



Wyoming State Government Annual Report 2003

Compiled and edited by Justina Buckles

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

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July 1, 2002 to June 30, 2003

Cover design by Justina Buckles



STATE OF WYOMING
OFFICE OF THE GOVERNOR

Dave Freudenthal
GOVERNOR

STATE CAPITOL
CHEYENNE, WY 82002

Message from the Governor...

This edition of the Wyoming State Government Annual Report summarizes the work of Wyoming agencies in setting goals, measuring performance and fulfilling their missions.

This report is prepared to comply with Wyoming Statute 9-2-1014 and is submitted to the Legislature and Legislative Service Office, State Auditor, Department of Audit, and the Budget Division in Administration and Information for their review.

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Wyoming Department of Administration and Information
State Library Division, Publications Office
2301 Capitol Avenue
Cheyenne, WY 82002

A handwritten signature of Dave Freudenthal in cursive script, positioned above a horizontal line. A vertical line is to the right of the signature.

Dave Freudenthal, Governor



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.

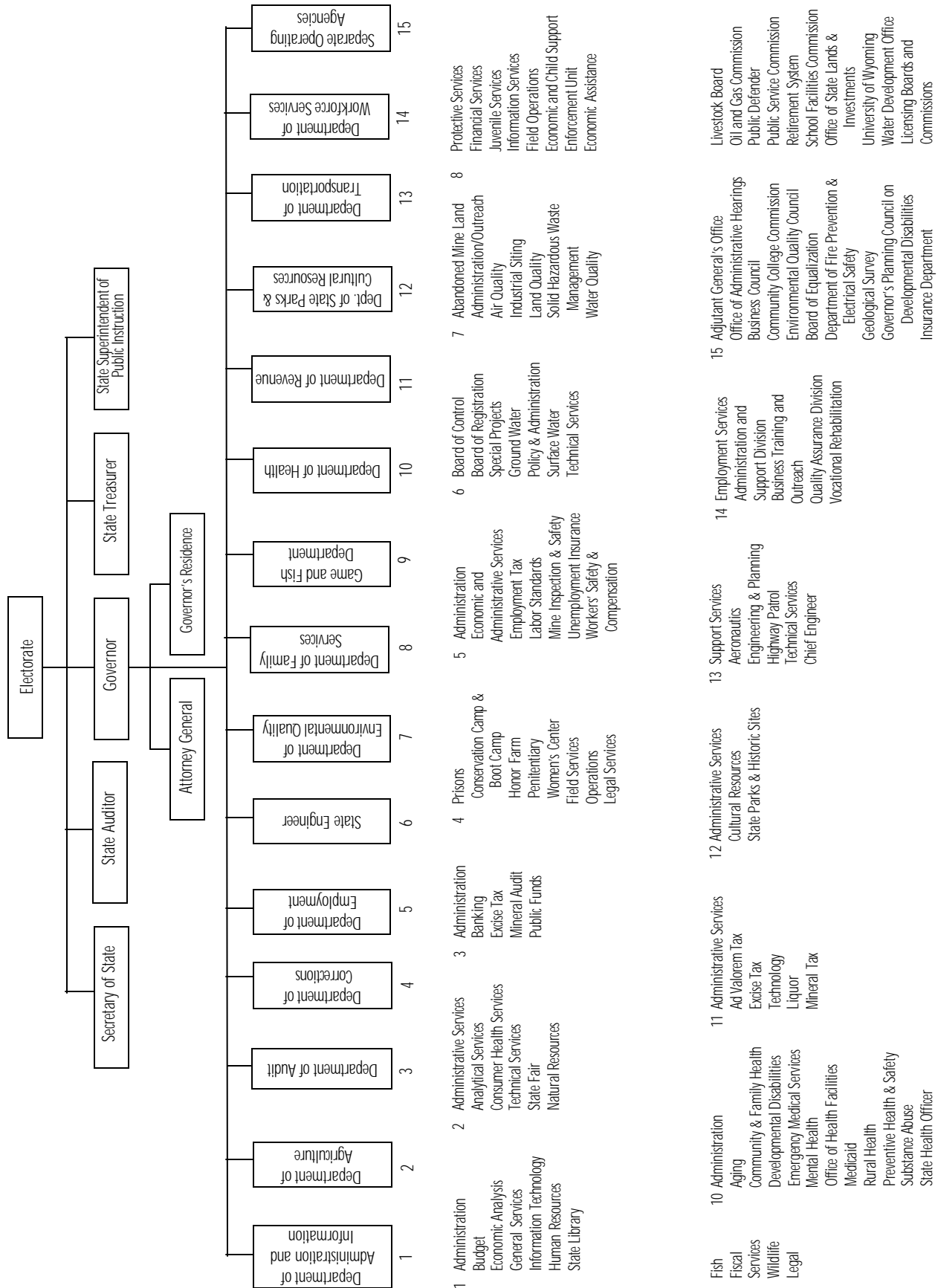
28-1-115(f), following an opportunity for public review, shall submit to and have approved by the governor a plan as described by W.S. 28-1-115(a)(ii).

(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.

WYOMING STATE GOVERNMENT



Governor's Office

Mission and philosophy

The mission of the Office of the Governor is to provide leadership that builds public trust through accessibility, service, accountability and cooperation. Governor Freudenthal and his staff believe 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.

The governor's vision for Wyoming includes a state that values and nurtures family and community; a state with an enhanced economic base, thriving businesses, community development and protection for our social and natural environment; a state with natural resources developed in a safe and clean manner; a state whose residents have access to the latest and most productive technology; a state where high-quality education effectively prepares the state's youth for a meaningful and challenging future; and a state where government services are delivered using financial resources in an effective and efficient manner.

Results of outcomes

Governor Freudenthal took office on Jan. 6, 2003 and did not have an opportunity to draft his administration's strategic plan until approximately six months later. Therefore, his accomplishments thus far can be clearly enumerated, but will not reflect upon an earlier strategic plan.

Among his first duties upon taking office was to make hundreds of appointments to state positions and boards and commissions. Within approximately three months, several well-qualified agency heads were put into position. Governor Freudenthal also revived two valuable positions that had existed in previous administrations: counsel to the governor and state planning coordinator. Restoring the State Planning Office, and allocating approximately 10 positions for policy analysts of varying specialty areas, assures the state of a centralized planning process and a reduction in redundancy across state government. It also guarantees access for officials and concerned residents to members of the governor's office, if the governor himself is not available.

Governor Freudenthal created the Office of Homeland Security, which sprang from the existing structure of the Wyoming Emergency Management Agency and incorporates workers from the Wyoming Highway Patrol and the state Department of Health. Through the department, he has since approved millions of dollars of federal homeland security funding to be distributed to local governments.

Governor Freudenthal also created a Local Government Coordinating Council, which comprises representatives of city and county governments in the

General information

Governor Dave Freudenthal

Agency contact

State Capitol
200 W. 24th St.
Cheyenne, WY 82002

307/777-7434

Other locations

N/A

Year established

1890

Statutory references

Wyoming Constitution, Article 4; Wyoming Statute 9-1-201

Number of authorized personnel

29 full-time

Organizational structure

Governor's Office, State Planning Office, Office of Homeland Security

Clients served

Wyoming residents

Budget information

(administration): **\$1,202,459**

hopes of giving them a stronger voice at the Capitol. He also saw the creation of the Office of Consumer Advocate, an office he campaigned for and one that was established during the 2003 legislative session, at the Public Service Commission.

As early as January, Governor Freudenthal began to attend troop deployment ceremonies around the state as Wyoming-based military members were sent overseas in the ongoing war on terror and war in Iraq. He also immediately began town hall-style meetings with stakeholders in the development of coalbed methane, first in Gillette and later in Sheridan and other places.

Governor Freudenthal immediately began work with the School Facilities Commission as it began to research and draft recommendations to the state for school capital construction requests and needs. Given legal requirements facing the state, the governor is advocating a conservative budget so that all schools can be treated equally. In the hopes of creating a pay system that is equitable and consistent across state government, Governor Freudenthal created a task force, which is nearing a final plan, to re-examine the way pay raises are given to state employees.

The governor has taken a number of actions in support of Wyoming's children, which range from his work on education spending to hosting a roundtable on children and families (for which attendance numbered in the hundreds) to supporting legislation requiring a study of how the state meets their needs.

Governor Freudenthal has taken a number of steps in support of electric transmission development in the state, including an executive order advocating regional teamwork in its development and planning, along with Utah Governor Mike Leavitt, a subregional transmission planning initiative scheduled for late September.

Strategic plan changes

Goals as outlined in new strategic plan:

Goal: To operate the executive branch of state government in an open, ethical and accountable manner.

Objective: To allow constituents to find answers to their questions and concerns with only a reasonable amount of effort.

Outcome: An increasingly "user-friendly" state government.

Strategy: Ensure that state employees that interact regularly and directly with the public have a working knowledge of the duties and capabilities of all major state agencies.

Strategy: Ensure that state employees that interact regularly and directly with the public can direct constituents to the state Web page or other resources as a starting point.

Strategy: Remove as many automated telephone systems as possible, to ensure that constituents reach a live person when calling state offices.

Objective: To ensure that constituents know their concerns are heard at the state level.

Outcome: A constituency that feels represented by its state government and therefore responds fairly to governmental policies.

Strategy: Respond to all correspondence in a timely manner, prioritizing those that come from Wyoming residents.

Strategy: Ensure that all telephone calls are returned in a timely manner.

Strategy: When possible, allow constituents calling or writing the governor's office to directly speak to the governor.

Strategy: When residents' concerns or suggestion serve as the basis for policy, clearly state that as the case.

Objective: To ensure that the people's business is not conducted entirely behind closed doors, while still allowing a measure of privacy to constituents who desire it.

Outcome: A constituency who trusts state government because of a governor who is accountable for his actions by taking them predominantly in clear public view.

Strategy: Make the governor's schedule as publicly available as possible, and answer openly any questions about meetings not listed publicly.

Strategy: Acknowledge that, periodically, an individual constituent or official has the right to meet privately with the governor.

Strategy: Regularly update the governor's Web site with press releases and other forms of information regarding the duties he performs.

Goal: To operate the executive branch of government in a responsible, effective and efficient manner.

Objective: A fiscally conservative and easily understandable state budget that was fairly developed and can be readily justified.

Strategy: Set aside significant time in the months leading up to a budget session for working with agency heads to compile their budget.

Strategy: Make clear directions and expectations for budgets to be submitted to the governor's Office.

Strategy: Apply consistent rationale to budget decisions.

Objective: To avoid redundancy of duties within the governor's office.

Strategy: Establish specific destinations for correspondence of various subject matters.

Strategy: Log all correspondence so that it may be tracked through the system.

Office of Homeland Security

March 7, 2003

Governor Signed Senate File 55 Into Law

This law created the Wyoming Office of Homeland Security and authorized the governor to appoint a director, Joe Moore, and appoint the Coordinator of the Wyoming Emergency Management Agency, Larry Majerus.

This law also removed WEMA from the Wyoming National Guard and placed it within the Wyoming Office of Homeland Security.

March 24, 2003

The 4 C room was established.

The Crisis Command, and Control Center, for Emergency Operations is now established in the Hunt Building, 2305 Carey Avenue, Cheyenne, as a place for the governor and key policy-making government leaders to conduct operations in case of large statewide disasters or in incidents where the capitol cannot be used. It provides a secure communication system and space for key government officials to perform related duties during such emergencies. It will be activated in cases of credible threats or whenever the governor directs it should be activated.

April 1, 2003

Major Ken Galbraith, WHP, detailed to the OHS

Major Galbraith's position, salary and operational costs are provided by the Wyoming Highway Patrol and WYDOT. He is detailed/assigned to work with the Director of the Wyoming Office of Homeland Security to develop the Homeland Security program for the state, and specifically to coordinate the "Crisis Management" element in dealing with criminal acts.

April 8, 2003

Governor Approves ODP 2002 Funding for PPE Equipment to First Responders

Previously existing Office of Domestic Preparedness/Department of Homeland Security Grant funding provided Personal Protective Equipment to all sworn peace officers in Wyoming. This equipment is critical to protect these first responders in cases of potential exposure to terrorist attacks such as Chemical, Biological, Radioactive, Nuclear, and Explosive substances and during investigative work or while responding to natural or manmade technological disasters.

April 9, 2003

WOHS makes a presentation to WLEA administrator's Conference

The Office of Homeland Security made a presentation to the Annual Wyoming Law Enforcement Administrator's Conference in

Douglas, concerning the creation of our agency and potential funding to help law enforcement and all first responders in thwarting acts of terrorism and preventing them from occurring.

April 14, 2003

Robert (Bob) Sherard, Dept of Health, is detailed to the Wyoming Office of Homeland Security.

Mr. Sherard's position and salary are provided by the Wyoming Department of Health.

He is detailed/assigned to work with the Director of the Office of Homeland Security to develop the program for the state.

April 14, 2003

Dept. of Health adopts their established state regions to match the 6 response regions of the Fire Department.

The State Fire Marshal's Office had previously established six regions around the state, based on an approximate two hour response time to most locations within the Wyoming. In the spirit of coordination and in the best interest of establishing a "Regional Response Team" concept, the Department of Health adopted these same regional boundaries for their program- beginning with the smallpox vaccination program.

April 17, 2003

Marcelino Galvin, Dept. of Homeland Security, Region 8, Grant Manager, met with Wyoming Office of Homeland Security Mangement.

This meeting established authorization to make specific requests for federal grant consideration, which might be more specific to the needs of Wyoming than formally issued and directed on a nationwide level.

April 22, 2003

Governor Approves Portable Interoperable Communications Systems (PICS) units to be distributed to the established Six Homeland Security Response Teams.

These units provide critical technology to allow all agencies and first responders to communicate with each other during critical events of terrorist attacks, natural disasters, or planned events within the state. This communication enhancement permits the use of existing two way radios now located within each of the agencies, within limited areas around the incident.

April 28, 2003

Michelle Ammerman, Dept. of Health, Bio-terrorism Program, is detailed to the Wyoming Office of Homeland Security.

Mrs. Ammerman's position and salary are provided by the Wyoming Department of Health.

She is detailed/assigned to work with the Director of the Office of Homeland Security to develop the program for the state.

April 29, 2003

Mr. Maurstad, FEMA, was here and met with OHS Management concerning FEMA funding issues.

During this meeting, the Wyoming Office of Homeland Security made a request for 75/25 percent matching funds to build a Sensitive Compartmentalized Information Facility (SCIF) for the governor to use in "classified" information or critical incident matter.

Also during April, Office of Homeland Security met with the following groups (including but not limited to) the Wyoming Association of Municipalities, the County Commissioners Assn, Wyoming Dept. of Education, (routine scheduled meetings with the Dept. of Health, Bio-terrorism Group), U.S. Attorney's Office, Wyoming Division of Criminal Investigation, the Federal Bureau of Investigation, State Fire Marshal's Office, the Annual Fire Chief's Meeting, Command Staff of Warren Air Force Base, and the Chairman of State Emergency Response Commission Commission.

The Wyoming Office of Homeland Security also initiated a system to announce critical matters of concern to Wyoming Law Enforcement, or others needing to know, through a joint message from the FBI, the U.S. Attorney's Office and the Wyoming Office of Homeland Security, as may be needed. Letterhead was drafted, an OHS logo was made, and an incident reporting form for in-house documentation was created.

April 30th- May 2nd

Meetings with Local Officials

During the first week of May, we traveled and met with representatives of local law enforcement, fire personnel and County Emergency Coordinators from Carbon, Fremont, and Hot Springs County. We also addressed the County Veterinarian Members at Thermopolis on May 2nd. The purpose was to review the operation of our agency and answer questions concerning grant funding and processes.

May 6, 2003

Meeting with Region 8 FEMA

Employees of OHS Emergency Management went to the Region 8 office of FEMA in Denver. They examined the resources of FEMA and continued the discussion of our plan for the need of a secure Command Center for emergency operations.

May 20, 2003

Annual County Emergency Coordinators Meeting

The Coordinator of OHS Emergency Management Agency gave a welcome to the County

Emergency Coordinators at their annual conference in Rock Springs

May 21, 2003

Office of Homeland Security Presentation to LECC Conference

A Power Point presentation on our program was presented to the Law Enforcement Coordinating Committee Annual Conference in Jackson, Wyoming. We also introduced the WI2MS CD disks, which contains a vast database of information by county and regions, and distributed them to all attendees.

May 22, 2003

Presentation to the SERC Commission

A Power Point presentation on our program was presented to the State Emergency Response Commission Meeting in Rock Springs dealing with Wyoming Homeland Security.

May 30, 2003

Purchase of EOD Equipment

Governor Freudenthal approved the use of ODP FY02 grant funding to purchase Explosive Ordinance Disposal Equipment including such items as: protective suits, protected communications systems, a robot, trailer for the robot, and specialized equipment for the robot) at a cost of \$275,876.00. This equipment will be available for response to any location in the state and will be operated by existing trained law enforcement technicians.

May 30, 2003

Purchase of Protective Equipment for Firefighters

Governor Freudenthal approved the use of ODP FY2002 grant funding to purchase specialized protective equipment for 145 fire departments, career and volunteer, at a cost of \$1,550,000. This purchase was coordinated and recommended by the State Fire Marshal's Office.

