 percent complete), restoration work on theater, new exhibit in Visitor Center and numerous school tours.

Trail End State Historic Site – continuation and update of “Days of Wonder” exhibit (whole-house exhibit with interpretive panels plus room exhibits), filming of “Christmas Castles” episode for HGTV, installation of new interpretive exhibit at Sheridan Tourist Information Center, completion and activation of new Trail End Web site containing text portions of three whole-house exhibits (www.trailend.org), Annual three-day Holiday Open House, quarterly site newsletter and guided school and group tours.

Goal II: Operate the Department of State Parks and Cultural Resources responsibly, effectively and efficiently in an open, ethical and accountable manner.

Objective 1: Annually provide policy-level support and leadership, prioritize and coordinate activities, establish and direct department programs and poli-

cies, allocate department resources and provide for effective coordination with other entities.

Outcome: A survey to determine the percent of satisfaction of board/commission members with the department was mailed to 19 of the members of the Wyoming Parks and Cultural Resources Commission and the Arts Council. Six surveys were returned with 100 percent of the responses indicating “satisfied” to “very satisfied” with the department’s coordination and direction for FY00.

In addition, a survey to determine the confidence level of the department employees with department administration was mailed to 161 employees of the agency. Eighty-four surveys were returned with 63 percent of the responses indicating “satisfied” to “very satisfied” with the department’s coordination and direction.

Objective 2: Annually provide support services to external and internal customers through responsible management of the human, procurement, financial, legal and management information services (MIS) resources.

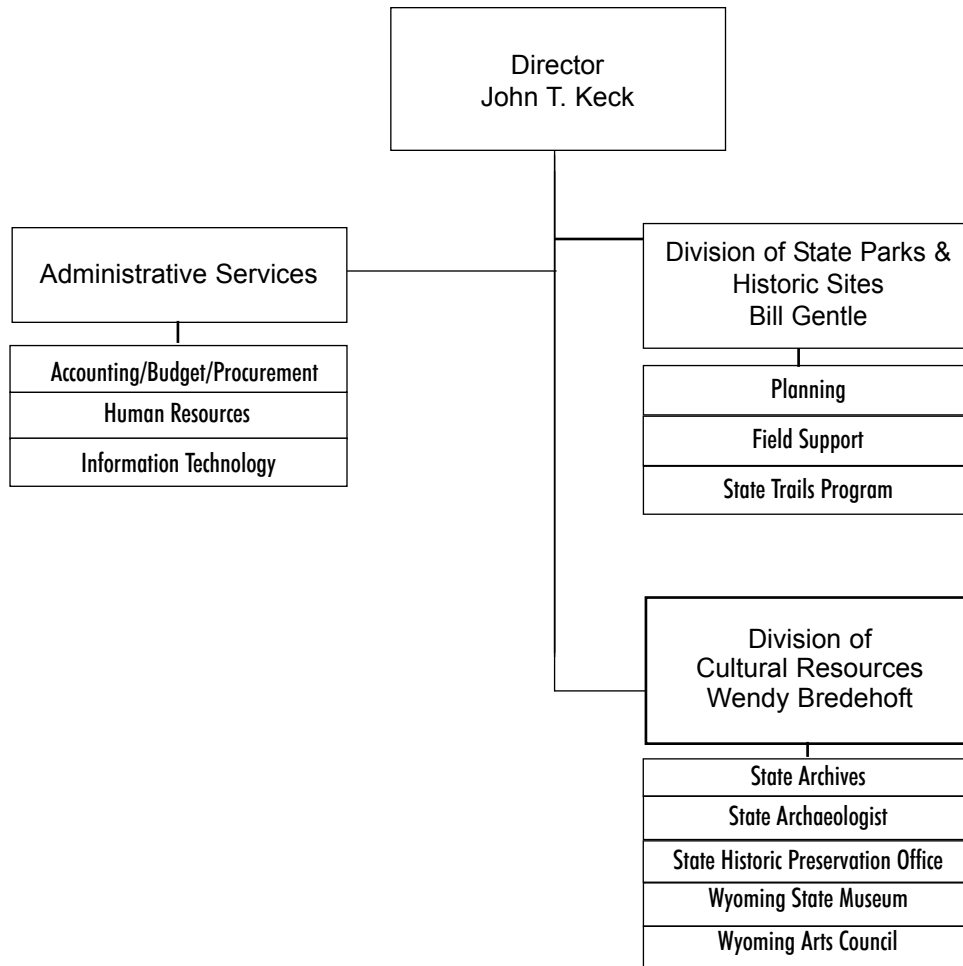
Outcome: Percent of satisfaction of internal and external customers

A survey to determine the percent of satisfaction of the department employees with the support services provided by the administration support division was sent by email to 161 full-time employees of the agency. Eighty-seven surveys were returned with 82 percent of the responses indicating “satisfied” to “very satisfied” with the overall services.

❖ *Strategic plan changes*

The department’s strategic plan has been revised to reflect the comments and concerns raised to the organization in the past two years, and it reflects a significant change in the overall philosophical direction of the department. The mission has been totally revised to reflect the increasing emphasis on the provision of quality cultural and recreational experiences for both Wyoming residents and non-residents. The vision statement recognizes that the programs and services provided by the department must be driven by the legislative intent involved in the creation of these programs over the years. The intent of the Legislature in creating state parks and historic sites, a state museum, state archives, state arts council and other programs was to assure an understanding of the heritage, culture and people of Wyoming and to provide quality opportunities for the public to be exposed to the state’s many natural and cultural wonders. They did this, recognizing that these very resources that define the state and its people must be maintained, preserved and made accessible to present and future generations of residents and visitors if Wyoming is to provide a high quality of life.

Department of State Parks and Cultural Resources organization chart



Department of Transportation

❖ *Mission and philosophy*

To enhance the economic well being and quality of life in Wyoming by working with public and private partners to produce a safe and efficient transportation system.

❖ *Results of outcomes*

The following outcome measurements were taken to ensure progress toward achieving the related Wyoming Department of Transportation (WYDOT) goals and objectives.

Goal 1: Preserve the existing transportation system.

Objective 1.1: Preserve the state highway pavements.

The Department's Pavement Management System measured the state highway system pavements and found 81 percent of the interstates, 67 percent of the primary highways, 39 percent of the secondary roadways and 58 percent of the total highway system to be in good or better condition.

Objective 1.2: Preserve the state highway bridges and structures. (Includes off-system bridge inspection.)

Based upon structure sufficiency rating, 1,804 on-system structures were maintained in acceptable condition.

Objective 1.3: Assist, advise and distribute appropriate funds to preserve airport infrastructure.

WYDOT's Airport Pavement Management System found 91 percent of airport pavement to be in fair or better condition.

Twenty-two airport maintenance grants were approved.

Objective 1.4: Assist, advise and distribute appropriate funds to preserve transit service.

A total of 59 municipalities and rural communities were served by public transportation.

The number of public transportation passenger rides provided equaled 1,288,256.

The average age of WYDOT's fleet was 7.29 years.

Objective 1.5: Preserve the traffic control features of the state transportation system.

Of the signs on the state system, 85 percent were in good or excellent condition.

Ninety percent of the pavement markings were considered to be in good or excellent condition.

Of the electrical traffic control devices on the system, 90 percent were in good or excellent condition.

The percentage of roadside safety features in good or excellent condition was 75 percent.

General information

Sleeter Dover, Esq., Director

Agency contact

Ron Kisicki, Management Services

307/777-4393

5300 Bishop Blvd.

Cheyenne, WY 82009

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

Other locations

Locations throughout Wyoming

Year established and reorganized

Established 1917, reorganized 1991

Statutory references

W.S. 9-2-2004 and 24-2-101

Number of authorized personnel

2,488

Organizational structure

Aeronautics, Chief Engineer, Engineering and Planning, Highway Patrol, Support Services and Technical Services Divisions

Clients served

Users of Wyoming's transportation systems

Budget information

Objective 1.1	\$74,800,122
Objective 1.2	7,955,501
Objective 1.3	9,572,701
Objective 1.4	2,860,411
Objective 1.5	6,181,694
Objective 1.6	27,373,872
Objective 2.1	17,213,579
Objective 2.2	5,481,129
Objective 2.3	28,155,011
Objective 3.1	172,402,265
Objective 3.2	29,084,926
Objective 4.1	1,104,432
Objective 4.2	3,985,847
Total	\$386,171,490

Objective 1.6: Preserve the roadside (e.g. vegetation control, fences, etc.) features of the state transportation system, buildings, and other physical assets.

Ninety percent of roadside features were maintained.

According to the building priority system, 63 percent of buildings met performance level 200 or lower.

The rest area priority system measured 71 percent of rest areas as meeting performance level 125 or lower.

Goal 2: Enhance safety on the transportation system.

Objective 2.1: Fair and impartial enforcement of all traffic laws directed toward a reduction in traffic related deaths and injuries.

The total crash rate (crashes/100 million vehicle miles) on the state highway system was 181.45.

Objective 2.2: Provide an effective safety education and information program.

The total reportable crash rate per 100 million vehicle miles on all public roads was 210.6.

The number of driving while under the influence (DWUI) fatal crashes compared to total fatal crashes was 41.1 percent.

Seat belt use was 74 percent.

There were 428 motorcycle, bicycle and pedestrian crashes.

Wyoming-based aircraft crashes numbered seven.

Objective 2.3: Identify and correct hazardous/potentially hazardous conditions.

About half of the conditions identified as hazardous or potentially hazardous were corrected.

Twelve nonstandard Airport Reference Code (ARC) conditions were corrected.

The entire state highway system received high levels of snow and ice control service.

Goal 3: Improve the existing transportation system.

Objective 3.1: Plan, program, design and construct improvements to the state highway system effectively using "Improvement Funds" available.

The percentage of the highway system rated above tolerable was 90.6 percent, and 40.5 percent of it met current design standards.

Objective 3.2: Assist other public and private partners in the improvement of their transportation facilities and services.

The state-county improvement program was 95 percent complete.

Four deficient off-system bridges were replaced.

The number of commercial passenger enplanements totaled 357,892.

Thirty-three airport improvement grants were approved.

Goal 4: Fairly and equitably fulfill regulatory and revenue generating responsibilities.

Objective 4.1: Fulfill regulatory inspections consistent with state statutes.

Nineteen percent of the commercial vehicle contacts were in compliance with statutes and regulations at roadside inspections.

Of the commercial vehicle operator contacts, 21 percent were in compliance with statutes and regulations at roadside inspections.

For non-commercial vehicles, 67.3 percent were in compliance with statutes and regulations at roadside inspections, as were 83.4 percent of the non-commercial operators.

Objective 4.2: Collect user fees consistent with state statutes.

WYDOT collected \$124.4 million from various fees and revenue generating activities.

❖ *Strategic plan changes*

WYDOT is still in the process of addressing changes to its performance measurements as deemed necessary by the Wyoming Department of Audit in 1999.

Note: WYDOT is authorized to operate under the federal fiscal year, Oct. 1 through Sept. 30. The specified time frame for the state annual report is July 1 through June 30. Information presented in the report is based on initial FY00 budget data and 1999 Strategic Plan data.

Transportation Commission

Agency to which group reports

Governor

Number of members

Seven

Meeting frequency

Monthly

Aeronautics Commission

Agency to which group reports

Governor

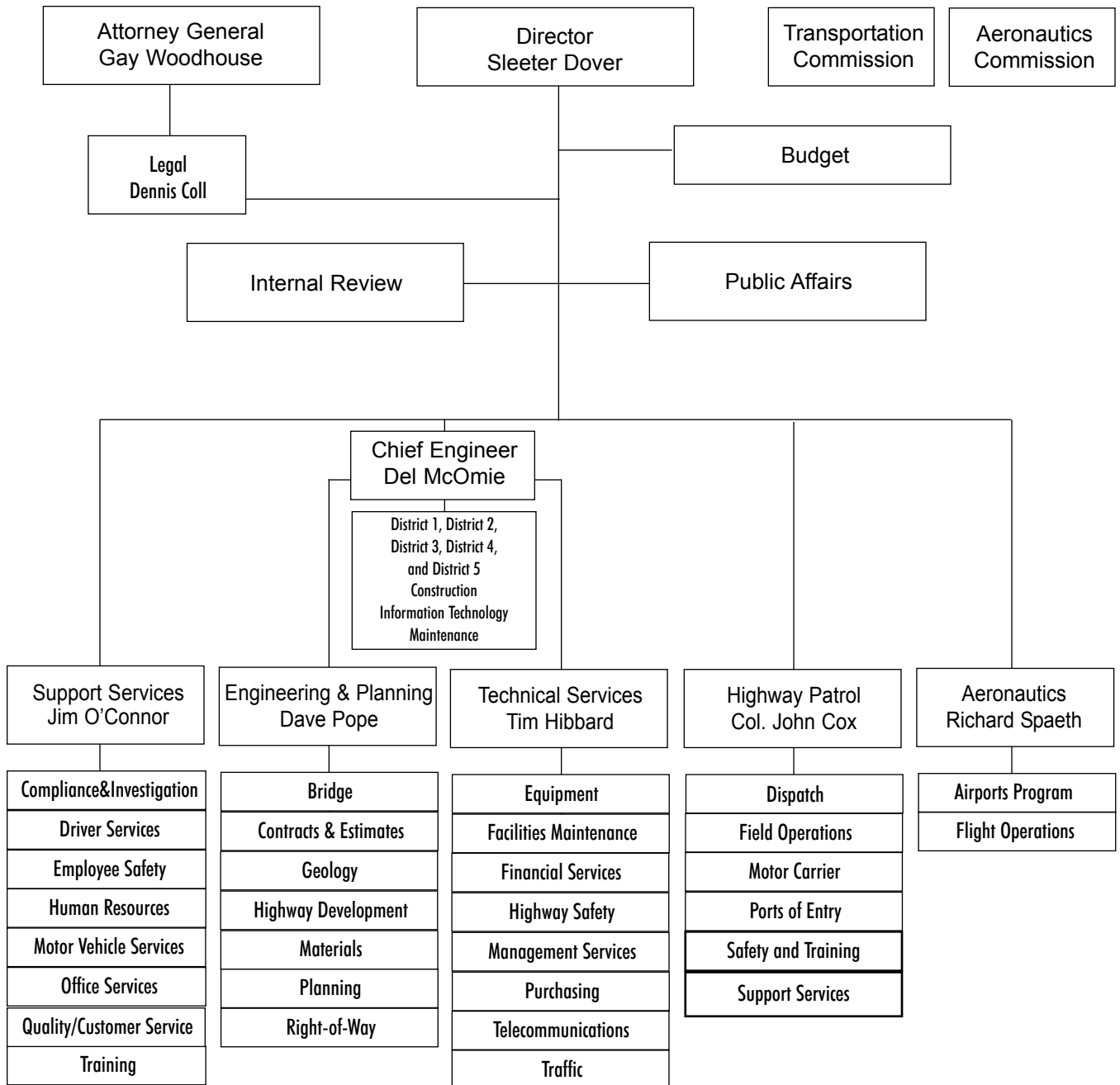
Number of members

Seven

Meeting frequency

Twice a year — once in the spring and once in the fall

Department of Transportation organization chart



Adjutant General

❖ *Mission and philosophy*

Title 19 mission: Provide a trained and ready force responsive to the Governor of Wyoming for assistance in the protection of life, property and the preservation of peace, order and public safety during natural and man-made disasters within the state.

Strategic plan mission statement: "We are the Wyoming Military Department, ready to defend and serve America and Wyoming."

❖ *Results of outcomes*

The Wyoming Military Department's goal is to provide a trained, quality-based force of people supported by appropriate equipment, facilities and real property, technology, and support services to successfully execute its federal and state missions.

The Wyoming National Guard Headquarters, under the direction of the Plans and Operations office, planned and prepared for contingency operations in regard to Y2K. Although not used, this process was valuable for total training and similar exercises. In September 1999 the 115th Field Artillery Brigade (FAB) deployed 50 soldiers to Hawaii for two weeks to support the First (U.S.) Corps Warfighter Exercise, "Cascade Peak." In January 2000 the 115th FAB deployed 28 people to Japan as part of the "Yama Sakura Exercise." During the year, the 115th FAB received a TQM41A Meteorological Station. When it was fielded, it was only the second of its kind in the entire U.S. Army.

The 2nd Battalion, 300th Field Artillery (FA) had a busy year participating in multiple exercises such as assisting with the annual Teton Music Festival in Jackson. They took part in the "Tropic Lightning" Command Post Exercise (CPX), conducted a WETS (Weekend Training Shoot) live fire shoot in September and assisted in the armory reutilization plan when the armories in the towns of Thermopolis, Rawlins and Riverton were turned into community facilities. Annual Training (AT) for the 2-300th FA was unique this year in that the first ever winter AT was conducted at Camp Guernsey. The Battalion conducted a second one-week training period, concentrating on artillery skills at the battery and battalion level. While keeping busy with training exercises, the 2-300th found time to host the Wyoming National Guard Convention in Cody. The artillery was fielded with state of the art fire direction software for their Automated Fire Support System, which is capable of tactical and technical fire direction that can be fully integrated with all U.S. Army systems. Finally, military funerals are always important and the Battalion participated in more than 60 during the year.

In January 2000 the 1022nd Air Ambulance unit deployed 10 people to Ft. Polk, La., to the Joint Readiness

General information

Ed Boenisch, Adjutant General
Major General, Wyoming Air National Guard

Agency contact

Maj. Gen. Ed Boenisch
307/772-5234
5500 Bishop Blvd.
Cheyenne, WY 82009
ed.boenisch@wy.ngb.army.mil
<http://wycys.ang.af.mil>

Other locations

Armories are located in Afton, Casper, Cheyenne, Cody, Douglas, Evanston, Gillette, Guernsey, Lander, Laramie, Lovell, Powell, Rock Springs, Sheridan, Torrington, Wheatland and Worland. Wyoming Emergency Management Agency (WEMA) has a maintenance and calibration facility at 624 East Pershing Blvd., Cheyenne. Oregon Trail State Veterans Cemetery is located in Evansville. Veterans Affairs Commission is located in the Casper Armory.

Year established and reorganized

Wyoming Army National Guard was established in 1870; Wyoming Air National Guard, 1946; and Wyoming Emergency Management Agency (WEMA), 1950. The Wyoming Military Department was reorganized in 1986 and 1998.

Statutory references

Wyoming Statutes Title 19

Number of authorized personnel

Total, 2,655: includes Army National Guard, 1,468; Air National Guard, 993; state employees, 194. State employees include 25 WEMA, two Veterans Cemetery employees and one Veterans Affairs Commission employee.

Organizational structure

Adjutant General's Office, Wyoming Army National Guard, Wyoming Air National Guard, Wyoming Emergency Management Agency, Wyoming Veterans Affairs Commission, Oregon Trail State Veterans Cemetery

Clients served

The residents of Wyoming and the United States, National Guard Bureau, Department of Defense, Federal Emergency Management Agency, county Emergency Management agencies

Budget information

Wyoming Army National Guard	\$30,169,439
Wyoming Air National Guard	26,590,618
Wyoming Emergency Management Agency	2,628,456
Oregon Trail State Veterans Cemetery	258,603
Starbase	218,537
Veterans Education	21,882
Veterans Affairs Commission	28,771
Capital outlay, maintenance, administration	9,025,926
Total	\$68,942,232
Federal funds	\$66,060,573
State funds	\$2,881,659

Training Center, as part of the MEDEVAC TEAM SUPPORT. When the 1022nd received notification of their potential rotation to Bosnia, projected to be during the early months of the year 2001, they began intensive training in preparation for certification for overseas deployment.

During May, the 197th Engineer Detachment traveled to Germany for AT. This was the last AT for the 197th, as it will be deactivated later in the year. The 960th Maintenance Company deployed 60 people to Italy in June, which was their AT as well.

In support of individual and collective readiness goals, other units throughout the state conducted training in various locations. The 1041st Engineer Company (Assault Float Bridge) hosted the annual Boss Lift which brought 30 employers and their representatives to Rock Springs by C-130 aircraft and then by UH-60 Blackhawk helicopter to Flaming Gorge Reservoir. While there, they observed the 1041st, which launched bridge sections and assembled them into a floating raft section in record time. The 133rd Engineer Company continued to improve drainage and parking lots at the University of Wyoming. The 67th Army Band performed at the Governor's Ball in October and again for the Secretary of the Army in Laramie in November. They also toured the state during the year, reaching audiences throughout Wyoming.

Public Affairs, both from State Area Command and the 197th Public Affairs (PA) team, were busy providing support throughout the year. Public Affairs issued 71 press releases and fielded 51 community support event requests. Recruiting and training videos were assembled for the 1022nd and 1041st units. The annual Employer Support of the Guard and Reserve "Boss Lift" was chronicled in both still photos and video. A new state of the art digital video editing system was acquired along with two new still digital cameras. Three members of the PA team deployed to Japan for two weeks in support of the "Yama Sakura Exercise".

The 4th ROC ID (Rear Operations Center, Infantry Division), which is located in Casper, received Force XXI digital equipment during the fiscal year. Received were two Maneuver Control System computers, an All Source Analysis computer, three Advanced Communications Improvement programs, a Single Channel Ground Airborne Radio system, and three Precision Lightweight GPS (Global Positioning System) Receiver systems. This new equipment not only brought the 4th ROC ID up to date, it is currently the only National Guard unit to receive this equipment.

In October 1999, the town of Lusk lost all electrical power for six days. The Wyoming Army National Guard sent 12 generators and 18 personnel there to assist the town and surrounding area until electrical power was restored.

Camp Guernsey continues to grow with regard to its use. During the year, 5,104 individuals spent one or more days at Camp Guernsey. Man-days recorded were 1,459. Fifteen states and 129 different units were

represented along with the Royal Air Force from Great Britain, which sent 15 personnel for 25 days of training. The Combined Vehicle Maintenance Facility at Camp Guernsey is approximately 90 percent complete and is within budget and on schedule. The Camp Guernsey fuel point is nearly 63 percent complete and is scheduled for completion this fall.

A constitutional amendment affecting both the Air and Army National Guard will be on the November 7, 2000, ballot. If enacted, it would repeal the requirement that any person appointed to a military office — other than the offices of adjutant general, assistant adjutant general for the Army National Guard and assistant adjutant general for the Air National Guard — must be a qualified elector. A second provision would change current eligibility requirements to allow any qualified resident to serve in the state militia if he or she is between the ages of 17 and 70 and allow nonresidents who are accepted into service to serve if they meet the other requirements.

The Wyoming Air National Guard has also had a busy year. The 153rd Maintenance Team consists of the Maintenance Squadron, Aircraft Generation Squadron, Logistics Support Flight, and Quality Assurance. This team of 170 members was instrumental in ensuring that the Wing's worldwide flying mission was supported in an outstanding manner. The Maintenance Team supported two major back-to-back deployments to Germany: Shining Hope, with a total of 108 personnel from June 12 to Aug. 13, and the first Aerospace Expeditionary Force (AEF) deployment, "Joint Endeavor", with a total of 130 personnel. These deployments were followed by two additional deployments of 21 personnel each to Puerto Rico in support of "Coronet Oak". While accomplishing these missions and others, 2,617 mishap-free flying hours were accumulated.

Throughout the year, the 187th Air Evacuation Squadron (AES) was involved with several exercises, deployments, and other events. Personnel participated in the Special Operations Joint Forces Exercise '99, the Aeromedical Evacuation Contingency Operations Training course, Personnel Recovery course, Advanced Cardiac Life Support courses, Contingency Wartime Planning course and the Biological Warfare Management course. In January, the 187th Airlift Squadron participated in the "New Horizon Exercise," in Haiti. This involved seven crew members, 40 clinic personnel and three pallets of material. In February, the 187th began flying operational missions between Cheyenne and Peterson Field AFB, Colorado. It is the first C-130 unit — active, guard, or reserve — to fly regularly scheduled operational missions and the first time this unit has flown operational missions in more than 17 years. The missions are flown every other week, moving patients from Cheyenne to Colorado Springs and back. In addition, the 187th participated in the first AEF rotations, filling in shortfalls for other Air National Guard, Air Force Reserve and active duty units. Deployments were to Germany, Macedonia, Kosovo and Kuwait.

During July 1999, the 153rd Civil Engineering Squadron deployed 28 engineers to Mescalero, N.M. to support the construction of a fire station for the Bureau of Indian Affairs. In March, the unit deployed to the Combat Readiness Training Center, Gulfport, Miss. Fifty-five engineers and firefighters conducted required annual training including MAFFS (Modular Air Fire Fighting System) recertification.

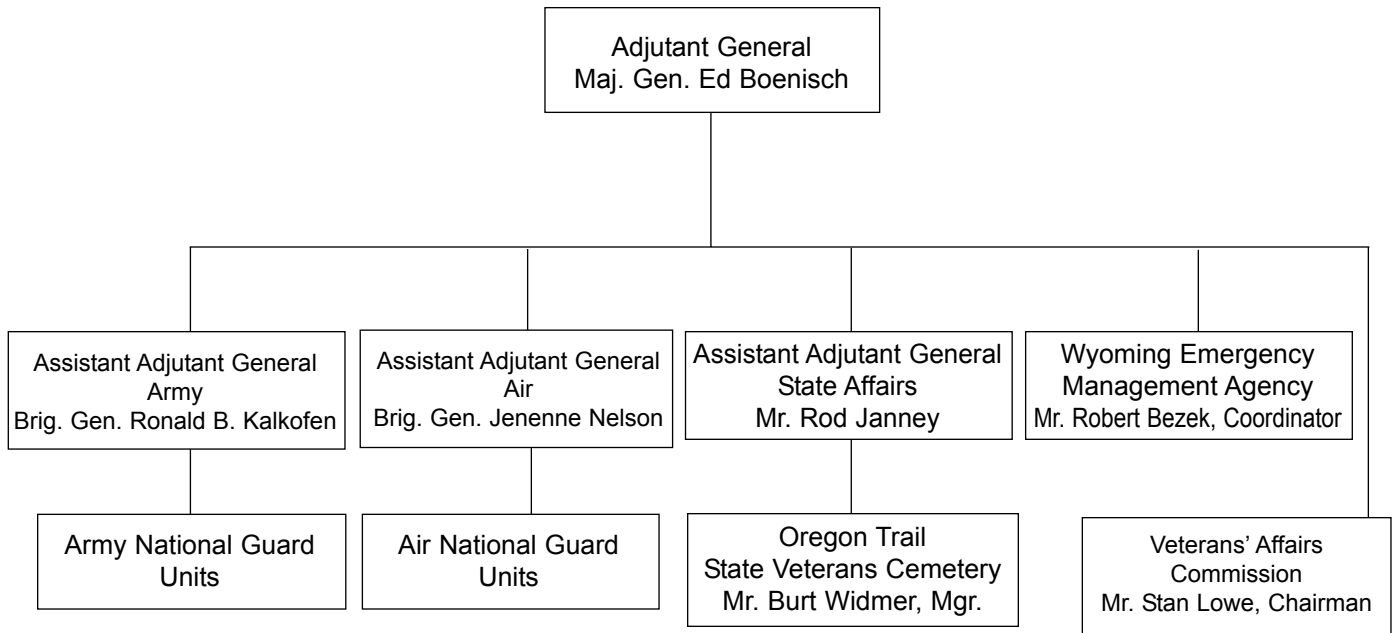
The 243rd Air Traffic Control Squadron received a new mobile control tower in July 1999, and a new temporary administration facility in December. The 243rd deployed two air traffic controllers in support of AEF Number 9. Additionally, they provided three maintainers to Global Patriot in Dugway, Utah, in support of the 241st Air Traffic Control Squadron's "Operational Readiness Evaluation". Throughout the year, the Logistics Non-Commissioned Officer was called upon to assist the Air National Guard's Mobility Training Center in Alexandria, La. The center provides courses in Combat Familiarization, which are required for all members of the squadron.

During the year, 1,133 Wyoming National Guard personnel were deployed to various sites around the state of Wyoming, 11 different states in the United States and 14 separate countries world wide. Economic impact to Wyoming from the National Guard for the year was more than \$68 million.

❖ *Strategic plan changes*

Refer to the agency strategic plan dated July 1, 1999, and also the revised agency strategic plan dated June 1, 2000.

Adjutant General organization chart



Office of Administrative Hearings

❖ *Mission and philosophy*

The Office of Administrative Hearings is a separate operating agency created by WYO. STAT. ANN. 9-2-2201. The office is statutorily charged with providing impartial hearing services to state agencies. The mission of the office is to serve as a professional, independent and impartial hearing authority in administrative contested cases and to encourage and facilitate agreed resolution of all contested cases referred to the office.