June 2, 2003

FEMA Awards Funding For The SCIF

FEMA awards \$34,752 as federal match (75/25 percent) for the completion of our Sensitive Compartmentalized Information Facility.

June 6, 2003

Three-Year Exercise Plan Announced

The Department of Homeland Security announces Wyoming is the first state to develop the timeline for a three-year exercise plan as required by the Office of Domestic Preparedness.

June 17, 2003

Purchase of Units for Hospitals

Governor Freudenthal approves the purchase of decontamination units for 31 hospitals (includes

Indian Health, Lusk and VA Centers). Purchased by FY02 Health Resources and Services Administration federal grant funds (\$360,000) and FY03 federal grant funds. (\$200,000).

June 20, 2003

Presentation to Legislative Committee

Director Joe Moore made a presentation to the Joint Transportation Committee/Legislative on the Office of Homeland Security, history, goals, and initiatives. The presentation included a demonstration of the Portable Interoperable Communications Systems (PICS) units.

Office of Homeland Security-Emergency Management Agency

August 2002

Kaycee Flood

Office of Homeland Security personnel were deployed to Kaycee after the flooding to assist with preliminary damage assessments and recovery.

October 2002

Floodplain Managers Handbook Created

The Office of Homeland Security designed and published a handbook for Floodplain Managers and also hosted and coordinated a workshop dealing with this issue.

March 2003

House Bill 19 - Wyoming Emergency Management Act (EMAC) Becomes Law

This new law provides for state assistance and mutual aid assistance among the political subdivisions of the state in cases where a disaster or attack requires resources beyond the ability of the affected community to properly handle.

May 2003

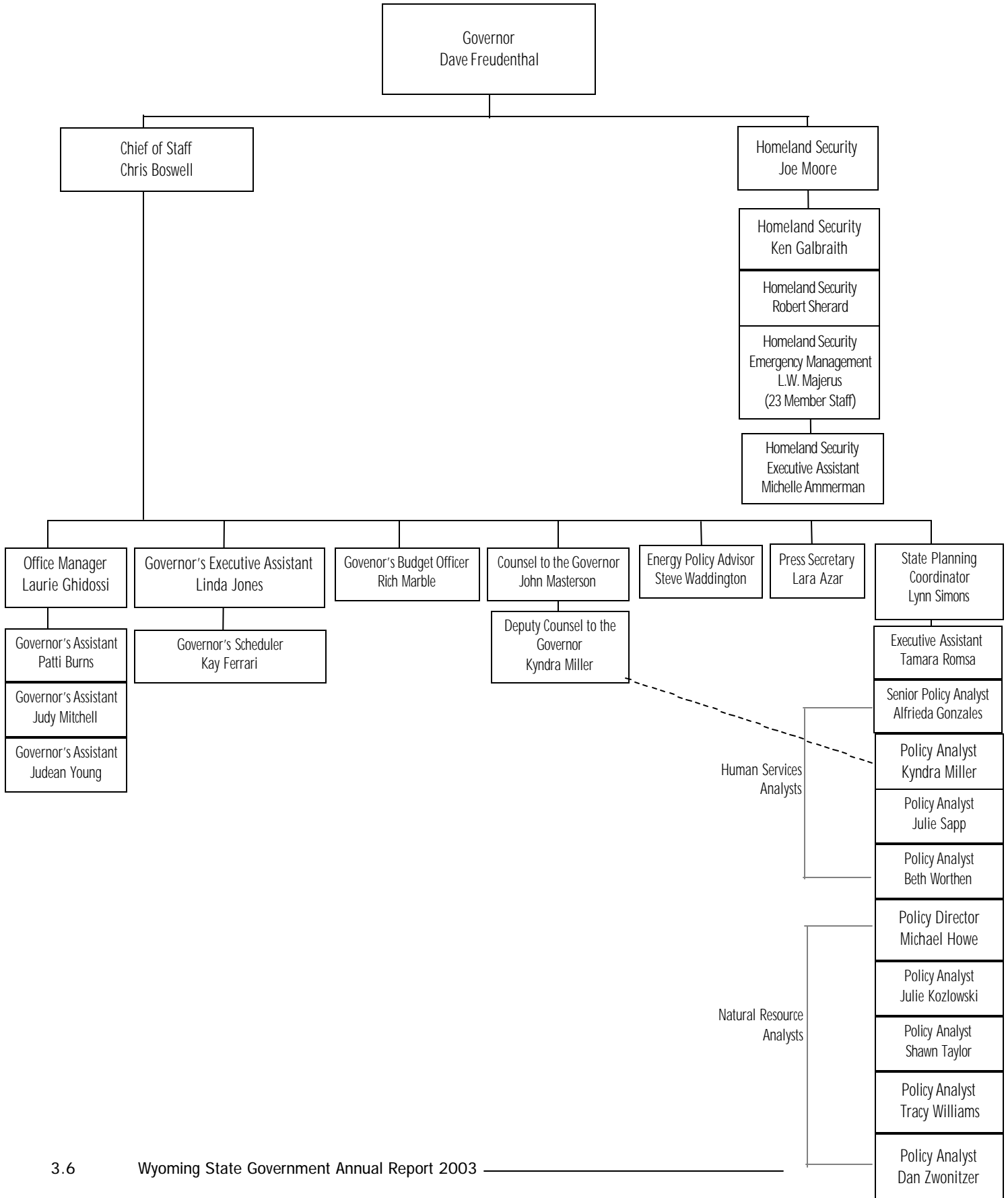
Search and Rescue Reimbursements

The agency reimbursed, from federal funding, \$47,190.48 to local counties for costs related to search and rescue incidents.

During this reporting period, Office of Homeland Security-Emergency Management also conducted 78 training courses. A total of 1158 students attended these classes.

The agency also calibrated 2,427 radiological testing devices and exchanged or provided maintenance to an additional 467 radiological kits.

Office of the Governor organization chart



Governor's Residence

Mission and philosophy

The Wyoming Governor's Residence is a state owned building that serves as a private home for the governor and his family, and serves as the primary site for most of the official functions that the governor and first lady conduct on behalf of the state.

Because the governor's residence is a semi-public building, it also serves the state by providing a place to display Wyoming's history, art, antiques, and artifacts.

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

The public role of the Wyoming Governor's Residence provides the people of Wyoming with a visible symbol of state history and culture. Official functions include entertaining legislators and their spouses, Wyoming 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.

To protect the privacy of Wyoming's First Family and to provide for a normal life while they live at the Wyoming Governor's Residence, all special events and the work of all staff (governor's residence and other agency staff) must be scheduled with the Wyoming Governor's Residence manager, or the events coordinator.

The governor's residence published tour schedule is Tuesday, Wednesday, Thursday, from 9:00am to 3:00pm. However, the residence is accessible for tours five days a week, Monday through Friday.

Other opportunities for the public to visit the governor's residence included numerous receptions, meetings, luncheons, and teas. Approximately 3,268 people visited the governor's residence during CY03.

General information

Nancy Freudenthal, first lady

Agency contact

Sheri Floyd
5001 Central Avenue
Cheyenne, WY 82009
sfloyd@state.wy.us

307/777-7398

Year established

1901

Statutory references

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

Number of authorized personnel

Two full-time; three part-time

Organizational structure

Does not apply. See organizational chart.

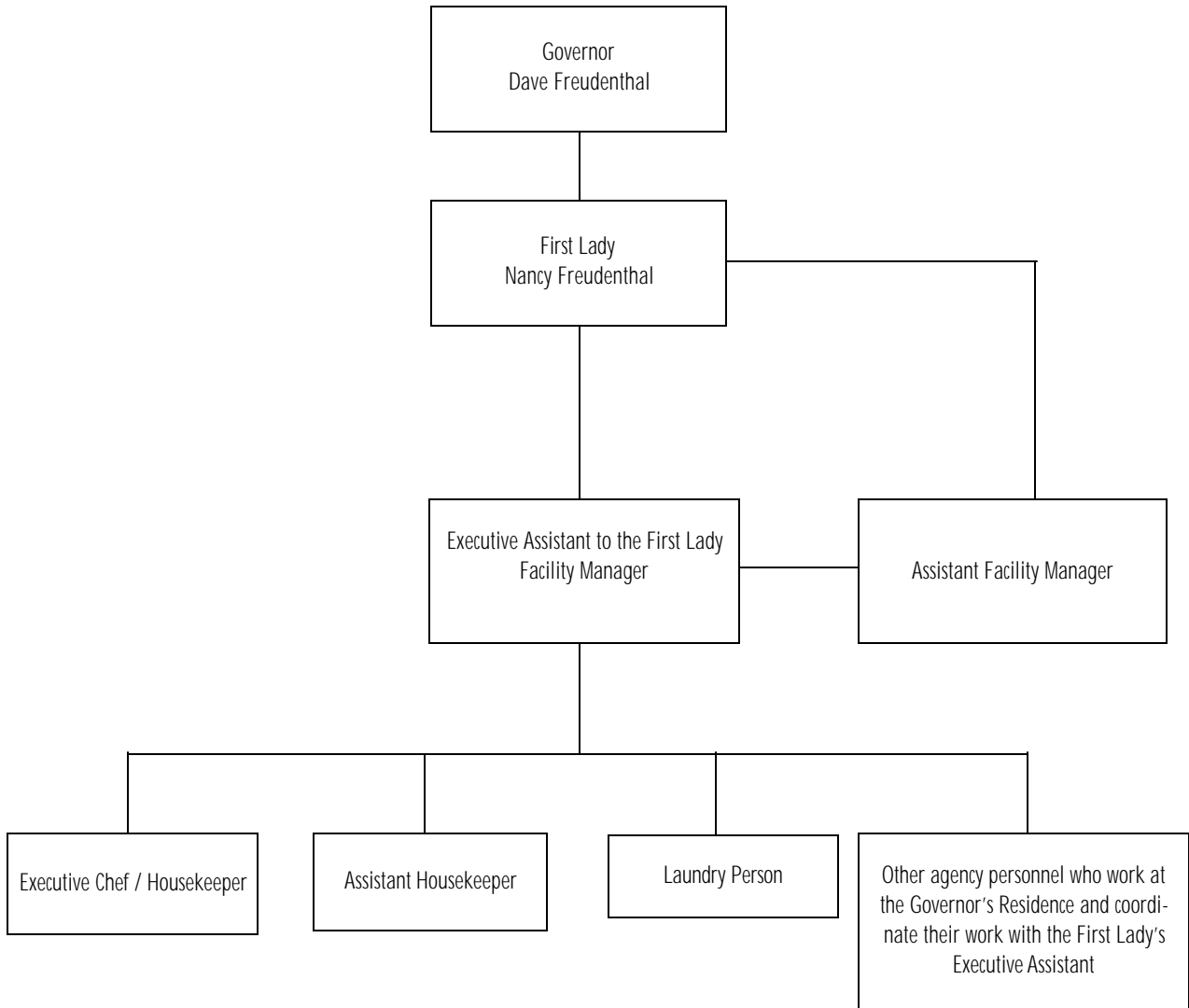
Clients served

Governor, First Lady and members of the First Family; federal, state, and local elected leaders; foreign dignitaries; business officials; Wyoming residents; and visitors to Wyoming.

Budget information

General fund	\$156,847
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Governor's Residence organization chart



Secretary of State

Mission and philosophy

Mission: The Secretary of State's staff serves the citizens 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;

UCC's (Uniform Commercial Code transactions); central filing (agricultural products, liens, searches); securities/notaries public; elections/lobbying/ethics; state rules and regulations; state lands, state investments, e-commerce and/or; citizen representation and legislation.

Philosophy: The Secretary of State and 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; 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; 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.

During the past year, the division maintained 105,352 active business entity registrations. Business entities include profit and nonprofit corporations, LLCs, LPs, RLLPs, Statutory Trusts, Trade Name, Trademark and UCC/EFS filings.

During the past year, 7,102 UCC1 financing statements and 4,165 UCC3 amendments were filed directly on-line by customers.

The number of cases investigated per year - 64; the number of cases not addressed - 0; the number of cases open at FY end - 19; the number of cases closed with no action - 53; the number of cases referred - seven; the number of Cease and Desist Orders - four; the number of stipulations - five; the number of injunctions - one; the number of other regulatory actions - five; the number of persons arrested - zero; the number of persons convicted/guilty pleas - two; the amount of

General information

Joseph B. Meyer, secretary of state

Agency contact

Patricia O'Brien Arp, Ph.D.,
deputy secretary of state
Secretary of State
200 West 24th Street
The Capitol Building
Cheyenne, WY 82002-0020
E-mail: secofstate@state.wy.us

307/777-5333

Other locations

Does not apply

Year established

1869

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 17-10-126

Cooperative Marketing Associations

W.S. 17-10-201 through 17-10-253

Processing Cooperative

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

restitution - \$50,000.00; the amount of fines, penalties, costs of investigation - \$503,709.92.

Five criminal investigations were made during the year. One of those matters was resolved by the two defendants being found guilty following a twelve-day trial. Of the remaining four criminal matters, two await prosecution and two are being investigated. One civil injunctive action was commenced to stop an investment scheme raising money for participation in a Nigerian scam. Administrative penalties netted \$502,450 in fines and \$1,260 toward recovery of the costs of investigation. One matter involving \$50,000 restitution to one person was made was this year.

The number of mutual fund notice filings - 70; the number of renewal filings - 269; the number of Reg. D notice filings - 179; the number of securities filing for registration by coordination - 28; the number of securities filing for registration by qualification - two; the number of new agent registrations - 14,389; the number of new broker-dealer registrations - 95; the total number of agents registered in Wyoming - 48,017; the total number of broker-dealers registered in WY - 1,338.

Five audits were completed. Three audits performed in FY02 were completed, two by letter and one by a stipulated settlement. In addition, two on-site branch office audits were conducted for cause. Each was initiated based on customer complaints which alleged sales practice violations. Both audits were resolved by letters admonishing agents and firms to address specified concerns.

The average number of user sessions per day for FY03 were 2,525. During FY03, the Secretary of State's office recorded 10,567,108 successful hits on our website, averaging approximately 9,737 hits per day.

The five random spot checks were all within the time frame noted above and all deposits were made. This procedure not only gives the Secretary of State's office the financial data needed for the agency, but also provides interest bearing revenues to the Treasurer's Office for the general fund in a timely manner.

During FY03, the citizens of Wyoming were provided with an average of more than 25 opportunities per month to meet with the Secretary of State. The public has broad opportunity to contact the Secretary of State in person, by telephone, by regular mail and by e-mail. The Secretary of State tries to accommodate walk-ins and telephone calls when available. These opportunities are not included in the count, however. Only those engagements that have been prearranged and are in the schedule book are tallied. Conferences/conventions, forums, workshops are counted as one appointment for that day even though many contacts with the public are made throughout the event. Unless a sign-in sheet with documented names of participants is available and the Secretary of State was a member of the presenting board or panel, those contacts are not individually counted.

This has been a very busy year in terms of contacts with the county clerks. The Secretary of State's office had 323 collective contacts just through routine information exchange. In addition, there were many contacts as a variety of clerks served on the Help America Vote Act Work Groups (HAVA). Such Work Groups included: the State HAVA Advisory Committee, the State-Based Complaint Procedures Work Group, Military and Overseas Voters Work Group, Provisional Voting Work Group, Voter Registration System Work Group, Voting Systems Work Group, Disability Issues Work Group and the State Plan Writing Work Group.

There were 644 licenses or Business Use Agreements at the beginning of FY03. By the end of FY03, there were 730 licenses or Business Use Agreements filed. That is an increase of 86 in the course of the fiscal year. The number of registrations continues to increase beyond original expectations as protection and promotion of the state's Bucking Horse & Rider trademark continues to be met with public popularity.

Strategic plan changes

The one goal for the Wyoming Secretary of State's office has remained essentially the same as in previous years. However, 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 2003.

The agency's goal is: 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 redistricting, investor awareness and fraud prevention program.

Uniform Unincorporated Nonprofit Association Act
 W.S. 17-23-101 through 17-23-302
 Wyoming Statutory Trust Act
 W.S. 17-25-101 through 17-25-109
 Close Limited Liability Company Supplement
 W.S. 34-21-1101 through 34-21-1107
 Central Filing System
 W.S. 34.1-9-101 through 34.1-9-709
 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 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. The Secretary of State also has responsibilities pertaining to legislative redistricting which are carried out under Chapter 106, 1995 Session Laws of Wyoming.

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.

P.L. 107-252

The Secretary of State, as the State's Chief Election Official, has the responsibility for implementation of the Help America Vote Act of 2002 (HAVA).

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

Number of authorized personnel

26 full-time

Organization structure

Corporations Division, Securities Division, Services Division

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 & 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 & 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.

Budget information

Expenditures*	
001-0101 Administration	\$1,545,459
001-0201 Reapportionment	\$46,980
001-0301 UCC Secured Transactions	\$249,421
001-0401 Securities Enforcement and Compliance	\$106,209
001-0601 Bucking Horse & Rider	\$38,273
Total	\$1,986,342

* - Figures submitted are as of June 30, 2003. These figures do not reflect any pending encumbrances.

Secretary of State 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 our staff, carrying out our duties with integrity, honesty and fairness at the least possible cost to the taxpayers. The office manages and coordinates the fiscal operations effectively and efficiently in an open, ethical and accountable manner.

Results of outcomes

The first goal of the state auditor's office is to provide timely and accurate payments with the appropriate documentation for auditing and financial reporting in accordance with Generally Accepted Accounting Principles, Wyoming Statutes and State Auditor Policy and Procedures.

The objective to provide 96 academic class days of training and achievement of a student satisfaction rate of 85 percent or higher was not achieved due to implementation of both financial and payroll upgrades. 78 class days were completed with a student satisfaction rating of 90 percent.

The Comprehensive Annual Financial Report was completed by 31 Jan 03 after receiving an extension from GFOA due to implementation of GASB 34 standards. The CAFR received an unqualified opinion and the GFOA certificate of excellence was applied for. The GFOA certificate of excellence for popular reporting was not applied for as a popular report was not prepared for FY02.

Rejected agency documents amounted to 1,076 of approximately 300,978 documents processed, reaching the goal to reduce rejects by 10 percent from the previous year.

The help desk logged a total of 3,369 inquiries of which 3,349 were responded to in one business day.

The goal to implement the WOLFS 3.0 upgrade and the Payroll HRM upgrade are not schedule until FY04. Migration to an application service provider, activation of electronic reports, implementation of InfoAdvantage and the HR Universe were all accomplished on time.

Attainment of reinitiating ESS did not occur during the timeframe specified but will occur by the end of the third quarter of FY04.

Due to the manpower commitment of the major upgrades being undertaken, along with a shift in workload, prevented the conversion of three agencies from pre audit to post audit.

Implementation of an automated travel reimbursement system is a projected goal in the next FY. A provider has been identified and a funding request will be presented to the legislature during the 2004 budget session.

General Information

Max Maxfield, state auditor

Agency Contact

Gary Stephenson
200 W. 24th St. Ste. 114
Cheyenne, WY 82002

307/777-7831

Other Locations

None

Year Established

1889

Statutory References

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

Authorized Personnel

25 full-time employees

Organizational structure

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

Clients Served

General Public, Legislators, city and county officials, state officials and employees, federal offices and other state agencies

Budget Information

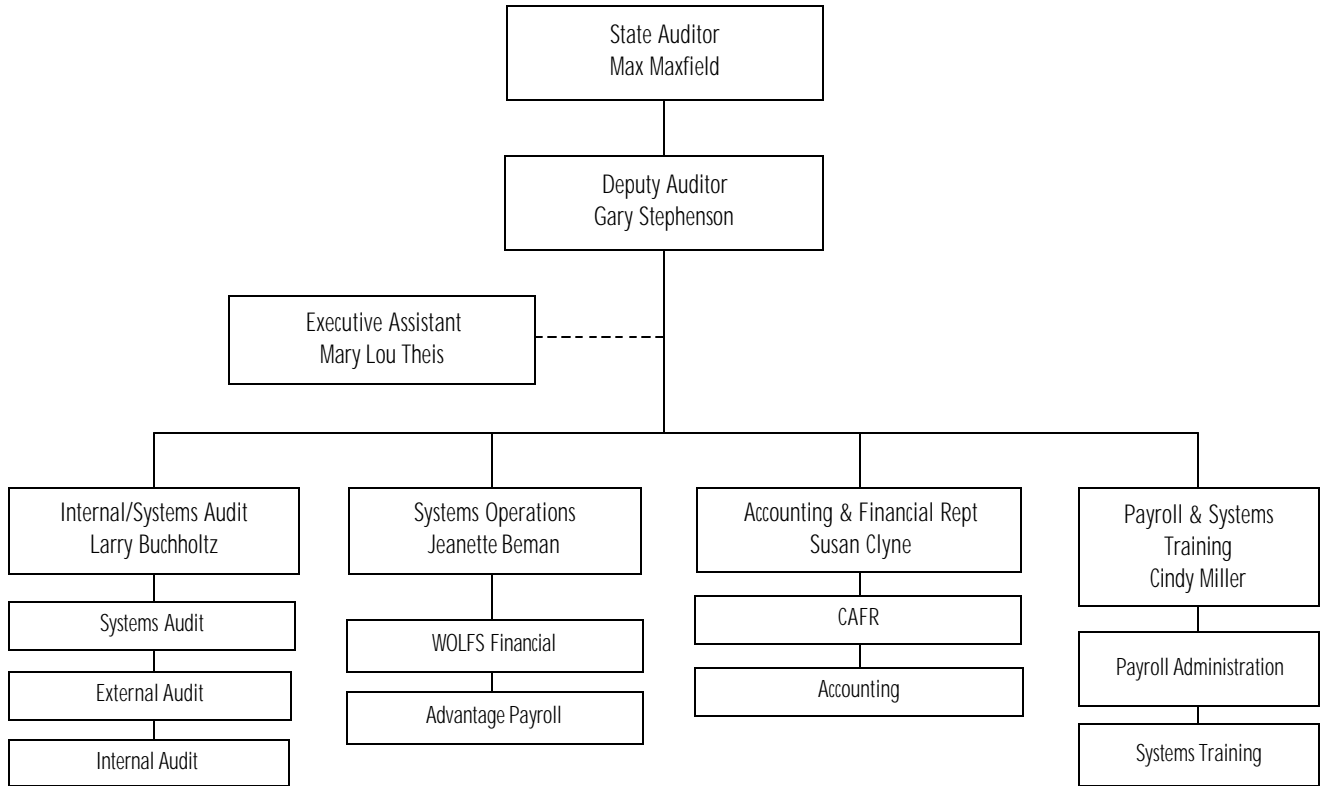
General Fund	\$7,960,527
Federal Funds	N/A
Trust and Agency Funds	N/A
Other	N/A
Total	\$7,960,527

Not only did the SAO run the WOLFS and Payroll systems as scheduled, we had an extra six runs of the accounting system during the FY.

Strategic plan changes

The SAO has revised goals for the next period to more accurately reflect our statutory obligations, administer and maintain a state financial system, produce an annual financial report, and to administer and maintain a state HR/Payroll system.

State Auditor organization chart



State Treasurer

Mission and philosophy

The mission of the Wyoming State Treasurer's Office is to serve the people of Wyoming by receiving, safeguarding and investing all funds 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.

Results of outcomes

The primary goal of the State Treasurer's Office is to perform the best possible investment management and revenue accounting services for the state. The objective of this goal is to expand investment opportunities that will produce the outcome of increased and more stable income flow.

During FY03, the State Treasurer's Office was once again challenged by down markets which made it more difficult to meet the income needs of the state while maintaining the value of the state's funds. Continuing to increase portfolio diversification and move funds from fixed income securities to equities is an ultimate goal to achieve a 50 percent equity allocation as outlined in the state's asset allocation plan. However, with the continued low returns of the equity markets during much of FY03, the state's portfolio continued to be over weighted in cash and bonds to ensure that cash flow requirements established by the legislature were met.

The strategy for stable bond investments during the nation's fiscal downturn saved Wyoming millions of dollars and was a sound tactic for protecting Wyoming from investment vulnerability. Equity and convertible bond markets began to recover during the fourth quarter of the fiscal year. It is crucial for Wyoming to diversify into these markets to maximize returns safely.

Due to the economic condition of the financial market during most of the fiscal year, there were not as many gains that could be harvested in the state's portfolio. Therefore, actual earnings recognized and distributed during FY03 decreased by 29.1 percent. Recognized and distributed yield for FY03 was calculated to be 3.52 percent compared to 5.06 percent in FY02. However, the total portfolio return (including unrealized gains) actually resulted in a higher return in FY03 at 6.83 percent compared to 5.19 percent in FY02, which was due to a strong recovery of the equity market in the fourth quarter of FY03.

The strategy for increasing portfolio diversification during FY03 was measured by the number of investment classes added to the portfolio, by selecting and hiring for these various investment classes, and by the funds placed with the managers hired in these investment classes. The

General information

Cynthia Lummis, state treasurer

Agency contact

Sharon Garland, deputy state treasurer
State Capitol Building
200 West 24th Street
Cheyenne, WY 82002
sgarla@state.wy.us

307/777-7408

Other locations

Unclaimed Property Division
Hansen Building
Cheyenne, WY 82002

Year established

1869

Statutory references

Wyoming Constitution, W.S. 9-1-401 through 9-1-417 general duties

Authorized personnel

19 full-time

Organization structure

Administrative Operations, Investment Management, Unclaimed Property

Clients served

All state agencies, federal government and the public.

Budget information

Administrative operations	
General Fund	\$1,149,976
Other	0

Unclaimed property

General Fund	0
Other	\$448,255

Investment managers

(from investment income)	
General Fund	0
Other	\$5,691,262

number of contacts made in researching and investigating alternative investments also measured this strategy.

In seeking to accomplish the strategy of increasing portfolio diversification, the Treasurer issued two requests for proposals (RFP's). In November 2002, a search was conducted for an alternative investment/private equity provider. Also in November 2002, a search was conducted for large cap covered option investment management services. Although the State Loan and Investment Board did select firms to fill these mandates, funding had not taken place at the end of FY03 as contractual negotiations had not been finalized.

Although no additional state funds were placed with managers during FY03, the continued monitoring of manager's performance led to the termination of the three large cap investment management firms. The long-term evaluation of the three management firms revealed that they had not met the performance standards outlined in the State Investment Policy. With the approval of the State Loan and Investment Board, the adoption of a passive index management approach versus the previous active approach for all large cap equity options was adopted. Thus, the securities held by these active managers were transferred to the state's S & P 500 index manager during FY03.

In an effort to fully diversify the state's portfolio in the long term, the state's asset allocation plan calls for a small percentage of the state's portfolio to be invested in alternative investments. In an effort to accomplish this long-term goal, the State Treasurer has continued to spend a great deal of time during FY03 investigating this asset class and spent a great deal of time researching, interviewing and meeting with a variety of contacts to further investigate alternative investment options. During FY03, the Treasurer spent a considerable amount of time researching and investigating alternative investments including attending in excess of 50 meetings, sending and/or receiving over 150 emails and discussing various issues in connection with this asset class via the telephone.

The second goal of the State Treasurer's Office is to fulfill its other statutory and constitutional responsibilities by monitoring results of additional statutory programs.

The first outcome of this goal is for continued progression of these statutory programs. The strategy for this outcome was to report on results of other programs administered by the State Treasurer. These programs would include the Wyo-Star program, the College Savings Program and the Unclaimed Property Program.

The Wyo-Star Program has continued to be very successful in serving as an investment opportunity for its participants. The pool remains extremely liquid, uses top grade investments, while producing returns which exceed many other short-term investment programs and produces a rate of return higher

than other pools available to Wyoming's local municipalities. As of June 30, 2003, Wyo-Star had 140 participants compared with 136 participants in FY02. It had an ending invested balance of \$306 million at the end of FY03 compared to \$212 million at the end of FY02. Local entities invested in this program earned a total of \$6.3 million in interest in FY03 compared to \$6.7 million earned in FY02. Market conditions continued to effect earnings in FY03. The average yield for the Wyo-Star Program was 2.56 percent for FY03 compared with 3.38 percent in FY02.

The Wyoming's Family College Savings Program, the "College Achievement Plan", was designed to comply with the requirements for treatment as a "qualified tuition program" under Section 529 of the Internal Revenue Code. This is an investment program that assists families to save for expenses associated with post-secondary education.

The College Achievement Plan continued to grow during FY03. At the end of FY03, Wyoming's program had a total of 1,851 accounts, an increase of 129 accounts or approximately 7.5 percent over FY02. These accounts had a total asset value of approximately \$16.3 million on June 30, 2003 an increase of \$2.3 million or approximately 16.2 percent over FY02.

During FY03, the State Treasurer's Office completed a total of eight surveys on the progress of the College Achievement Plan. Four surveys were submitted in response to requests from the College Savings Program Network who compiles survey of all states. Also, four surveys were completed in response to requests from the Investment Company Institute in Washington, DC who collects data on all state college savings programs.

Rules and regulations for the Wyoming Family College Savings Plan were amended with final adoption taking place on October 14, 2002. The purpose of the amendment was to include changes required for conforming to revisions of federal law promulgated under Section 529 of the Internal Revenue Code, and for conforming to changes made to state statutes during the 2002 legislative session including amendments to W.S. 21-16-815(h) and (k) and repeal of W.S. 21-16-185(g) and (j).

Rule amendments include changes which reflect the elimination of mandatory provisions for states to impose a de minimis penalty on non-qualified withdrawals effective January 1, 2002, a ten percent federal tax penalty will be imposed on non-qualified withdrawals and the state ten percent penalty for non-qualified withdrawals was eliminated. Rule amendments included changes in rollover contributions allowing transfers from other qualified tuition programs and allowing for rollover distributions into another qualified tuition program; changes made in the distribution of the program from offering the program through one distribution agent to offering distribution by a program distributor, distribution agent or any broker; and changes for permitting contributions to be invested through a multiple share class fee structure.

The Unclaimed Property Division is responsible for receiving unclaimed funds from any entity that cannot locate the owner. During FY03, approximately 5,200 packets were mailed to such entities requesting the return of Wyoming residents' funds. Upon receipt of these funds, the Division attempts to locate the owner and reunite the rightful owner/heir with their property by advertising the names in one or more newspapers of general circulation once a year. The division is also in contact with other states to bring Wyoming residents' unclaimed funds back to Wyoming.

During FY03, unclaimed funds totaling \$3.1 million were turned over to the Unclaimed Property Division and deposited into the trust fund to be held in perpetuity for the owners. A total of \$1.7 million was returned in FY03 to the rightful owner or heirs. These figures represent a decrease of approximately \$373,000 in total funds received and a decrease of approximately \$260,000 in total funds returned to owners or heirs. The amount of funds received is not something the Division can control, but instead is a result of the amount of funds that entities turn over to the State, as they have not been able to locate the rightful owner within the required time frame. Due to the efforts of the Division to educate businesses, the trend for decreasing funds being turned over to the state should continue to decline as these businesses (holders) are more diligently trying to locate the owners of the funds and returning the funds directly to the owners, therefore, they aren't having to turn the funds over to the state at a later date.

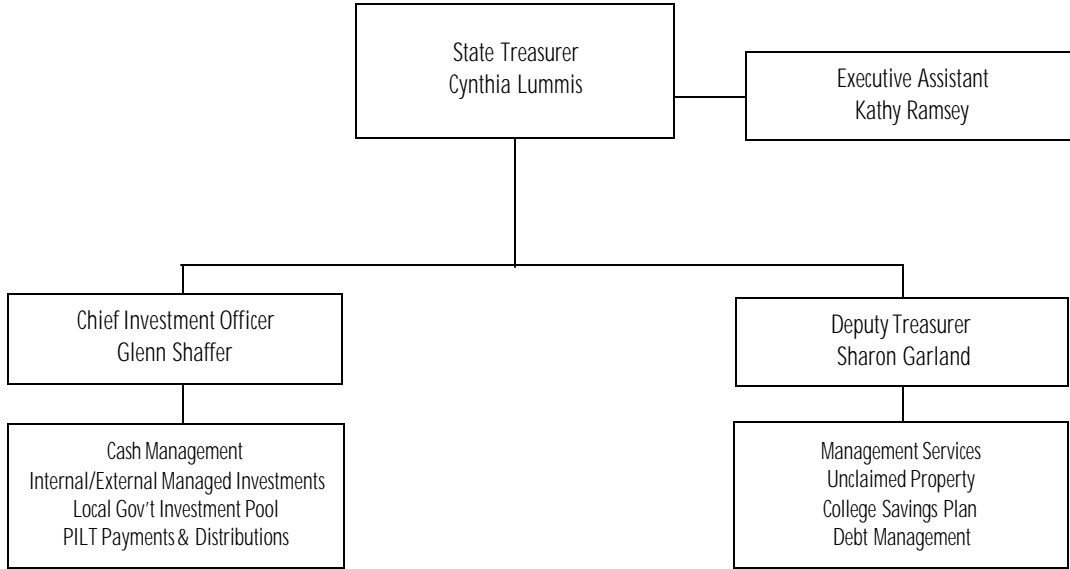
The second outcome of the goal to fulfill other statutory and constitutional responsibilities was to seek authorization to transfer some statutory program responsibilities to agencies with related areas of responsibilities.

The strategy for this outcome was to investigate the feasibility of transferring the administration of several state and local programs currently administered by the Treasurer's Office to agencies with missions more compatible with these programs. The programs included the Veterans' Tax Exemption, Police Officer's Retirement and Indian Motor Vehicle Exemption. Legislation which became effective July 1, 2003, authorized additional benefits and contributions for law enforcement officers, which eliminated the State Treasurer's role in the administration of the Police Officer's Retirement account. There are still two programs remaining that the Treasurer's Office will continue to explore the possibility of transferring: the Veterans' Tax Exemption program and Indian Motor Vehicle Exemption program.

Strategic plan changes

The overall goals and objectives outlined in the current strategic plan were not changed in the new strategic plan; however, strategies and measurements have been changed slightly.

Office of the Treasurer organization chart



Department of Education

Mission and philosophy

The Wyoming Department of Education's mission is to lead, model and support continuous improvement of education for everyone in Wyoming. The Wyoming Department of Education is a service organization dedicated to the people of the state. The department believes that continuous improvement of education is at the heart of strong communities, economy and an improved quality of life. The department is committed to ensuring that all learners have appropriate opportunities to master an ambitious common core of knowledge and skills.