❖ *Results of outcomes*

Overall there were decreases in both cases referred and closed during FY00 as the following chart illustrates:

	Fiscal Year 2000		Fiscal Year 1999		Fiscal Year 1998	
	Referred	Closed	Referred	Closed	Referred	Closed
All Other	35	48	90	93	129	134
Driver's License	524	592	809	804	723	707
Personnel Appeal	6	7	14	15	6	3
Small Claims	35	30	61	61	46	58
Workers' Compensation	653	636	789	729	705	791

The office is statutorily required to hear most workers' compensation benefits cases and all actions involving restriction, suspension or cancellation of driving privileges. For these services, the office is funded from Workers' Compensation and Highway Funds, resulting in no reversions to the general fund.

WYO. STAT. ANN. 9-2-2202 provided that the office could furnish hearing services to other state agencies. It also provided that the costs of such services would be paid by the requesting agency. Additionally, the office is statutorily required to hear personnel appeal cases where the parties are unable to agree on a presiding officer. Previously the B-11 process was utilized to recognize both the expenses and revenues associated with hearings conducted on behalf of other state agencies. In the 1999-2000 biennium this expense organization became a part of the standard budget. This expense organization is a clearing account.

Programs/Expense Orgs.	Current Biennial Appropriation	Previous Biennial Appropriation	Reversions
0201 Administration	\$1,443,623.00	\$1,382,583.00	
0202 All Other	\$74,762.00	\$75,000.00	

General information

Larry M. Donovan, Director

Agency contact

Lynne M. Kranz
307/777-6660
Office of Administrative Hearings
Cheyenne, WY 82002-0270

Other locations

Casper, Gillette, Powell, Riverton, Rock Springs, Sheridan

Year established and reorganized

1987, 1992

Statutory references

Wyo. Stat. Ann. 9-2-2201 through 9-2-2203

Number of authorized personnel

Seven full-time, six part-time (under contract)

Organizational structure

No divisions or sections

Clients served

Various state agencies required by law to provide formal hearings, primarily the Department of Employment and the Department of Transportation

Budget information

Total \$663,721

Goal 1, Outcome 1.01

Surveys of attorneys who had participated in driver's license and workers' compensation hearings in FY00 were distributed. No surveys were distributed in the all other or personnel appeal cases categories.

In the area of the office's ability to provide parties and attorneys a dispute resolution process that at least 80 percent perceive to be fair and impartial, the office received an overall approval rating of 87.6 percent (88.1 percent in the driver's license area and 87.1 percent for workers' compensation cases). This approval rating represents a decrease in the overall approval rating from the previous fiscal year.

The same surveys were used to obtain data regarding the office's ability to provide parties and attorneys a hearing process that at least 80 percent perceive to be expeditious and efficient. A 95.6 percent overall approval rating was received (97.6 percent in the driver's license area and 93.6 percent for workers' compensation cases). This rating represents a 0.6 percent decrease in the overall approval rating from the previous fiscal year.

Goal 1, Outcome 2.01

During the fiscal year, 636 workers' compensation cases were closed. Decisions after hearing were rendered in 221 cases; settlements, dismissals and withdrawals were subtracted from the total number of cases closed. Of the 221 decisions rendered, 186 cases, or 84.2 percent, were not appealed. Of the 221 decisions rendered, 35 cases were appealed to the District Courts, representing a 15.8 percent appeal rate.

During the fiscal year, the District Courts disposed of 38 cases. Of these cases, 18 were certified to the Supreme Court, dismissed, settled, withdrawn or remanded. Of the remaining 20 cases, 13 affirmed decisions made by the office, totaling 65 percent, which represents a decrease of 21.9 percent from the previous fiscal year. During the same period, 38 appeals were decided by the Wyoming Supreme Court, nine of which were dismissed. Of the remaining 29 cases, 16 (55.2 percent) were affirmances of decisions made by the office, a 28.1 percent decrease from the prior year.

Goal 1, Outcome 3.01

Of the 221 workers' compensation cases that went to hearing, 157 final decisions were prepared by the OAH and 64 final decisions were prepared by counsel for the parties. Of those 157 decisions prepared by the OAH, 113 decisions, or 72 percent, were entered within 30 days after the close of the contested case evidentiary record. When the 64 final decisions prepared by the parties' counsel are included, only 68 percent of the cases that went to hearing had orders entered within 30 days after the close of the contested case evidentiary record. In the area of the "small claims" workers' compensation cases, 30 cases were closed, and 80 percent of these cases were closed within 75 days following referral of the request for hearing.

Goal 1, Outcome 4.01

Of the 22 all other cases that went to hearing, 100 percent were closed within 60 days after the close of the contested case evidentiary record. Two personnel appeal cases proceeded to hearing, and both were closed within 60 days after the close of the contested case evidentiary record. Of the 282 driver's license cases that went to hearing, 92.9 percent were closed within 60 days and 99.6 percent were closed within 120 days.

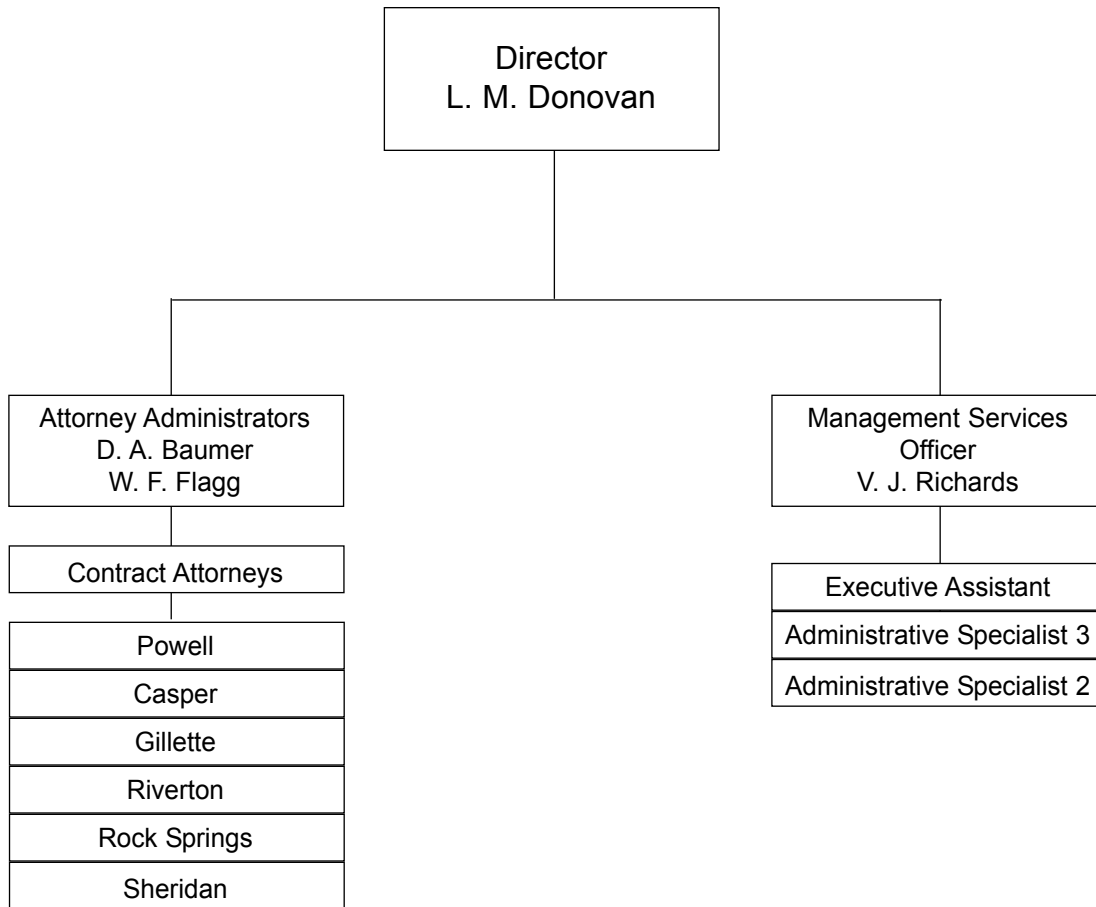
Goal 2, Outcome 1.01

With respect to the proper and timely performance of management services and internal operating functions, historically the Office of Administrative Hearings has met this goal and continued to do so this fiscal year. Reports required by outside agencies are provided on a timely basis as are payments to vendors, contract hearing examiners, etc. Trainings and/or meetings regarding human resources, group insurance, WOLFS procedures, Y2K issues, budget, compensation plan, strategic plan and annual report preparation were attended by appropriate staff.

❖ Strategic plan changes

Minor changes were made to the strategic plan to reflect the continuing evolution of the Office of Administrative Hearings.

Office of Administrative Hearings organization chart



Wyoming Business Council

❖ *Mission and philosophy*

The Wyoming Business Council was created by the Wyoming Legislature in 1998 to strengthen and diversify the state's foundation industries and to retain Wyoming's youth through the creation of better job opportunities. To comply with this legislative mandate, the Business Council comprises the following business divisions: Agribusiness, Business and Industry, Investment Ready Communities, Minerals, Energy and Transportation, Telecommunications, and Travel and Tourism.

The Business Council exists to create new and better job opportunities and grow Wyoming's business and industry base by

- Retaining and strengthening existing business and industry,
- Recruiting industries and their support businesses,
- Maximizing the efficiency of government and private entities to facilitate job growth and economic activities,
- Helping businesses develop value-added products,
- Building a network for economic growth at local and state levels,
- Creating a proactive organizational structure to facilitate business and industry growth, and
- Activating statewide resources through ongoing development of strategic alliances.

❖ *Results of outcomes*

Economic development became much more of a team sport this year. Partnering at the city, county and state levels to identify and solve problems is becoming the standard in the state. Representatives from highly diverse groups have come together to form the Coal Bed Methane Working Group, Wyoming Community Assessment, Travel Industry Working Group, Workforce Development Council, and many more. The idea of the Steering Committee for Business Development to leverage Tourism, Minerals and Agriculture Marketing with Business and Industry is showing first results.

Business Council employees are working throughout the state in both leadership and followership roles. Chambers of commerce, local economic development organizations, bankers, investors, entrepreneurs, and city and county officials are pooling their expertise and resources to make things happen.

For example, 27 different people and organizations worked to achieve the second expansion of SENTO Corporation into Wyoming at Green River. As reported in the *Salt Lake Tribune*, "Wyoming has been able to put together a package of state-, county- and city-level incentives that is hard to beat ... In addition to these incentives,

General information

Les Ball, Co-Chair, Board of Directors
Governor Jim Geringer, Co-Chair,
Board of Directors

Agency contact

Tucker Fagan, Chief Executive Officer
307/777-2800
214 West 15th St.
Cheyenne, WY 82002
tfagan1@state.wy.us

Other locations

South East Regional Office, Cheyenne
North East Regional Office, Gillette
West Central Regional Office, Riverton
East Central Regional Office, Casper
South West Regional Office, Rock Springs
North West Regional Office, Powell

Year established

1998

Statutory references

W.S. 9-12-105 through 9-12-401

Number of authorized personnel

57 full-time

Organizational structure

Executive, Comptroller, Marketing and PR,
Support Services, Agribusiness, Business &
Industry, Investment Ready Communities,
Minerals, Energy and Transportation,
Telecommunications, Travel & Tourism

Clients served

Businesses, industries, communities and
tourists

Budget information

General funds	\$11,722,091
Federal funds	3,513,308
Other	5,488,210
Total	\$20,723,609

Wyoming pledges to reduce the amount of time spent securing building permits and site inspections.”

While working with existing and prospective Wyoming businesses, the Business Council has identified four areas where legislative changes could help economic development:

■ First, the Workforce Development Training Fund is a powerful tool helping existing and new companies in Wyoming, as well as upgrading the skills of state residents. The Business Council wholeheartedly supports the Department of Employment proposal to increase funding for this account because of the corresponding acceleration of job growth.

■ Second, the council recommends developing a Wyoming Technology Business Center in partnership with the University of Wyoming. A technology incubator aligned with a research university has been the key to developing science- and technology-based businesses in other parts of the United States. These types of businesses tend to gravitate toward areas that have existing technology assets and infrastructure; existing businesses benefit from emerging science and technology developments, and new businesses are created from the research, development, and commercialization of new technologies. Additionally, students desiring to be a part of technology-based business want to attend universities where they can go beyond theory to actual work and practice in such businesses.

■ Third, the Business Council recommends a third option for the Partnership Challenge Loan Program. Called “bridge financing,” the option would require a partnership involving bank, personal equity and governmental money. This public-private partnership would result in better “due diligence” and allow participation by more communities in the state in loans to businesses for start-up and expansion.

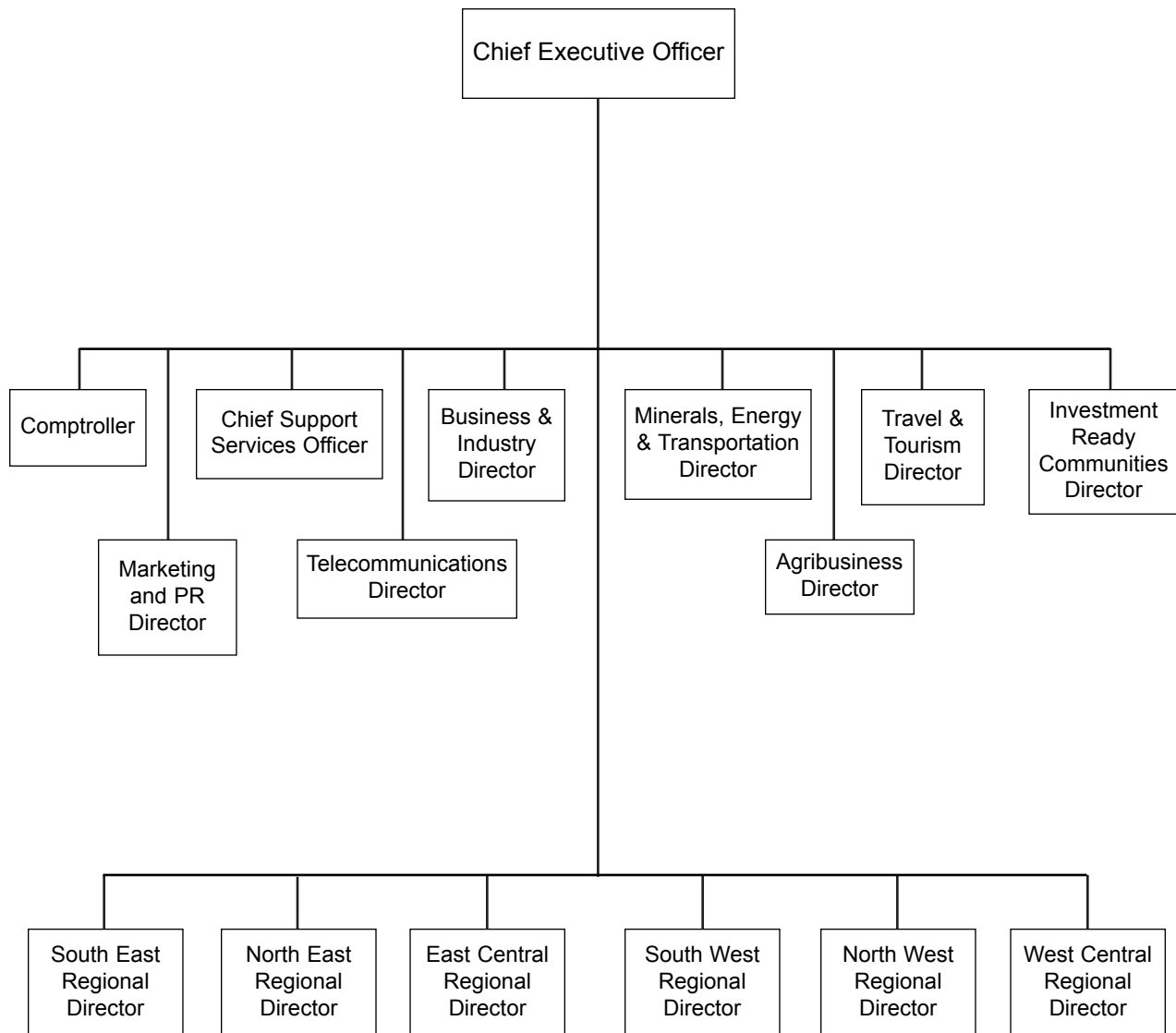
■ Fourth, for communities to react quickly to business expansion, an infrastructure-ready business park is important. The Business Council recommends Industrial Development Project statutes be added to incorporate a sales and property tax increment financing component similar to that which exists in the Downtown Development Authority statutes.

The Business Council attributes its results to the hard work by its Board of Directors, staff, and strategic partners including the Small Business Development Centers, Wyoming Economic Development Association, Mid-America Manufacturing Technology Center, the University of Wyoming, Wyoming Association of Municipalities, and others at the city, county, and state levels.

❖ *Strategic plan changes*

The idea and operation of the Business Council is still maturing. The second strategic plan completed at a town meeting in April 2000 reflects the direction of citizens and industry. At the next annual meeting in April 2001, the council will again seek input from citizens throughout the state to “course correct” and define the proper allocation of manpower and budget to foster economic development throughout the state.

Wyoming Business Council organization chart



Community College Commission

❖ *Mission and philosophy*

The Wyoming Community College Commission (WCCC), the seven community colleges and public television compose the Community College System, which operates under the concept that a quality, accessible, affordable education is the right of every Wyoming resident. The system strives to deliver post-secondary education and training consistent with its statutorily defined mission. The mission and purpose of the commission is to provide coordination, advocacy, and accountability for the Community College System on behalf of the state of Wyoming.

The mission and purpose of the system is clearly defined in statute: "The mission of Wyoming's Community Colleges is to provide access to post-secondary educational opportunities by offering broad comprehensive programs in academic as well as vocational-technical subjects. Wyoming's Community Colleges are low tuition, open access institutions focusing on academic transfer programs, career and occupational programs, developmental and basic skills instruction, adult and continuing education, economic development training, public and community services programming, and student support services" (Session Laws of Wyoming, Chapter 228, Section 3(a)).

The commission believes that post-secondary education in Wyoming should be accessible and affordable, yet flexible enough to meet dynamic, changing workforce and educational requirements. The commission also believes that the Community College System should be based on a reliable and dependable source of funding, contribute to economic development and play a leadership role in promoting a system of seamless education from birth throughout one's life.

❖ *Results of outcomes*

Goal I: To assure coordinated, efficient and effective operations of the Community College System

Objective A: To manage commission programs that ensure the efficient and effective operations of the Community College System.

This *Annual Strategic Plan Report 2000* is but one mechanism through which the WCCC attempts to meet the intentions of this objective. The collaborative process whereby college administrators and the WCCC strive for system effectiveness is also enhanced by regular meetings of the commission, the executive council, the Academic Affairs Committee and the Administrative Services Committee.

Representatives from colleges' boards of trustees and community college commissioners worked collaboratively to draft a new college system governance statute, which was adopted by the 2000 Legislature. The new statute more clearly defines the functions and roles of the WCCC and local boards of trustees.

General information

Thomas C. Henry, Executive Director

Agency contact

William H. Lovejoy, Dean of Information,
Planning and Policy Analysis
307/777-5059
2020 Carey Ave., 8th floor
Cheyenne, WY 82002
blovejoy@commission.wcc.edu

Year established and reorganized

Established 1985, reorganized 2000

Statutory references

W.S. 21-18-202

Number of authorized personnel

12

Clients served

Governor, Legislature, community colleges,
other state agencies

Budget information

Objective A	\$1,138,870
Objective B	44,428,614
Objective C	500,983
Objective D	1,600,000
Objective E	225,000
Objective F	1,385
Total	\$47,894,852

Objective B: To ensure the equitable distribution of and accountability for state aid dollars used in community college instructional and support programs.

On June 23, 1999, the commission adopted new budget request and funding allocation models. Both models rely on comparisons of each Wyoming community college with 11 comparator institutions in the nation. The comparators were selected by an outside consultant, the National Center for Higher Education Management Systems, and provide for the first time external benchmarks against which to evaluate the funding adequacy of the Wyoming colleges.

The budget request for the 2001-02 biennium was submitted under the new model and was fully funded by the Legislature. The funding allocation model was used to allocate state funds and balance across the system of colleges the funds raised by local mill levies. For the first time, the seven colleges are funded at levels equivalent to their comparators (based on 1996-97 data) and have achieved near equity across the system of colleges.

The American Association of Community Colleges core indicators of effectiveness are integrated into the many strategic indicators of the Annual Strategic Plan Report 2000 and provide initial benchmarks for assessing accountability in the seven community colleges. Presentation of the many objectives and their statuses are not possible within the format of this report; please refer to the publication cited above.

Objective C: To provide fiscal and program accountability for Wyoming Public Television.

WPTV has continued its strong relationship with the Wyoming Community College System, delivering a wide range of telecourses. The traditional emphasis of public television's distance delivery efforts has been on providing telecourses, and now, considerable effort has gone into development of Internet-delivered classes as well. WPTV has been working in concert with PBS in a pilot program to deliver teacher training online, particularly in science and mathematics. WPTV is one of only 16 stations nationwide providing "TeacherLine," which can be accessed in streaming video from the WPTV Web site. It is funded by a grant from the National Council of Teachers of Mathematics, U.S. Department of Education.

Bandwidth limitations of the Internet restrict course material largely to still images and text, and even though Web classes offer greater flexibility, the high quality video provided by telecourses remains a popular means of college education for busy adults, including mothers and others whose schedules preclude traditional campus classes. Even during this era of unprecedented growth in the Internet, student enrollment in telecourses nearly doubled from FY99 to FY00 (from 694 to 1225 students).

WPTV aired 812 hours of college credit classes from May 1999 to May 2000, comprising 12 percent of its air schedule. It broadcast another 1,948 hours of educational, non-credit programs, which represented nearly 30 percent of the air schedule. Overall, educational offerings made up 42 percent of the broadcast schedule.

In the future, digital television will fundamentally change the way telecourses and data are delivered. Digital television combines technology from TV and computers, allowing viewers to watch television on their computers and, at the same time, receive program-related data that they can view in another window. Basically, digital television enhances the educational value of programs by combining the power and speed of computers with a new video technology that provides superior pictures plus interactivity. This makes digital television a compelling educational medium for the future. But technology comes with a price. It is estimated that minimum compliance with the Federal Communications Commission mandate will cost WPTV about \$3.3 million. The Community College Commission, on behalf of WPTV, is submitting a supplementary budget request of \$1.6 million to begin the process of digital conversion. The first phase of construction involves mountaintop work that must be completed in the summer months and could not be completed prior to the FCC deadline if construction were to wait for the next biennium budget cycle.

Private revenues increased by more than \$35,000 in 1999, and it is anticipated that FY00 figures will significantly top that; however, independent auditors who are compiling statistics for FY00, have not yet completed their final reports. WPTV has hired an experienced fund-raising professional; thus, direct mail and corporate fundraising should be enhanced in the near future.

Objective D: To provide resources to the colleges for emergency repairs and preventative maintenance for individual college facilities based on a system priority plan.

For the 1999-00 biennium appropriations, plus a supplemental appropriation for health premium coverage and reversions, the commission's programs were funded from state general funds as follows:

Administration	\$2,277,740
State Aid to Colleges	88,567,278
Contingency Reserve (Coal Bonus)	3,200,000
Wyoming Public Television	1,001,967
LEAP	155,340

The administration budget supports commission operations as well as administrative computing for the seven colleges. Contracts, leases, service agreements and personnel in support of administrative computing for the college system require approximately \$1,200,000 per biennium. The colleges successfully migrated from Release 13 to Release 16 of the Datatel Colleague administrative computing system. The commission provided additional funding support for three colleges using the Envision reporting tool, for additional memory for on-campus computers and for new line printers at each of the colleges.

Remaining funds in the administration budget support meetings of the commission and personnel engaged in other functions: executive, academic and student services, fiscal, policy and research, and administrative services officers, as well as clerical

support. Generally, there is one person supporting each of the functions of the agency outside of administrative computing. In addition to daily operations, there is a focus in the agency on professional development for all staff. Appropriate support for a coordinating body requires that staff be highly aware of national and regional trends in higher education.

Primary goals of the commission achieved in the biennium were adoption of the new budget and funding allocation models and the passage of new legislation clarifying the statutes relative to the commission's role as a coordinating body.

The State Aid to Colleges program provides support to the colleges and, in the 1999-00 biennium, amounted to \$88,985,178, with supplemental funding for health insurance premiums.

Of the funding provided, the commission had requested \$1.3 million to bring college salaries to 90 percent of market, and that amount was included in the appropriation. The commission distributed the \$1.3 million to the colleges that had demonstrated the need, and five colleges objected and filed a lawsuit. The result is pending review by the Wyoming Supreme Court and the court has "escrowed" the disputed funds so that they are available for distribution in the new biennium.

The remaining funds have been allocated to the colleges, or are scheduled for allocation according to the "old" formula for distribution.

The Contingency Reserve Account is utilized for funding provided by Coal Lease

Bonus funds. Revenues received in FY00 amounted to \$1.6 million, or a total of \$3.2 million for the biennium.

The commission approved allocation of \$3.2 million for emergency repair and preventative maintenance for the biennium, and the total was expended as a result of the new allocation model. In past biennia, over-funded projects frequently resulted in the reversion of funds that could have been used for other pressing projects. Detailed expenditures are not yet available, and two colleges have not yet submitted their reports.

The Leveraging Educational Assistance Partnership (LEAP) program was not funded by the 2000 Legislature. For the 1999-2000 biennium however, \$155,340 was provided to 275 students attending the community colleges and the University of Wyoming.

The program for Wyoming Public Television was funded with \$1,001,967 of state general funds. Outcome measures for WPTV are displayed under Wyoming Public Television Goals and Objectives.

The Job Skills Training Center program was phased out.

The Adult Basic Education (ABE) program was transferred to the commission from the Department of Education effective Dec. 15, 1999. The program is primarily funded from federal sources, and the commission utilized operating funds to support a portion of the salary costs for two staff. The program directs the activities of 10 grant-funded centers around the

state. For the 1999-2000 biennium, \$538,051 was granted to ABE centers.

Adult Basic Education, along with other Workforce Investment Act partners, submitted a unified state plan that has been accepted by the U.S. Departments of Labor and Education.

The program also oversees the General Education Development Testing Services Program under the guidance of the American Council on Education. There are 28 testing sites in Wyoming that tested more than 1,300 individuals during the 1999-00 calendar year. Of those, more than 91 percent passed the complete battery of five tests.

Objective E: To provide equitable distribution and accountability for Leveraging Educational Assistance Partnership (LEAP) funds.

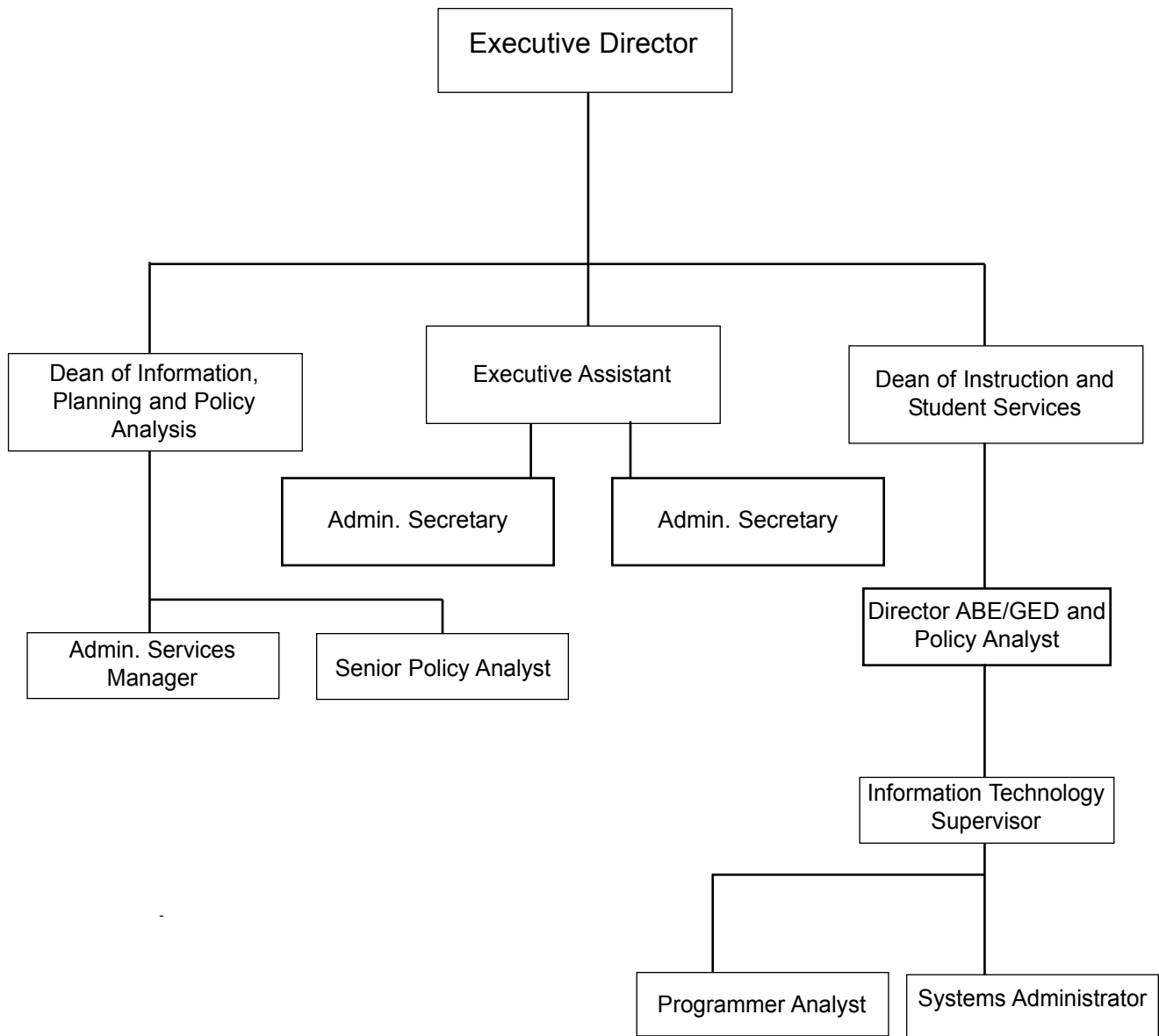
The 10-year history of LEAP (formerly named State Student Incentive Grant) demonstrates that total aid funds available to community college students decreased by 27 percent over the period. For the past three years, 100 percent of available funds were awarded to students. LEAP was not funded by the 2000 Legislature making Wyoming one of only three states in the country without a state-sponsored, need-based financial aid program.