Our service is supported by the following agency core values: service for children; servant leadership; compassion; wisdom and sound judgment; responsible stewardship; open communication.

The Wyoming Department of Education stands for: student achievement; meeting federal requirements within the No Child Left Behind (NCLB); positive classroom climate.

Results of outcomes

The overarching goal for the Wyoming Department of Education is to increase student achievement by helping educators build the capacity to provide high-quality instruction and services to students. Accreditation results and the Wyoming Comprehensive Assessment System (WyCAS) results are the two categories the department monitors to evaluate the effectiveness of its efforts as an agency.

Accreditation Results

The following is the percentage of districts that received a corrective action for a common core area during an accreditation review in 2001-2002 school year. A total of nine districts were subject to accreditation visits during the year.

School Improvement%

Approach	33%
Deployment	44%
Results	44%

Parent/Community Involvement

Approach	0%
Deployment	11%
Results	N/A

Professional Development

Approach	0%
Deployment	33%
Results	56%

At-Risk

Approach	0%
Deployment	11%

General information

Dr. Trent Blankenship, state superintendent of public instruction

Agency contact

Timothy Lockwood, public information officer
Hathaway Building
2nd Floor
2300 Capitol Ave.
Cheyenne, WY 82002-0050
www.k12.wy.us

307/ 777-6386

Other locations

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

Year established

1890

Statutory references

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

Number of authorized personnel

103 full-time employees, eight part-time employees and 27 AWEC

Organization structure

Administration Unit, Data and Technology Unit, Finance Unit, Health and Safety Unit, North Central Association, School Improvement Unit, Special Programs Unit, and Career, Technical and Distance Education Unit.

Clients served

The public including students, parents, educators and legislators

Budget information

Department operations	\$85,429,968
School finance	\$474,643,536
Total	\$560,073,504
State	\$59,295,247
Federal	\$75,793,277
Other	\$424,984,980

Results	67%
School Climate	
Approach	0%
Deployment	11%
Results	0%
Facilities, Technology and Budget	
Approach	22%
Deployment	22%
Results	N/A
Standards	
APPROACH	
Alignment	0%
Embedded	0%
Monitoring	0%
Correctives/Enrichments	44%
DEPLOYMENT	
Embedded	0%
Monitoring	0%
Correctives/Enrichments	78%
Measures	
APPROACH	
Alignment	67%
Consistency	67%
Fairness	44%
Multiple Measures	78%
DEPLOYMENT	
Reports	56%
RESULTS	
Fairness	89%

WyCAS Results

WyCAS was given to fourth, eighth and 11th grade students in Wyoming school districts from March 13-29, 2002. The test measures the effects of districts program work in math and language arts (the latter embodies reading and writing skills). The results for the four years WyCAS has been administered are listed in the following tables.

4th Grade WyCAS Results - % Proficient or Advanced

School Year	Reading	Writing	Math
1999-00	38%	36%	28%
2000-01	45%	45%	34%
2001-02	44%	43%	33%
2002-03	44%	37%	37%

8th Grade WyCAS Results - % Proficient or Advanced

School Year	Reading	Writing	Math
1999-00	36%	48%	31%
2000-01	39%	51%	32%
2001-02	38%	53%	33%
2002-03	39%	48%	35%

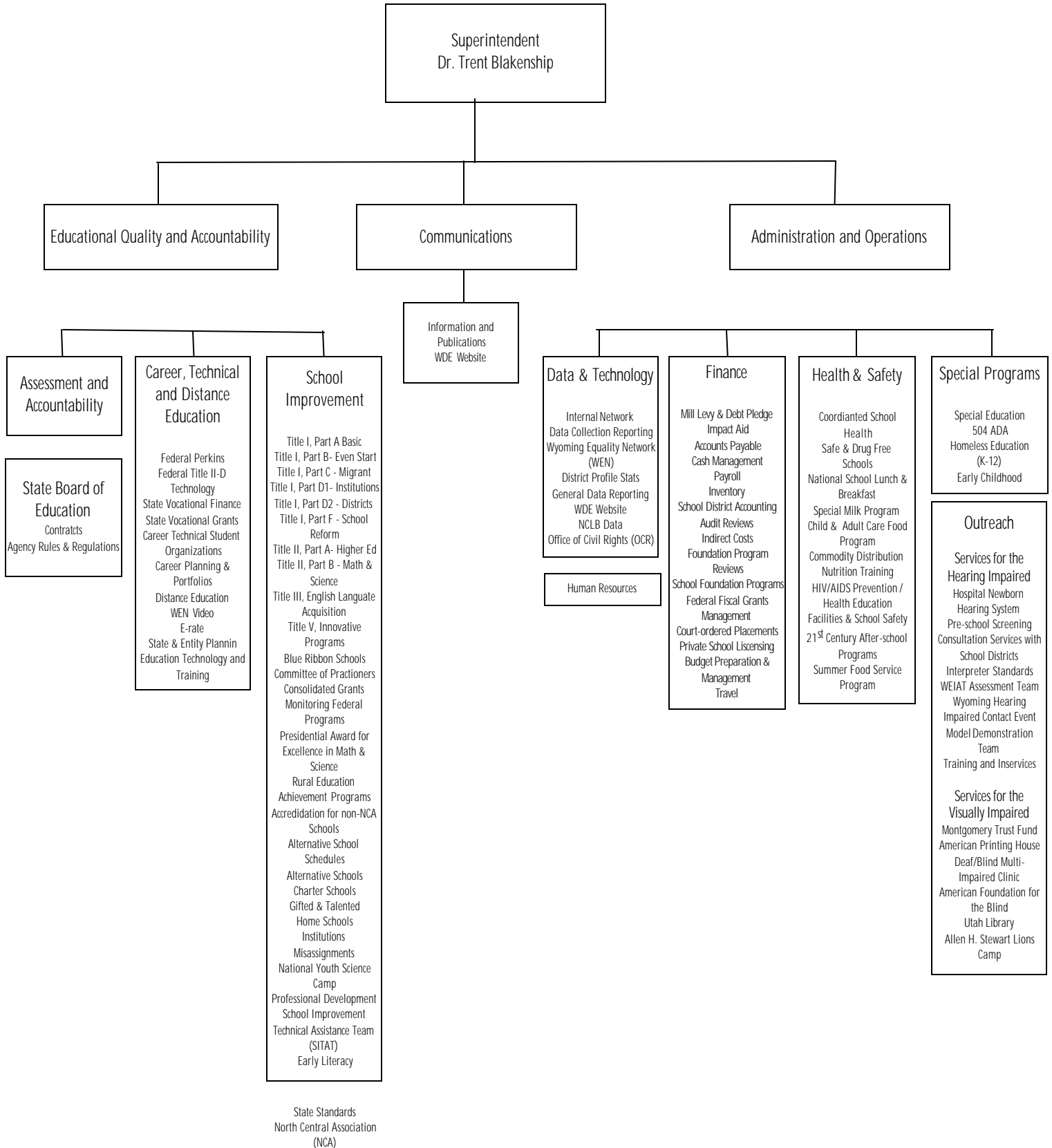
11th Grade WyCAS Results - % Proficient or Advanced

School Year	Reading	Writing	Math
1999-00	44%	52%	37%
2000-01	50%	58%	40%
2001-02	47%	58%	41%
2002-03	47%	62%	43%

Strategic plan changes

Revised unit objectives and outcomes.

Department of Education organization chart



Department of Administration and Information

Mission and philosophy

The mission of the Department of Administration and Information is to provide leadership, stimulus, and infrastructure to empower customers to provide quality services, products and information to their constituents.

The philosophy is to provide to customers services that are expedient and correct, at a reasonable cost, in an "easy to do business with" approach.

Results of outcomes

The Department of Administration and Information's goal one is to deliver quality service to its customers. The first objective, to increase customer satisfaction by two percent for FY03 using established department survey format and performance measurements, was measured by the Department Customer Satisfaction Survey. Employees from 14 agencies responded to the survey with a total number of 45 responses. Five of the seven divisions increased in overall customer satisfaction. The results of the survey and other related objectives are discussed in each division section of this report. The Information Planning and Coordination division was transferred to the Office of CIO in November, 2002, and therefore, is not discussed in this report.

The second objective was to establish a new system to measure customer satisfaction for each expense organization that delivers a service. Each division wrote at least one objective to meet this criteria and reported it under the Strategic Plan Changes in their division section of this report.

The department's second goal was to provide and promote cost effective and efficient services to our customers. In several of the new objectives and strategies, it was difficult to distinguish between quality service and cost effective and efficient service. Therefore, the two A and I goals were combined resulting in one goal for the new strategic plan that is to deliver quality, cost effective service to our customers.

Strategic plan changes

The Department of A and I made changes to its strategic plan effective July 1, 2004. Those changes are discussed in each division section of this report.

General information

Earl Kabeiseman, director

Agency contact

Earl Kabeiseman
Emerson Building, Room 104
2001 Capitol Avenue
Cheyenne, WY 82002-0060
elewis@state.wy.us

307/777-7201

Other locations

Services provided statewide

Year established and reorganized

Year established, July 1, 1971;
reorganized, April 1, 1991

Statutory references

W. S. 9-2-1001 et seq

Authorized personnel

359 full-time, two part-time, 15 at-will employee contract (AWEC)

Organization 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, Economic Analysis, General Services, Human Resources, Information Technology, and State Library.

Clients served

All state and local government agencies, libraries, legislators, and private residents

Budget information

General fund	\$33,423,111
Federal fund	\$3,365,239
Trust and Agency fund	\$110,718,409
Statutory Reserve	\$190,028
Capital Outlay	\$7,496,498
Total	\$155,193,285

Director's Office

Results of outcomes

The A and I Accounting/Billing unit has been improving its contact with agency fiscal personnel to clarify and resolve billing issues with agencies in a timely manner. The billing unit scored 64 percent as a result of the A and I Customer Satisfaction Survey for FY03. This is a two percent increase from 62 percent received as a result of the FY02 survey.

Strategic plan changes

For FY04-08, the Director's Office-Operations will be working to accomplish a new objective, which is to increase customer satisfaction by processing financial documents in a timely manner. The strategy set forth has scheduled monthly deadlines for the various invoices and billing reports produced by this unit and to meet WOLFS processing deadlines when appropriate.

Budget Division

General information

Mike McVay, administrator

Agency contact

Mike McVay
2001 Capitol Avenue
Emerson Building, Room 105
Cheyenne, WY 82002-0060
mmcvay@state.wy.us

307/777-6045

Other locations

None

Year established and reorganized

Established, July 1, 1971; Reorganized, April 1, 1991

Statutory references

W.S. 9-2-1002
W.S. 9-2-1004 through 9-2-1014
W.S. 9-4-201 through 9-4-217

Authorized personnel

Nine full-time employees

Organization structure

Does not apply

Clients served

Governor, other elected officials and Executive Branch agencies, the Judicial and Legislative Branches

Budget information

General Fund

\$846,737

Mission and philosophy

The mission of the Department of Administration and Information - Budget Division is to 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 Budget Division scored 75 percent as a result of the A and I Customer Satisfaction Survey for FY03. This is a 13 percent increase from 62 percent received as a result of the FY02 survey.

The Budget Division used an additional customer satisfaction survey that is given to every tenth customer submitting a Request To Revise Approved Budgets/Authorized Employees (B-11) and every eighth New/Adjusted Funds Request (NAFR). The survey questions ask for responses (and comments) with respect to: accuracy; and timeliness. Out of 15 surveys completed by customers requesting approval of B-11 documents and 12 surveys completed by customers requesting approval of NAFR documents, in every case the responses received indicated that the documents were processed accurately and in a timely manner.

The Statewide Cost Allocation Plan (SWCAP) for FY03 was approved by the federal Department of Health and Human Services on November 25, 2002. For FY03, \$6.1 million was collected as a result of the Statewide Cost Allocation Plan and deposited to the state's general fund.

Strategic plan changes

For FY04-08, the Budget Division will be working to accomplish a new objective, which is to process documents (primarily Allotment Adjustment (AL's), B-11's and NAFR's in an accurate and timely manner by developing quality assurance systems.

Division of Economic Analysis

General information

Buck McVeigh, administrator

Agency contact

Sharon Lamb
Teton Building, Suite 206
1807 Capitol Avenue
Cheyenne, WY 82002-0060
ead@state.wy.us or slamb@state.wy.us

307/777-7504

Other locations

None

Year established and reorganized

Established 1971; Reorganized 1991.

Statutory references

W.S. 9-2-1002(d)(vi), 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)(ii), W. S. 21-15-109 (c)(v), W.S. 35-9-608 (k)(i), 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 positions

Organization structure

Economic Analysis

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 \$393,992

Mission and philosophy

The Economic Analysis Division's core mission is to coordinate, develop, and disseminate economic and demographic research and information. Central to the division's mission is the application of economic theory using mathematical and statistical tools. Division competencies include the following: managing the State Data Center and Census 2000 database; maintaining the REMI and minerals incentive models and state econometric model; forecasting the behavior of economic variables used in state revenue projections; generating the state's biannual cost of living index; providing quality customer service to clients via published reports, presentations, and customized

information responses; and providing policy and economic analysis to state agencies.

Results of outcomes

To establish customer satisfaction benchmarks, the division, along with the other divisions within the department, participated in an on-line department-wide customer satisfaction survey sent to other state agency customers. The division received an average score of 63 percent on the state agency customer satisfaction survey conducted FY03. This represented a decline of eight percentage points from the benchmark survey taken in FY02. However, only 15 responses were received compared to 39 in last year's survey.

In addition to the department-wide survey, the division conducted its own on-line customer service survey. Customers were requested to complete a survey questionnaire when using the division website. The survey results for FY03 indicated that the composition of the division's clientele was 68 percent general public/other and 32 percent government. Criteria benchmarks (from department customer service survey) for annual performance measurement were established using FY03 data (items with a response).

Customer Service Criteria	Customer Satisfaction Benchmarks
Received Information Needed	88.4 percent
Website was easy to use	90.5 percent
Data were complete and up to date	78.6 percent
Satisfied with services	97.6 percent
If had other options, still use EAD	81.4 percent
Other useful links	100.0 percent
Info/Assistance available at convenient times	100.0 percent
Time waited was reasonable	92.1 percent
Info printed clearly	100.0 percent
Overall Service	91.8 percent

The division, through its Internet services website and email, is continually striving to make more information available electronically, on a 24-7-365 basis. This has significantly helped reduce annual printing costs for the division. In fact, printing costs in FY03 were reduced by 71 percent from the FY02 level. The Internet enables staff to take the customer directly to the information (via the division website), and in doing such, reduces or eliminates follow-up questions and improper use of the data. The majori-

ty of the division’s publications and mass mailings are distributed through electronic media.

The division is continuing its work on the area of service delivery and visibility. The division redesigned its website in FY03 for ease of use and compliancy with state web standards. The division also designed a descriptive color brochure to advertise and more actively market its products and services. The brochure is printed in-house on an “as needed” basis.

Each division employee, following the division strategic planning session held May 2002, had to update his/her performance goals in response to the Economic Analysis Division Strategic Plan for FY03. Employee work performance is monitored by work summaries submitted to the division administrator at the end of each week.

Strategic plan changes

The Economic Analysis Division’s main objective on achieving the new department goal will be to increase the number of online reports and its perceived added value of the new online reports. The desired outcome will be to increase the number and the value of new online reports provided to customers as measured by the division’s customer service survey.

General Services Division

General information

Douglas P. Cook, administrator
801 West 20th Street, Woodson Building
Cheyenne, WY 82002-0060

307/777-3639

Agency contact

Nancy McCalla
Woodson Building
801 West 20th Street
Cheyenne, WY 820020060
nmccal@state.wy.us

307/777/7767

Other locations

State Capitol, Barrett Building, Central Mail Building, Hathaway Building, Herschler Building, Hunt Building, MVMS Building, Pacific Building, Surplus Property Building, Wyott Building, Woodson Building

Year established and reorganized

1990 Established
1996 Reorganized

Statutory references

W.S. 9-2-1016, 9-2-1017, 9-2-1026,9-2-1027 et seq., 9-2-1023, 9-5-101 - 9-5-108, 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., 16-6-501 ADA

Number of authorized personnel

133

Organizational structure

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

Clients served

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

Budget information

Enterprise fund	\$28,085
General fund	\$18,620,985
Internal fund	\$7,078,416
Special revenue	\$439,682
Major Maintenance	\$1,495,828
Total	\$27,662,996

Mission and philosophy

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

Results of Outcomes

In FY03, GSD reorganized the Facilities Management area, which improved the effectiveness and efficiency of the projects performed in this area. A financial manager was hired in FY03, and began the detailed task of properly aligning expense codes with the proper cost centers within the division. This will make the division’s accounting and expenses cleaner and enable the division’s managers to better manage their respective expenses.

In January 2003, the division partially renovated the Emerson Building Auditorium to host the Governor’s Inauguration, receiving high praise for this timely project. Because of a FY03 appropriation given to the division, the private side of the Governor’s Residence was completely renovated for

the first time since it opened in 1976. The governor and his family formally occupied the residence in April 2003. In addition, the Prison Construction projects at the South Unit in Rawlins were officially closed. All plans were placed in archives, and the final audit was successfully performed accounting for all funds. The new State Parking Facility was completed, and opened in June 2003. This new parking facility received many compliments and has been used to host other events like the Race for the Cure event, which took place in August of 2003.