The percentage of community college system students aided through LEAP each year was 1.3 percent in FY00, 1.8 percent in FY99, 2 percent in FY98, 1.7 percent in FY97 and 2.4 percent in FY96.

Objective F: To provide liaison, monitoring and accountability for Job Skills Training Centers under the memorandum of agreement with the Department of Family Services.

The Job Skills Training Center program was phased out.

Community College Commission organization chart



Employees Group Insurance

❖ *Mission and philosophy*

The mission of the Employees' and Officials' Group Insurance Board of Administration and the Employees' Group Insurance Agency is to provide a comprehensive insurance and benefit plan program to all eligible employees, officials and retirees at an affordable premium, to manage the office and the program in an efficient and cost effective manner, to ensure compliance with all applicable federal and state laws and to communicate the program to all eligible persons.

❖ *Results of outcomes*

The monthly health premium paid by a Wyoming state employee for single health coverage is as low or lower than that paid by state employee in all of the seven adjoining states.

Administrative cost for administering all benefit plans for the fiscal year ending June 30, 2000, was 4.24 percent of revenue.

There were 21 written grievances filed in the year ending June 30, 2000. It is estimated that the number of written and oral complaints from plan participants was substantially less than 1 percent of all plan participants.

Thirty employee and/or retiree informational meetings were held throughout the state with more than 1,000 attending.

A complete financial report of revenue and expenses was generated on a timely basis each month for each plan. These reports, plus participation counts, were provided to the Group Insurance Board and made available to the public.

In the 12 months ending June 30, 2000, the Group Insurance Board evaluated its contracts with current vendors and elected to go out-to-bid on each of the contracts.

❖ *Strategic plan changes*

Change base year for measuring performance to calendar year to be consistent with the plan year of the benefit program.

General information

Elmer W. Gall, Executive Director

Agency contact

Elmer W. Gall
307/777-6835 or 800/891-9241
Emerson Building, Room 112
2001 Capitol Ave.
Cheyenne, WY 82002-0060

Year established

1967

Statutory references

9-3-204

Number of authorized personnel

Seven full-time

Organizational structure

Board, executive director, staff

Clients served

Employees, officials and retirees of the state, University of Wyoming, community colleges, and Wyoming Community Development Authority

Budget information

Trust and Agency Funds\$47,327,023
(as of 6/30/99)

Wyoming State Employees' and Officials' Group Insurance Board of Administration

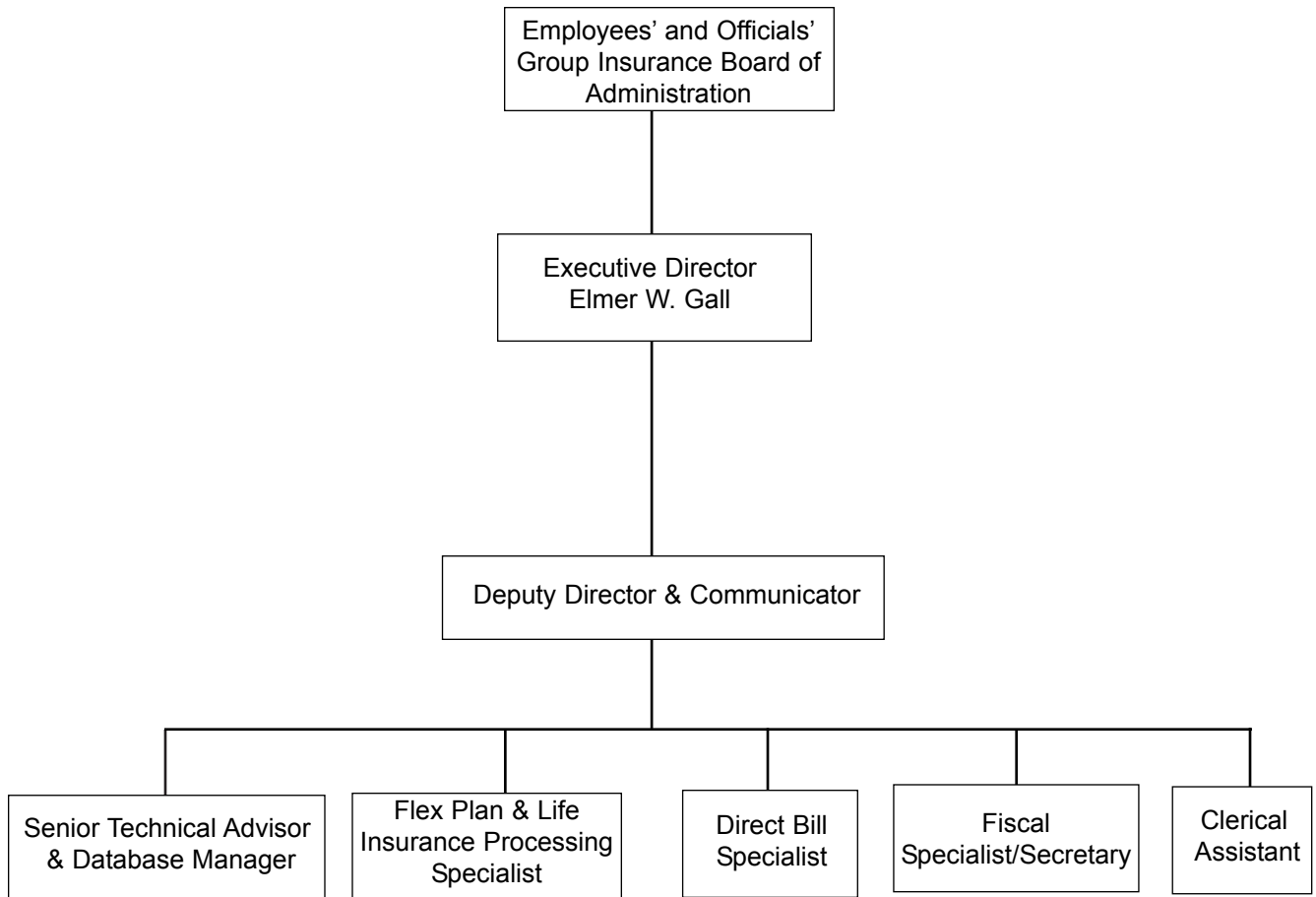
Number of members

Seven

Number of meetings

11 board meetings were held during the period.
Meetings are held at least quarterly.

Employees Group Insurance organization chart



Environmental Quality Council

❖ *Mission and philosophy*

The Environmental Quality Council (EQC) is a citizen board appointed by the governor to hear and determine all cases or issues arising under the laws, standards, rules, regulations or orders issued or administered by the Department of Environmental Quality (DEQ) and to promulgate all regulations necessary for the implementation of the Environmental Quality Act. The council's mission is to serve as a professional, impartial and independent hearing body in resolving disputes and to apply its experience in evaluating environmental issues in a manner that fulfills the purpose of the act.

❖ *Results of outcomes*

The strategic plan for the EQC was not revised in the fall of 1998 for the fiscal year beginning July 1, 1999. Revisions in the organization of the report are planned for the fall of 2000. As the plan has remained the same over the past several years, budget tracking has allowed the agency to accumulate time and cost information for the agency. Revision to the outcomes is now appropriate to better measure performance.

EQC members promulgate the regulations required for implementing environmental programs managed by the Department of Environmental Quality, and they resolve disputes arising from these programs. Council members must become familiar with all air quality, water quality, land quality, solid waste and hazardous waste programs. Education and training are an integral part of serving on the council and meeting the goals and objectives of the council's strategic plan. Each year the council travels to different areas of the state to tour facilities and monitoring sites. In the summer of 1999, the council explored the Green River Basin and the Jonah gas field in western Wyoming. This tour began with a DEQ review of air quality programs and issues in Rock Springs. The group then traveled to the state's visibility monitoring station, which is north and east of the trona mines in the Green River Basin. At this location, they were able to discuss the monitoring technology with the consultant responsible for the site. From the monitoring site, the council traveled to the Jonah field where they toured well sites and a compressor station. At the conclusion of the field tours, the council held a meeting in Pinedale, and DEQ provided a summary of air quality data from the region. The tour and meetings lasted three days, and the council members were able to discuss the regulations, learn about the monitoring technology, see operations and then review the monitoring data pertinent to the area.

In the midst of preparation for arguments in an EQC court case in 1999, the Wyoming Supreme Court issued an opinion that resulted in a substitution of parties in the

General information

Terri A. Lorenzon, Attorney/Director

Agency contact

Carmen C. Curtis
307/777-7170
122 W. 25th St.
Herschler Building, Room 1714, One West
Cheyenne, WY 82002
ccurti@state.wy.us
tloren@state.wy.us
jgirar@state.wy.us

Year established and reorganized

Established 1973, reorganized into separate operating agency 1993

Statutory references

Environmental Quality Act 35-11-101 through 35-11-1803, W.S. 1999, As Amended

Number of authorized personnel

Three full-time

Organizational structure

The governor appoints the seven members of the Environmental Quality Council (EQC), and the Wyoming Senate confirms the appointments. EQC members are not full time employees but are reimbursed and paid in the same manner as members of the Legislature. The EQC members and the three-person staff form a separate operating agency. There are no divisions or sections in the organization due to the size of the agency.

Clients served

The council serves the entire state, including private citizens, organizations and businesses.

Budget information

General funds	\$ 200,545
Total	\$200,545

Agency to which group reports

Does not apply, decisions are appealed to State District Court

Number of meetings

Average of eight meetings per year (number does not include number of hearings)

Meeting frequency

Council meets every two months with additional meetings scheduled as needed.

appeal. The Supreme Court determined that a quasi-judicial agency should not be party to appeals of that agency's decisions. The EQC withdrew as a party to the court case, and DEQ entered an appearance. This decision is a change in direction for the courts, and it will affect the EQC. However, the EQC has few cases that are appealed to the courts, so the impact will not affect the majority of work done by the agency.

The council expedited changes to standards for discharge permits in the spring of 2000. These changes had been a part of a comprehensive review of surface water standards in Wyoming, but this large package of proposed revisions to water quality regulations would not be ready for public review until later in the year. Due to the rapid development of coalbed methane resources and changes in federal law, there was some urgency to review the standards for barium, arsenic, manganese and iron. After a public hearing, the council revised the standards for discharge of these constituents to waters of the state in northeast Wyoming. The larger package of water quality standards was scheduled for August, and the council will spend a great deal of time on these standards in the coming year.

❖ *Strategic plan changes*

The plan is being rewritten, and the changes have not yet been approved by the EQC.

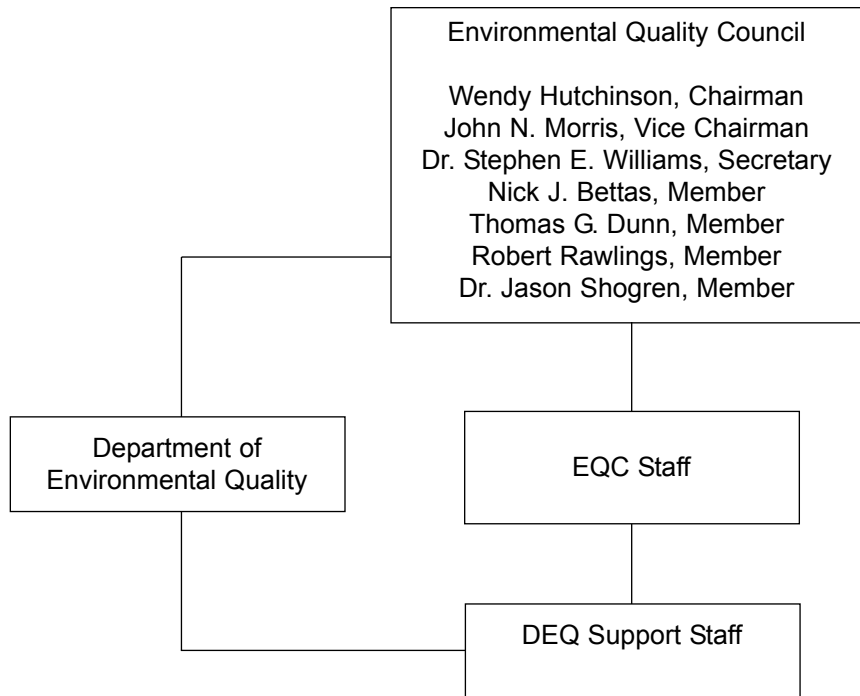
Goals from the modified strategic plan

Goal for 1999-2003: To provide a fair hearing in all matters that come before the council.

Objective A: Conduct all hearings in accordance with applicable statutes, regulations and court rules.

Objective B: Facilitate public participation in EQC hearings by maintaining complete, accessible public files and implementing office procedures that promote public participation on the administrative hearing process.

Environmental Quality Council organization chart



Board of Equalization

❖ *Mission and philosophy*

Mission: The State Board of Equalization is a constitutional and professional board of three Wyoming residents appointed by the governor and confirmed by the Senate to advance a stable, equitable and uniform tax system for the people of Wyoming by providing a forum for appeals from final decisions of county boards of equalization and the Department of Revenue and by providing a process for equalization.

Philosophy: The State Board of Equalization strives to use its expertise and its values — professionalism, fairness, integrity — to guide it in everything it does. By administering the equalization and tax appeal functions in a professional, efficient, knowledgeable and fair manner, the board believes the people of Wyoming will continue to trust in and rely on Wyoming's system of taxation.

Ensuring the system of taxation is uniform and equal is key to a successful revenue program. Consequently, the board thinks critically about the tax system and how it can be made better. The board believes in the constant collection and analysis of data that informs it how the system is working, so that it may continue to adjust and improve the equalization and appeals functions of the system of taxation in Wyoming. In addition, the board believes information about the equalization and appeals processes should be easily accessible and understandable by the taxpayers of Wyoming. Finally, the board believes it can issue timely and well-considered decisions and interpretations of the law only through the adoption of high ethical standards and fair procedures and the maintenance of a high degree of professional knowledge and competence.

❖ *Results of outcomes*

All 23 counties were evaluated to determine if reliable sales information was used in determining value of property. All counties were in compliance with the fair market value standard. It was determined that statistical analysis can be developed for 55 percent of the non-residential property types. An equalization report was issued by Oct. 1, 2000. All the errors were resolved in the mill levy reports. One hundred percent of the decisions involving review of county board decisions were issued within 12 months of notice of appeal. Eighty-five percent of the decisions involving appeals of the Department of Revenue were issued within 18 months of receipt of notice of appeal. An automated tracking system was developed and implemented giving monthly reports as to status of the docket. A keyword system has been purchased and is being used to assist with legal research.

❖ *Strategic plan changes*

No significant changes are planned.

General information

Edmund J. Schmidt, Chairman

Agency contact

Edmund J. Schmidt
307/777-6989
122 W. 25th St.
Herschler Building, 1 West
P.O. Box 448
Cheyenne, WY 82003
eschmi@state.wy.us

Year established and reorganized

Established 1890, reorganized 1991 and 1995

Statutory references

Article 15, Sections 9 and 19, Wyoming
Constitution, Generally Wyo. Stat. 39-1-102.1

Number of authorized personnel

Seven full-time

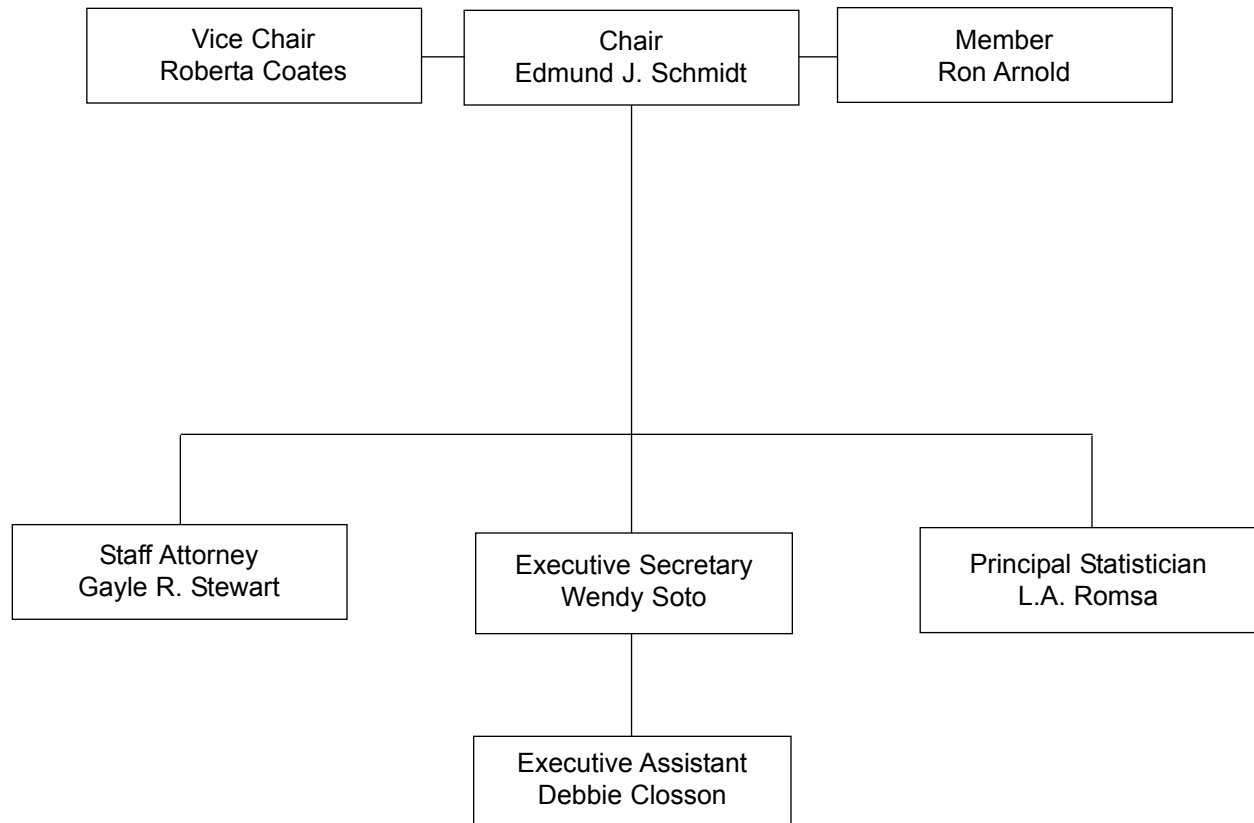
Clients served

Taxpayers, county assessors, county boards of equalization and the Departments of Revenue and Audit.

Budget information

General funds	\$1,034,265
Other	0
Total	\$1,034,265

Board of Equalization organization chart



Department of Fire Prevention and Electrical Safety

❖ *Mission and philosophy*

Through quality service and motivated employees, the Department of Fire Prevention and Electrical Safety works in concert with its customers to protect life and property from fire and electrical hazards.

❖ *Results of outcomes*

For FY00 some outcome measures were revised to more accurately reflect the implementation of programs and utilization of resources to achieve the objectives.

In FY00, the Fire Prevention Division performed 194 plan reviews for new construction, remodel work and additions to existing buildings. As a result, 632 inspections were conducted to ensure these facilities met the minimum standards adopted by the state.

The division also conducted 560 fire and life safety inspections in existing schools, day care facilities, hotel/motels and state institutions. It responded to 38 complaints and received 565 requests for assistance in code interpretations, on-site inspections and technical research.

The Fire/Arson Investigation section investigated 41 fire scenes for origin and cause determination as well as providing written reports and follow-up investigation reports to local fire departments and law enforcement agencies.

The division processed 100 applications for fire extinguisher/hood and duct fire suppression system service and installation technicians. Testing was provided at 51 sites throughout the state, and 75 individuals were certified to provide these services in Wyoming.

In FY00, the Electrical Division processed 3,375 applications for electrical licenses. Exams were held six times at five locations, and a total of 684 applicants tested, which resulted in 335 new licenses to perform electrical installations being issued. A total of 1,206 apprentices were registered to begin or continue their training to become licensed journeyman electricians or technicians. A total of 3,449 electrical wiring permits were issued, resulting in 794 inspections to ensure the installations met the requirements of the National Electrical Code. During this period, the division made an additional 696 contacts for safety inspections, license checks and requests for assistance in code interpretation.

The Training Division documented training, testing and certification of 297 Wyoming emergency response personnel. Ninety-five fire service training classes were conducted, and more than 1,500 emergency services personnel were

General information

Jim Noel, State Fire Marshal/Director

Agency contact

Jim Noel, State Fire Marshal/Director
307/777-7288
Herschler Building, 1 West
Cheyenne, WY 82002
jnoel@state.wy.us

Other locations

Riverton, Buffalo

Year established

1963

Statutory references

W.S. 35-9-101 through 35-9-130

Number of authorized personnel

25 full-time, two half-time

Organizational structure

Administration Division, Fire Prevention Division, Training Division, Electrical Safety Division

Clients served

Fire service, law enforcement, architects, engineers, building and fire code officials, federal/state/county agencies, building and electrical contractors, electrical industry, media, general public

Budget information

General funds	\$1,252,366
Federal funds	68,140
Other	127,926
Total	\$1,448,432

trained. In FY00, 56 Terrorism Hazardous Materials Awareness and Operations courses were attended by 754 emergency responders. The funding for this program is provided to Wyoming as a result of a grant for \$80,000 the agency was awarded from the Federal Emergency Management Agency and the United States Fire Administration. The Wyoming Fire Safety House traveled to five locations across the state, and 1,500 Wyoming residents were taught life-saving strategies in the event of a home fire. In a joint partnership with the Laramie County Community College Diesel School, the motor home had the diesel engine replaced with a gasoline engine.

❖ *Strategic plan changes*

No significant changes are planned.

State Electrical Board

Agency to which group reports

Department of Fire Prevention and Electrical Safety

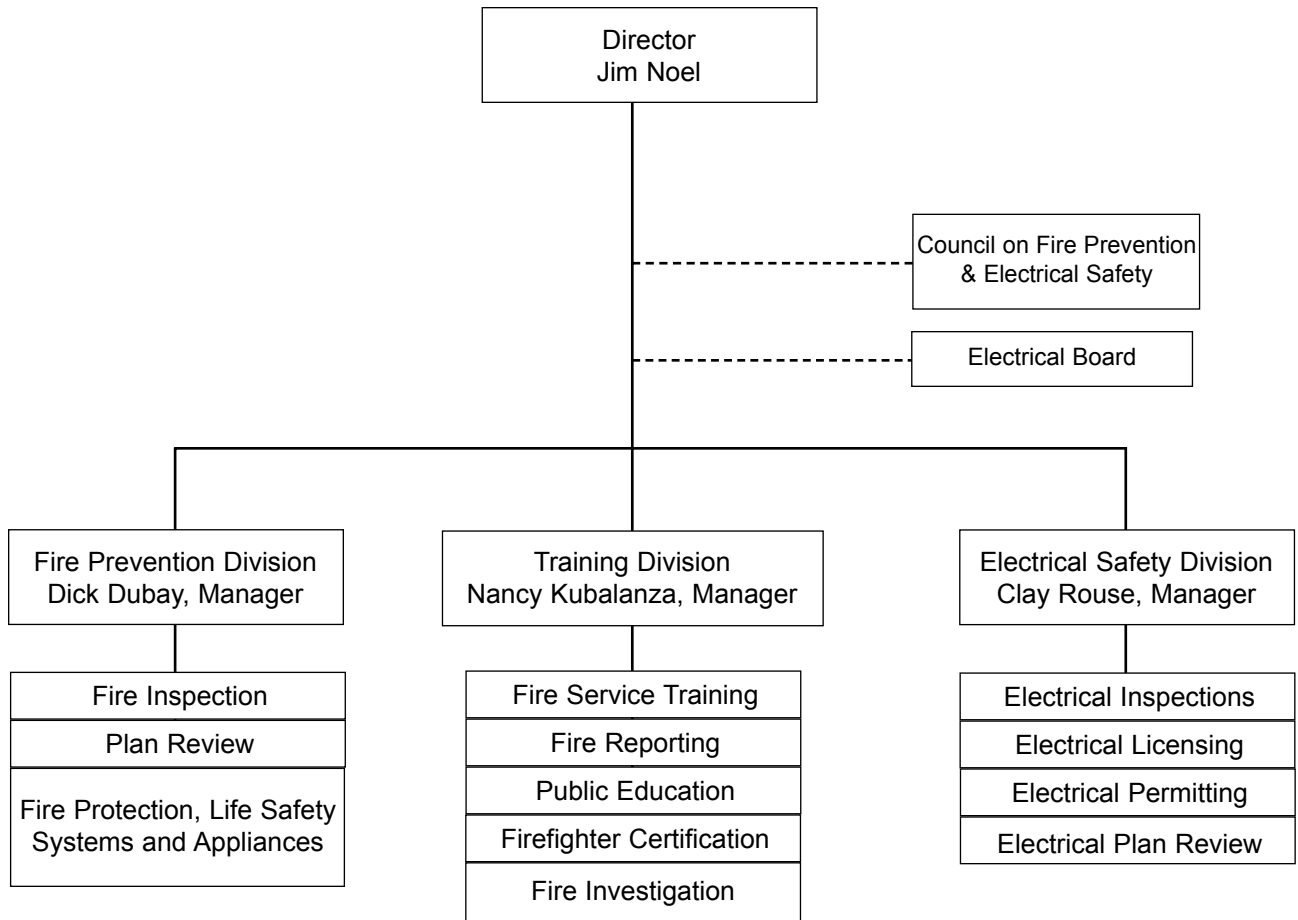
Number of members

Three members appointed by the governor.

Meeting frequency

There are two statutorily mandated meetings per year. If possible, the board meets quarterly.

Department of Fire Prevention and Electrical Safety organization chart



Geological Survey

❖ *Mission and Philosophy*

The Geological Survey's mission is to promote the beneficial and environmentally sound use of Wyoming's vast geologic, mineral and energy resources while helping protect the public from geologic hazards. By providing accurate information and expanding knowledge through the application of geologic principles, the Geological Survey contributes to economic growth and improvement in the quality of life for Wyoming's citizenry.

The Geological Survey believes in professional, responsive, accountable and dedicated service to the public, to other government entities and to its own employees. It takes pride in providing information that is timely, objective, accurate and complete. Because of its limited resources, the Geological Survey strives for continued innovation, creativity and efficiency.

❖ *Results of outcomes*

In FY00, the geologic staff of the Geological Survey conducted 17 field or laboratory projects; prepared 52 in-house articles, reports and maps on those and other investigations, gave 77 talks or briefings, wrote 22 invited technical papers for outside entities and responded to at least 11,098 inquiries, all related to mineral and energy resources, geology and (or) geologic hazards in Wyoming. In addition, the staff of the Publications Section responded to at least 5,613 inquiries, published or distributed 29 new titles (24,250 individual copies) and sold 14,137 reports and maps, returning \$113,340 to the general fund from the sale of these publications.

As a measure of the Geological Survey's success in helping existing mineral industries continue their production and exploration and further their development (Objective I.A.), the production of key minerals showed substantial growth. Due to depressed commodity prices, primarily for oil, natural gas and coal, the total mineral valuation for FY00 of \$3.436 billion declined 14 percent from the 1999 valuation of \$4.017 billion. Although coal production failed to meet the Geological Survey's prediction due to low prices, the state's production of coal grew from 318 million tons per year in FY99 to 328 million tons per year in FY00, a 3.2 percent increase. Uranium production was up to 2.8 million pounds in the face of very low prices. Coalbed methane is continuing to show rapid growth, with a present production rate of about 450 mmcf gas per day, almost three times last year's rate. Conventional gas production rates were up as well, showing growth for the sixth straight year. A new limestone aggregate quarry began production from a Geological Survey-promoted location near Hartville in Platte County, with about 60,000 tons produced in the first year. Of the five Geological Survey-pro-

General information

Lance Cook, State Geologist

Agency contact

Lance Cook
307/766-2286
P.O. Box 3008
Laramie, WY 82071-3008
Fax 307/766-2605
lcook@wsgs.uwyo.edu

Year established and reorganized

Established 1901, reorganized 1933 and 1969

Statutory references

W.S. 9-2-801, 9-2-803 through 9-2-810

Number of authorized personnel

16 full-time, three part-time, five at-will employee contract

Organizational structure

Organized as Sections and Units: Coal, Geologic Hazards, Geologic Mapping, Industrial Minerals and Uranium, Metals and Precious Stones, Oil and Gas, and Publications Sections; Supportive Services, Computer Services and Laboratory Units.

Clients served

General public, business and industry, state and local agencies, universities, federal agencies, agencies in other states and foreign

Budget information

General funds	\$967,272
Federal funds	105,225
Total	\$1,072,497

moted, value-added or alternative uses for currently extracted minerals, which are use of carbon dioxide, limestone, low-Btu gas, glass manufacture and decorative stone production, carbon dioxide shows the greatest potential for adding to the state's economic outlook through application in enhanced oil recovery. These five uses were all promoted by the Geological Survey in FY00. In the limestone category, a decorative stone quarry was permitted in the state. Production is pending, with construction for a processing facility expected to begin in FY01. The processing facility may provide 40 jobs. An additional decorative stone quarry for granite is still in the permitting process and will produce stone feedstock for the processing facility and allow further expansion of the employee base. Glass manufacture is still in the analysis stage, with possible industrial users comparing the cost of Wyoming glass beverage containers with aluminum containers.

To help meet its objective of helping Wyoming's existing mineral industries, the Geological Survey participated in the third Wyoming Natural Gas Fair and participated in four coalbed methane forums. The Geological Survey continued its participation in a joint industry/government study that is seeking to identify safe ways to concurrently develop trona and natural gas that both underlie the trona patch in southwestern Wyoming. The Geological Survey continued to promote the manufacture of glass within Wyoming, so as to provide a value-added use for some of the soda ash that is already produced within the state; continued to promote value-added uses for carbon dioxide, low-Btu natural gas, limestone, and stone produced in Wyoming; continued to provide geologic information for incorporation into the Oil and Gas Conservation Commission's online petroleum database and its Underground Injection Control Program; added data on additional oil and gas fields into the Geological Survey's database of petroleum reservoirs; and supplied core analysis data to the Oil and Gas Conservation Commission for incorporation in its database. To assist the coal industry, the Geological Survey continued to encode stratigraphic and chemical data on Wyoming coals for incorporation into the Geological Survey's database as well as the U.S. Geological Survey's National Coal Resource Data System, and continued work on a joint government and industry assessment of the trace element content of Wyoming coals.

The Geological Survey attempts to attract new geologic-, mineral-, and energy-related industries to Wyoming (Objective I.B.). Wyoming's first zeolite mine halted production in FY00 due to extended test marketing. Decorative stone production has been growing, with production in FY00 of 314 tons. Coalbed methane production increased from 41.7 billion cubic feet in FY99 to an estimated 125 billion cubic feet in FY00. The Geological Survey has been involved in the promotion of all three of these industries. In particular, the Geological Survey created a coalbed methane map that has been very popular with companies and

individuals trying to learn about this resource, and this map is being updated quarterly in order to make current data readily available to interested parties. The new coalbed methane informational pamphlet (Informational Pamphlet 7) has been of great assistance to companies trying to pass information to citizens concerned about the coalbed methane project in the Powder River Basin.

To help meet its objective of attracting development of undeveloped or underdeveloped mineral resources occurring in Wyoming (Objective I.B), the Geological Survey continued its exploration for and investigations of diamond, gold, silver, platinum, palladium, base metals (copper, iron, nickel, titanium, and cobalt), dimension stone, zeolites, silica sand, other gemstones (rubies, sapphires, pyrope garnet, peridot, jade, cordierite and chromian diopside), zirconium, mineral pigments, abrasives (garnet), limestone, ballast, marble and industrial iron. A new bulletin "Gemstones, Semi-Precious Stones, Lapidary Materials, Ornamental Stones and Other Unique Minerals and Rocks of Wyoming" is now available as Bulletin 71. The Geological Survey has made increasing use of the Internet to disseminate new information regarding the state's resources for the diamond project and precious metals. In FY00, the Geological Survey Web site received more than 10,000 hits. Additionally, the Geological Survey has re-established the annual geological forum on the University of Wyoming (UW) campus, with the Department of Geology and Wyoming Geological Association as co-hosts, to promote the dissemination of geologic information about Wyoming and its resources.

In spite of depressed gold prices, interest and exploration activity in Wyoming's gold resources has remained fairly strong. Industry interest in gemstones, titanium and diamonds continues at a substantial level. Platinum and palladium is seeing increased interest as a result of Geological Survey efforts, with more than 1,000 mining claims filed in Albany and Carbon counties in the past year.

As a measure of the Geological Survey's success in identifying and preventing decisions or actions that might adversely affect Wyoming's geologic, mineral and energy resources (Objective I.C.), the Geological Survey's information, advice or concerns about unwise management or wasteful uses of these resources were heeded 86 percent of the time in FY00, up from 74 percent in FY99. Although there was no new production of natural gas from beneath the trona patch (Objective I.C.), industry and government recommended withdrawal of some trona acreage, based upon a technical study for safety reasons, and created a set of special criteria for shallow gas drilling in and near the trona resource area. The Bureau of Land Management (BLM) is currently generating a National Environmental Policy Act (NEPA) document to act upon the technical committee's recommendations for deep gas drilling. The shallow gas drilling project has proceeded, and some commercial production may begin in FY01. The Geological Survey is par-

ticipating with BLM, U.S. Forest Service, United States Geological Survey (USGS), Department of Energy (DOE) and other state agencies in the Wyoming Oil and Gas Resource Assessment (WOGRA) project to generate a standard resource assessment that all federal agencies can refer to in making land use decisions.

To help meet the objective of identifying and preventing adverse decisions related to the state's geologic, mineral and energy resources, the Geological Survey reviewed 186 scoping statements, environmental assessments, environmental impact statements, siting applications, management plans, proposed rules and regulations of other agencies and other documents brought to its attention. During FY00, the State of Wyoming became a cooperating agency in the preparation of two major NEPA documents, the Coalbed Methane Drainage Environmental Assessment and the Powder River Basin Oil and Gas Environmental Impact Statement. The Geological Survey has been and will continue assisting in the preparation of these documents. The Geological Survey continued to assist the Office of State Lands and Investments by alerting it to new oil and gas wells offsetting state leases, with assessments of the mineral, energy and paleontological resources underlying proposed sales and exchanges of state lands and with the review of applications for fossil-removal permits as well as inspections of permitted fossil-removal quarries. The Geological Survey continued to assist the Wyoming Oil and Gas Conservation Commission by providing it with subsurface geologic information and continued to provide estimates of production and prices of taxable minerals for use by the Consensus Revenue Estimating Group.

As a measure of success in raising the awareness, knowledge and understanding of the state's geology and geologic hazards and their relevance to the protection of Wyoming's citizenry, property and natural resources from harm or damage (Objective II.A.), the Geological Survey's information, advice or concerns were addressed 86 percent of the time in preparation of NEPA and planning documents. The Geological Survey's interactive Web site for earthquakes received 7,226 hits during the past year, allowing citizens to learn about earthquake history, locations, frequency and mitigation measures.

To help meet the objective of raising awareness of the effects that geology and geologic hazards might have on the protection of Wyoming's citizenry, property and natural resources (Objective II.A.), the Geological Survey reviewed 186 scoping statements, environmental assessments, environmental impact statements, siting applications, management plans, proposed rules and regulations of other agencies and other documents brought to its attention. The Geological Survey worked with the State Engineer's Office and the University of Wyoming to finalize a geologic, geohydrologic and geochemical database for the Little Snake River Drainage Basin Project, which

was completed in FY00. The Geological Survey assisted in the generation of wellhead protection delineation reports for 100 communities in the state. The Geological Survey continued with its ongoing initiative to map the geology (both 1:100,000- and 1:24,000-scale) of the more populated areas of the state, and published 10 geologic maps.

The state geologist or other Geological Survey geologists remained involved with many interdisciplinary projects, programs or groups, which include Abandoned Mined Land Technical Review Committee, Aquifer Vulnerability to Agricultural Contamination Team, Governor's Multi-hazard Mitigation Task Force, Interstate Oil and Gas Compact Commission, Policy and Technical Committees for the Concurrent Development of Trona/Oil and Gas Group, Subcabinet for Natural Resources, Wellhead Protection Plan Advisory Committee and Delineation Work Group, Western States Seismic Policy Council, Wyoming Emergency Management Agency's Design Exercise Team, Wyoming Geographic Information Advisory Committee, Wyoming Source Water Protection Advisory Council, Wyoming Ambient Groundwater Quality Monitoring Advisory Committee, UW Civil Engineering Geographic Information System (GIS) projects and Wyoming Water Plan Scoping Team.

In addition, the state geologist assisted in protecting correlative rights and preventing waste of oil and natural gas resources as a commissioner on the Wyoming Oil and Gas Conservation Commission. As a member of the Wyoming Board of Professional Geologists and as secretary-treasurer, the state geologist helped protect the public through licensure of professional geologists. And, as a member of the Consensus Revenue Estimating Group, the state geologist helped provide the governor and Legislature with estimates of production and prices for oil, gas and other mineral commodities produced in Wyoming. The state geologist will be the state representative on the new Joint Powers Board that has been created in the Powder River Basin to deal with coalbed methane issues and will work with the person in the newly created coalbed methane coordinator position.

❖ *Strategic plan changes*

The Geological Survey did not make any changes to its strategic plan in FY00. In FY01, the Geological Survey anticipates adding coalbed methane as a separate objective in order to reflect the importance of this growing resource.

Goal I: Diversify and strengthen the state's economy by supporting the responsible and innovative exploration and use of Wyoming's geologic, mineral and energy resources.

Objective I.A.: Help the coal, oil and gas, industrial minerals, uranium and other existing mineral industries in Wyoming to continue their production,

exploration and further development within the state.

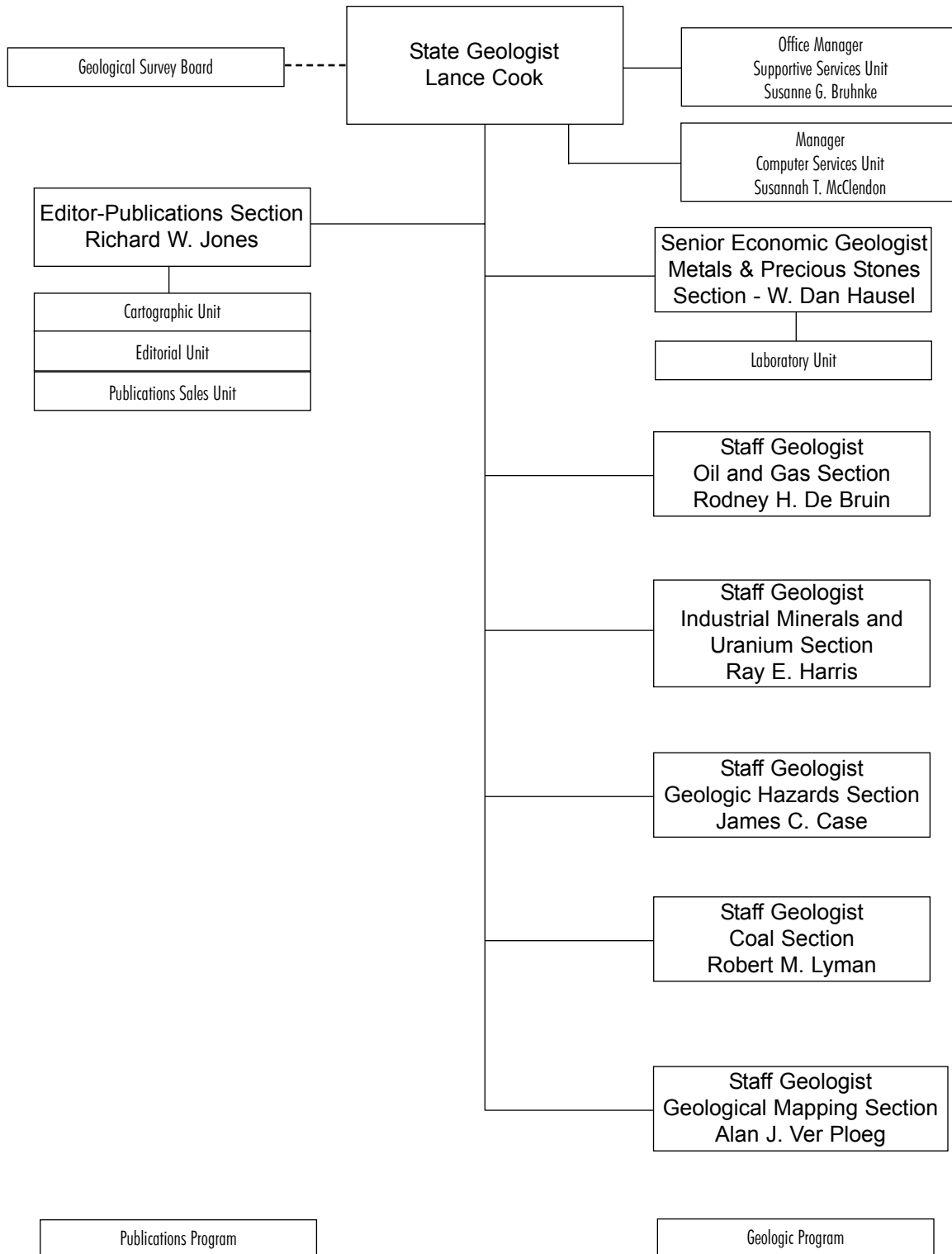
Objective I.B.: Contribute substantially to attracting new geologic-, mineral- and energy-related industries.

Objective I.C.: Contribute to the identification and prevention of decisions or other actions that would be contrary to the beneficial and wise use of the state's geologic, mineral, and energy resources.

Goal II: Better protect Wyoming's citizenry, property and natural resources from harm or damage associated with geologic processes or geologic hazards and increase the use of geologic science in meeting societal needs.

Objective II.A.: Raise awareness, knowledge and understanding of the state's geology and geologic hazards, emphasizing ways to avoid or mitigate the potential harm or damage that may result as a consequence of living or developing on or near specific geological features, materials or terrains.

Geological Survey organization chart



Insurance Department

❖ *Mission and philosophy*

The mission of the Wyoming Insurance Department is to enforce the insurance laws and regulations of the state impartially, honestly and expeditiously, to serve the consumers of insurance, to encourage a healthy insurance marketplace and to promote change to better serve the public interest. To this end, the highest ethical, professional and work quality standards will be exercised in all formal and informal relationships with individuals, agencies and companies affected by the policies and actions of the department.

The regulatory philosophy of the department recognizes that the department exists to serve the residents of the state of Wyoming. As public servants, the employees of the Wyoming Insurance Department take pride in the services performed for fellow residents. In meeting the needs of consumers, the department is committed to making every effort to ensure that all complaints and claims are handled in a fair, prompt and professional manner. The Wyoming insurance consumer is to be treated with respect and courtesy, and the department is committed to improving consumer information through education.

The Wyoming Insurance Department believes that it has a responsibility to the insurance industry and the people working in the insurance industry that serve Wyoming. The Wyoming Insurance Department supports a fair, efficient and productive industry dedicated to the long-term concept of insurance and its contributions to society. The Wyoming Insurance Department pledges to communicate concerns, problems and issues to the industry and encourages the industry to communicate its suggestions and concerns to the department. The Wyoming Insurance Department believes that each employee of the department is an integral part of its team effort to serve the people of the state of Wyoming. The Wyoming Insurance Department believes in decentralizing power and delegating authority to its employees. The employees of the department have pledged to do their best individually and to recognize that each is responsible and accountable for his or her actions. The Wyoming Insurance Department has an open door to all and promises to the people of Wyoming that it will conduct itself with the highest standards of ethics and accountability.

❖ *Results of outcomes*

One hundred percent of the domestic insurance companies received a financial examination within the last five years.

One percent of the licensed resident insurance licensees (agents) received a field examination within the last year.

The department was unable to track and did not meet the outcome of processing 95 percent of new agent licensee

General information

John P. McBride, Insurance Commissioner

Agency contact

Cheryl Fiechtner, Human Resources Specialist
307/777-6887
800/438-5768
122 West 25th St.
Cheyenne, WY 82002
wyinsdep@state.wy.us

Year established

1919

Statutory references

W.S. 26-1-101 et seq.

Number of authorized personnel

25

Organizational structure

Consumer Affairs Section, Policy Review Section, Agent Licensing Section, Examination Section

Clients served

The department regulates the insurance industry in the state of Wyoming and serves the Wyoming insurance consumer.

Budget information

Department Operations (Administrative Budget)	\$1,528,522
Wyoming Health Insurance Pool	\$3,009,413
State Board of Insurance Agent Examiners	\$2,705

applications within one month of receipt in the department. The department ran three to four months behind in processing during the year.

Three percent of nonresident and one percent of resident licensees did not comply with the statutorily required continuing education requirements for the year.

The department reviewed 100 percent of new insurance company applications within one year of receipt and issued a certificate of authority to all companies that met minimum statutory requirements.

Nine percent of funeral pre-need trusts/perpetual care trusts received a financial examination during the year.

Out of a sample of 60 consumer complaints, 45 were either resolved or closed or the complaint referred to the staff attorney within 10 days of complete documentation and investigation of the complaint.

Out of a sample of 60 consumer complaints, 44 of the complaints were opened and initial correspondence sent out within one day.

One hundred percent of the department's consumer guides were reviewed during the year.

Fifty-eight percent of the department's employees received training during the year.

Out of a sample of 60 rate and form filings, 58 were stamped and distributed to the insurance standards consultants on the same day they were received in the department.

Out of a sample of 60 rate and form filings, 59 were approved or disapproved within 30 days of receipt.

Ninety-one percent of the evaluations received on courses offered by the department to agent groups were favorable.

Ninety-nine percent of licensing deposits and 98 percent of administrative deposits were deposited with the State Treasurer within 24 hours of receipt.

One hundred percent of premium tax returns were reviewed by May 1. Two annual statements were filed and reviewed later than May 1 due to financial problems with the companies. All over/underpayment letters to the companies were sent out by Aug. 15.

One hundred percent of quarterly premium taxes were processed and late notices sent out within 30 days of the quarterly payment due date.

The Insurance Department provided monitoring and administrative oversight to 100 percent of the programs under its jurisdiction during the year.

The Insurance Department maintained its Certificate of Accreditation with the National Association of Insurance Commissioners that was originally granted in 1993.

The department submitted an annual desk audit to the National Association of Insurance Commissioners during the year.

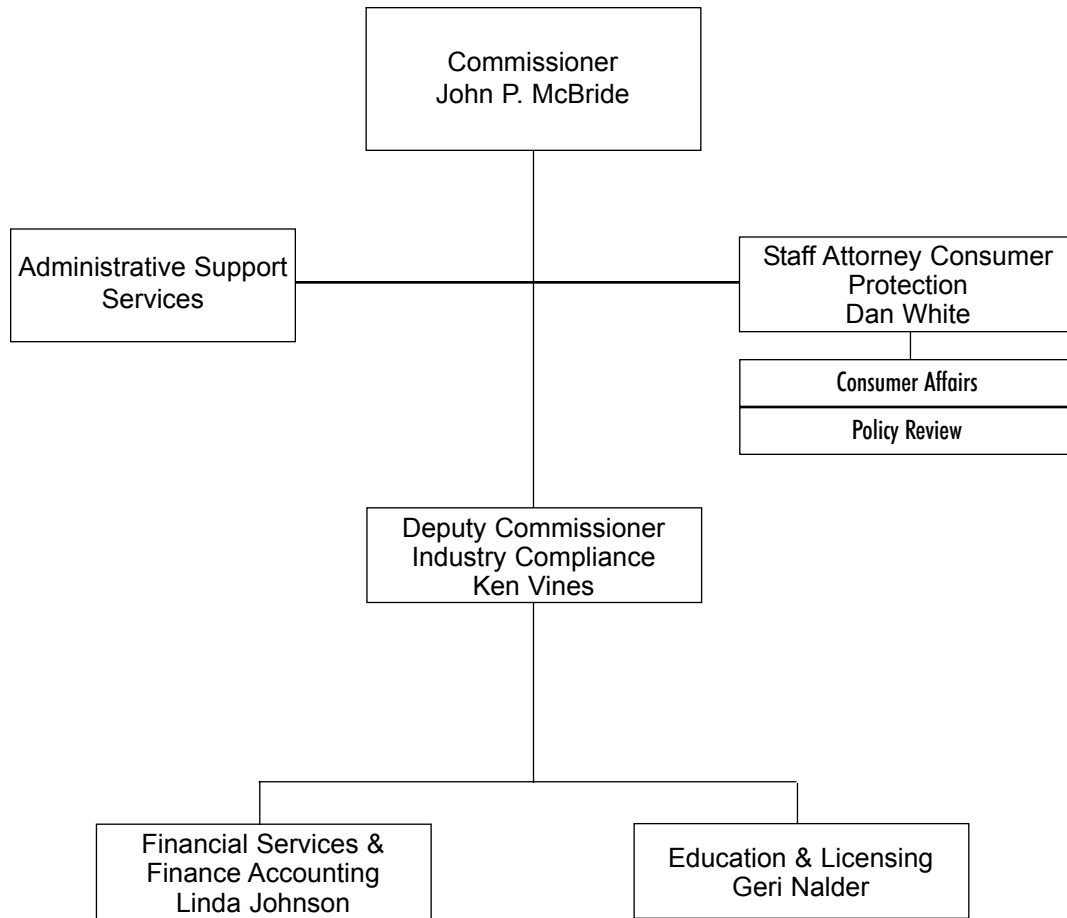
One hundred percent of the domestic insurers received quarterly and annual financial analysis by the department during the year.

No accreditation bills were brought before the Legislature during the 2000 legislative session.

❖ *Strategic plan changes*

Strategic plan changes for the coming year involved revision of six outcomes and objectives and the elimination of three outcomes. Please refer to the agency strategic plan submitted Sept. 1, 2000, and located at the department's Web site at <http://insurance.state.wy.us>.

Insurance Department organization chart



Livestock Board

❖ *Mission and philosophy*

The mission of the Wyoming Livestock Board is to serve the livestock industry to ensure it remains a mainstay of the economy. The Livestock Board shall exercise general supervision over the livestock interests and protect them from theft and disease and shall recommend legislation that, in its judgment, will foster the industry. The philosophy is captured in the agency mission statement, "Safeguarding the Wyoming Livestock Industry Today and for the Future."

The philosophy is in keeping with the time-honored tradition of Wyoming. The Wyoming Livestock Board will be open, ethical, responsive, accountable and dedicated to the public it serves. It will pursue its goals with the best available technology and trained personnel within its economic means. The people of Wyoming will be respected for their opinions and concerns and served to the best of the board's ability. The Livestock Board and agency strive to create and maintain animal health and identification programs that are a standard in the United States and that ensure the marketability of Wyoming's livestock.

❖ *Results of outcomes*

With the cattle industry's support of official rules on Trichomoniasis, Chapter 15 Rules were promulgated by the board with input from the industry. Trichomoniasis is a reproductive disease in cattle that has caused a significant economic hardship to the cattle industry in the last several years. The Wyoming Livestock Board believes that these rules have begun to decrease the prevalence of the disease. Wyoming remains Brucellosis free, and the Chapter 2 Brucellosis identification requirement has been well received by other states. The sheep industry in Wyoming is able to export animals freely due to Chapter 13 Rules on Scrapie and the state's continued compliance with federal interstate Scrapie requirements. The swine industry is also exporting freely due to federal Stage 5 Pseudorabies status and Wyoming's Brucellosis free status.

Quarantines were recorded at 310, market licenses at 42, enforcement efforts for animal health reported 305 cases, and 47 incidents were cooperative interstate enforcement efforts. The agency issued 5,123 permits for import. The Animal Health and Enforcement Unit continue with the philosophy of educating before taking an enforcement action.

The objective to protect the ownership of livestock resulted in 2,380,038 brand inspections for the year. Enforcement efforts through brand inspections reported 172 incidents. The identification and holding of stray livestock was approximately 6,000 head. The Brand Recording Unit recorded 1,236 brand transactions with 1,318 brand

General information

Dr. Jim Logan, State Veterinarian Executive Officer

Agency contact

Jeannie Sconyers
307/777-6438
2020 Carey Ave., 4th Floor
Cheyenne, WY 82002-0051
<http://wlsb@state.wy.us>

Year established

1933

Statutory references

The agency's statutory authority was established under Chapter 85, Laws 1933. Its activities are described in:

Title 6, Chapter 6, Statute 6-1-101
Title 7, Chapter 2, Statute 7-2-101
Title 9, Chapter 2, Statute 9-2-1102
Title 11, Chapter 6, Statute 11-6-201 and 11-6-210;
Chapter 18, Statutes 11-18-101 through 11-18-113;
Chapter 19, Statutes 11-19-101 through 11-19-506;
Chapter 20, Statutes 11-20-101 through 11-20-409;
Chapter 21, Statutes 11-21-101 through 11-21-104;
Chapter 22, Statutes 11-22-101 through 11-22-118;
Chapter 23, Statutes 11-23-101 through 11-23-305;
Chapter 24, Statutes 11-24-101 through 11-24-115;
Chapter 26, Statute 11-26-101; Chapter 27, Statutes 11-27-101 through 11-27-107; Chapter 28, Statutes 11-28-101 through 11-28-108; Chapter 29, Statutes 11-29-101 through 11-29-113; Chapter 30, Statutes 11-30-101 through 11-30-113; Chapter 31, Statutes 11-31-101 through 11-31-301; Chapter 32, Statutes 11-32-101 through 11-32-104; Chapter 37, Statutes 11-37-102 and 11-37-107
Title 31, Chapter 5, Statute 31-5-102

Number of authorized personnel

14

Organizational structure

Administration, Animal Health, Enforcement, Brand Recording, Brand Inspection. The Wyoming Livestock Board is a separate operating agency with its seven members appointed by the governor.

Clients served

Livestock producers, licensed veterinarians, general public.

Budget information

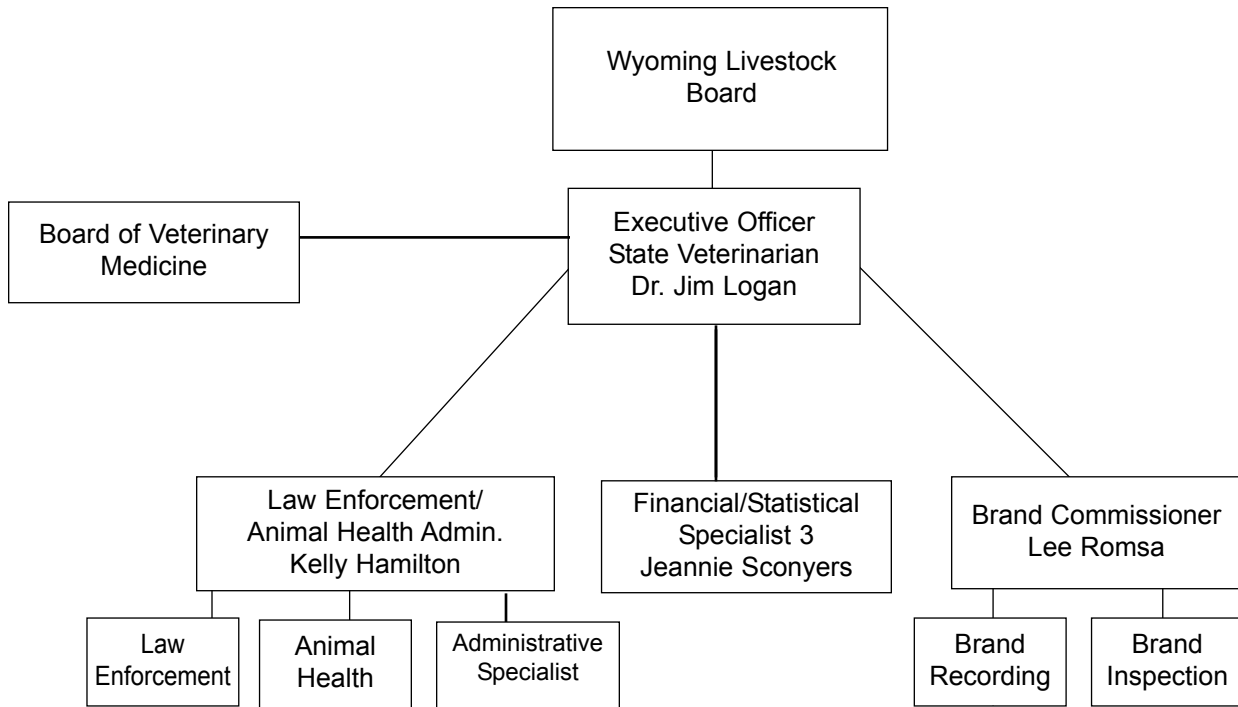
General funds	\$217,855
Federal funds	0
Trust and agency funds	0
Other earmarked funds	360,109
Total	\$577,964

applications/transfers processed. Additionally, the 1998, 1999 *Brand Book Supplement* was published.