General Services Division scored an overall satisfactory rating of 71.13 percent as a result of the A and I Customer Satisfaction Survey for FY03. This is a five percent increase from 61.13 percent received as a result of the FY02 survey. Almost all of the GSD sections showed an increase in customer satisfaction for FY03.

**Administration
(Leasing and Information Programs)**

The Capitol Information Desk staff assisted with and/or gave tours to over 21,410 guests in FY03. This figure does not include visitors who stopped during the 2003 legislative session. Assistance for 40 pre-scheduled special functions was also provided. School tours were given to 120 groups. Another 51 groups, including bus tours, were given an introduction and orientation to the Capitol.

Staff at the Herschler Information Desk and the Woodson Building responded to approximately 22,841 incoming calls to the Wyoming State Government telephone switchboard. Assistance was provided to an estimated 4,581 walk-in customers in the Herschler Building. A total of 489 reservations were made for multi-user conference rooms in the Herschler, Hathaway and Barrett Buildings. The Leasing Program provided acquisition, contract negotiation and fiscal management for 233 contracts for space in 39 cities and towns in all 23 counties in the state. Leasing services are provided at no cost to about 37 state agencies and operating boards/commissions. The customer satisfaction score for the Administration Offices/Leasing Section increased from 70 percent in FY02 to 75 percent in FY03.

Central Mail

The Central Mail section is responsible for providing comprehensive mail service to the Legislative, Judicial, and Executive branches in the Cheyenne area. All incoming and outgoing U. S. mail, inter-agency and United Parcel Service mail for the Cheyenne area state offices is delivered, picked up, prepared, processed and loaded for pickup by the post office. As a means of providing efficient and effective service to agencies, mail is sorted and delivered twice daily via seven routes.

Other services provided include bulk mail and first class pre-sort preparation. Agencies are encouraged to use these services to reduce postage charges whenever possible. Initiating open lines of communications with state agencies is necessary in order to ensure that appropriate staff is knowledge-

able about the services available from Central Mail. Due to new postal regulations, which will go into effect within FY 2004, Central Mail began using the DW6000 mail machines that meet compliance with the new regulations.

Central Mail provided the following mail services during FY03: 3.3 million pieces of incoming mail sorted and distributed to state government agencies in the Cheyenne area; 3.2 million pieces of outgoing mail that were prepared and processed for the U.S. Postal Service and United Parcel Service; 257,691 pieces of bulk mail that were prepared and processed and 771,182 pieces that were presorted and processed; 1.1 million sheets and 1.1 million pieces of mail that were folded and inserted. Central Mail increased its customer satisfaction rating by seven percent, from 70 percent in FY02 to 77 percent in FY03.

Facilities Operations

Facilities Operations is comprised of three work units: Custodial Services, Grounds Services, and Information Services. The FO section increased its customer satisfaction rating three percent, from 67 percent in FY02 to 70 percent in FY03.

Custodial Services provides housekeeping services for offices and common areas within the 23 state-owned buildings and 2 leased facilities in the Capitol Complex and surrounding Cheyenne area. Due to the high rate of turnover, training is extremely difficult. Therefore, a plan to improve training is in process. This past fiscal year, Custodial Services entered into a Memo of Understanding (MOU) with the Legislative Service Office (LSO) to provide custodial services to the LSO area in the Capitol Building during the legislative session. Though it was a difficult task to take on with limited staff, LSO was satisfied with the work and it is anticipated that Custodial Services will venture into the same agreement for future legislative sessions. With the opening of the new Capitol Parking Facility, Custodial Services has the additional task of cleaning and maintenance of the stair and elevator towers of the structure.

Grounds Services section performed the following major services for FY03: removal and replacement of dead plants at the Herschler Plaza with low cost temporary plants in anticipation that the Herschler Plaza may soon be renovated; permanent replacement of landscaping along east and west wings of the Herschler Building to replace dead plants; preparation and monitoring of over 60 special functions throughout the Capitol Complex; completion of approximately 311 miscellaneous work order responses and over 140 responses to short order requests for small office moves, requests for special US and/or State flag handling and/or presentations and conference room set ups; maintenance of 18 acres of ornamental turf and nine acres of native turf including irrigation start-up, repair and winterization, fertilization, minor tree trimming and removal/replacement, planting and fertilization of

turf and flowers, cultivating and deadheading flowers. The section also assisted with mold remediation and the maintenance of all parking lots and sidewalks including repairs, snow removal, sweeping and other general cleaning. With the addition of the new Capitol Parking Facility there is additional daily and seasonal parking lot, turf grass, trees and shrub maintenance.

Information Services section provides: IT support to all sections of GSD including the specifying, ordering, and installing of computer hardware and software. IS also provides for the procurement and maintenance of over 70 two-way radios and over 15 cell phones. IT also provides custom database design, implementation and support, keyless access cards in the Capitol Complex, and issuing and tracking of parking permits. This section is currently involved in the planning and implementation of FacilityFocus, a client/server based computerized facility maintenance management system.

Facilities Planning and Construction and ADA Section

The Planning and Construction section provides assistance within the division and to other state agencies with planning and management of capital construction projects and of ADA projects in facilities within Cheyenne and throughout the state.

One on-going project in the section is the management of a new capital construction planning system, the Wyoming Return on Investment, which is used statewide to request capital construction funds in the legislative process for state owned buildings. Other projects include the management of a long range master plan, Vision 2020 for the state Capitol Complex in Cheyenne, the long-range plan for the State Training School in Lander, and the state-wide major maintenance program.

ADA construction projects included construction or improvements of the parking lot and restroom facilities at the State Fairgrounds in Douglas, Glendo State Park campground, the Veterans Home in Buffalo, the State Training School in Lander and daily statewide Plan Reviews for ADA compliance. The Facility Planning section's customer satisfaction rating remained the same at 60 percent for FY02 and FY03.

Motor Vehicle Management System

MVMS manages a total of approximately 890 vehicles, with 103 located in Cheyenne at the Motor Pool facility that are used by state employees on a per trip basis. The remaining vehicles are permanently assigned to state agencies located throughout the state.

The Motor Pool staff performs approximately 2,797 repair and preventative maintenance procedures on vehicles owned by the state, as well being responsible for authorizing and overseeing approximately 1,200 repairs and preventative maintenance procedures performed annually by vendors located throughout the state.

MVMS partners with Wyoming Department of Transportation, Game and Fish, and UW to assure

that the services provided to the state and its employees are of the highest quality and most cost effective. The MVMS customer satisfaction rating remained the same at 79 percent for FY02 and FY03.

Procurement

The Procurement section oversees the acquisition of quality goods and services for state agencies with the primary objective of maximizing the value of public funds. This process is conducted in a manner that ensures open competition and provides equal opportunities for vendors.

Procurement will continue to evaluate e-procurement and e-commerce options with the intent to provide state agencies and residents with more efficient ways to conduct business on-line. Planned modifications to the state's web site will provide a more effective and efficient means of conducting the purchasing process electronically. This past fiscal year included evaluation and installation of major upgrades to the WOLFS accounting/procurement system. The latest upgrade will include web-based access for vendors along with the capability for electronic bidding and reverse auctions. Other features will allow vendors to register and submit various application forms electronically.

The procurement card program initiated by the Procurement section and the State Auditor's office continues to provide substantial cost-savings in the area of small dollar purchases. This program will soon be expanded to include state employee travel expenses.

Overall, the Procurement section has continued to receive positive feedback from user agencies concerning the quality of service provided by the staff. Procurement's customer satisfaction rating increased from 11 percent from 67 percent in FY02 to 78 percent in FY03.

Surplus Property

The Wyoming Surplus Property includes the Federal Surplus property program and the State Surplus property program. The customer satisfaction rating for Surplus Property increased five percent from 55 percent in FY02 to 60 percent in FY03.

The Federal Surplus property program completed auctions to reduce inventories, and had over 7,200 persons visit the Cheyenne facility, excluding state on-site sale visitors. Federal Surplus distributed \$1.1 million, based on federal acquisition cost, worth of property to eligible programs within the state for a cost savings of 88 cents for each dollar spent. State agencies acquired \$214,000, local public agencies acquired \$853,031, and non profit agencies acquired \$25,899 worth of federal property based on the federal acquisition cost.

The State Surplus Property program conducted onsite, bid and retail property sales grossing \$95,558, and \$4,160 in sales tax revenue to the state. On-site sales events averaged 150 persons per day attendance.

The section coordinated and processed the distribution of \$16,442 (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 cents on the dollar.

Public agencies		
Conservation	\$ 45,034	4.22 percent
Economic development	\$ 462	0.04 percent
Education	\$111,902	10.49 percent
Parks and Recreation	\$ 32,074	3.01 percent
Public Health	\$ 30,577	2.87 percent
Safety LEA's	\$40,216	3.77 percent
Safety other	\$499,217	46.79 percent
Two or more of the above	\$ 54,368	5.10 percent
Other	\$ 9,372	0.88 percent
Non profit agencies		
NP-Education	\$225,699	21.15 percent
NP-Public health	\$ 18,110	1.70 percent
	\$1,067,031	100.00 percent

Risk Management/Self Insurance

The Risk Management Section purchases commercial insurance, manages the state's Self-Insurance Program, administers third party liability, property damage, medical malpractice and subrogation claims on behalf of the state. 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 to carry out the purposes of this act.

Claims processed by Risk Management increased slightly with 1,022 claims processed in FY03 as compared to 850 claims processed in FY02. Given the two year reporting period for claims in Wyoming, outstanding claims from FY02 and FY03 may be filed until 2004 and 2005, respectively. As such, these numbers are subject to change.

The number of liability analysis inquiries, contractual language reviews and other insurance requests steadily increase each year as state agencies recognize the potential liabilities involved with their programs and services. The customer satisfaction rating for Risk Management increased six percent from 64 percent in FY02 to 70 percent in FY03.

Trades Management

Trades Management is comprised of two work units: Building Construction/Maintenance and Mechanical Systems Maintenance. The two units

are responsible for maintaining and repairing 23 facilities within the Cheyenne Capitol Complex area. Services provided include: preventative/periodic maintenance, repairs and remodeling of Capitol Complex buildings and their internal systems (i.e., electrical, HVAC, and plumbing) and oversight of construction/maintenance/repair projects performed by the private sector. TM was the lead section for General Services Division as they renovated the Emerson Auditorium for the 2003 Inauguration. This arduous project was completed on time and the division received many compliments from the newly elected governor, his staff, and the general public.

This Building Construction/Maintenance unit is responsible for the maintenance of the building and all building components except for electrical, mechanical, and plumbing. Also maintained are the exterior components: windows, walls, doors, roofs, docks, steps, porches, garage doors, and parking lots. The unit is also involved in many special projects/requests for service: hanging pictures, boards/wall hangings, furniture repairs and construction, sign making and installation, key cutting for cabinets and furniture, furniture moves, and flooring replacements. They also assist the Mechanical, Grounds and Custodial crews. This unit completed 1,693 service requests/work orders during FY03, of which 47 were large office modifications or remodel projects.

The Mechanical Systems Maintenance unit is responsible for maintaining and repairing the heating, air conditioning, refrigeration, electrical and plumbing components. This crew oversees critical maintenance projects, and works with engineers/outside contractors to complete facility upgrades. It also deals daily with code related issues in their technical fields and is responsible for the life/safety equipment in all buildings. MSM is the Capital Complex point of contact for energy management and oversees an energy management contract which guarantees annual savings in energy costs of \$103,842. Assistance is provided to Construction/Maintenance, Grounds, and Custodial crews as needed. This unit also oversees a team of AWEC employees who monitor building automation systems and the Barrett Building security system during non-working hours, and call/recall Trades Management technicians to troubleshoot/checkout facility problems.

MSM completed 1,685 requests for service during the FY03, in addition to conducting preventative maintenance on all facilities and implemented a card access/security project providing a keyless access system for the capitol, Herschler, and Barrett buildings.

Strategic plan changes

For FY04-08, the General Services Division will be working to accomplish a new objective for all sections, which is to increase the number of satisfied

customers as measured by incident-based customer surveys. The strategies set for the GSD sections are to provide accurate, timely, and quality services as measured by customer surveys that will ask customers relevant questions about the type of service they have recently received from GSD.

Human Resources Division

General information

Brian L. Foster, administrator

Agency contact

Brian L. Foster
 2001 Capitol Ave.
 Emerson Building Room 128
 Cheyenne, WY 82002-0060
bfoste2@state.wy.us

307/777-6713

Year established and reorganized

Established 1971, reorganized 1991, reorganized 2002

Statutory reference

W.W.9-2-1019, 9-2-1022 and 9-2-205

Number of authorized personnel

28 full-time

Organizational structure

Administrative Section, Classification Section, Selection Section, Insurance Section.

Clients served

Executive branch agencies, board and commissions, state employees, officials and retirees of the state, University of Wyoming, community colleges, Wyoming Community Development Authority, the State Legislature and residents of Wyoming

Budget information

General Fund	\$4,877,776
Trust and Agency	\$170,824,409
Total	\$175,702,185

Mission and philosophy

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

Results of outcomes

The Human Resources Division was part of an A and I customer satisfaction survey of state agencies. The survey evaluated satisfaction and importance of all A and I services. The overall rating for the HRD was 59.25 percent, an increase of 2.92

percent over the previous fiscal year. HRD was rated satisfactory as a whole in providing quality services on applicable statutes, regulations, procedures and programs.

The Human Resources Division also conducted a survey directed specifically at those employees who had direct interaction with the division. The survey was sent out to 105 customers with 35 responses, equating to a 33 percent response rate. Out of a scale of 1-5, five being excellent and one being poor, the division rated a 3.28 in overall satisfaction with services provided. This rating is slightly over satisfactory and an increase of .24 over the previous fiscal year.

The Human Resources Division referred 10 dismissal appeals to the Office of Administrative Hearings in accordance with W.S. 9-2-1019. During FY03 nine grievance committees were established to hear disciplinary action grievances filed by permanent employees. The Employee's Group Insurance section received 22 participant grievances from July 1, 2002 to June 30, 2003. Of these grievances, six were withdrawn, nine were settled and seven went to a hearing. This is a 5 percent increase in grievances that were referred or went to committee over the previous fiscal year. The survey results for the Grievance and Appeals unit was 3.56 out of five, rating slightly over satisfactory and higher than the 3.3 for FY02.

Selection, Recruitment and Training

The Selection, Recruitment and Training section processed 21,777 employment applications (a 14 percent increase over the previous year), 1,501 official requests for recruitment, developing and distributing 403 certificates of eligible applicant lists to state agencies, and producing and distributing 504 official State Vacancy Announcements. The section converted all employment applications from paper copy to electronic files, utilizing the division's electronic document management system. SRT also received and processed 6,144 employee and probationary employee performance appraisals. All were entered into a database and electronically imaged. The section provided four training sessions on performance appraisal for employees and supervisors.

SRT conducted 201 training sessions, to include 170 computer classes and 31 general employee workshops, training 1,336 employees. Three employee orientation sessions for state employees were conducted. Also offered were specific information technology training: *PIX Fire Wall Training*, *JCL Programming Training*, *MS Visual Basic Training*. In addition to general training workshops offered throughout the year, the section began planning and coordination of the "2003 Wyoming Professional Development Conference" (formerly the Support and Technical Staff Conference).

SRT installed a new web-based training registration system for state employees. This systems allows access 24 hour a day from home or office, self registration, instant registration and cancellations, immediate confirmations via email, ability to view

training history and ability to update the employee's own personal information.

SRT worked in conjunction with the A and I Information Technology Division to develop the first phase of an online employment application and recruitment system. In December, applicants were able to enter an applicant profile, general information, education, employment history, and certifications and licenses attained and print out their applications on any computer with a pdf viewer. In April, the section converted data from the past six years into the new recruitment system. In May, all recruitments were posted in the new system at:

<http://statejobs.state.wy.us>. All position recruitments were converted to the online system allowing applicants to apply for openings online without having to mail or fax a paper copy to the section. Staff members have been working on system develop and testing of the proposed changes in a staging environment. Staff members have been cross training and learning how to use the new system and internal process are changing.

SRT participated in a total of five job fairs: UW's Fall Career Fair on October 2, 2002, the Laramie County Community College Fall Job Fair Fiesta on October 30, 2002, the UW's Summer/Internship/Permanent Job Fair on February 11, 2003, the Cheyenne Business Leadership Network's Career Fair on March 27, 2003 and the Laramie County Community College Annual Career Fair on April 16, 2003. Approximately 300 applicants stopped by our booth at each job fair. This is consistent with the number of fairs attended in previous years.

Due to a growing number of various projects throughout state government agencies, Project Management training was procured and offered in FY03. The primary focus of the training was toward information technology project management, however, the training was made available to employees in other fields, and utilized funds appropriated for workforce training. The training was broken down into two types of classes: a comprehensive five-day course intended for state employees who work extensively with project management, and a two-day overview course designed for managers, supervisors and support personnel. Five comprehensive courses were offered training a total of 100 state employees and three overview courses were offered, training a total of 60 state employees.