❖ ***Strategic plan changes***

The intent of the current administration is to enforce the brand and health regulations in Wyoming and to increase public awareness of Livestock Board regulations. The board also intends to strengthen Wyoming's livestock marketability with other states through animal health programs.

Livestock Board organization chart



Oil and Gas Conservation Commission

❖ *Mission and philosophy*

The mission of the Wyoming Oil and Gas Conservation Commission is to promote the beneficial and environmentally responsible development of Wyoming's oil and gas resources.

❖ *Results of outcomes*

The commission encourages new well drilling. In FY00 the number of new wells was 785.

Another agency goal was to assist operators in achieving an annual increase in gas production of 1 to 2 percent. In calendar year 1999, gas volumes increased by 70 billion cubic feet or 5.7 percent. The goal for oil production was a reduction in decline rate from 5.5 percent. However, low oil prices early in 1999 contributed to a decline in oil production of 4.4 million barrels or 6.7 percent.

An increased emphasis on reducing the state's dormant well count was successful as 115 wells were returned to production or plugged and abandoned. This equates to a reduction of 3 percent. At the end of the year, there were 448 dormant wells.

One of the commission's rules, Chapter 3, Section 4, was modified to provide double the bond level for individual wells and triple the blanket bond level. Also, additional bonding now applies to all idle wells. During FY00, \$1.3 million in idle well bonding was posted.

The staff's training needs are an ongoing goal. This fiscal year, six staff members attended one or more computer software classes, five attended professional seminars, one enrolled in a college course, and the whole office (25) attended two in-house seminars. Funding for these training classes was budgeted so additional funding was unnecessary.

❖ *Strategic plan changes*

The WOGCC programs shall continue to monitor oilfield activities to ensure the beneficial and responsible development of oil and gas resources through statutory authority and agency rules and regulations.

The commission will expand the level of inspections, casing mechanical integrity tests and monitoring cementing of coalbed methane wells to ensure all drilling and production activities are carried out in a safe and environmentally sound manner.

The commission will continue to encourage operators to return to production wells that have the potential for additional reserves or to plug and restore the locations on wells

General information

Don J. Likwartz, State Oil and Gas Supervisor

Agency contact

Don J. Likwartz
307/234-7147
P. O. Box 2640
Casper, WY 82602-2640
dlikwa@state.wy.us

Year established

1951

Statutory references

Sections 30-5-101 through 30-5-126, W.S. 1999

Number of authorized personnel

31 full-time

Organizational structure

Oil and Gas Conservation Commission

Clients served

Oil and gas industry, other state and federal agencies, general public

Budget information

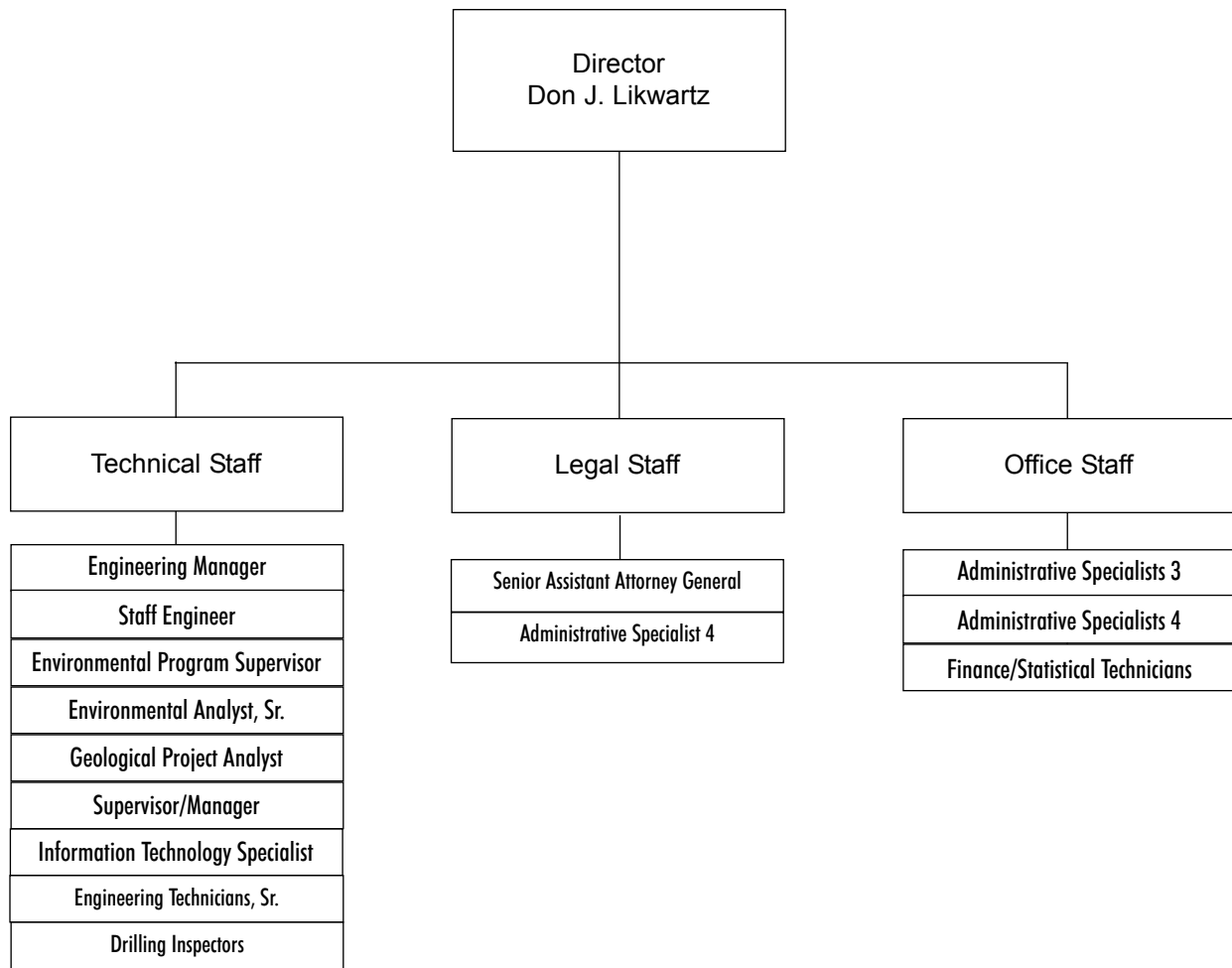
Earmarked funds	\$1,761,238
Federal funds	190,200
Other	64,469
Total	\$2,015,907

with no future utility. This fiscal year the idle well count is 4,451.

The WOGCC's Web site makes information available to all interested parties and is updated on a real-time basis. The commission will work toward increasing the number of operators filing their production and sundry notices electronically to 80 percent and 25 percent respectively. Currently, 63 percent of the production reports are filed electronically.

To further improve customer service, shorter time limits were set for approving all paperwork, and a substantial number of well locations and files will be checked for accuracy.

Oil and Gas Conservation Commission organization chart



Public Defender

❖ *Mission and philosophy*

The Wyoming Public Defender Program, as part of the criminal justice system, fulfills a constitutional obligation by providing effective assistance of counsel to its clients, needy persons accused of crime whom the program is appointed to represent. By providing assistance to those who cannot provide for themselves, the Public Defender program is part of the human services of this state, and by assuring the proper functioning of the criminal justice system, the program contributes to the public safety of the residents of this state.

❖ *Results of outcomes*

Public defenders statewide provided legal counsel to 6,831 clients during FY00 including 79 appeals to the Wyoming Supreme Court that were handled by the Appellate Division. The program currently receives approximately 550 new clients each month. The FY00 caseload represents a 69 percent increase in caseload since FY90, when 4,039 cases were handled by the Wyoming Public Defender Program.

As a result of death penalty cases that were litigated in FY99 and FY00, the program requested supplemental funding through FY00. The Legislature approved an additional \$875,000 in effective immediate funding. Additionally, by legislative action, a new post-conviction attorney position was added to the number of authorized personnel. The position was requested as a direct result of the death penalty cases.

This program continues to seek salary parity with the Attorney General's and district attorneys' offices and continues to strive for parity in staff numbers with prosecuting attorneys' offices.

❖ *Strategic plan changes*

The Public Defender program will continue to provide effective assistance of counsel to the increasing number of clients assigned by the courts. Staff compensation, training and retention are ongoing issues. Continued efforts will be made to ensure compliance with statutory mandates and indigency guidelines to ensure proper use of limited program resources.

In September 1999, this program modified its strategic plan for July 2000 to June 2004. Its sole goal, in compliance with constitutional and statutory mandates, is providing effective assistance of counsel to clients. This is the goal toward which all its human and financial resources are directed.

State Statute 7-6-106(d)

The number of cases in which courts order reimbursement to the state of Wyoming for Public Defender fees and

General information

Sylvia Lee Hackl, State Public Defender

Agency contact

Brian Young, Fiscal Officer
307/777-6497 or 307/777-7137
2020 Carey Ave., 3rd Floor
Cheyenne, WY 82002
byoung@state.wy.us

Other locations

Listed in organizational chart

Year established

1978

Statutory references

W.S. 7-6-101 through 7-6-114 (1998, as amended)

Number of authorized personnel

37 full-time, 16 part-time

Organizational structure

Administrative/Fiscal Division, Trial Division, Appellate Division

Clients served

Indigent persons charged with or convicted of a serious crime in Wyoming

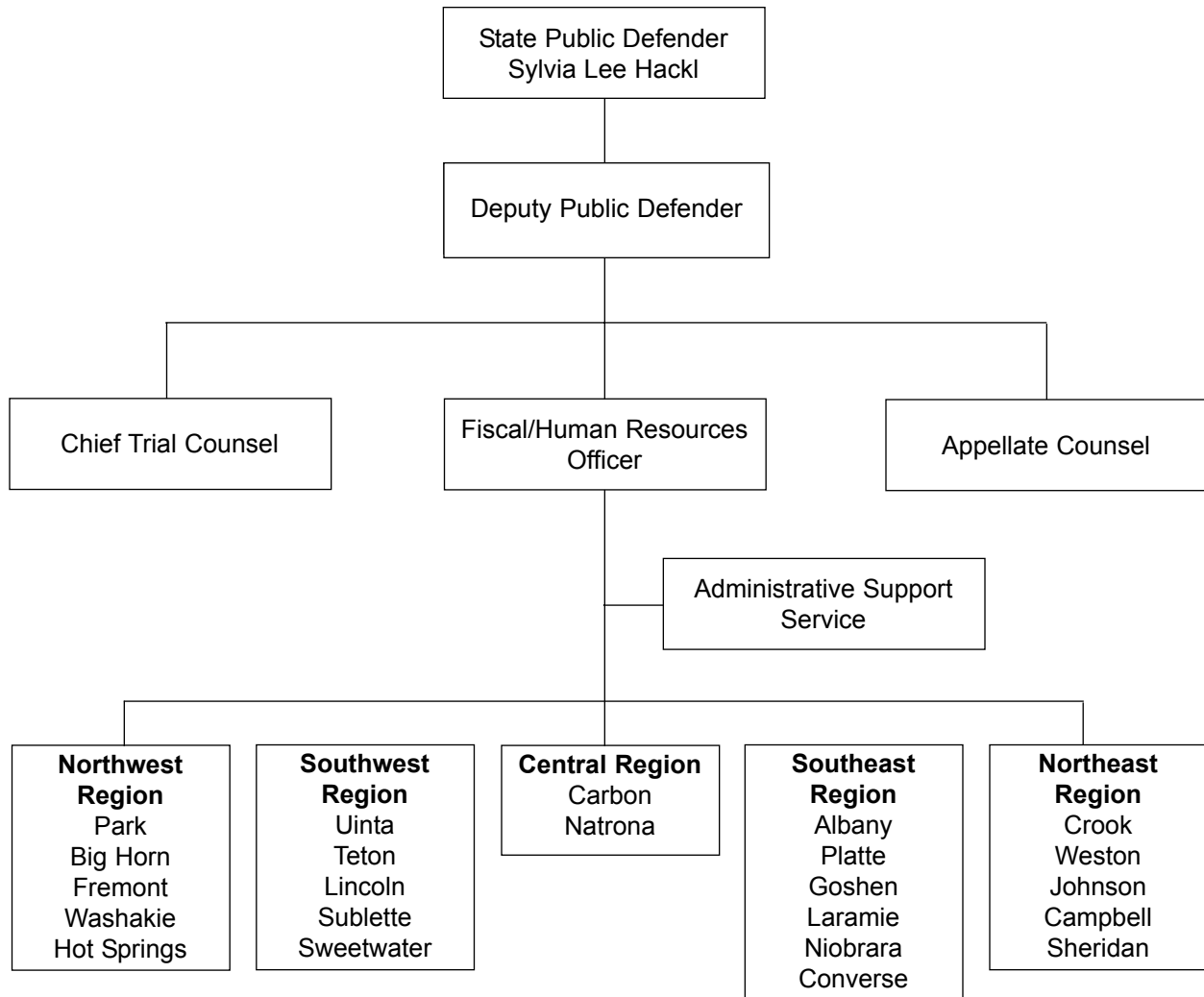
Budget information

General funds	\$3,400,554
Other	683,477
Total	4,084,031

costs continue to increase. From FY99 to FY00, the number of cases in which the courts have ordered reimbursement has increased 18 percent, from 2,852 cases in FY99 to 3,367 cases in FY00. And, in a reverse manner, the number of cases in which the courts have failed to order reimbursements and make the findings on the record of inability to pay has decreased from 1,000 cases in FY99 to 620 cases in FY00. As a direct result of the courts' diligence, receipts from court-ordered reimbursements for Public Defender fees and costs deposited into the general fund have increased by 30.6 percent: increasing from \$194,132 in FY99 to \$253,624 in FY00. Receipts from court-ordered reimbursements for Public Defender fees and costs for the four quarters of FY00 are shown below.

Period	Number of Cases with appointment of Public Defender	Reimbursement ordered	No reimbursement ordered/specific finding no ability to pay	No reimbursement ordered/no finding of inability to pay.
1 st Qtr	1,652	702	460	228
2 nd Qtr	1,545	782	494	122
3 rd Qtr	1,787	877	456	120
4 th Qtr	1,768	1,006	553	150
Total	6,752	3,367	1,963	620

Public Defender organization chart



Public Service Commission

❖ *Mission and philosophy*

The mission of the Public Service Commission (PSC) is to protect the public interest of utility consumers. Since almost every Wyoming resident uses one or more utility products or services that are regulated by the PSC, including telecommunications, natural gas, electricity, water and intrastate pipeline products, it follows that the PSC serves directly or indirectly almost every Wyoming resident. As state and federal legislation and utility regulatory policy move toward a competitive environment, the mission of the PSC will continue to expand in the areas of customer education, complaint resolution and the assurance that safe, adequate and reliable utility services are delivered to consumers. More importantly, the PSC must insure that the transition from traditional rate of return regulation to a more competitive utility environment is smooth and efficient and that the benefits of competitive industry developments are made equally and equitably available to all utility customers.

❖ *Results of outcomes*

During FY00, the PSC received and docketed a total of 874 utility filings and applications (an increase of 3.4 percent from the previous year). The PSC decided by final written order 125 certificates for authority to serve; nine general rate case matters; 30 commodity cost changes (pass-on increases from wholesale suppliers); 141 rule, regulation and tariff cases; nine securities issuances and other financial matters; five formal complaints resulting in orders; 28 PSC investigations; six general orders; and 45 contract cases. In addition, the PSC issued 563 letters accepting the registrations and rate schedules of interexchange telecommunications resellers, 67 of which were new registrations to do business in Wyoming. Each of the PSC orders was issued on or before the applicable statutory deadline.

The PSC Consumer Advocate staff is authorized by statute at the discretion of the commission to act as a party in utility proceedings and promote the best interest of the residents of Wyoming. During FY00, the Consumer Advocate staff intervened and presented public interest testimony in five general rate case hearings, including the PacifiCorp general rate case and Cheyenne Light, Fuel and Power gas and electric general rate cases. In addition, the Consumer Advocate staff presented public interest testimony in the U S WEST/Qwest merger, the Cheyenne Light sale to Northern States Power and several other types of cases including rate/tariff and rule/regulation matters.

During FY00, the PSC initiated six General Order proceedings, including five sub-parts of General Order 72, which relates to aspects of the Wyoming Universal Service Fund. Pursuant to a recent Supreme Court Order, PSC

General information

Agency Directors
Steve Ellenbecker, Chairman
Steve Furtney, Deputy Chair
Kristin H. Lee, Commissioner

Agency contact

Steve Oxley, Secretary and Chief Counsel
David Mosier, Administrator
307/777-7427
Hansen Building, Suite 300
2515 Warren Ave.
Cheyenne, WY, 82002
soxley@state.wy.us or dmosie@state.wy.us
<http://psc.state.wy.us>

Year established or reorganized

Established 1915; reorganized 1919, 1963, 1968 and 1991

Statutory references

Chapters 1, 2, 3, 6, 12 and 15 of Title 37 of the Wyoming Statutes

Number of authorized personnel

32 full-time

Organizational structure

Administration, Legal, Rates and Pricing,
Consumer Complaints, Facilities Engineering

Clients served

Residential, commercial, industrial, agricultural, municipal and governmental customers of public natural gas, electric, telephone and water utilities, and the regulated utilities themselves who provide service to residents of Wyoming

Budget information

Utility assessment funds	\$1,998,600
Federal funds	76,095
Total	\$2,074,695

General Order 75-1 is a proceeding regarding the repeal of rules that require some telecommunications companies to impute rates charged to others for the use of local exchange facilities.

The PSC informs and educates Wyoming residents through consumer and utility awareness activities. In FY00, the PSC hosted the Mountain West Regional Field Hearing in Cheyenne, which was one of six regional hearings conducted around the nation to explore and encourage the deployment of advanced telecommunications services. In addition, the PSC maintains an educational Internet Web site that includes access to educational brochures published by the PSC on issues such as telephone slamming, 1+ equal access and "call before you dig" utility location services. The public may also track the status of utility applications and orders through the PSC Docket Management System, which is linked to the PSC Web site.

The PSC engineering staff conducts safety, reliability and service quality investigations of regulated utilities in Wyoming. During FY00, the PSC accomplished 152 person-days of field time inspecting natural gas distribution systems, intrastate natural gas pipelines and other facilities used to provide natural gas utility service. In addition, the PSC accomplished 77 person-days of field time inspecting electrical distribution systems, electric transmission lines, substation facilities and other electric utility equipment. As a result of these inspections, the PSC issued 76 citations for natural gas safety violations and 97 citations for electrical safety violations. Also, during FY00, the PSC engineering staff reviewed and analyzed five applications for major utility facilities in Wyoming and each of them were signed and sealed by a licensed professional engineer pursuant to state law.

The PSC is required by state law to issue a report to the governor, the Legislature and the Telecommunications Council each year regarding the status of the telecommunications industry in Wyoming. The report in FY00 was issued on Jan. 10, 2000, and among other things, it includes a description of the central office capabilities of each local service provider in Wyoming, a chronology of significant events in the telecommunications industry in 1999, a list of the regulatory actions and decisions by the PSC involving telecommunications companies, a general description of the telecommunications industry in Wyoming and the status of compliance with the Wyoming Telecommunications Act of 1995.

During FY00, the PSC received and processed a total of 2,018 complaints, four of which resulted in hearings before the PSC. There were 353 complaints received by the PSC concerning utility service, 427 complaints regarding billing and payment, 413 complaints on rate and tariff issues, 144 complaints concerning telecommunications "slamming," 37 complaints on "cramming," 47 construction-related complaints, 37 service delay (held order) complaints, 89 complaints for disconnection of service, 25 complaints on deposits, 170 complaints regarding company

procedures, 71 complaints regarding utility attitudes, 201 complaints regarding other issues and four complaints over safety violations. There were also 218 requests for information that were not adversarial in nature. On average, the PSC Consumer Complaint Section receives and responds to more than 609 calls from the public each month.

The PSC represents Wyoming residents in national issues through a strong national presence in federal policy-making venues. Wyoming is unique in many circumstances, and the decisions that are made on utility industry matters for urban or densely populated regions may not be what is best for Wyoming. To enumerate Wyoming's position and concerns, the PSC participates in the work of the National Association of Regulatory Utility Commissioners (NARUC), the Western Conference of Public Service Commissioners (WCPSC), the U S WEST Regional Oversight Committee (ROC), the Committee on Regional Electric Power Cooperation (CREPC), the Gas Research Institute (GRI) and other national organizations.

Another effective way for the PSC to represent Wyoming's interest on a national scale is to respond to proposed federal rate and/or rule-making proceedings at the Federal Energy Regulatory Commission (FERC) and the Federal Communications Commission (FCC). During FY00, the PSC continued to focus on telecommunications federal universal service fund issues that are critically important to Wyoming residents. The PSC filed a series of comments with the FCC that covered matters pertaining to the computation and distribution of federal universal service funds, filings describing the special circumstances in rural Wyoming and a request for reconsideration of FCC decisions. The PSC has also joined US WEST in an appeal of an FCC decision, and the PSC continues to work closely with the Rural Task Force on universal service. Finally, the PSC met several times in FY00 with the Wyoming Congressional delegation concerning the lack of appropriate federal universal service funding support for Wyoming.

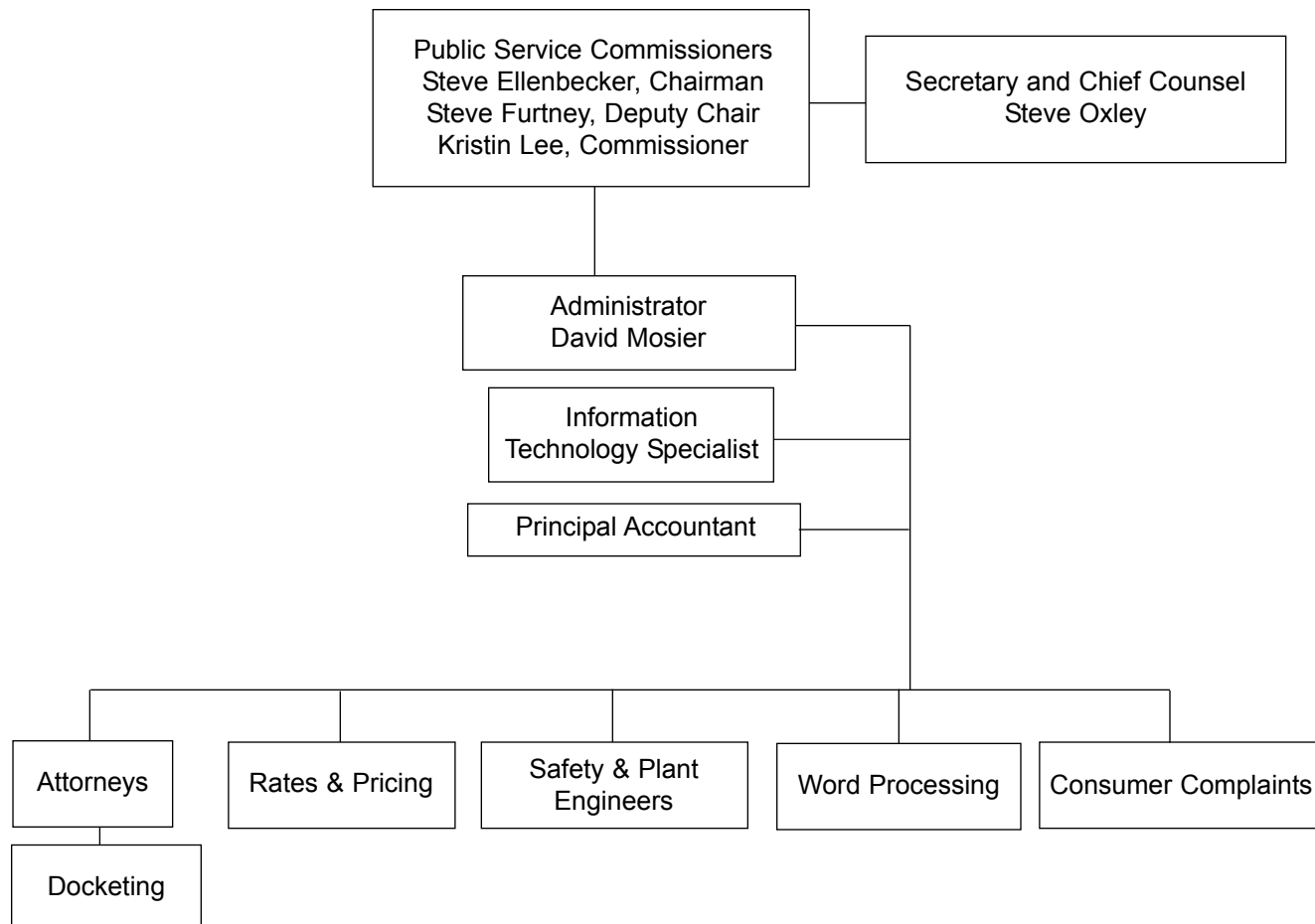
The PSC has also monitored FERC proposals and mandates concerning Regional Transmission Organizations (RTO). The PSC filed comments in rule making proceedings before the FERC, and PSC personnel have attended a number of organizational meetings regarding the establishment of RTOs.

❖ *Strategic plan changes*

The Department of Audit reviewed the PSC Strategic Plan and issued its report on June 30, 1999. The audit report included several recommendations for improving the outcome measures used by the PSC and as a result, the PSC has significantly modified its strategic plan. The PSC goal will remain unchanged, which is to regulate public utilities as directed by state and federal law. However, measuring the outcome of this goal will be based upon the number of PSC orders that are successfully challenged in state or federal court, a comparison of Wyoming gas and

electric rates to other states in the nation and the number of people who receive support payments from the Wyoming Universal Service Fund. It will not be reasonable to compare Wyoming telephone rates to other states in the nation as a measure of success because Wyoming law has resulted in limited PSC regulatory authority over telephone rates, which are now among the highest in the nation. The revised PSC Strategic Plan is available on the PSC Web site at <http://psc.state.wy.us>.

Public Service Commission organization chart



Retirement System

❖ *Mission and philosophy*

The mission of the Wyoming Retirement System is to administer the six legislatively mandated retirement programs and the Prudential Life Insurance Program in a professional, ethical, economical and responsive manner, for the benefit of the 60,000-plus retirement program members, consistent with Wyoming Retirement Board policies, all applicable laws and rules and regulations and with the vision, philosophy and functional goals established by the state for the operation of state and local governments; and to administer the legislatively mandated Social Security program in the same professional, ethical, economical and responsive manner for the benefit of Wyoming public employers and public employees.

❖ *Results of outcomes*

The Wyoming Retirement Board of Trustees' Benefits Committee held public meetings to hear testimony on member benefits during the months of September and October with a compressed video public meeting held in November.

The Wyoming Retirement System terminated an investment manager for under-performance and issued a request for proposal (RFP) for an investment consultant. The Wyoming Retirement System Board interviewed Buck Consultants and Segal Advisors, Inc. during the middle of June. The board voted unanimously to retain Buck Consultants, which also proposed the lowest fee. Investment consulting services are submitted to a bid process every four years.

During fiscal year 2000, separate bills affecting both Plan A and Plan B, Firemen's Pension Fund, increasing the base benefit in Plan A and increasing the formula in Plan B multiplier were introduced, passed the Legislature and were signed by the governor. The Wyoming State Highway Patrol, Game and Fish Warden and Criminal Investigator Retirement Program bill, which became the subject of controversy resulting from the Law Enforcement Consolidation Study, was six votes short of the necessary two-thirds vote required for introduction. The appropriations bill included \$1.156 million for partial payment of the Wyoming Judicial Retirement Plan unfunded actuarial accrued liability.

Wyoming Retirement System staff presented more than 35 retirement seminars during the past year with more than 2,000 participants.

January 2000 began with the Wyoming Retirement System implementing a new computer program. With the use of this computer program, staff will be able to assist members with greater efficiency.

❖ *Strategic plan changes*

As outlined in the strategic plan.