SRT coordinated the development and implementation of the first State of Wyoming Student Internship Program. A total of 47 interns were placed in 14 state agencies in seven locations throughout the state.

SRT launched an e-Learning pilot initiative for state employees to study the acceptance and effectiveness of online training. On a voluntary basis, employees were given access to unlimited number of online courses provided they received authorization from management. Employees were asked to provide

feedback through customized surveys for the section to measure the effectiveness. Once the pilot project is completed and the data is analyzed, the section will make a determination whether to provide online training access to state employees. The internal survey results for the Selection and Recruitment section was 3.09 out of five, just slightly over satisfactory and a decrease of .11 from the last fiscal year.

Classification and Compensation

The Classification and Compensation section led a multi-agency team to develop and implement a statewide HR Certification program. One session was held in Cheyenne with 85 attendees and one session was held in Lander at the State Training School with 45 attendees. Two ceremonies were held to recognize employees that had completed all requirements for the HR Certification Program, one in December 2002 and one in June 2003. A total of 70 employees were presented their certification by the governor.

Classification and Compensation processed requests for 1,131 service awards including certificates, pins and plaques. The survey results for the Classification and Compensation Section rated slightly over satisfactory with a 3.41 out of five, an increase of .73 from last fiscal year.

Employee's Group Insurance

The Employee's Group Insurance section held 23 participant informational meetings during the fall of 2002 across the state plus an additional 24 participant special enrollment informational meetings during the spring of 2003. The number of meetings conducted to educate the participants on the insurance program were doubled from last fiscal year. The EGI section conducted additional presentations at the request of the Department of Agriculture, Department of Health, Department of A and I and Department of Parks and Cultural Resources.

EGI provides a newsletter called the Employee Benefits Press. Four regular issues of the newsletter were distributed to participants during the FY03 plus one "special edition" of the newsletter which provided information for the special open enrollment period held during the spring of 2003. This is an increase of two editions over the previous fiscal year. Two Benefit Specialist training sessions were held in September of 2002. Two additional Benefit Specialist Training sessions concerning HIPAA (Health Insurance Privacy and Accountability Act) privacy rules and the special open enrollment period were held in the spring of 2003. The session's meetings were held in Cheyenne and Casper to reduce travel time for the agencies outside of south-east Wyoming.

EGI realized 20 percent in health claims savings through negotiated discounts with medical service providers as reported by its third party administrator, Great West Life. This is a slight decrease from the previous fiscal year which realized a 21.8 percent savings.

EGI administers a Section 125, Flexible Benefits package which includes a medical reim-

bursament account option and a dependent care account option. These programs allow participants to pay for medical care and dependent care on a pre-tax basis. The plan paid out \$2.3 million in benefit payments from 7/1/02 – 6/30/03. The Flexible Benefits package provides a significant savings to the state and the plan participants.

The survey results for the EGI section was 3.81 out of five. This was the first year Employees Group Insurance was included in the division's internal survey so there isn't a comparison to last fiscal year.

Strategic plan changes

The focus of the Human Resources Division, Classification and Compensation and Selection, Recruitment and Training sections, for the upcoming fiscal year is to decrease the amount of time it takes to process actions/requests submitted by our customers. The division's objective is to decrease the amount of time it takes to process actions/requests submitted by their customers, within a three-week time frame. This will help to ensure the agencies are able to meet their goals and decrease the number of complaints from the agencies concerning timeliness. The division will track all submissions and record when they have been completed. The division will follow up on all actions/requests that didn't meet the three-week time frame to increase communication as to why delays occurred and what the projected time frame is for completion.

Employees Group Insurance's focus will be on designing and implementing a program to better educate its customers on how they can help control the costs of their health insurance. The section will increase the number of newsletters and presentations given to state employees across the state. The focus of these newsletters and presentations will be on how the employees affect the cost of the program by the choices they make, both from a cost stand point as well as the lifestyle decisions. This is the beginning of a process that will enable EGI to track the usage and costs of the health insurance program and determine how much of a savings can be derived from employees using the program from a more informed perspective.

Information Technology Division

General information

Earl Atwood, administrator

Agency contact

2001 Capitol Ave., Rm 237
Cheyenne, WY 82002
ITD@wyo.gov

307/777-5003

Other locations

801 W. 20th St.
Cheyenne, WY 82002

3038 Energy Lane
Casper WY 82604

1471 Dewar
Rock Springs WY 82901

525 W. Lakeway Dr.
Gillette WY 82717

Remote Office in Fremont County that is currently vacant.

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

Authorized personnel

131 full time positions

Previous Report Period
133 full time positions

Positions Eliminated FY02

The decrease in the position count resulted from two positions transferred to A and I General Services Division.

Organization structure

The division is organized in branches, each having a focus on a specific function or line of service, as follows: Administration, Applications Development, Computing Center, E-Government/Web Services, MIS and Equipment Service Support, and Telecommunications Services (network and voice/video).

Clients served

Primary clients served are Legislative, Judicial and Executive branch agencies of state government including UW, and various boards and commissions. 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	\$627,250
Intergovernmental Fund	\$25,346,910
Trust and Agency Fund	\$1,283,791
Total	\$27,257,951

Mission and philosophy

The mission of the Information Technology Division is to provide a cost effective infrastructure and the services needed to facilitate its use, which will assist our customers in delivering quality services, products and information to their constituents. The Information Technology Division is committed to carrying out its mission in an ethical, professional and efficient manner with a focus on customer service and continuous process improvement.

Results of outcomes

Agency Goal One is to deliver quality service to our customers. ITD's first objective for this goal is to increase the division customer satisfaction numbers by two percent measured via the department survey format. The following activities and measures support this objective:

ITD obtained 23 agency responses to the annual customer-based satisfaction survey.

The FY03 average customer service benchmark is 69.25 percent, an increase of 5.68 percent over the FY02 average customer satisfaction benchmark of 63.57 percent.

The division administrator conducted 52 personal customer service calls with agency directors and administrators to review ITD service delivery issues, innovations and availability.

The branch managers conducted 298 one-on-one customer visits.

The division achieved 652 training days, an average of 6.8 training days per FTE (distributed over 80 percent of the division FTE's). All division personnel received at least two days of project management training.

ITD's second objective for this goal is to establish a new system to measure customer satisfaction for the division. The following activities and measures support this objective:

ITD provided quarterly status reports to the director's office on its progress towards establishing customer service evaluation criteria and towards establishing performance measures for each expense organization.

A team was formed within ITD to develop specific performance measures and evaluation criteria with most of its work completed by the end of FY03. Revision of the strategic plan for the FY05/06 period resulted in a new objective in this area. The performance measures and evaluation criteria developed under this portion of our strategic plan will become elements of the Division's action plan for the FY05/06 performance period.

Agency Goal Two is to provide and promote cost effective and efficient services to our customers. The activities in support of this goal for FY03 were centered on planning and identifying standards to be used for measurements in future periods. Quarterly reports were provided to the director's office reporting progress establishing standards and establishing performance measures for the developed standards (Objectives A and B). Objective C does not apply for this reporting period.

*Our previous Agency Goal Two was to support and enhance the information content and transfer needs of the state (from the strategic plan dated July 1, 2000 Through June 30, 2004).

This was accomplished in FY03 by:

Maintaining a network consisting of approximately 786 circuits, which is a growth of about 1.2 percent over FY02; attending 33 coordination meetings with state and local agencies; maintaining annual mainframe availability of 8,706 hours for 99.65 percent availability; maintaining annual network availability of 8,760 hours for 99.992 percent availability; conducting one test of the off-site disaster recovery alternative for the mainframe with access to the state on-line network in place; completing 108 user requests for research, analysis, design, formulation, programming, testing, implementation, enhancements and maintenance of automated systems; providing assistance to agencies in the development and evaluation of seven Requests for Proposals; hosting 47 web-enabled sites for agencies; conducting one review of Geographic Information System standards and updates in accordance with new technology; specifically, the Wyoming Geographic Information Advisory Council GIS standards document, that once approved by WGIAC was passed on to Information Technology Coordinating Committee for incorporation into their state standards document; an inventory of the spatial/GIS information held by state agencies was conducted from April 2002 to August 2002 (This was done at the request of the Governor's Homeland Security Council 295 entities were surveyed about 192 GIS layers. Entities included federal, state and local governments, UW and private industry. Survey results were made available as requested.); creating and identifying one state base theme (1994 digital Ortho Quarter Quad grey scale Aerial Photography), made available through the WGIAC website and the Federal Geographic Data Committee Clearinghouse Node on the WGIAC website maintained by the division GIS office; completing 6,026 equipment repair requests; responding to 838 service calls for software, hardware, LANs and

WANs for state agencies; performing 16 needs analysis for state agencies; performing 253 statewide e-mail support actions with state employees.

* These benchmarks will be used as action plan elements for future planning periods.

Strategic plan changes

The new objective for ITD is to increase and improve communications with its customer concerning the services they receive from the ITD Business units. The strategy is to establish a customer advocate group that will maintain lines of communication with every ITD customer agency utilizing ITD services and proactively review service levels. This information will be the input for changes and improvement of ITD services.

Wyoming State Library

General information

Lesley Boughton, state librarian

Agency contact

Lesley Boughton
Supreme Court/State Library Bldg.
2301 Capitol Ave.
Cheyenne, WY 82002-0060
e-mail lbough@state.wy.us

307/777-6333

Year Established and reorganized

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

Statutory references

W.S. 9-2-1026.3 to 9-2-1026.7; 41-1-104

Authorized personnel

29

Organization structure

Administration; Statewide Information Services (Reference); 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 and the residents of Wyoming

Budget information

General Fund	\$1,864,676
Trust and Agency Funds	\$3,081,488
Federal	\$371,319
Total	\$5,317,483

Mission and philosophy

To promote statewide library development, foster library cooperation, and provide reliable information to customers.

Results of outcomes

Library Development

The WYLD office led the statewide migration to a new integrated library system for 23 county, 39 branch, 9 academic, eight special and 14 school libraries. The extensive training on the new Sirsi Unicorn software provided in each county at the end of the prior fiscal year ensured the planned implementation on July 1, 2002 was met. The migration was successful due to the leadership of state library staff, cooperation of member libraries, and planning with the vendor. Publications office staff, working with a multimedia company, developed a CD-ROM providing instruction to librarians and residents on using the enhanced online catalog.

Communication and planning with the state's librarians is a high priority for this division. In October 2002, the state librarian convened the annual library directors' retreat for county and academic library directors to assess statewide services, cooperative projects and directions for Wyoming libraries. The state librarian and staff also participated in the annual Wyoming Library Association conference, WYLD Network meetings, and allied events as presenters, trainers and panelists.

Forty-five training sessions on a variety of topics were delivered throughout the state, with 723 attendees from all types of libraries. WSL distributed evaluation forms to all participants in these training workshops with results showing increases in knowledge and confidence for many of the attendees. Staff facilitated the delivery of two accredited graduate library science courses from the University of Missouri and established a liaison with the library paraprofessional program offered at Salt Lake Community College to strengthen professional development; organized a Library Leadership Institute to nurture future library leaders; promoted and managed a variety of grant offerings to librarians for continuing education; and regularly consulted with librarians via phone and email.

WSL provided technical assistance to county librarians applying for e-rate discounts from the federal universal service fund. The State Library also filed on behalf of the WYLD network, securing \$64,186 in telecommunication discounts for member libraries.

Libraries and agencies continue to demonstrate their satisfaction with the central acquisitions

program, an aggregated purchasing service, by increasing participation, deposits and orders. There are currently 326 active accounts. In FY03, staff processed 2,709 orders totaling \$4.1 million, including 147 orders for state agencies. In the current biennium the state library received a \$2.5 million increase in its authority to spend agency funds to accommodate the increasing deposits. The acquisitions staff migrated its financial management processes to the Unicorn software that integrates with accounting software used in many Wyoming libraries.

Annual county library statistics were collected through the business office, analyzed for trends and services, and published as an annual report. Statistics were also reformatted and transmitted online to the Federal States Cooperative System for inclusion in national library statistics

Library Cooperation

To support Wyoming's 10 federal depository libraries, the State Library managed the contract with the University of Colorado-Boulder, which allows Wyoming libraries, including UW, to participate in the Federal Depository Library Program. Through this contract, librarians continue to utilize the resources of and receive services from the primary government information research library in the region.

State Library staff continued the second year of a cooperative digitization program with the Wyoming State Parks and Cultural Resources Department, UW Libraries, American Heritage Center, Platte County Library and Museums, and the Wyoming State Historical Society.

Information Services

Statewide Information Services staff provided access to federal and state publications, online information, and library resources to officials, employees, librarians, and the public. The unit staff continued to improve access to this information by cataloging and adding records for state and federal government publications to WYLD. Staff worked with the Water Development Commission, State Engineers Office and other agencies to ensure that Wyoming's water-related information resources continue to be readily available to users. The "Wyoming Inventors' Database" <<http://cowgirl.state.wy.us/inventors/>> was completed and now provides access to information about Wyoming inventors and inventions. It is one of only two state patent databases developed.

In FY03, staff continually enhanced the information portal GoWYLD <www.gowyld.net> with links to Wyoming sites, organizations, and services with a presence on the World Wide Web. More than 350,000 hits were documented in FY03.

The State Library continued its role in state information management by managing the state publications depository program defined in W.S. 9-2-1026.6[c], collecting agency reports and producing the Wyoming State Government Annual Report, 2002, and participating in numerous intergovernmental projects and event. New editions of the *Wyoming*

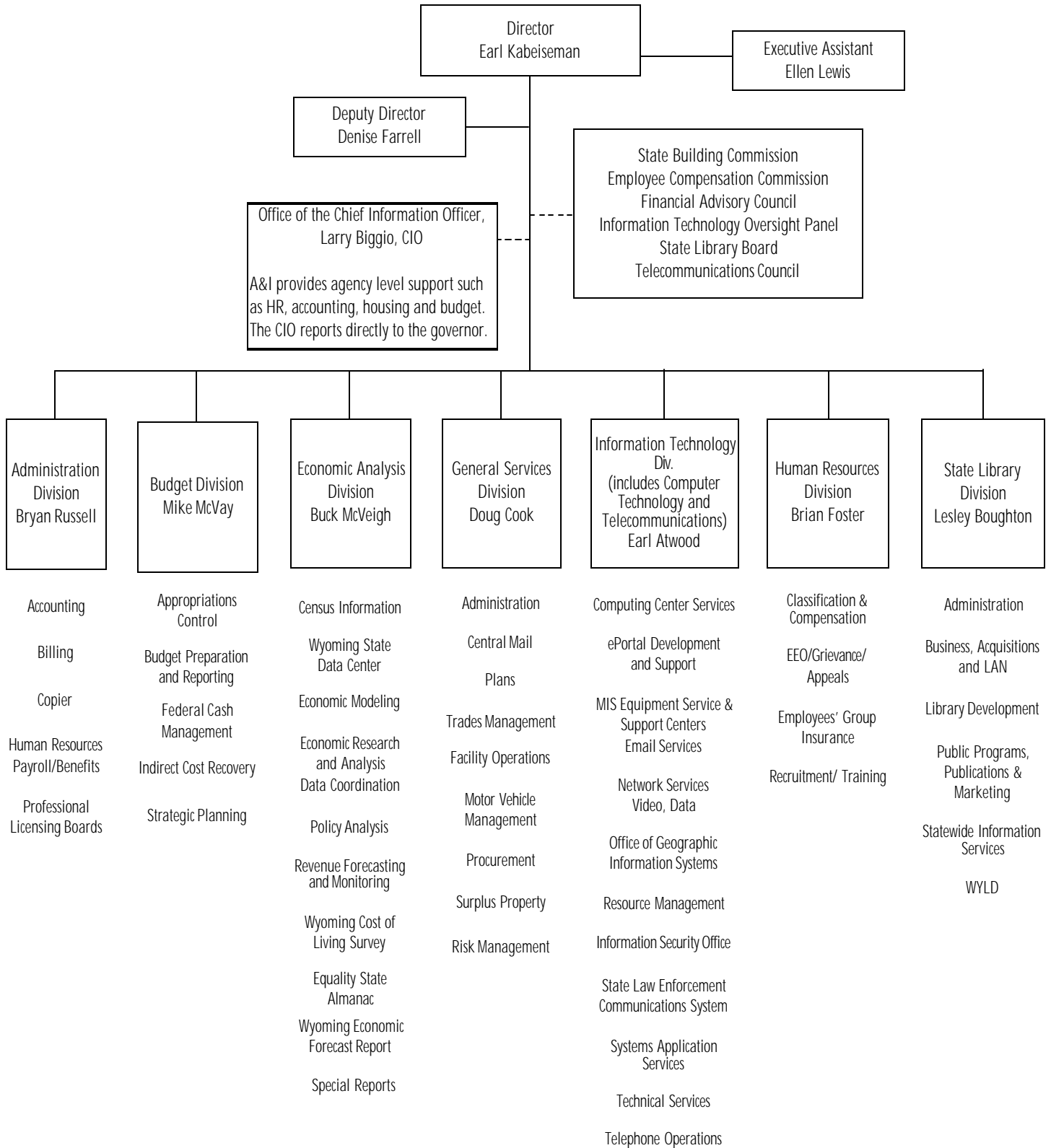
Libraries Directory, Catalog of Wyoming Grant Programs, Public Library Statistics, Wyoming Library Laws, Trustee Corner, and eight issues of *The Outrider* were developed and issued.