General information

Gerald W. Fox, Director

Agency contact

Kimberly Goodmay
307/777-7691
Herschler Building, First Floor East
Cheyenne, WY 82002
Fax 307/777-5995
jfox@state.wy.us or kgoodm@state.wy.us

Year established

1953

Statutory references

W.S. 9-3-403

Number of authorized personnel

18 full-time

Organizational structure

Three Sections: Administration, Benefits, Finance

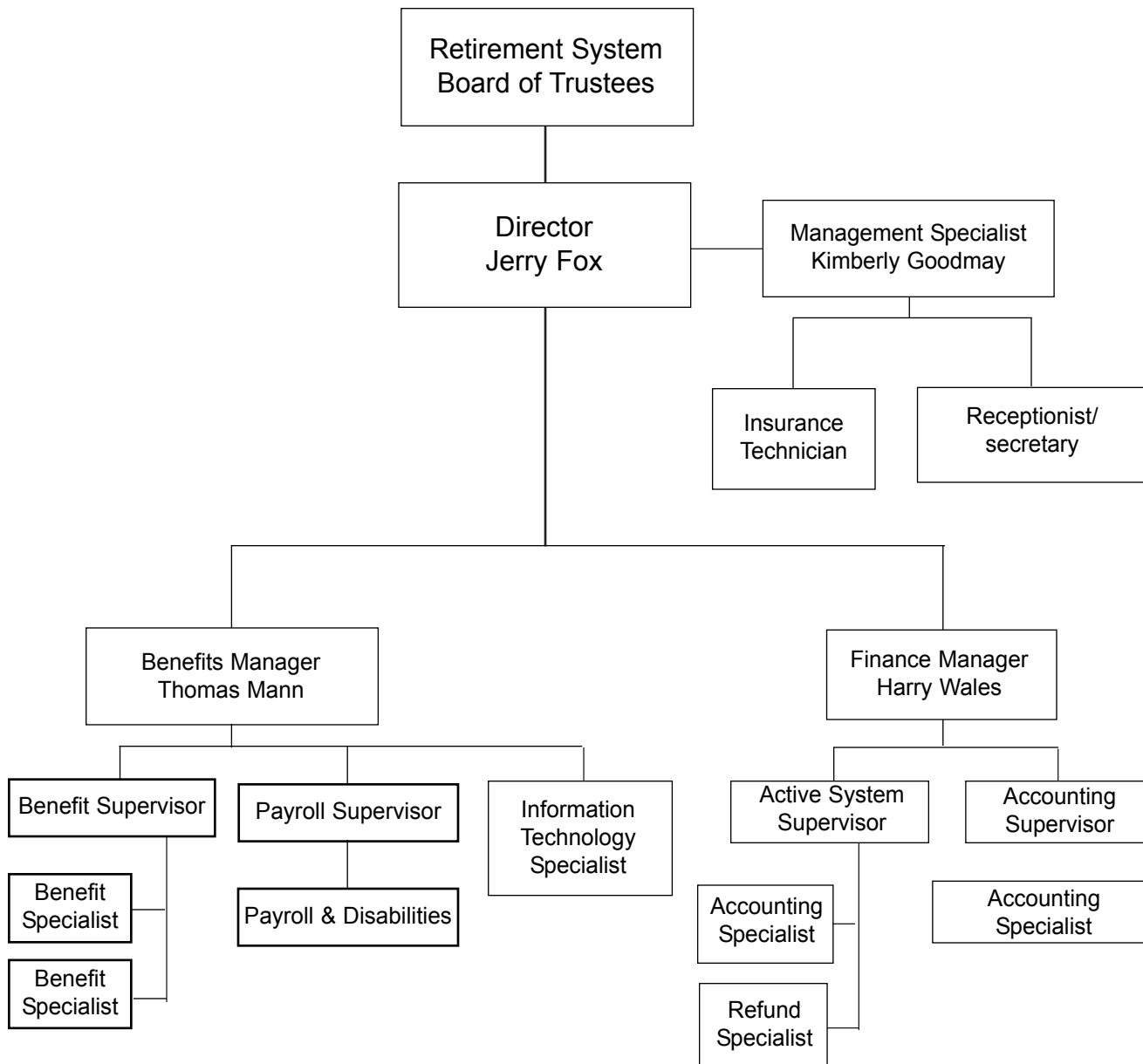
Clients served

Public employees, school districts, university and community college faculty and employees, volunteer firemen, paid firemen, Wyoming Highway Patrol, Game and Fish Wardens, some law enforcement officers, Capitol Police, judges

Budget information

\$1,282,010

Retirement System organization chart



Office of State Lands and Investments

❖ *Mission and philosophy*

The mission of the Office of State Lands and Investments is to manage land, mineral and forest resources under the jurisdiction of the Board of Land Commissioners to enhance value and optimize economic return in the interest of the state's schools and institutions, consistent with business management principles in a manner that promotes socio-economic growth and stability in Wyoming; to establish a decisive role in the management of Wyoming's federal lands; to provide grants, loans and technical assistance to strengthen community and rural infrastructure; and to enhance the financial management of state investments through investment policy analysis and implementation of legislatively directed investment programs under the jurisdiction of the State Loan and Investment Board.

The philosophy of the Office of State Lands and Investments is to accomplish this mission in a timely, consistent and cooperative manner with consideration for fairness and equity for all beneficiaries, clients and employees. As a state agency that actually markets commodities, this office resembles a free enterprise business and, therefore, must react quickly to ever-changing business opportunities in Wyoming and around the world for the state's resources. Within the statutory framework, the agency strives to optimize income from state lands in a manner that prevents waste and utilizes the best land management practices.

❖ *Strategic plan changes*

None

General information

Stephen A. Reynolds, Director

Agency contact

Clint Beaver, Deputy Director
307/777-7331
Herschler Building, 3rd Floor West
122 West 25th St.
Cheyenne, WY 82002-0600
slfmail@state.wy.us

Other locations

Lander, Newcastle, Buffalo, Riverton, Lyman,
Casper, Douglas

Year established and reorganized.

Established 1890; reorganized in 1921, 1992 and 1998

Statutory references

W.S. 36-1-101 through 36-3-111; W.S. 36-5-101
through 36-7-510; W.S. 36-9-101 through 36-9-120;
W.S. 11-34-101 through 11-34-305

Number of authorized personnel

92 full-time

Organizational structure

Office of Director and five divisions: Financial Programs and Management Services, Real Estate Management and Farm Loans, Mineral Leasing and Royalty Compliance, Federal Land Policy, State Forestry

Clients served

Agriculture, mineral, timber, transportation/communication/public utility, recreation/tourism and other Wyoming industries; local government entities; state and federal agencies; school districts; resident and non-resident general public

Budget information

(includes appropriated funds only)

General funds	\$5,450,518
Federal funds	744,723
Other	71,532
Total	\$6,266,773

Financial Programs and Management Services Division and Office of Director

General information

Jeffrey V. Nieters, Assistant Director

Agency contact

Jeffrey V. Nieters, Assistant Director
307/777-6644
Herschler Building, 3rd Floor West
122 West 25th St.
Cheyenne, WY 82002-0600
jniete@state.wy.us

Year established

1984
Joint Powers Act Program, 1974; Mineral Royalty Grant Program, 1977; Transportation Enterprise Fund Grant Program, 1999

Statutory references

W.S. 9-4-307, W.S. 9-4-601 through 9-4-604, W.S. 9-4-606, W.S. 9-4-607, W.S. 9-4-709, W.S. 9-4-1001, W.S. 9-4-1002, W.S. 11-34-301 through 11-34-303, W.S. 16-1-109, W.S. 21-15-106, W.S. 27-14-704

Number of authorized personnel

15.5 full-time

Organizational structure

Financial Programs and Management Services:
Assistant Director, Accounting Section, Information Technology Section, Investment Management Section

Office of Director: Director, Deputy Director, Executive Assistant, Attorney

Clients served

Office of Director: agency personnel, state agencies, federal agencies, local governments, vendors, loan recipients, school districts, residents, general public

❖ Results of outcomes

Pursuant to all goals and objectives, the following was accomplished:

- Provided the administrative and fiscal support necessary to accomplish each goal and objective by monitoring all divisions within the agency to ensure compliance with management directives, policies, procedures, regulations and statutory requirements.

- Provided payroll and personnel management, procurement services, contract administration, grant administration, WOLFS document processing, audit operations, annual report preparation, budget formation and execution, strategic planning preparation and financial reporting and analysis.

- Provided coordination, management and administration of all aspects of automated information technology.

- Transmitted all revenue collected by the agency and assured proper distribution to the various permanent land funds, the land income funds and the general fund, which totaled \$53,520,452.

- Continued automation of various GAAP accounting reports submitted to State Auditor's Office.

Pursuant to optimizing the economic return from state land resources, the following was accomplished:

- Accounted for proper distribution of \$42,257,986 from 4.2 million acres of state-owned mineral estate.
- Accounted for proper distribution of \$11,262,466 from 3.6 million acres of state-owned surface estate.

Pursuant to promoting socio-economic growth and stability, the following was accomplished:

- Processed disbursements totaling \$19,184,578 from the mineral royalty capital construction account. Reviewed, processed and presented to the State Loan and Investment Board six new applications for loans from the Clean Water State Revolving Fund (CWSRF) (100 percent of applications received) from communities for improvements to or construction of wastewater treatment facilities. Provided loan servicing for 17 CWSRF loans, including disbursing \$1,080,446 to communities and \$8,458,014 to the Department of Environmental Quality (DEQ) for the cleanup of leaking underground storage tanks, and processing \$10,604,972 in loan repayments.
- Reviewed, processed and presented to the State Loan and Investment Board five new applications for loans totaling \$11,156,000 from the Drinking Water State Revolving Fund (DWSRF) (100 percent of applications received). These loans provide communities with funding for improvements to or construction of water treatment facilities. Provided loan servicing for one DWSRF loan, including disbursing \$177,764 to communities.

- Serviced accounts for Joint Powers Act loans and processed loan repayments totaling \$4,629,357.

- For FY00, the Omnibus Land Income Fund received two applications totaling \$193,250.

- Accounted for special loan program for Hot Springs State Park totaling \$165,417.

- Accounted for farm, irrigation and ASC contract payments totaling \$33,451,345.

- During FY00, the farm emergency loan program had no outstanding loans.
- There were no School District Capital Construction Account applications during FY00.
- Received, reviewed and presented to the State Loan and Investment Board four applications from school districts seeking bond guarantees totaling \$21,065,000 (100 percent of those received).
- Processed 135 mineral royalty grant applications, 104 of which were approved for funding totaling \$20,470,029.
- Processed two joint powers act loan applications representing \$529,787.
- Coordinated 20 abandoned mine land grant applications representing \$2,069,939.
- Processed 53 transportation enterprise fund grant applications, of which 42 were approved for total funding of \$2,457,354.
- Processed one aeronautics joint powers act loan totaling \$46,044.

Pursuant to optimizing return of state's assets through coordination of fiscal management the following was accomplished:

- Provided coordination and administration to the State Loan and Investment Board for the oversight of investment policy of state funds and issuance of indebtedness for designated agencies. This included review and change to the investment policy by the board and quarterly investment manager performance analysis.

Real Estate Management and Farm Loan Division

General information

James M. Whalen, Assistant Director

Agency contact

James M. Whalen, Assistant Director
307/777-6638
Herschler Building, 3rd Floor West
122 West 25th St.
Cheyenne, WY 82002-0600
jwhale@state.wy.us

Other locations

Lander District Office

Year established

Real Estate Management, 1890; Farm Loan Program, 1921; Irrigation Loan Program - 1955

Statutory references

W.S. 11-5-101 through 11-5-119, W.S. 11-34-101 through 11-34-130, W.S. 11-34-301 through 11-34-303, W.S. 36-5-101 through 36-5-117, W.S. 36-9-101 through 36-9-120

Number of authorized personnel

18 full-time

Organizational structure

Assistant Director, Surface Leasing and Use Section, Farm Loan and Real Estate Appraisal Section, Land Inventory Section

Clients served

Wyoming residents including farmers, ranchers, schoolchildren, governmental agencies, businesses, real estate developers, utility companies, mineral industry

❖ Results of outcomes

Pursuant to optimizing the economic return from state land resources, the following was accomplished:

- Maintenance of more than 4,000 grazing and special use leases on 3.6 million acres of state surface.
- Conducted field reviews on 148 expiring grazing leases.
- Conducted field inspections on 27 reported problems.
- Conducted desk appraisals and field inspections on 20 special use lease applications.
- Processed and renewed 387 grazing lease applications.
- Processed 306 assignments.
- Processed 256 sublease agreements.
- Processed 34 improvement applications.
- Processed and renewed 23 special use lease applications.
- Processed 311 surface damage payments.
- Processed 139 temporary use permits.
- Database for temporary use permits is in the implementation phase of development.
- Grazing fee formula adopted by the Board of Land Commissioners.
- No new parcels were identified by the office for special use leases.
- Initiated reviews and negotiations on 12 land exchange proposals with public and private landowners; eliminated four proposals that did not meet the criteria for exchange.
- Continued progress on 23 land exchanges involving either private landowners or federal, county, state and local governmental agencies.
- Completed two land exchanges.
- Completed five land sales encompassing 1,183.83 acres.
- Received and processed 163 easement applications for \$558,586.
- A database for easements is in the implementation phase of development.

Pursuant to improving land management practices the following was accomplished:

- Implementation of Geographic Information System (GIS) system is ongoing.

- Established 73 treatment programs with the weed and pest control districts.
- Attended nine meetings with various districts.
- Treated 3,366 acres of state land at a cost of \$36.51 per acre.
- Conducted six field inspections of infested sites.
- Treated two cases using biological control.
- Goats were used as an alternative treatment of leafy spurge on state land in Crook County.

Pursuant to promoting socio-economic growth and stability, specifically the farm loan program, the following was accomplished:

- Processed 39 new farm loan applications totaling \$8.3 million.
- Serviced 1,069 farm loans and 33 irrigation loans.

Mineral Leasing and Royalty Compliance Division

General information

Harold D. Kemp, Assistant Director

Agency contact

Harold D. Kemp, Assistant Director
307/777-6643
Herschler Building, 3rd Floor West
122 West 25th St.
Cheyenne, WY 82002-0600
hkemp@state.wy.us

Year established and reorganized

Established 1890, reorganized 1985

Statutory references

W.S. Title 36, Chapters 1,2,3,5 and 6 and W.S. 11-34-120

Number of authorized personnel

16 full-time

Organizational structure

Assistant Director, Royalty Compliance Section,
Mineral Leasing Section

Clients served

State residents; oil, gas and solid mineral industries; school and institutional funds; public and private industry

❖ Results of outcomes

Pursuant to optimizing the economic return from state land resources, the following was accomplished:

- Processed monthly royalty desk audit reviews (manual and electronic) for 985 operating subsurface mineral leases.
- Increased acreage under lease over the prior year for oil and gas by 5 percent and overall mineral acreage by 3.5 percent.
- Continued a process of reviewing potential royalty in-kind markets. Worked with industry and federal government on state/federal crude consolidation and royalty in-kind sales. Received uplifts over 100 percent of the then posted oil price in RIK program sales.
- Reviewed more than 100 offset well locations proximate to state land.
- Processed 1,171 mineral lease interest assignments with no backlog.
- Processed 44 oil and gas lease unitization initiations, contractions, and terminations involving state lands leases.
- Implemented new rules for Chapter 6 - Subsurface Resources and proposed and implemented new rules for Chapter 7 - Disposition of State In-Kind Royalty Oil and Gas.
- Reviewed or caused review of approximately 35 lease sites prior to approval of assignments of those leases.
- Oil royalties declined at a lesser percentage than the overall state rate of decline for the fiscal year.
- Oil and gas bonus bids were up 31 percent in total from prior fiscal year.
- Gas royalties increased from prior fiscal year.
- Began negotiation process for settlements of numerous oil valuation disputes culminating in the hiring of special counsel.
- Increased mineral acreage rental for certain long-term lease minerals (solids, e.g., sodium/trona).

Office of Federal Land Policy

General information

Art Reese, Director

Agency contact

Art Reese, Director
307/777-3697
Herschler Building, 1st Floor West
122 West 22nd St.
Cheyenne, WY 82002-0600
areese@state.wy.us

Year established

1995

Statutory reference

W.S. 9-1-207 et seq, Wyo. Executive Order 1995-1

Number of authorized personnel

Five full-time

Organizational structure

Director, state clearinghouse on federal land policy issues, governor's policy staff on natural resource issues

Clients served

Governor, state and local government agencies, Legislature, state congressional offices, natural resource users

❖ *Results of outcomes*

Pursuant to intergovernmental coordination among federal, state, county and local entities, the following was accomplished:

- Set up Governor's Kitchen Table Conference with federal decision makers. The director chaired the event. The meeting was attended by different agency representatives.
- Presented testimony and/or comments regarding federal legislative proposals or drafted language on federal legislation.
- Made congressional visits; wrote letters to members of Congress that solicited support of Wyoming's position.
- Identified interagency conflicts in comments submitted as part of the clearinghouse process and convened the appropriate officials to resolve them so that a unified position could be written that had the support of state of Wyoming officials and the governor.
- Analyzed, proposed and/or wrote substantive state responses and state positions regarding regulatory proposals affecting federal lands in Wyoming 80 times.
- Identified and circulated 168 new decision documents, drafts and final environmental assessments (EA)/environmental impact statements (EIS), and findings of no significant impact (FONSI) affecting federal lands in Wyoming.
- Gave various speeches and formal/informal presentations; wrote letters informing and educating federal policy makers and the general public regarding proposed actions and what the office's or the state's position is regarding federal lands or specific actions on these lands.
- Attended conferences and meetings regarding state/office position on federal lands issues.
- Reviewed and distributed daily federal register and other information sources to state agencies.
- Coordinated and facilitated the state's role as a cooperating agency on the Pinedale Anticline Natural Gas Field Exploration and Development EIS, the Wyodak Coal Bed Methane EIS, the Medicine Bow National Forest Plan Revision and EIS, and the Powder River Coal Bed Methane EIS.
- Coordinated state agency review of BLM grazing EAs and permit renewals.

Forestry Division

General information

Thomas W. Ostermann, State Forester

Agency contact

Thomas W. Ostermann, State Forester
307/777-7586
1100 W. 22nd St.
Cheyenne, WY 82002

Other locations

Newcastle, Riverton, Buffalo, Lyman, Casper, Douglas

Year established

1952

Statutory references

W.S. 8-4-102; W.S. 36-1-112, W.S. 36-1-401 through 404; W.S. 36-2-108; W.S. 36-3-109

Number of authorized personnel

37 full-time, two contract

Organizational structure

Fire Management, Forest Management, Wyoming Honor Conservation Camp

Clients served

Forest, ranching and agricultural landowners; rural wildfire organizations; communities, counties and local governments; other state agencies; forestry and associated industry

❖ *Results of outcomes*

Pursuant to optimizing the economic return from state land resources, the following was accomplished:

- Conducted four meetings with the Fire Advisory Board and one meeting with the Rural Fire Association.
- Maintained and coordinated the availability of 550 federal excess fire engines and support equipment.
- Maintained 23 cooperative fire protection agreements and executed 23 annual operating plans, one state fire mobilization plan, and one mini-mobilization plan.
- Processed 2,086 reportable incidents, of which 810 were wildfires.
- Maintained and made available 30 fire engines for national dispatch.
- Maintained one statewide forestry conservation radio system.
- Determined premiums and collected payments for the emergency fire suppression account; deposited \$51,563 for a balance of \$721,421.
- Served as the governor's wildfire authorized representative for the Federal Emergency Management Agency.

- Due to high fire danger, four counties had partial fire closures in place during portions of the year.
- Trained 3,007 volunteer firemen in 125 separate sessions.
- Provided two annual schools at the Wyoming Fire Academy for 172 departments.
- Maintained NWCG 310-1 wildland firefighter qualifications for 1,303 firefighters.
- Inspected railroad rights-of-way in 23 counties for the Wyoming Department of Transportation.
- Distributed \$3,500 of Smokey Bear material.
- Sponsored Smokey Bear coloring contest for 838 third grade students.
- Processed two reimbursement payments to each cooperating county, totaling \$281,695.
- Processed 22 consolidated payments for national fire mobilization.
- Recommended award of 18 mineral royalty grants to the State Loan and Investment Board for National Fire Protection Association approved fire engines and fire hall construction for a total of \$1.3 million.

Pursuant to promoting socio-economic growth and stability the following was accomplished:

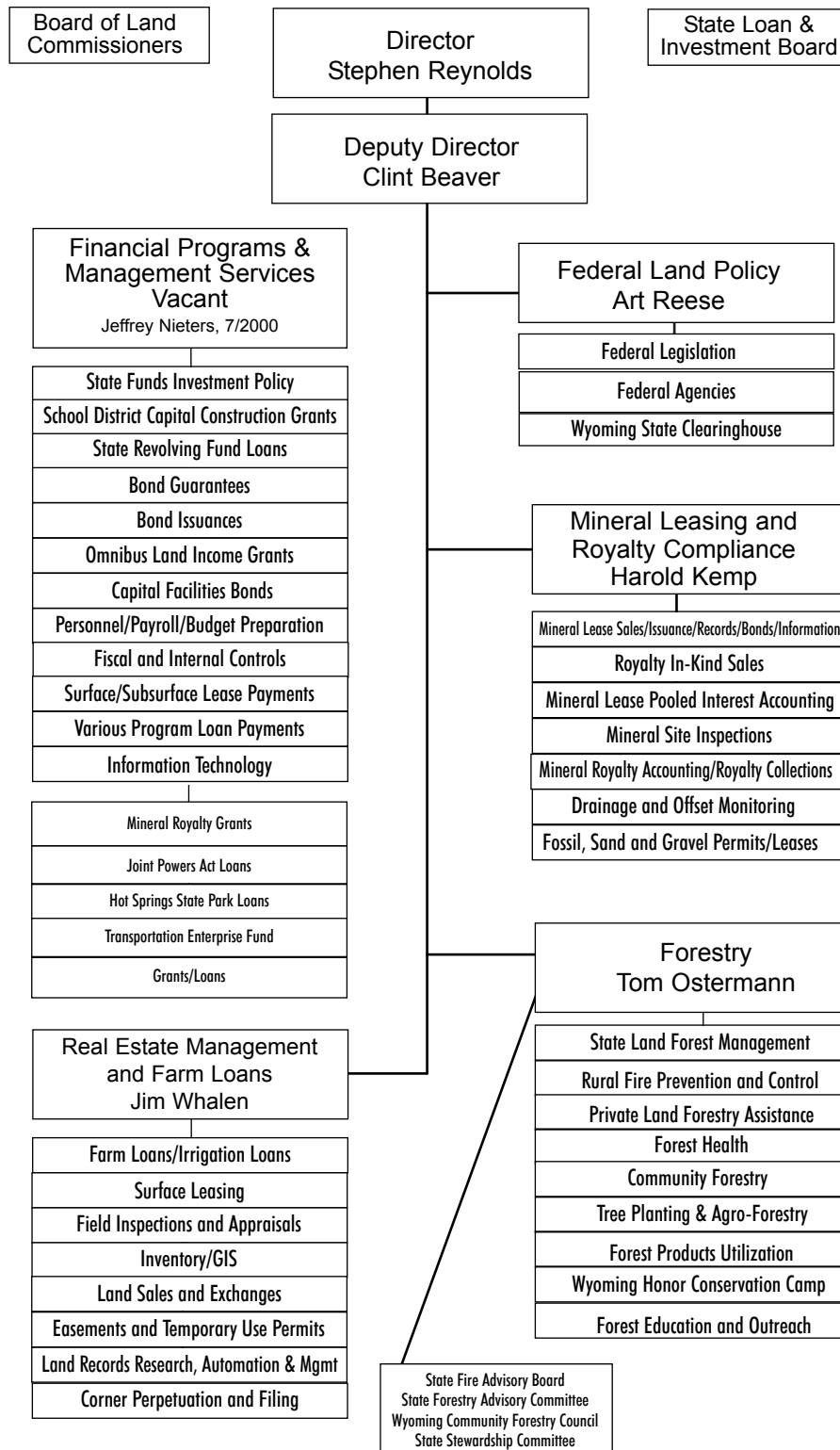
- Commercially treated 2,589 acres of state land, resulting in the harvest of 5.015 million board feet, with trust income of \$665,396 and the regeneration of new forest on 1,224 acres. Sold 3.8 million board feet for future harvest.
- Treated 1,834 acres non-commercially with needed management practices including prescribed fire.
- Inventoried 1,811 acres and prepared management plans.
- Treated 1,084 acres of logging slash.
- Assisted 139 private forest landowners with forestry issues.
- Prepared forest stewardship plans on 12,931 acres.
- Trees and shrubs were planted on 1,292 acres of private land.
- Qualified 27 communities as "Tree City USA".
- Planted 1,003 trees in Wyoming communities funded by matching grants.
- Two community forestry plans were completed during the year.
- Surveyed 147,300 acres of state and private forest land for insects and disease.
- Facilitated three interagency/cooperator meetings to gather and exchange information concerning forest insect and disease issues and status in Wyoming.
- Maintained primary processing, secondary manufacturing and logging industry databases and provided industry information to interested cooperators.
- Commented on 23 proposed federal land actions pertaining to forest management, protection, and/or harvest of forest products.
- Evaluated forests on four parcels proposed for land exchange.
- Co-sponsored Project Learning Tree and Tree Farm program in Wyoming.

- Presented general forestry programs to seven adult groups and 13 youth groups.
- Eight positive forestry articles were published in Wyoming papers.
- Provided forestry information to three federal legislators and 19 state legislators.

Pursuant to intergovernmental coordination among federal, state, county and local entities, the following was accomplished:

- Completed 134 projects for 21 special district, community, county, state and federal agencies resulting in a labor savings to those agencies of \$329,684.
- Generated \$12,605 of income from Wyoming Honor Conservation Camp (WHCC) work projects.
- Generated \$8,000 of income from U.S. Forest Service projects.
- Planted one new living snow fence and maintained seven existing living snow fences.
- Completed 504 acres of thinning on state land.
- Trained and qualified 75 inmates as wildland firefighters available for dispatch as members of the "Smokebuster" WHCC fire crew.
- WHCC Smokebusters participated in 23 wildland fire suppression projects and five prescribed burns.
- Manufactured 5,242 tree protectors.

Office of State Lands and Investments organization chart



University of Wyoming

❖ *Mission and philosophy*

As the only university established by the state, the University of Wyoming (UW) has enjoyed a long, unique and beneficial relationship with the residents of Wyoming. To continue this relationship and to serve the educational, cultural and economic needs of the state and nation, the mission of the university is to provide teaching, scholarship and outreach programs that compare favorably with programs at the leading land-grant research universities in the nation. In addition, to promoting development of the whole person, the university will provide a diverse array of superior co-curricular activities, including cultural, international, athletic and student-life programs.

The university will attract capable students who will provide future leadership for the state and nation, and it will be particularly attentive to the needs of Wyoming students, members of under-represented groups and the gifted. The university is dedicated to promoting an environment of excellence and achievement that encourages the full personal development of those it serves and of those who serve the university. To meet this goal, the university will preserve, interpret, create and transmit knowledge in an atmosphere of free inquiry and expression. This environment, reflecting America's rich multicultural character at its best, is intended to stimulate growth of mind and body, inspire the spirit and promote fulfilling careers and life-long contributions to the state and nation. To help assure programmatic excellence, the university will attract, develop and retain outstanding faculty and staff; provide superior library, laboratory and computer facilities; and engage in ongoing planning to balance resources and enrollments.

The specific elements of the university's mission include the following:

■ **Excellent baccalaureate instruction in a broad array of programs:** Undergraduate education will be based on successful completion of college preparatory work in high school and coordination with both secondary education and the community colleges. Each student must master the fundamental concepts and applications of at least one major, and all majors will be based on the solid foundation of a general studies program. University graduates will understand the rich human heritage; comprehend differing methods used by the arts, humanities and sciences in creating that heritage; develop the ability to make ethical and critical judgments and have facility in using language and other forms of symbolic expression.

■ **Graduate programs of recognized excellence in disciplinary and inter-disciplinary fields:** Particular emphasis will be placed on faculty strength in teaching, research and creative activity; critical mass of faculty

General information

Philip L. Dubois, President

Agency contact

Donna Bagby, Special Assistant to the President
307/766-4121

University of Wyoming

P.O. Box 3434

Laramie, WY 82071-3434

dbagby@uwyo.edu

Other locations

Archer, Casper, Cheyenne, Cody, Gillette, Jackson, Lander, Pavillion, Powell, Riverton, Rock Springs, Sheridan, Torrington, Wind River Reservation, Elk Mountain, Jelm Mountain, Red Buttes, Grand Teton National Park, offices in all 23 counties

Year established

1886

Statutory references

Wyoming Constitution (1890) Article 7, Section 15; W.S. 21-16; W.S. 21-17; W.S. 28-1-115 (f)

Authorized personnel

2,630 full-time, 3,071 part-time

Organizational structure

Board of Trustees, President's Office, Academic Affairs, Administration and Finance, Information Technology, Institutional Advancement, Research, Student Affairs.

Clients served

Enrolled undergraduate, graduate and non-degree students, continuing education participants, high school students, alumni, business assistance clients, community assistance clients, clients requesting information, agricultural assistance clients, research clients, health care patients, cultural programs patrons, athletics fans, other Wyoming residents

Budget information

General fund	
Section I	\$91,697,164
Federal funds	
Section I	2,457,809
Section II	32,698,552
Other	
Section I	45,603,867
Section II	59,803,332
Total	\$232,260,724

and students; student quality; compatibility with other established university programs and contributions to the state's and nation's cultural, scientific, social and economic needs.

■ **Outstanding basic and applied research and creative activity:** Research and creative activity cannot be separated from teaching.

Research and creative activity promote instructional excellence by developing new knowledge and techniques, allowing new information and perspectives to be shared swiftly in the classroom and introducing students to emerging fields.

Moreover, excellent research and creative activity result in regional and national recognition that enhances the value of a University of Wyoming degree. To advance outstanding instruction, contribute new knowledge and place the university among the nation's leading land-grant research institutions, the university will identify and promote disciplinary and interdisciplinary emphasis areas in research and creative activity.

■ **Superior outreach and extension activities:** The university will provide coordinated service to the people of Wyoming through credit and non-credit instruction, life-long learning and professional and cultural programming. As part of outreach, the university will disseminate widely the results of its basic and applied research and, when appropriate, direct research to meet economic, social and cultural challenges faced by the state and nation.

❖ *Results of outcomes*

Continuation of the University of Wyoming planning effort was the major focus of activity during fiscal year 2000 (FY00). The *UW Academic Plan, 1999-2004*, has the twin goals of increasing the value of the diplomas earned at the University of Wyoming and increasing the value of UW to the state; the plan was accepted by the UW Board of Trustees in July, 1999. Although implementation of all 168 action items will take several years, nearly half were addressed in FY00. High priority items included major studies of the organization of life sciences and natural resource programs and a re-examination of the structure of tuition. Some of the decisions had simple, obvious solutions, while others required in-depth discussion and preparation of draft documents and policy statements.

Goal 1

Excellence in teaching and advising is essential. All academic programs are evaluated on an established 10-year schedule. In FY00, accreditation was maintained for 100 percent (cumulative) of the university's 27 accreditable university, college and department programs. The university completed its 10-year reaccreditation self study, and the North Central Association (NCA) of Colleges and Schools site visit occurred in FY00. Final NCA Commission accreditation action will be forthcoming in FY01, but the site visit team's

report recommendation was for a full 10-year reaccreditation, the most favorable outcome. A faculty committee reviewed the general education program (University Studies); its recommendations will be discussed during the upcoming year. In addition to numerous Year 2000 replacements, Information Technology installed new student lab servers and workstations and upgraded data networks.

UW students surpassed national licensure/certification examination pass rates in approximately 75 percent of the 12 exams (some scores and national norms not yet available). In the ACT Student Opinion Survey conducted in March, 2000, 73 percent of UW students were "satisfied" or "very satisfied" with academics (advisor information and availability, class size, classrooms, course variety, course content in major, faculty attitude and availability, instruction in major, labs, preparation for the future, study areas, tests/grades and tutoring), with continued improvement in 11 of the 14 categories. Seventy-six percent (31) of the 41 academic units began implementation of their individual outcomes assessment plans for determining student learning. Student satisfaction with computer services was 75 percent.

Student recruitment and retention, timely graduation and access to academic programs is of primary importance to the institution and the state. During FY00, the director of admissions position was redefined as an associate vice president with expanded responsibility to oversee all aspects of enrollment management. An Enrollment Management Council was established to implement activities such as enhancement of the university Web site, a coordinated communications program for prospective students, student financial aid packages, academic learning communities and mentoring programs.

Overall enrollments were 11,126, standardized at the end of the fall semester. There were 2,219 new students (beginning of the fall semester) and 1,650 outreach students (end of the fall semester). The FY99 freshman-to-sophomore retention data showed continued improvement (76 percent). Six-year graduation rates for first-time, full-time freshmen increased to 50 percent in FY99. Retention and graduation data for FY00 will not be available until spring 2001. The time-to-degree for graduate and professional students was at the national average in law (three years), but UW doctoral students took longer to complete their degrees than their counterparts at other public universities (8.1 years, compared to a national average of 7.3 years).

Goal 2

Research, scholarship and creative activity are other activities emphasized in the Morrill Act for land-grant universities. No other Wyoming institution of higher education can provide the level of research that UW faculty members undertake to support the state. UW maintained its Carnegie Research II classification and set a new record in external funding (\$43 million). The average number of refereed

publications, juried shows and other forms of peer-reviewed scholarship produced by tenure-track faculty was an estimated 2.2 per FTE (full-time employee). More than 2,100 undergraduate students worked with faculty on one-on-one independent study and research projects. To enhance the research mission, UW was connected to the high-speed Internet2 network, which dramatically strengthens research collaboration and delivery of information. A new electronic integrated library information management system was purchased in a consortium with the Colorado School of Mines. Eighty-one percent of students surveyed (ACT Student Opinion Survey, March 2000) said they were "satisfied" or "very satisfied" with the libraries.

Goal 3

The social and cultural environment on campus supports students' success in the classroom. A Greek Life Task Force reviewed the mission and goals of the fraternities and sororities at UW to maximize their effectiveness and provide opportunities for leadership. A policy was developed regarding notification of parents, which allows the dean of students to inform parents of alcohol and drug misuse/abuse if a student under the age of 21 appears to be a danger to themselves or other members of the university community. The ASUW Student Senate developed a proposal for a community transportation system ("Safe Ride") for UW students. On the ACT Student Opinion Survey conducted in the spring, the proportion of students who said they were "satisfied" or "very satisfied" with the UW social/cultural environment (ASUW, athletics facilities, campus media, cultural programs, housing programming, recreational programs, social events, student involvement and the student union), was 63 percent; four areas showed improvement.

Support services are also crucial to a student's academic experience. During FY00, the academic planning effort expanded to other campus support units. Administration and Finance, Information Technology, Institutional Advancement, Intercollegiate Athletics, the Legal Office, the Libraries, Public Relations, Research and Student Affairs developed drafts of five-year strategic plans. Phase II of a Web-based program ("Hole in the Wall") was implemented to allow students to use the Internet to register for classes and search for courses that meet specific criteria. Sixty-seven percent of the students surveyed (ACT Student Opinion Survey) reported that they were "satisfied" or "very satisfied" with university support services (admissions, career planning, financial aid, job placement, orientation, personal counseling, registration, student health); improvement was seen in six of the eight categories.

Satisfaction with administrative services (billing, buildings and grounds, bookstore, day care, food services, health insurance, university and community housing availability, parking, safety and staff attitude) was 49 percent, with improvement in six of the categories. Parking availability remains a continuing

problem. In FY99, UW used 46 percent of its budget for instruction and academic support, higher than the national average for public doctoral universities of 45 percent. Data for FY00 will not be available until spring 2001. Information Technology implemented a new telemanagement billing and work-order system and developed processes to improve data, billing and reconciliation integrity. Planning for the renovation of the Washakie Center was initiated, and the Wyoming Union renovations are underway. Within budgetary constraints, the university continues to address ADA and deferred maintenance needs. According to calculations from Administration and Finance, the university's deferred maintenance rating dropped from the "fair" range (.098) into the "poor" range (.104).

In FY00, UW continued to reach high levels for total private gifts (an estimated \$14 million in gifts and pledges). The number of individual donors to UW (individuals, corporations and foundations) contributing to the university was a new record high (more than 23,000). Extensive work was completed this past year to prepare UW for the launching of a major fund-raising campaign. Former U.S. Senator Alan K. Simpson will chair the five-year campaign (FY01-FY05).

The new Mountain West Conference (MWC) completed a very successful inaugural year. UW President Philip Dubois served as president of the conference. Intercollegiate Athletics undertook its 10-year certification self study. Following the NCAA site visit last winter, a certification decision will be forthcoming in fall 2000. The student-athletes for FY99 (data for FY00 is not available until spring 2001) graduated above the average for other UW students: 59 percent for student-athletes, 50 percent overall.

Goal 4

Public service is the third important role for every land-grant university. In FY00, UW continued its strong commitment to support Wyoming's economic development, public policy and quality of life. As the state tries to solve its problems, faculty expertise is one of Wyoming's valuable resources. The number of contracts awarded to UW faculty and staff that support specific state needs was 123 in 1999-00. The faculty continued to meet with their counterparts in Wyoming schools and community colleges to support students' transitions to the university and collaborated with various state agencies on projects that impact the state. The 4-H youth program, directed by the Cooperative Extension Service, continued a growth trend.

To serve the needs of Wyoming residents, UW continues to organize conferences, workshops, non-credit continuing education and cultural and information programs. In FY00, 97 percent of the conference participants who responding to the assessment surveys said they would "recommend the [Outreach School] program to others." Wyoming public radio continued to expand to serve more of the state, with new stations added in Casper, Pinedale and Douglas.

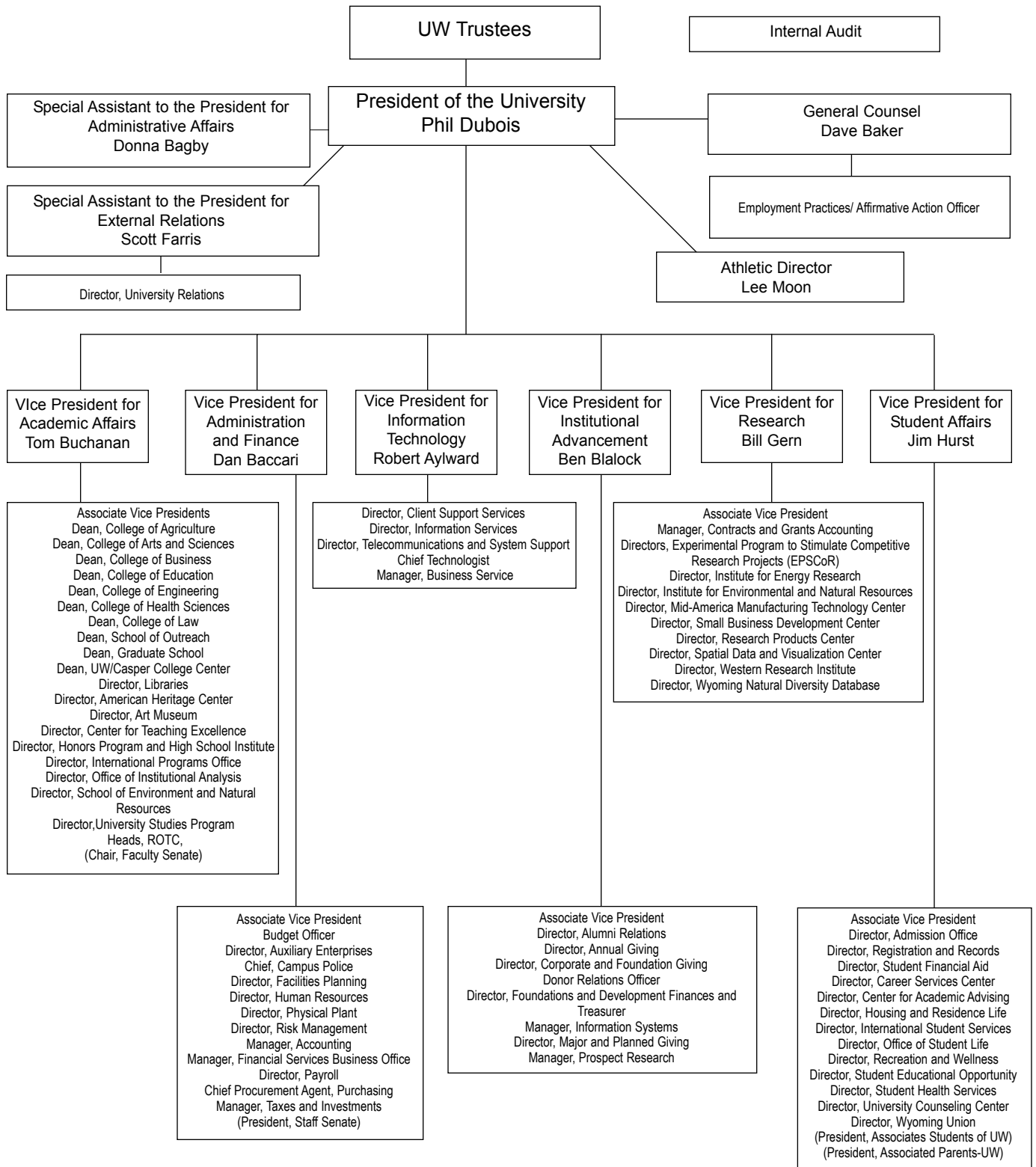
In terms of Wyoming's economic development, the Wyoming Business Assistance Center (BAC), Mid-America Manufacturing and Technology Center (MAMTC), Small Business Development Center (SBDC), Small Business Innovation Research Initiative (SBIR), Wyoming Research Products Center (RPC) and the Cooperative Extension Centers (CEC) have continued to assist Wyoming businesses. On different surveys, business clients assisted by SBDC and MAMTC reported satisfaction with the services received at 93 percent (SBDC) and 94 percent (MAMTC). The RPC has spun out or established agreements with high-tech companies, filed patent disclosures and applications, incubated companies in-house and helped Wyoming entrepreneurs market their products. Through grants, the SBIR has provided awards to Wyoming technology-related businesses and entrepreneurs. Along with the Wyoming Business Council, the university has been instrumental in planning the Venture Capital Forum.

❖ *Strategic plan changes*

No changes were made to the UW 1999 Strategic Plan.

The plan is on the University of Wyoming Web site at <http://www.uwyo.edu/OM/unirel/htm/stratpla/1999.htm>. It will be updated and resubmitted in September 2001.

University of Wyoming organization chart



Water Development Office

❖ *Mission and philosophy*

The Wyoming Water Development Commission (WWDC) provides funding assistance to public entities for water supply projects, serves as the water planning agency for the state, performs technical services for public entities and other state agencies and serves as the lead state agency in some of Wyoming's water investments. Public service is a public trust. The Wyoming Water Development Office will be open, ethical and responsive to the public served. Within the program's limited resources, innovation and creativity are the keys to long-term success. Through management support, training and development of personnel and a respect for the views of citizens, Water Development Office staff will be empowered to deliver quality services.

❖ *Results of outcomes*

During FY00, the Water Development planning and construction staffs completed 22 new development projects and 15 rehabilitation projects with a total cost savings of \$2,267,197. Applications for 10 new development and three rehabilitation projects were reviewed and, through the legislative process, accepted into the program.

Water Development Account I and II loans generated revenue of \$1,394,231 in principal payments and \$2,252,626 in interest payments. All 126 loan payments were collected and there are no delinquencies in the loan program.

The state's repayment and operation/maintenance obligations on Buffalo Bill, Fontenelle and Palisades Reservoirs were met and all payments were received from the state's storage contractors.

The WWDC has undertaken a statewide water planning process, beginning in the Bear and Green River Basins in 1999, and the Northeast Wyoming and Powder/Tongue River Basins in 2000. This will be an intensive five-year effort that will culminate in the completion of river basin plans for the entire state and the establishment of a statewide water planning process. These plans will include compilation of an exhaustive water resources database, as well as an analysis of future water demands and water development opportunities that could satisfy those demands.

The Green and Bear River Basin plans will be completed by December, 2000, and the Powder/Tongue and Northeast Wyoming River Basin plans will be completed by December, 2001. Two more basins will be started each year until completion; therefore, requests will be submitted to the next two Legislatures for funding for the remaining river basin planning efforts. When river basin plans are completed for the entire state, the process will start over, with each basin updated approximately every five years.

The WWDC is conducting an extensive public outreach effort as part of the river basin planning process, including

General information

L. Michael Besson, Director

Agency contact

Mike Besson
307/777-7626
Herschler Building, 4 West
122 W. 25th St.
Cheyenne, WY 82002
lbesso@state.wy.us

Year established and reorganized

Established 1979, reorganized 1982.

Statutory references

W.S. 41-1-106 through 41-1-108 and W.S. 41-2-101 through 41-2-124 and W.S. 41-3-1004

Number of authorized personnel

18 full time

Organizational structure

Planning Division, Construction Division,
River Basin Planning Division, Managerial
Services Division

Clients served

Irrigation districts, conservancy districts,
municipalities, water and sewer districts, joint
powers boards, improvement and service dis-
tricts, counties, state agencies.

Budget information

Water Development Account I	\$2,583,874
Total	\$2,583,874

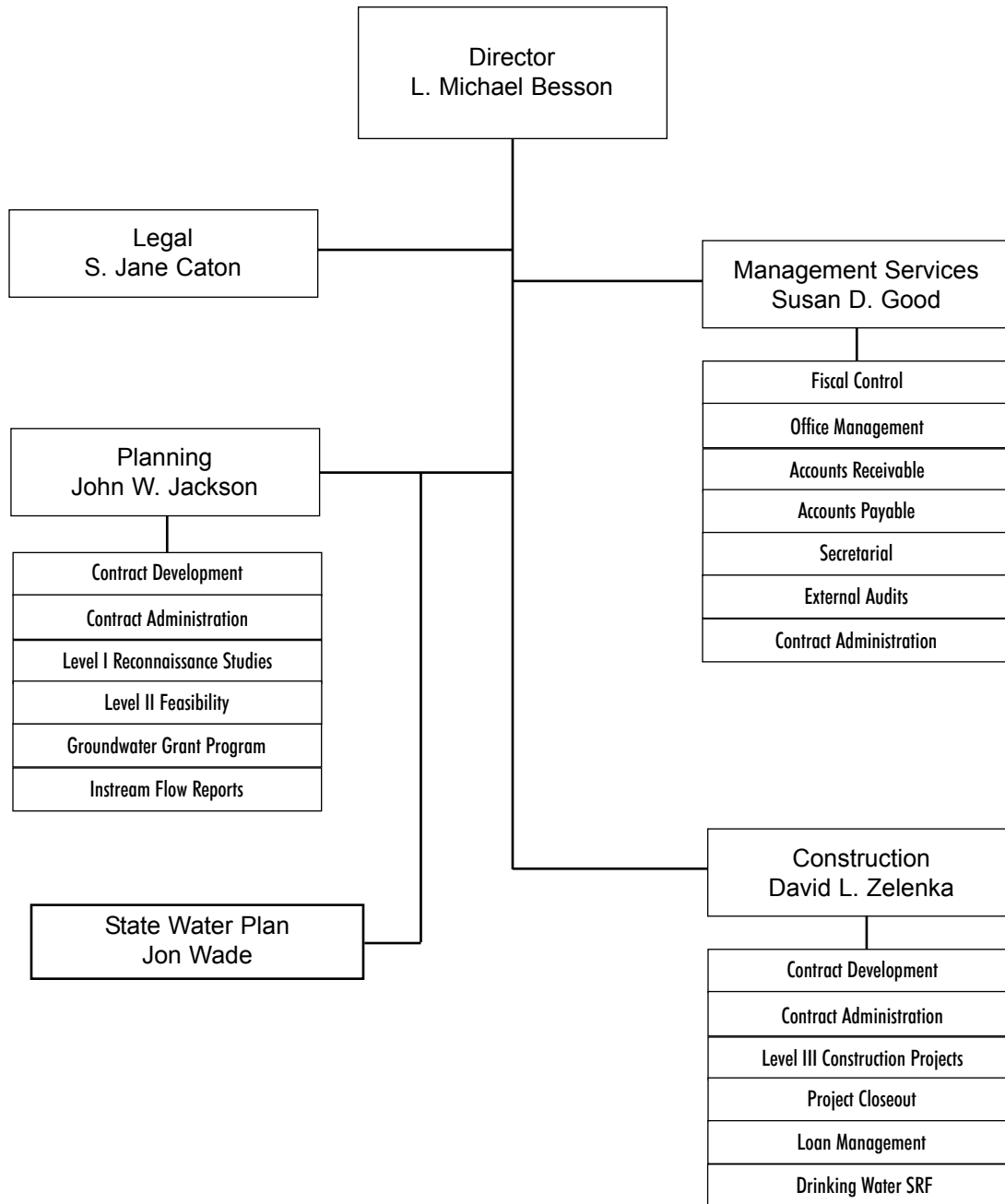
formation of basin advisory groups (BAGs), presentations to interest groups, informational presentations and displays at conferences, etc. The BAGs serve as an information exchange mechanism for the river basin planning process and have been invaluable in identifying basin water issues. These groups are also being utilized in review of draft products received from river basin planning consultants.

A river basin planning Web site is maintained to provide a quick and accurate mechanism whereby current information can be provided to BAGs, the general public, agencies and others. During FY00, peak activity on the Web site was 20,000 accesses per month, with a steady upward trend. The Web site will be the primary presentation mechanism for river basin plans.

❖ *Strategic plan changes*

The Wyoming Water Development Commission will continue to develop and fund water projects, within budgetary restraints, to preserve and protect Wyoming's water. River basin planning efforts will continue as a valuable tool for future water development.

Water Development Office organization chart



Board of Barber Examiners

❖ *Mission and philosophy*

It is the duty of the board to ascertain that only qualified individuals are licensed to practice and that all sanitary and shop licensing rules set for by statute are adhered to, thereby insuring public health and well being.

❖ *Results of outcomes.*

The board inspected 109 shops and licensed 166 barbers. Numbers are still diminishing in the barber profession. There are problems with timely renewals, and the board is working to make that system more efficient.

❖ *Strategic plan changes*

The board will clarify rules on approved barber schools and number of hours needed for Wyoming examination; continue to encourage license holders to become more familiar with state statutes, sanitary rules and regulations and the license fee structure and due date; and promote consumer awareness in regard to safety and sanitation.

General information

Lloyd Koerwitz, President
Paul Trujillo, Vice President
Douglas S. Edgell, Secretary/Treasurer

Agency contact

Douglas S. Edgell, Secretary/Treasurer
307/754-5237 or 307/754-5580
441 Sunlight Dr.
Powell, WY 82435

Year established

1931

Statutory references

W.S. 33-7-101 through 33-7-314

Number of authorized personnel

One part time

Organizational structure

Board of Barber Examiners

Clients served.

Licensed barbers and barber shops.

Budget information

\$16,370

Agency to which group reports:

Department of Administration and Information

Number of members:

Three

Meeting frequency

One annual meeting and examinations twice a year

Board of Certified Public Accountants

❖ *Mission and philosophy*

The mission of the Board of Certified Public Accountants is to regulate the practice of public accounting by CPAs in the public's interest, to provide and administer the Uniform CPA examination to qualified candidates, to issue CPA certificates and permits and to enforce provisions of CPA Act and Rules and Regulations within a constantly changing environment. By ensuring the highest standards are imposed, the board assists the public by assuring that services are provided by competent individuals and firms.

❖ *Results of outcomes*

The Board of CPAs

- Drafted and filed amendments to five chapters of the agency's regulations;
- Acted as liaison with other national representatives to insure statutes and regulations are comparable to national standards;
- Held several disciplinary hearings and conducted numerous investigations as a result of complaints filed;
- Maintained and updated a Web site (<http://cpaboard.state.wy.us/>) that allows access to all statutes and rules in draft and final stage, access to the database of all licensed individuals and firms and access to downloadable application forms;
- Published two informational newsletters;
- Held several task force meetings to finalize draft legislation modeled after a national model for a uniform accountancy act.
- Drafted and adopted regulations extending the current, less stringent education requirements to allow more applicants to qualify for the examination in response to a critical shortage; and
- Converted dBASE licensing system to Access licensing system.

❖ *Strategic plan changes*

As a licensing board, the Board of CPAs is not subject to the strategic plan requirements.

General information

Peggy Morgando, Executive Director

Agency contact

Peggy Morgando
307/777-7551
2020 Carey, Suite 100
Cheyenne, WY 82002-0610

Year established

1975

Statutory references

W.S. 33-3-101 - W. S. 33-3-201

Authorized personnel

One full time, one part-time

Organizational structure

Licensing Board, Administration and Information

Clients served

Certified Public Accountants, CPA firms, examination candidates, the general public

Budget information

Administration objective \$175,623
June 30, 2000

Agency to which group reports

Department of Administration and Information

Number of members

Five

Meeting frequency

Board meets four or five times each year; members also hold four or five conference calls.

Board of Cosmetology

❖ *Mission and philosophy.*

The Board of Cosmetology will develop rules setting uniform and reasonable standards of competency for the practice and teaching of cosmetology; administer board examinations; inspect establishments for proper licensure and sanitation; initiate and conduct investigations, hearings and proceedings concerning violations of the Cosmetology Act and rules and regulations of the board; apply disciplinary action when necessary; determine fees; and employ an executive director and additional staff as necessary.

❖ *Results of outcomes.*

The board administered six board examinations, whereby 196 examinees were tested; inspected 636 salons and 10 schools; revised sanitation rules to meet national standards; rewrote the cosmetology curriculum to better meet the needs of the industry; and investigated 10 complaints, with no formal disciplinary action taken.

A problem area is lack of authority to administer appropriate disciplinary action (i.e. levy fines or otherwise discipline) for matters where a full administrative hearing is determined unnecessary, particularly with regard to violation of sanitation rules.

❖ *Strategic plan changes*

The board will continue to upgrade the record keeping and licensure process; implement a better record system concerning student records and school reports; continue to expand on the newsletter to keep the industry better informed; and address the issues facing the licensees concerning scope of practice, safety and sanitation and consumer awareness.

General information

Betty Abernethy, Executive Director

Agency contact

Betty Abernethy
307/777-3534
2515 Warren Ave. Suite 302
Hansen Building East
Cheyenne, WY 82002

Year established

1939

Statutory references

W.S. 33-12-119 through 33-12-140

Number of authorized personnel

One full time, one part time

Organizational structure

Board of Cosmetology

Clients served

Licensed cosmetologists, manicurists, estheticians, schools and salons

Budget information

\$82,735.00

Agency to which group reports

Department of Administration and Information

Number of members:

Five

Meeting frequency

Four meetings each year are required by law; normally a minimum of six are held each year.

Board of Insurance Agent Examiners

❖ *Mission and philosophy*

The mission of the Board of Insurance Agent Examiners is to formulate general policy concerning the scope, content, procedure and conduct of examinations administered to applicants for insurance licenses and promulgate rules and regulations for the procedure to be followed in the conduct of examinations.

❖ *Results of outcomes*

The Board of Insurance Agent Examiners is included in the strategic plan of the Wyoming Insurance Department. Please refer to the annual report and strategic plan for the Wyoming Insurance Department.

General information

Ed Ricks, President

Agency contact

Geri Nalder, Licensing Supervisor
307/777-7344
Herschler Building, Third Floor East
122 West 25th Street
Cheyenne, WY 82002
gналde@state.wy.us

Year established

1961

Statutory references

W.S. 26-10-101 et seq.

Organizational structure

The board is made up of six members: one life insurance agent, one general lines insurance agent, one agent of a domestic insurer, one title insurance agent, one franchised automobile dealer and the Insurance Commissioner as an ex-officio member.

Clients served

Insurance licensees

Budget information

\$2,705

Agency to which group reports

Wyoming Insurance Department

Number of meetings

Three

Meeting frequency

Once per year

Board of Medicine

❖ *Mission and philosophy*

The Board of Medicine is responsible for determining the qualifications and fitness to practice of all physicians and physician assistants who apply for licensure to practice medicine in Wyoming, for investigating complaints against its licensees, for appropriately disciplining licensees when they have violated the Medical Practice Act, for publicizing information regarding the filing of complaints and contributing to and participating in a program assisting licensees who are impaired to return to practice.

❖ *Results of outcomes*

The board maintained day to day services in licensing and regulating physicians and physician assistants.

The board's goal to help invigorate the state's economy was accomplished by the licensing of 2,181 physicians, including 165 new licensees and 2,129 renewing their licenses, and the licensing of 95 physician assistants, including 24 new licensees and 84 renewing their licenses.

The board's objective to enhance the quality of life in Wyoming was accomplished by the docketing and investigating of 26 disciplinary actions.

The board's strategy to continue to improve the quality of professional services provided by licensees to the public was accomplished through its support of a nonprofit corporation to identify, monitor and assist with the return to productive practice physicians and physician assistants who suffer chemical impairment problems.

To achieve public awareness of the board's existence and functions, the board advertised in statewide health tabs, created a standardized complaint form, published a directory, maintained a toll-free 800 number and informed disciplinary data banks, state boards and other interested individuals of final disciplinary orders issued by the board.

❖ *Strategic plan changes*

The board's only goal is to safeguard and promote the public health, safety and welfare by maintaining consumer confidence in physicians and physician assistants through enforcement of high standards for professional licensing.

General information

Carole Shotwell, Executive Secretary

Agency contact

Carole Shotwell, Executive Secretary
307/778-7053
211 West 19th Street 2nd Floor
Cheyenne WY 82002
wyobom@aol.com

Year established

1905

Statutory references

W.S. 33-26-101 et. seq.