Program managers in the division are responsible for ensuring that employees under their supervision are provided appropriate training opportunities. All staff members were provided at least one training session this year.

Strategic plan changes

Along with its goal to promote library development, foster library cooperation and provide reliable information to our customers, the State Library's new objective is to improve the quality of library services to individuals residing in the 12 Wyoming state institutions and penal facilities.

Department of Administration and Information organization chart



Department of Agriculture

Mission and philosophy

The Wyoming Department of Agriculture is dedicated to the promotion and enhancement of Wyoming's agriculture, natural resources, and quality of life.

The WDA is comprised of six sections:

Administrative Services, Analytical Services (Chemistry & Microbiology Laboratories), Consumer Health Services, Natural Resources, Technical Services, and Wyoming State Fair.

Results of outcomes

Consumer Health Services employees found 8,005 critically positive controls during their inspections of retail establishments. In addition, inspectors found 351 major deficiencies in meat plants and 1,088 critical violations at retail establishments. All deficiencies and violations were corrected and employees were trained to preclude reoccurrences.

Technical Services employees conducted pesticide program inspections, finding that 81 percent of the pesticide applicators and agribusinesses in the state were in full compliance with pesticide laws and regulations. The percentage of the total analyses performed by the Analytical Services Laboratory and reported within 30 days on 95 percent of all samples was 91.34 percent. Technical Services employees have the responsibility to assure the public that consumer products are safe and truthfully marked. As a result of their inspections, 87 percent of products inspected were found to be in compliance with state and federal standards. Of the nursery stock, feed, fertilizer, and seed establishments, 91 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, 2,451 youth and open livestock operators exhibited their animals. The amount of dollar support and sponsorships for the Wyoming State Fair equaled \$35,819 and the number of WSF special awards and donations amounted to \$2,530. There were 55,750 educational materials distributed to schools.

In order to expand the opportunities to promote the protection of our natural resources, WDA Natural Resource personnel provided information and assistance to 15 Coordinated Resource Management awareness programs, all 34 conservation districts, and all 23 weed and pest districts in Wyoming. Four small water development programs were implemented with WDA assistance and 26 impaired streams were addressed with WDA water quality grants. WDA also assisted in developing three endangered species management plans. WDA Natural Resource officials also conducted ten mediation processes and initiated four carbon sequestration pilot programs.

General information

John Etchepare, director

Agency contact

Don Christianson, assistant to the director for policy

2219 Carey Avenue
Cheyenne, WY 82002-0100
dchris@missc.state.wy.us

307/777-6576

Other locations

Laramie, Douglas, Statewide

Year established

1923

Statutory references

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

Authorized personnel

73 full-time; 13 part-time

Organization 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

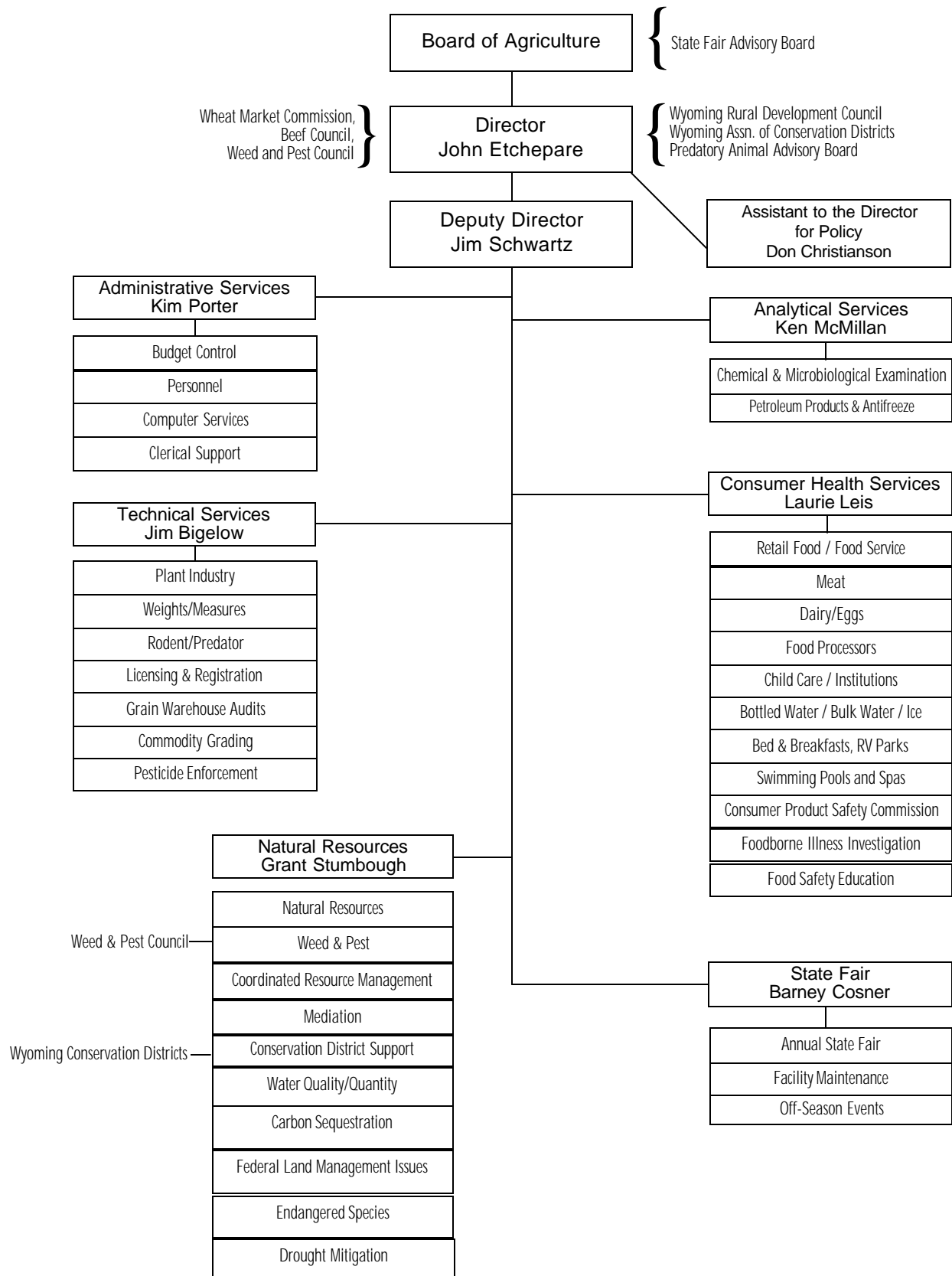
General Funds	\$11,427,954
Federal Funds	\$849,465
Other	\$5,070,852
Total	\$17,348,271

It is important that agricultural opportunities for Wyoming be expanded by increasing agribusiness related skills and knowledge, conducting market research, facilitating agriculture business development, and providing consumer and industry information of specific commodities. As measures of accomplishing that objective, the Wyoming Beef Council producer attitude score equaled 65 percent and the council provided three industry information opportunities

Goals

Protect human health and natural resources; assure the public that consumer products are safe and truthfully marketed; and provide information and education to promote and preserve our agricultural community.

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 its 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

See specific division reports for report on outcomes.

Strategic plan changes

The strategic plan has been rewritten for implementation on July 1, 2004. See specific division reports for changes.

Law Office

General information

Patrick J. Crank, attorney general

Agency contact

Michael R. O'Donnell, chief deputy
123 State Capitol
Cheyenne, WY 82002

307/777-7844

Other locations

Casper

Year established

1886

Statutory references

Wyo. Stat. §§ 1-40-102 through 119; 1-40-201 through 210; 1-40-301 through 1-40-308; 9-1-601 through 610; 9-1-611 through 627; 9-1-632 through 635; 9-1-636 through 9-1-638; 9-1-702 through 709

General information

Patrick J. Crank, attorney general

Agency contact

Michael R. O'Donnell, chief deputy
123 State Capitol
Cheyenne, WY 82002
E-mail: modonn@state.wy.us
Website: <http://attorneygeneral.state.wy.us/>

307/777-7841

Other locations

Douglas, Casper, Riverton, Jackson, Green River, Gillette and satellite offices in Sheridan, Powell, Evanston, Laramie, Rawlins

Year established

1886

Statutory references

Wyo. Stat. §§ 1-40-102 through 119; 1-40-201 through 210; 1-40-301 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; 9-1-701 through 709

Number of authorized personnel

173 full-time, two part-time

Organization structure

Law Office, Division of Criminal Investigation, 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, county and district attorneys, consumers, crime victims, state and local peace officers

Budget information

General fund	\$12,788,622
Federal	\$6,181,214
Other	\$2,892,160
Total	\$21,861,886

Number of authorized personnel

64 full-time, one part-time

Organization structure

Civil Division, Human Services Division, Tort Litigation Division, 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, county and district attorneys, consumers and Medicaid recipients.

Budget information

Objective 1	\$2,708,326
Objective 2	\$302,154
Objective 3	\$1,267,569
Objective 4	\$37,769
Objective 5	\$411,209

Mission and philosophy

The Law Office's mission is to serve the residents of Wyoming by providing the highest quality legal advice and representation to state agencies and elected state officials, as set out by statute. The Law Office also serves consumers who have been subject to fraud, and serves the public and individuals by investigating and prosecuting Medicaid fraud.

Results of outcomes

The law office provides the highest caliber of professional legal representation to our clients in adversarial matters. In response to a survey to determine the approval rating of federal and state district court judges, and justices on the Wyoming Supreme Court on a scale of 1-5, 5 being excellent, the average rating was 4.16 for trial court actions and 4.48 for supreme court appeals.

The law office provides legal advice to elected officials, agencies, boards, commissions, legislators, county and district attorneys. In response to a survey to determine the approval rating by state agencies on a scale of 1-5, 5 being excellent, the average rating was 3.90 for state agencies and elected officials and 3.73 for boards and commissions.

It is a law office objective to reduce the turnaround time for opinion requests. Attorneys respond to opinion requests in a timely manner. During FY03, the average turnaround time was 35.48 days.

During FY03, the law office continued to handle in-house the majority of contested matters, considering there were 901 contested cases pending on July 1, 2002. During FY03, 1,239 contested cases were opened; 2,766 informal opinions/letters of advice were written, of these 87 were opinions

approved by the attorney general; no formal opinions were written; 6,875 contracts, bonds, and leases were reviewed; and 276 sets of agency rules were reviewed, of these, 91 were final rule reviews filed with the Secretary of State's Office. During the 2003 Legislative Session the Office of the Attorney General reviewed 475 legislative pre-filed bills and reviewed 216 enacted bills.

The Criminal Division is organized into three sections: the appellate section, the prisoner litigation section, and the corrections section. The division is primarily responsible for criminal appeals in the Wyoming Supreme Court, post-conviction litigation by prisoners in the state courts, habeas corpus litigation by prisoners in the state and federal courts, extraditions, detainers, executive clemency matters, and legal representation of state law enforcement and corrections entities, including: the Department of Corrections; the Parole Board; the Division of Criminal Investigation; and the Department of Homeland Security. Each responsibility is directly related to maintaining public safety for the residents of Wyoming. Furthermore, performing these functions fulfills the State of Wyoming's obligations in our system of criminal justice, as established by the state and federal constitutions and Wyoming statutes.

The Criminal Division handled 90 criminal appeals, 11 post-conviction writs/actions, 99 extradition/detainers, 207 pardons/restorations of rights matters and 18 prisoner filings. The division prepared approximately 374 legal opinions and letters of advice, reviewed 147 bonds, leases, and contracts for agencies, and 6 sets of agency rules.

As society becomes more litigious and the cost of litigation increases, it remains a challenge to handle all of the contested cases and litigation with existing staff and resources.

The Civil Division is primarily responsible for the legal representation of four major state departments, including the Departments of: Audit; Revenue; Treasurer; and Office of State Lands and Investments. The division also represents the Board of Land Commissioners, the Banking Division of the Department of Audit, Board of Deposits, Wyoming Retirement Board, Group Health Insurance Board, Adjutant General, Public Service Commission and the Personnel Administrator of the Department of Administration and Information. One attorney is assigned to represent the 28 professional licensing boards and commissions.

The work of the Civil Division can be categorized into the following general functions: legal advice to state agencies; legal representation of the agencies in court and administrative tribunals; written legal opinions to county attorneys and legislators; legal advice to the five elected state officials; and review of legislative bills for the governor and general legislative activity. The division prepared approximately 772 legal opinions and letters of advice, reviewed 2,191 bonds, leases, and contracts for agencies, and 87

sets of agency rules.

The Human Services Division is primarily responsible for the legal representation of four major state departments, including the Departments of: Health; Family Services; Education; and Transportation. The division provides a variety of legal services to these Departments including day-to-day legal advice; legal representation of the agencies in state and federal court as well as in administrative tribunals; legal opinions to county attorneys and legislators when the question posed involves one of the above departments; and legal advice relating to proposed legislation that may affect one of the above departments. The division prepared approximately 361 legal opinions and letters of advice, reviewed 2,501 bonds, leases, and contracts for agencies, and 40 sets of agency rules.

The Litigation Division is organized into three sections: the litigation section; the employment law section; and the personnel section. Attorneys in the Litigation Division handle the state's tort and civil rights litigation and representation of the Department of Employment and its numerous divisions. 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. 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. The division prepared approximately 1,043 legal opinions and letters of advice, reviewed 705 bonds, leases, and contracts for agencies, and 24 sets of agency rules.

The Litigation Division has nearly eliminated the use of contract private attorneys in defense of claims under the State Self Insurance Program. In response to a Management Committee audit, contract Workers' Compensation attorneys are now paid on an hourly fee basis.

The consumer protection unit of the law office provides consumer protection for the residents of Wyoming. In FY03, the consumer protection unit opened 825 consumer complaints, handled 3,770 consumer telephone inquiries and closed 1,101 consumer complaints, resulting in savings of at least \$66,857 and refunds recovered for consumers of \$128,142.

The Water and Natural Resources Division provides legal advice to state agencies and state officials regarding environmental quality and water quantity issues. The division also represents the state in numerous actions in state, federal and international forums regarding water and natural resources issues. The division is divided into three sections: the environmental section; the water section; and the resources section.

Attorneys in the environmental section represent the Air Quality, Land Quality, Abandoned Mine Lands, and Solid and Hazardous Waste Divisions of the Department of Environmental Quality. These entities are responsible for administering both state and federally delegated programs that involve administering permit systems; developing and enforcing standards, regulations and bonding requirements; and securing corrective action and site remediation where necessary.

Attorneys in the water section represent the State Engineer's Office, the State Board of Control, the Water Development Commission, and the Water Quality Division of the Department of Environmental Quality. They also manage, direct and represent the state in complex water rights litigation including the Big Horn River General Stream Adjudication and the original action before the United States Supreme Court, *Nebraska v. Wyoming*.

The Resources Section represents the Game & Fish Department and Commission and the Wyoming Oil and Gas Conservation Commission. This section specializes in Endangered Species Act issues, resource conservation and development, and land use issues. This section also handles litigation authorized by Wyo. Stat. 9-4-218.

The Water and Natural Resources Division prepared approximately 129 legal opinions and letters of advice, reviewed 1,331 bonds, leases, and contracts for agencies, and 27 sets of agency rules.

The law office uses the Medicaid Fraud Control Unit to investigate, resolve, and when appropriate, to prosecute or assist in the prosecution of the perpetrators of Medicaid fraud and of patient abuse and patient trust fund misappropriation occurring in Medicaid funded facilities and in other federal health programs. During FY03, 20 new Medicaid fraud referrals were received while a total of 58 referrals were processed to completion; two provider fraud cases were criminally prosecuted resulting in convictions; \$223,700 was successfully returned to the Medicaid Program as a result of referrals to the MFCU; 14 presentations were made to the general public, law enforcement officials, prosecutors and state agencies, reaching 1,297 individuals throughout the state regarding Medicaid fraud and patient abuse/neglect; 14 patient abuse/neglect referrals, 15 Medicaid provider fraud referrals, and 16 global cases remained under investigation as of June 30, 2003.

The Wyoming MFCU focuses on the identification, investigation, and prosecution of criminal fraud perpetrated by providers of the full range of medical services under the Wyoming Medicaid program. The MFCU was also actively involved in several national fraud investigations and global settlements. The MFCU identified, investigated, and prosecuted abuse to patients of health care facilities that receive Medicaid funds, misappropriation of patients' private funds in such facilities, as well as patient abuse in non-Medicaid funded board and care facilities.

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 also continued to be an important emphasis for the MFCU.

The Wyoming MFCU meets the minimum staffing requirements of the federal law. The staff consists of the unit's director who is an attorney and is cross-designated as a Special 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.

The Law Office has been engaged in a major effort to increase the effectiveness, enthusiasm and efficiency of its legal staff. The goal of this effort is to provide higher quality legal representation, and to do so in a revenue-neutral or even revenue-saving manner. It appears that this effort is beginning to work, as is noted below. However, for the effort to truly succeed, the Law Office needs to be able to compensate attorneys and staff at least commensurate with federal pay scales.