Number of authorized personnel

Three full-time employees, one at-will employee, seven board members, five physician assistant advisory council members

Organizational structure

Board of Medicine

Clients served

Authorized to license and impose disciplinary sanctions of physicians and physician assistants thereby protecting the health and welfare of the residents of the state.

Budget information

Earmarked funds \$391,053

Agency to which group reports

Governor and the Department of Administration and Information

Number of members

Seven board members, five physician assistant advisory council members

Meeting frequency

Three times a year on the first Thursday, Friday and Saturday in the months of February, June and October

Board of Nursing

❖ *Mission and philosophy*

The Wyoming State Board of Nursing is responsible for the protection of the public's health, welfare and safety through the regulation and enforcement of nursing, nursing education, nursing practice and disciplinary standards.

The Board of Nursing's primary responsibilities are to implement a fair, cost-effective and efficient system of regulation and enforcement that will meet the market demand for safe, competent, ethical practitioners of nursing, which includes advanced practice nurses, registered professional nurses, licensed practical nurses and certified nursing assistants.

❖ *Results of outcomes*

The Board of Nursing regulates the practice and education of the largest numbers and variety of health care practitioners in the state. The board licensed and regulated the practice of 251 advanced practitioners of nursing, 5,195 registered professional nurses, 1,120 licensed practical nurses and 5,195 certified nursing assistants in Wyoming. The board licensed by endorsement 94 advanced practice nurses, 297 registered professional nurses, 80 licensed practical nurses and 109 certified nursing assistants.

The board examined 144 candidates for registered nurse licensure (84.6 percent pass rate), 40 candidates for practical nurse licensure (97.4 percent pass rate) and 1,027 candidates for nursing assistant certification (72.64 percent pass rate). The overall performance of Wyoming candidates on the national licensing examination exceeded the national mean performance of all candidates in the United States for both registered professional nursing and practical nursing.

The board enforced the education and training standards for 13 nursing education programs across the state that include seven associate degree nursing programs, five practical nursing programs and one baccalaureate degree nursing program. The board conducted two site visits to associate degree nursing programs and granted one program full approval with stipulations and placed one program on conditional approval. In addition, the board monitored the education and training standards for 103 nurse aide training programs, which include 56 home health training programs. The board visited 42 nurse aide training programs and granted approval to 41 programs; one program was denied approval. In addition, the board approved nine new nurse aide training programs. The board processed and conducted investigations on 167 complaints against nurses in the state for violation of the Wyoming Nurse Practice Act and/or the Board of Nursing Administrative Rules and Regulations. The board dismissed 26 disciplinary cases against nurses, issued 79 advisory letters, placed conditions on 13 licenses, accepted the

General information

Cheryl L. Koski, Executive Director

Agency contact

Cheryl L. Koski, MN, RN, CS
307/777-6121
2020 Carey Ave., Suite 110
Cheyenne, WY. 82002
ckoski@state.wy.us
<http://nursing.state.wy.us>

Year established

1909

Statutory references

WS 33-21-119 thru WS 33-21-156

Number of authorized personnel

Six full-time

Organizational structure

Governor, Department of Administration and Information, Board of Nursing, executive director, assistant executive director, Board of Nursing staff

Clients served

General public, registered nurses (RNs), advanced practice nurses (APNs), licensed practical nurses (LPNs), certified nursing assistants (CNAs), nurse aide training programs, nursing education programs, health care facilities

Budget information

General funds	\$0
Federal funds	0
Agency funds	434,697
Total	\$434,697

Agency to which board reports

Department of Administration and Information

Number of Members

Seven

Meeting Frequency

At least once every six months; generally four to six times per year

voluntary surrender of nine licenses, revoked seven licenses, issued 12 letters of reprimand and denied 12 applications for licensure. The board conducted 19 administrative contested case hearings.

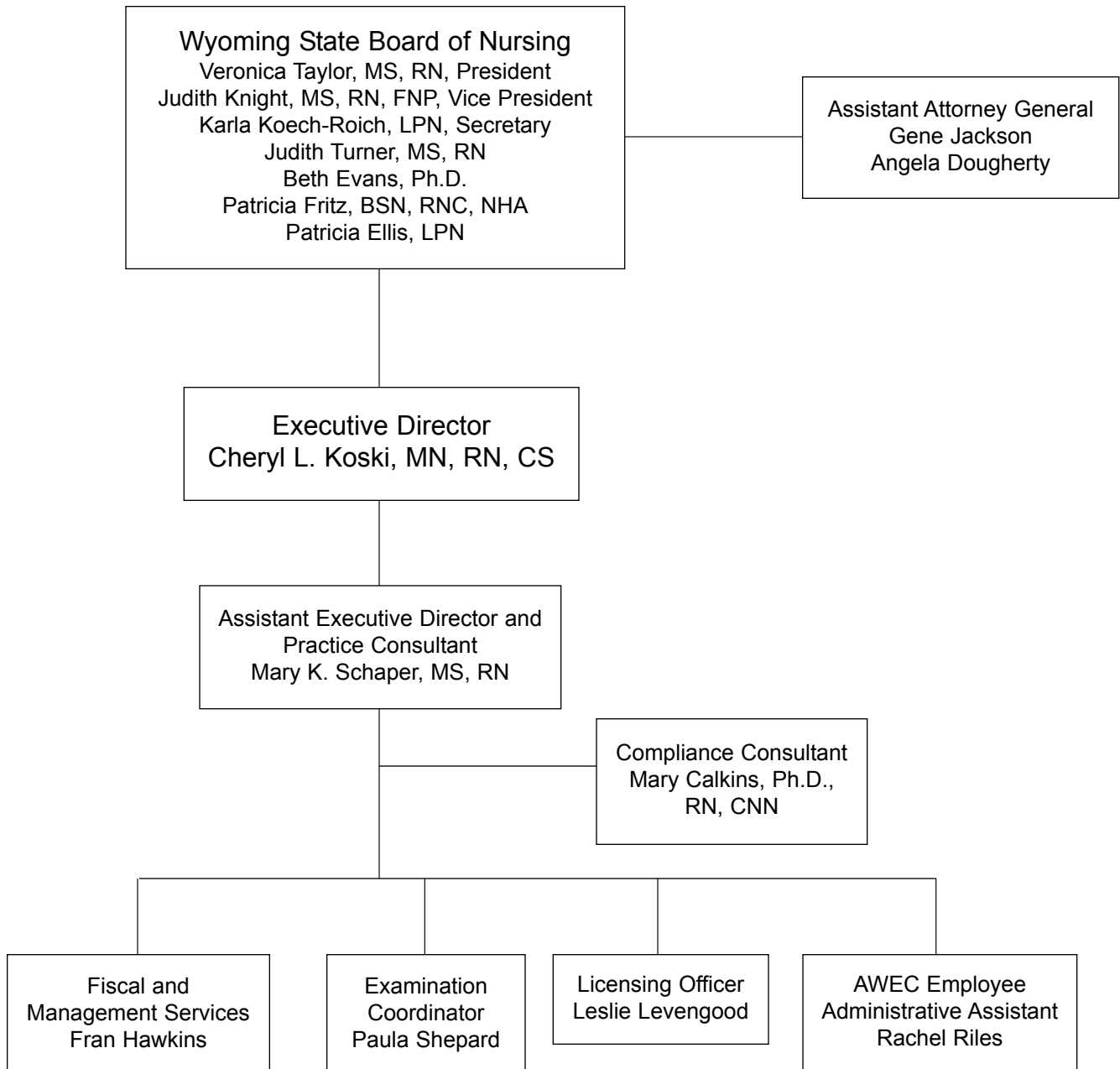
The Board of Nursing continues to contract with the Wyoming Professional Assistance Program (WPAP) to allow WPAP to serve as the board's agent for the purpose of monitoring all impaired nurses in the state who enter the program either voluntarily or through order of the board. Currently, there are nine board ordered nurses in the program.

The Board of Nursing facilitated the establishment of the "Medication Task Force of Wyoming," which is composed of representatives from several state agencies and facilities in the state. The purpose of the task force is to address administration of medications by unlicensed assistive personnel in the state.

❖ *Strategic plan changes*

The board will continue to promote the health, safety and welfare of the residents of Wyoming through the regulation and enforcement of standards of nursing, nursing education and nursing practice in the state. The Board of Nursing plans to continue to work with the Medication Task Force of Wyoming in addressing medication administration by unlicensed personnel.

Board of Nursing organization chart



Board of Outfitters and Professional Guides

❖ *Mission and philosophy*

The board's mission is to safeguard and promote public health, safety and welfare by maintaining consumer confidence in obtaining professional services through adherence and enforcement of high standards for professional licensing.

❖ *Results of outcomes*

The board reviewed 36 complaints during this time period, of which 31 were against licensed outfitters. Of these 36 complaints, eight were unfounded, 12 were mild, 10 were moderate, and six were of a severe nature. The total number of complaints equals 9.8 percent of all licensed outfitters.

The memorandum of understanding (MOU) among this board, the U.S. Department of Agriculture, U.S. Forest Service - Rocky Mountain and Intermountain Regions, the Wyoming State Land and Farm Loan Office, Bureau of Land Management and Wyoming Game and Fish Commission has streamlined the issuance of licenses and investigations of fraudulent activity. In September of 1999, the U.S. Department of the Interior - Fish and Wildlife Service and National Park Service - Grand Teton National Park have joined this MOU.

The major problem faced by the board is convincing county prosecutors of the serious problems caused by illegal operations. Therefore, prosecutors do not want to file charges, or if the person is convicted, he or she is fined a very small amount.

❖ *Strategic plan changes*

Investigators will continue to work with the task force, which includes members from various law enforcement agencies, to run covert operations and coordinate efforts to reduce illegal outfitting in Wyoming.

A multi-state meeting will be held with boards from the surrounding states to discuss the problems of illegal outfitters crossing state lines.

General information

Jane E. Flagg
Occupational Licensing Administrator

Agency contact

Jane E. Flagg
307/777-5323
1750 Westland Road
Cheyenne, WY 82002
outfitte@www.state.wy.us

Other locations

Glenrock, Mountain View

Year established

1989

Statutory references

W.S. 23-2-406 through 23-2-418 and W.S. 33-1-201

Number of authorized personnel

Four full-time

Organizational Structure

Department of Administration and Information, Wyoming State Board of Outfitters and Professional Guides

Clients served

Outfitters, guides, hunters

Budget information

Fund 551 \$242,946

Agency to which group reports

Governor, Department of Administration and Information (Type 3 Transfer)

Number of members

Seven

Meeting frequency

Five to six times per year

Pari-Mutuel Commission

❖ *Mission and philosophy*

The Wyoming Pari-Mutuel Commission will oversee every aspect of pari-mutuel racing. The commission will foster an environment of trust and safety in pari-mutuel racing to stimulate participation in the industry by patrons and licensees and to maximize the amount of money circulating through the racing industry and its ancillary and constituent businesses.

The Wyoming Pari-Mutuel Commission accepts and affirms its responsibility to perform its duties in strict compliance with applicable state laws and with the highest integrity. The commission will provide efficient and consistent service to the general public and licensees while remaining sufficiently flexible to adjust to the distinctive and changing needs of and influences on the racing industry.

❖ *Results of outcomes*

A total of \$71,724.39 was distributed to owners and breeders of Wyoming-bred horses. The number of Wyoming-bred horses participating in races has decreased due to fewer racing opportunities.

The commission safeguards and promotes the public health, safety and welfare by maintaining consumer confidence in obtaining professional services through adherence and enforcement of high standards for professional licensing. It regulates and encourages horse racing in Wyoming, and supervises and regulates the activities of occupational licensees.

❖ *Strategic plan changes*

There are no changes to the strategic plan for next year.

General information

Frank R. Lamb, Executive Director

Agency contact

Janet Cathcart

307/777-5887

2515 Warren Ave., Suite 301

Cheyenne, WY 82002

jcathc@state.wy.us

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

Year established and reorganized

Established 1969, reorganized 1989

Statutory references

11-25-101 through 11-25-113

Number of authorized personnel

Four full-time, two part-time seasonal, four contract

Organizational structure

Wyoming Pari-Mutuel Commission

Clients served

Wagering public; participants in horse racing such as owners, trainers and jockeys

Budget information

Administration	\$389,995
Breeders Award Fund	90,000
Total	\$479,995

Agency to which group reports

Department of Administration and Information

Number of meetings

Four times per year and as necessary

Board of Pharmacy

❖ *Mission and philosophy*

The Board of Pharmacy is that state agency charged with the responsibility of protecting the health and welfare of residents of Wyoming with regard to pharmaceutical services. By statute, the board regulates the practice of pharmacy in the state. This includes licensing of pharmacists, pharmacy technicians and nonresident pharmacies and licensing/inspection of resident pharmacies. By the same statute, the board licenses manufacturers, distributors and wholesalers who ship prescription drugs into, out of or within the state of Wyoming, and the board inspects resident manufacturers, distributors, wholesalers and oxygen manufacturers/distributors. The foregoing responsibilities are provided for in the Wyoming Pharmacy Act (W.S. 33-24-101 to 33-23-301)

The board is designated by statute as the agency responsible for the registration of the manufacture, distribution and dispensing of controlled substances within the state. This includes the registration of all practitioners with statutory authority to administer or prescribe controlled substances, pharmacies (retail and hospital), resident manufacturers, distributors/wholesalers and nonresident manufacturers and distributors/wholesalers who ship into the state. In addition to registration, the board conducts inspections of these sites relative to their handling of controlled substances. The foregoing responsibilities are provided for in the Wyoming Controlled Substances Act (W.S. 35-7-1001 to 35-7-1101)

The board investigates consumer complaints (as well as board identified concerns) regarding possible violations of the Wyoming Pharmacy Act, Wyoming Controlled Substance Act and related rules and regulations. The board administers disciplinary action as warranted.

The board promulgates rules and regulations further defining those areas defined by statute for which the Board of Pharmacy has responsibility.

❖ *Results of outcomes*

The following statistics relate to licensing/investigative actions taken by the board during this reporting period:

- Pharmacists licensed, 1,014;
- Pharmacists newly licensed, 28;
- Pharmacy technicians licensed, 226;
- Pharmacy technicians newly licensed, 46;
- Multi-state pharmacy jurisprudence exams certified, 37;
- Pharmacy technician exams administered, 46;
- Resident pharmacies licensed, 143;
- Resident pharmacies newly licensed, seven;
- Nonresident pharmacies licensed, 201;
- Nonresident pharmacies newly licensed, 52;
- Controlled substance registrant renewals, 1,798;

General Information

James T. Carder, Executive Director

Agency Contact

James T. Carder, Executive Director
307/234-0294
1720 S. Poplar St. Suite # 4
Casper, WY 82601
wypharma@wercs.com

Year established

1886

Statutory references

W.S. 33-24-101 to 33-24-301
W.S. 35-7-1001 to 35-7-1101

Number of authorized personnel

Four full-time

Organizational structure,

Wyoming State Board of Pharmacy

Clients served

Pharmacists, pharmacy technicians, pharmacy interns, pharmacy technician-in-training, pharmacies (retail and institutional), controlled substance registrants, manufacturers, distributors, wholesalers, oxygen manufacturers and distributors, nursing homes

Budget information

Administration (001)	\$89,456
Licensing Board (060)	185,301
Total	\$274,757

Agency to which group reports

Department of Administration and Information

Number of members

Three board members, RPh
Three ex-officio board members, MD,DDS,DVM

Meeting frequency

Three meetings per year minimum

- Manufacturers, distributors/wholesalers (prescription drugs and oxygen), 468;
- Controlled substance manufacturers, distributors/wholesalers, 175;
- Retail pharmacy inspections, 165;
- Distributor/wholesaler inspections, four;
- Oxygen manufacturer/distributor inspections, 13;
- Hospital inspections, 23;
- Other site inspections (clinics, state), eight;
- Pharmacy/pharmacist/pharmacy technician investigations completed, 24;
- Investigations completed for other boards, nine;
- Investigations coordinated with police/sheriff, two; and
- Administrative sanctions, six.

The board responds to drug diversions identified by practitioners in the state by participation in the "Pharmacy Alert" program offered by the Drug Enforcement Agency (DEA). The Pharmacy Alert program utilizes fax transmission to all pharmacies in the state. This type of information distribution is used for sharing information on individuals with drug-seeking behavior and/or fraudulent prescriptions. During this reporting period, 97 pharmacy alerts were initiated by this office, which represents a 26 percent increase over FY99.

The board adopted new/amended rules in September 1999 and again in January 2000. The rules adopted in September involved establishing various fees for examinations, licensing and renewals; establishing late fees; establishing rules governing emergency drugs in nursing homes; reinstatement procedures for revoked/suspended pharmacists' or pharmacy technicians' licenses; and designating ephedrine, in combination with other drugs, as a dangerous drug in Wyoming. The rules adopted in January 2000 dealt with collaborative practice.

The board did complete its major task of establishing a computerized database for all licensees and registrants during this fiscal year and did hire a second inspector who works part-time for the board.

❖ *Strategic plan changes*

The Board of Pharmacy plans a major rule-making notice that will encompass establishing institutional pharmacy practice rules in addition to other updates in the board's rules.

Professional Teaching Standards Board

❖ *Mission and philosophy*

The mission of the Professional Teaching Standards Board (PTSB) is to ensure that every student is served by competent, ethical educators who meet rigorous performance standards. Its charge is to protect the citizenry by providing consumer protection for public school personnel in Wyoming. The PTSB acts in accordance with the highest standards of ethics, accountability, efficiency and openness. The board strives to provide firm and fair regulations with efficient and effective service.

❖ *Results of outcomes*

The Professional Teaching Standards Board has 26,627 certified education personnel (August 2000). A survey was sent to 10 percent of the new applicants. The results showed the Wyoming certification process is completed within a few weeks, and the staff is helpful.

The public has increased usage of the Web site, with an average of 858 requests per month. Clients have downloaded an average of 435 applications per month. The PTSB staff continually increases the use of e-mail to communicate with teachers as more school districts are connected.

In support of Senate Enrolled Act 33 and with a subsidy grant from the National Board for Professional Teaching Standards, the PTSB administered support for teachers seeking National Board Certification. Three Wyoming teachers received certification after completing the certification application in 1999. In 2000, 24 teachers received the grant and 16 teachers completed the certification application process.

The board continues to support alternate certification, with a 260 percent increase in portfolio certification applications from last year. For the 1999-2000 school year, the board approved 108 requests by school districts for collaboration certification, a 55 percent increase, and 13 temporary permits, an 85 percent increase.

The PTSB is a member of a partnership with the University of Wyoming College of Education and the Wyoming School-University Partnership, which has received federal funding support. During the last year committees have worked to align teachers' standards to student standards in science, social studies, math and language arts. Thirty-seven new teachers were trained to assess portfolios. Approximately 187 teachers participated in focus groups to discuss quality teaching and renewal requirements and study the elements of quality teaching.

The PTSB continues to evaluate and approve workshops and school district staff development plans for renewal

General information

Linda L. Stowers, Director

Agency contact

Linda Stowers
307-777-6261
2300 Capitol Ave.
Hathaway Building Second Floor
Cheyenne, WY 82002
lstowel@state.wy.us

Year established

1993

Statutory references

Wyoming Statute 21-2-801 and 21-2-802

Number of authorized personnel

Seven full-time

Clients served

Teachers, administrators, substitute teachers and permitted individuals who wish to hold certification

Budget information

Fund 111 \$355,047

Agency to which group reports

Department of Administration and Information

Number of members

13

Meeting frequency

The board meets four times per year, not less than once every three months.

credits, investigate reports of FBI and state criminal background checks and evaluate and monitor teacher education programs. It remains a member of the National Clearinghouse and Interstate Compact for reciprocity with other states.

❖ *Strategic plan changes*

The PTSB will continue to expand its use of technology. Subject to technological abilities, applications will be available to complete online for printing. To assure teacher quality, the PTSB will investigate new approaches to issue certificates or permits that allow for an individual to teach part time in a specific subject area.

Real Estate Commission

❖ *Mission and philosophy*

The mission of the Real Estate Commission and the Certified Real Estate Appraiser Board is to assist and protect consumers of real estate services and foster economic growth in Wyoming. Through education, licensing and industry regulation programs, the Real Estate Commission and Certified Real Estate Appraiser Board ensure the availability of capable and honest real estate service providers.

❖ *Results of outcomes*

The staff maintained "same day service" to industry and public for requested services.

More than 200 people participated in educational seminars sponsored by the commission and the appraiser board.

Two informative newsletters reflecting industry trends and regulatory issues were published.

Commissioners, board members and staff attended national conferences sponsored by the National Association of Real Estate License Law Officials and the Association of Appraiser Regulatory Officials. The conferences helped attendees fulfill their roles as regulators who protect the public in real estate transactions.

Complaints against real estate licensees decreased to 28, and complaints against real estate appraisers increased to 15.

Two real estate appraiser certifications were revoked, and one appraiser was reprimanded. Two real estate licenses were revoked, four licenses were suspended, and one licensee was reprimanded. Cease and Desist orders were issued to five companies for dealing in real estate in Wyoming without licenses.

❖ *Strategic plan changes*

The commission and board will safeguard and promote the public health, safety and welfare by maintaining consumer confidence in obtaining professional services through adherence and enforcement of high standards for professional licensing.

General information

Constance K. Anderson
Executive Director, Real Estate Commission;
Ex Officio, Certified Real Estate Appraiser Board.

Agency contact

Constance K. Anderson
307/777-7141
2020 Carey Ave., Suite 100
Cheyenne, WY 82002
cander2@state.wy.us
www.realestate.state.wy.us

Year established

Real Estate Commission: January 6, 1930
Certified Real Estate Appraiser Board: July 1, 1991

Statutory references

Real Estate Commission: W.S. 33-28-101 through 33-28-309
Appraiser Board: W.S. 33-39-101 through 33-39-129

Authorized personnel

Four full-time employees, five real estate commissioners, five appraiser board members

Organizational structure

Wyoming Real Estate Commission and
Wyoming Certified Real Estate Appraiser Board.

Clients served

General public, real estate licensees and certified real estate appraisers.

Budget information

\$376,535

Agency to which group reports

Governor appoints real estate commissioners and appraiser board members. Staff answers to Real Estate Commission.

Number of members

There are five real estate commissioners and five real estate appraiser board members.

Meeting frequency

Real Estate Commission and Appraiser Board meet four to six times per year.

Board of Registration for Engineers and Land Surveyors

❖ *Mission and philosophy*

The mission of the Board of Registration for Professional Engineers and Professional Land Surveyors is to protect the public from incompetent, unethical or unlicensed practice of engineering and land surveying and to promote excellence in the practice of these regulated professions.

❖ *Results of outcomes*

The board participated at the national level in the activities of the National Council of Examiners for Engineering and Surveying.

The board has very limited powers to enforce the legislation requiring a license for the practice of engineering or surveying as it applies to non-registrants.

The board often has difficulty investigating and resolving complaints in a timely manner. This is partially due to a lack of full-time investigative staff.

❖ *Strategic plan changes*

No changes have been submitted.

The board has set goals of updating examinations on an annual basis, attending one zone and one annual meeting each year, completing all investigations in 120 days, finalizing all disciplinary actions within one year of initiation of complaint and meeting annually with the professional organizations and societies.

General information

Christine Turk, Executive Director

Agency contact

Christine Turk
307/777-6155
Pioneer Building,
2424 Pioneer Ave., Ste 400
Cheyenne, WY 82001
cturk@wyoming.com

Year established

1907

Statutory references

§33-29-114 through §33-29-149

Number of authorized personnel

Three staff, one attorney general representative

Clients served

Professional engineers and professional land surveyors

Budget information

Earmarked \$473,119

Agency to which group reports

State Engineer's Office

Number of members

Seven

Meeting frequency

Quarterly

Board of Registration for Professional Geologists

❖ *Mission and philosophy*

The mission of the Wyoming Board of Professional Geologists is to protect the health, safety and welfare of the public by promoting the practice of geology by professional geologists and by providing fair and balanced regulation of the geologic profession. This mission is accomplished by licensing only those persons who meet or exceed the minimum statutory requirements of education, experience and competency necessary to be called professional geologists. This licensing process currently involves examinations to establish an applicant's competency to practice as a professional geologist. The board's regulatory responsibility includes the discipline of professional geologists licensed in Wyoming as well as seeking the prosecution of unlicensed persons who violate the Geologists Practice Act.

The board balances its regulatory responsibilities with service and support to the public, as well as to its licensed professional geologists. The board is objective and ethical, as well as responsive to and considerate of the needs of its various constituents. Quality, cost-effective services are provided, whether for information, testing, professional support, the administrative process of licensing or other services. Fees charged are those reasonably necessary to support the board's activities in a responsible and accountable fashion.

❖ *Results of outcomes*

By the end of FY00, the board had licensed 3,412 professional geologists (some are now deceased and others have not renewed their licenses). At the end of FY00, there were 3,030 active professional geologists and 69 active geologists-in-training. Since its inception in 1991, 4,062 applications have been received by the board, with 56 applications rejected for not meeting minimum statutory requirements and one for submitting a fraudulent application.

In FY00, the board, with assistance from its staff, mailed 53 application packets; received 25 applications for licensure; proctored 30 national examinations; processed 23 requests for verification of licensure; granted licensure to 25 geologists, 13 by examination, five by comity and seven under grandfather provisions; and granted certifications to four geologists-in-training. The board distributed 263 rosters, more than 3,000 bulletins and more than 3,500 consumer pamphlets to licensees, state agencies, county libraries and other parties. The FY00 survey of the board's licensees resulted in 70 percent of the respondents indicating that the board was meeting or exceeding their expectations.

General information

Geri L. Allen, Executive Director

Agency contact

Geri L. Allen, Executive Director
307/766-2490
PO Box 3008
Laramie WY 82071
wbpge@wsgs.uwyo.edu
<http://wbpgeweb.uwyo.edu>

Year established

1991

Statutory references

W.S. 33-41-101 through W.S. 33-41-121

Number of authorized personnel

One full-time, one part-time

Clients served

General public, registrants, Wyoming state and local governments, business and industry, the geologic profession as a whole

Budget information

Earmarked funds \$109,839

Agency to which group reports

Department of Administration and Information

Meeting frequency

Minimum of four meetings required per year

On the national level, the board continued its active role within the National Association of State Boards of Geology (ASBOG). The board had members serving on the By-Laws Committee, the Examination Committee and the Task Analysis Committee. The board also appointed a designee to serve on the ASBOG Council of Examiners. In FY00, the number of states using the ASBOG examinations rose to 24. Continued contacts made on the national level have expanded the number of working alliances beneficial to the board.

The board established a Web site in FY99, providing access to the following: all statutes and rules, application forms that can be downloaded, a roster of licensees that can be searched based on varied criteria, exam information, instructions for filing complaints, annual reports, bulletins, meeting information and other pertinent information relating to the board. Connections to the Web site averaged 500 per month for the last six months of FY00.

❖ *Strategic plan changes*

In FY97, the board's activities became a strategy under the Department of Commerce's Strategic Plan. In FY98, all licensing boards were transferred under the umbrella of the Department of Administration and Information. Whether the board's activities become a part of the Department of Administration and Information's strategic plan has not yet been determined.

The board focus for FY2001 will be to further expand public awareness through continued development of its Web site, publication of regular bulletins and broader disbursement of its revised consumer pamphlet. The board will continue to increase its contacts on the state, national and international levels to expand the number of alliances beneficial to the board, its licensees and the general public. The board will continue to take disciplinary action for violations of the Wyoming Geologists Practice Act as well as for violations based on professional disciplinary actions taken in other jurisdictions.

Board of Veterinary Medicine

❖ *Mission and philosophy*

The mission of the Board of Veterinary Medicine is to safeguard the health, safety and welfare of Wyoming residents. The board promulgates, implements and enforces rules and regulations that establish uniform and reasonable minimum standards in education, experience and examination; defines a professional development program for continued competency of license holders; adopts codes of conduct in the practice of veterinary medicine; and defines procedures for receipt, review and resolution of complaints filed against license holders.

❖ *Strategic plan changes*

The strategic plan for the board is incorporated with the Department of Administration and Information. The goal is to safeguard and promote the public health, safety and welfare by maintaining consumer confidence in obtaining professional services through adherence and enforcement of high standards for professional licensing.

General information

Marshall Kohr, D.V.M., Board President

Agency contact

Nanette Brown,
Occupational Licensing Administrator
307/777-3507
2020 Carey Ave., Suite 201
Cheyenne, WY 82001
nbrown1@state.wy.us

Year established and reorganized

1967

Statutory reference

33-30-101 through 215

Number of authorized personnel

None

Clients served

Residents of Wyoming, veterinarians holding Wyoming licenses

Agency to which group reports

Department of Administration and Information

Number of meetings

Four to six

Meeting frequency

As needed