As noted in previous years, the Law Office anticipates that requests for legal services will continue to increase in the future. This is a pattern that has existed for a number of years. Since the change in the Attorney General in December of 2002, the Law Office has significantly reduced usage of two of its contracts with outside counsel and brought the school finance litigation and most of our water and natural resource cases back in house. These two changes alone will save the state over one million dollars annually over the course of the litigation. In addition to these changes, the Law Office has tracked the amount of monies brought into the state by actions taken by our lawyers on behalf of the state. Since December 1, 2002, the amount of money brought in by multi-state litigation is \$37,651,144.01. The bulk of this income is from the Tobacco Master Settlement Agreement in the amount of \$35,207,081.72. The state has been receiving funds from the Tobacco Master Settlement Agreement since December 1999. The remaining \$1,695,260.79 is from the state's participation in various multi-state litigation settlements. Another source of income benefiting the state that the Wyoming Attorney General's Office facilitates is through Workers' Compensation Third-Party Lawsuits. Since December 1, 2002, the Attorney General's Office has negotiated the return of \$748,801.50 to the Department of Employment. This money is received to benefit the whole state, it should be considered when appropriating positions and funding to the Attorney General's Office as the Law Office provides legal counsel on these activities and it continues to need additional personnel, including paralegals, attorneys and support staff.

In order to meet current and future demands for services, adequate staffing and compensation of

legal staff is critical. Virtually all of the tasks assigned to the Law Office by law require the professional services of attorneys. This fact requires adequate budgeting in order to attract and retain qualified professionals. Retention of qualified professionals is essential in that it typically takes several years for an attorney to become trained and efficient in performing the legal work required by the job.

Strategic plan changes

The law office made no significant changes to the strategic plan for implementation on July 1, 2004.

Victim Services Division

General information

Julie L. Tennant-Burt, director

Agency contact

Julie L. Tennant-Burt

Herschler Building, 1st Floor West
Cheyenne, WY 82002

307/777-7200

Other locations

None

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 full-time

Organizational structure

Division of the Attorney General's Office

Clients served

Victim survivors of crime

Budget information

Objective 1	\$3,292,621
Objective 2	\$823,155
Objective 3	\$1,371,926

Mission and philosophy

The Division of Victim Services' mission is to improve the treatment of victim survivors and witnesses of crime by providing them with assistance, financial compensation, information, referral, sup-

port 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 victim survivors and witnesses of crime at the state, county, and local levels.

Results of outcomes

In FY03, the division distributed a total of \$3,904, 290.90 in federal and state dollars through a formula-distribution and competitive grant process to 50 victim assistance and domestic violence programs in 23 counties and the Wind River Indian Reservation in Wyoming. The Crime Victims' Compensation program received 594 claims; 322 awarded, 188 denied and 84 are in review. During FY03, crime victims received a total of \$993,401.41 in compensation.

Services to crime victims were improved through training, monitoring and policy changes.

Training opportunities are offered to all disciplines involved in serving victims of crime and domestic violence. Examples of statewide trainings offered by the division in 2002/2003: 140 attendees at the Fourth Annual Victim Services Conference; 32 participants in the second Institute on Victims' Studies Foundation training; 24 participants in the Advanced Institute training (national level trainings); 200 attendees at the Second Annual Sexual Assault Summit. Local trainings were also provided on issues specific to victims' compensation and restitution to 100 officers at the Wyoming Law Enforcement Academy, 14 third-year law students at UW, 21 probation officers, 30 court clerks, and more than 150 victim advocates around the state. The division sponsored nine members from various disciplines to go to New Orleans, Louisiana for specialized training and those members are now part of a statewide Sexual Assault Response Team (SART), charged with training other potential SART members.

The division conducted on-site audits in 13 counties and on the Wind River Reservation. Plans are currently underway to conduct compliance audits of programs in the remaining eight counties.

The division has completed an on-line statistical reporting system which will allow both victim/witness and domestic violence/sexual assault programs to provide the division with current statistical data on the number of victims served, their demographics, and types of services provided each month. The new system should foster a more timely submission of this data, and give an up-to-date portrayal of what services are available to meet the needs of victims in Wyoming.

The division and the Department of Health work as a team to distribute and monitor federal Rape Prevention Education funds to Domestic Violence/Sexual Assault (DV/SA) programs in 23 counties and the Wind River Indian Reservation to promote prevention activities in sexual assault.

Division staff works closely with the Department of Family Services on a number of mutually important committees and programs. The Division of Victim Services distributes and monitors \$850,000 in Temporary Assistance to Needy Families funds provided through the Department of Family Services to DV/SA programs throughout Wyoming to encourage the expansion of services to domestic violence victims in the areas of life skills and child advocacy.

A division staff person participates as a contributing member of the Child Fatality Team along with staff from the Department of Family Services.

The division received a grant that was co-authored with the Department of Family Services and the Wyoming Coalition Against Domestic Violence and Sexual Assault to offer training to law enforcement and prosecution on working with and improving services to victims with disabilities.

The division co-authored two other grants with the Department of Family Services and UW. One grant is a training grant to provide domestic violence training to all Department of Family Service workers, and the second is a Safe Havens grant providing for safe exchange of children and to provide supervised visitation.

The division has a mutual interest and has provided input into restorative justice practices by participating in the restorative justice/victim mediation conference in Cheyenne and by working closely with the Department of Corrections.

Cross training is offered by the division on a wide variety of issues related to serving victims of crimes among these departments and divisions.

Services to crime victims were improved through outreach, victim compensation and the victim bill of rights.

The division developed and implemented an extensive outreach program. A staff person was hired with the primary responsibility to provide outreach to programs and the public on issues important to victims of crimes. Activities by the division include: development and publication of a quarterly newsletter covering events and issues of serving victims of all crimes; distribution of public service announcements for print and radio media; and distribution of guest editorials. The division also produced and distributed materials focused on increasing awareness of the Victim Bill of Rights, services and compensation available to victims in Wyoming, and on general issues such as sexual assault.

The division continues with ongoing staff development on victim's compensation. A database was developed to enable better tracking of compensation claims and awards to allow a greater degree of analysis leading to improved policies and procedures on compensation.

Strategic plan changes

The victim services division rewrote and added one objective. The four objectives are:
OBJECTIVE: Funding and Program Development. Through funding and program development, the division will continue to support baseline services to crime victims in all 23 counties and on the Wind River Indian Reservation.
OBJECTIVE: Outreach and Training. Assist programs in meeting the needs of victims through outreach services and training to meet identified needs.
OBJECTIVE: Cooperative Relationships. The Division of Victim Services will nurture positive cooperative relationships with all agencies, local state and federal to foster positive, effective delivery of victim services.
OBJECTIVE: Victim's Compensation. Ensure the delivery of crime victim's compensation.

Division of Criminal Investigation

General information

Kurt E. Dobbs, director

Agency contact

Kebin W. Haller, deputy director - operations
 A. Rich Spencer, deputy director - crime lab
 James M. Wilson, deputy director - criminal justice information section
 316 West 22nd Street
 Cheyenne, WY 82002

307/777-7181

Other locations

Casper, Gillette, Riverton, Jackson, Green River;
 Satellite offices in Evanston, Laramie, Sheridan, Powell, Rawlins

Year established and reorganized

Established 1973; reorganized 1986, 1989

Statutory references

Wyo. Stat. § 9-1-611 through 627

Number of authorized personnel

69 full-time

Organizational structure

Division of the Attorney General's Office
 Criminal Investigations, Criminal Justice Information, Crime Laboratory

Clients served

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

Budget information

Objective 1	\$5,998,467
Objective 2	\$1,300,738
Objective 3	\$2,108,622

Mission and philosophy

The Division of Criminal Investigation's mission is to continually provide a work force of highly motivated professionals that demonstrate competence in the performance of their duties, while maintaining a human element that displays compassion and concern for the residents of the state. The Division of Criminal Investigation also strives to meet its statutory responsibilities, while maintaining an open and honest interaction with local, state and federal law enforcement agencies.

The Division of Criminal Investigation's philosophy is that all Wyoming residents should feel safe and secure in their homes and communities. The Division of Criminal Investigation will contribute to this feeling of security by providing quality law enforcement services, with employees dedicated to the highest ethical and professional standards. The Division of Criminal Investigation recognizes that its employees are its most valuable asset, and the division will seek input and encourage involvement from its employees, in order for the Division of Criminal investigation to maintain its service of excellence.

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 in both drug and violent crimes

The Wyoming legislature gave the DCI jurisdiction to investigate offenses involving the sexual exploitation of children and computer related crimes. Computer crimes, including both fraud and child pornography, continue to increase. In FY03, the division received a renewal of the 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 over 8,000 on file and 5,000 entered into the national Combined DNA Index System 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 website that is operational for high-risk offenders. The site shows photographs and specific information on sex offenders whom the courts have designated as having a high risk of re-offending. In 2002, the Crime laboratory completed the final stages of certification for the Wyoming DNA system.

The Criminal Justice Information Section continues to be impacted by the concealed firearm permit program, sex offender registration program, criminal history records entry updates, court disposition reporting, and fingerprint based background requirements for licensing and regulation of teachers, nurses, etc. The area of background fingerprints checks will continue to expand due to homeland security requirements. The increasing burden placed on the DCI to comply with these requests will be mitigated somewhat by installation of automated fingerprint live scan units in eight Wyoming County Sheriff's Offices in 2002. This is part of the continuing effort to implement efficient and time saving electronic submission of criminal history record information. Increasing demands in this area combined with limited staffing has created an unacceptable records entry and update backlog situation.

The American Society of Crime Laboratory Directors provides professional accreditation for crime laboratories. The Crime Laboratory is also in the process of reviewing policies, procedures, and facilities to meet their requirements in 2003.

Methamphetamine continues to be a tremendous problem in Wyoming and the other western states. It is currently responsible for approximately 60 percent of the agency drug caseload. 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 has been a major problem at the Division of Criminal Investigation. This situation has been addressed initially by the market salary surveys, but that data is now nearly five years old. It is important that this compensation plan continues using updated figures and funding.

Physical facilities continue to be an issue at the DCI headquarters in Cheyenne, a facility that is inadequate for existing or future needs. A needs assessment was completed in 2002 and a facility replacement plan submitted to the State Building Commission and the 2002 legislature. The completion of the Wyatt Evidence Facility helped the evidence storage issue, although there is a need to address sample and destroy, due to the division having

already used ninety percent of the marijuana storage area in the facility. The replacement of the Rogers facility continues to be an issue that needs resolution. The Division of Criminal Investigation is in the process of remodeling the upstairs area and moving personnel and files so the structure will accommodate the weight. However, this is only a "band-aid" approach to a problem that will re-occur in approximately four to five years.

Strategic plan changes

The Division of Criminal Investigation goal has been rewritten to state: Provide criminal investigation services, forensic science analysis, and criminal information sharing systems in order to deter and/or respond to a criminal threat or activity in the state, in a timely, professional and approachable manner.

Wyoming Law Enforcement Academy

General information

Dan Zivkovich, director

Agency contact

Michael A. Grinstead, deputy director
1556 Riverbend Drive
Douglas, WY 82633
E-mail: mgrins@state.wy.us
Website: WLEAcademy.com

307/358-3617

Other locations

None

Year established

1981

Statutory references

W.S. §§ 9-1-632 through 635; 9-1-701 through 9-1-709

Number of authorized personnel

30 full-time, one part-time

Organization structure

Division of the Attorney General's Office

Clients served

Primarily Wyoming peace officers, detention officers, communications officers, elected coroners, and

appointed deputy coroners. In addition, officers from federal and out-of-state agencies receive training at the Law Enforcement Academy and the facility is used by many criminal justice entities for their training and meetings. The Law Enforcement Academy also actively recruits qualified civilian candidates and criminal justice college students to participate in the civilian Pre-Service basic training programs.

Budget information

Objective 1	\$1,120,553
Objective 2	\$504,731
Objective 3	\$261,838
Objective 4	\$247,789

Mission and philosophy

The Wyoming Law Enforcement Academy seeks to provide relevant, sufficient, cost-effective training of the highest possible quality to our customers, delivered in a manner that exemplifies and promotes professionalism, integrity, and honor. We value each student and agency we serve, as well as each member of our staff, and are dedicated to providing an academy environment that supports the personal and professional growth of all.

The Law Enforcement Academy is charged with providing basic training for law enforcement agencies and coroners throughout Wyoming. In addition to the basic courses, the academy offers a wide variety of advanced training courses and training courses dealing with specialized assignments, such as investigations, supervision, D.A.R.E., firearms, and more. When the academy facility and resources are not being used for academy-sponsored training, the facility is made available to other criminal justice entities and agencies for their own training and meetings. The Law Enforcement Academy also strives to maintain the academy as a premiere state-of-the-art training facility by keeping up to date with technological advances and through preservation and maintenance of the facility.

Results of outcomes

The academy met this objective by training all candidates eligible for basic training, with no backlog of eligible candidates waiting to attend training. Ninety-six officers attended Peace Officer Basic training in FY03. Twelve (12 percent) candidates failed to initially meet minimum proficiency or academic standards. Seven of those officers have subsequently completed the remedial process and received certificates of graduation. Five students have not met graduation standards to date.

Seventy officers attended Detention Officer Basic training courses in FY03. Twenty-six (37 percent) failed to initially meet minimum proficiency or academic standards. Twenty-four have subsequently

completed the remedial process and received certificates of graduation. Two students have yet to meet graduation standards.

Thirty-six students attended Public Safety Communications Personnel Basic training and sixteen attended Coroners' basic training. All of these students met minimum requirements and graduated.

The academy was empowered by the legislature to allow qualified civilians who are interested in a law enforcement career to attend basic training at their own expense. This Pre-Service program allows agencies to hire certifiable officers who are already trained, resulting in cost savings to the hiring agency. Due to a lack of qualified applicants, the academy did not meet its goal of having four Pre-Service students in each peace officer basic training class, which would translate into 12 officers per year. Instead, only six civilians were trained in the Pre-Service program in FY03, which represented six percent of students enrolled in peace officer basic training.

Thirty-two civilians applied to attend basic training through the Pre-Service program. Twenty-five of those applicants participated in the testing process, which is arduous and designed to ferret out those who are not qualified for or not compatible with a law enforcement career. Consequently, only 13 (52 percent) of those who tested were offered admission into basic training. Six of them accepted the offer and attended the training. Four candidates have subsequently been hired by Wyoming law enforcement agencies. Two were dismissed for failure of minimum requirements.

Since the inception of the program in 1991, 132 Pre-Service candidates have graduated from basic training. To date, 122 (92 percent) of them have been hired by law enforcement agencies.

The academy continues to be responsive to the needs of the law enforcement community, attempting to host specialized training which is relevant and timely. To help guide us in our selection of topics, the academy regularly requests and encourages input from the law enforcement community.

The academy goal is to provide 60 percent of the advanced training needed by law enforcement officers and coroners to maintain their certification, which equals approximately 25,500 hours of training. The academy exceeded that goal by providing 54 advanced, specialized training courses to 795 officers, resulting in 28,225 hours of training, which is 109 percent of the targeted hours.

To help law enforcement agencies become more self-reliant and to assist them with obtaining required hours not obtained through academy-provided training, the academy hosted twelve train-the-trainer courses, with 3,812 total training hours given. One hundred seventy five officers attended these courses, representing 83 agencies

To allow the state to achieve maximum benefit from the academy and its resources, other governmental and law enforcement agencies are permitted by statute to utilize the academy for meetings and

training. Even though the rate structure for such usage is much less than the standard per diem rates (resulting in cost savings to the guest agency), the revenue generated from this usage helps to offset academy operating expenses. Sixteen governmental agencies used the academy facilities 72 times for their meetings and/or training resulting in 3,689 occupancy days.

Facility users included Wyoming Department of Corrections, Wyoming Highway Patrol, Douglas Police Department, Wyoming Game and Fish Department, Wyoming Search and Rescue Association, Peace Officers Standards and Training Commission, Wyoming Supreme Court, Wyoming State Fair, Division of Victims Services, Wyoming Association of Sheriffs, Wyoming Division of Criminal Investigation, Wyoming State Parks, Lander Police Department, Sublette County Sheriff's Office, and the Wyoming Department of Health and Substance Abuse.

The Law Enforcement Academy facility continues to be a quality, state-of-the-art training site and a state facility warranting preservation and upgrades. The administration of the academy works to instill a sense of ownership in each of its employees to encourage them to care for the academy's infrastructure as if it were their own. The academy's philosophy is to save the state money by being proactive, rather than reactive, to infrastructure needs. Although the facility is still in need of major repairs, the academy staff has worked hard to maintain it and prolong its life span, investing more than 8,100 personnel hours and \$46,000 into their ongoing efforts.

Strategic plan changes

The Wyoming Law Enforcement Academy made no significant changes to the strategic plan for implementation on July 1, 2004.

Peace Officers Standards and Training Commission

General information

Donald B. Pierson, executive director

Agency contact

Donald B. Pierson
1710 Pacific Avenue
Cheyenne, WY 82002

307/777-7718

Other locations

None

Year established

1976

Statutory references

Wyo. Stat. §§ 9-1-702 through 708

Number of authorized personnel

Three full-time

Organization structure

Division of the Attorney General's Office

Clients served

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

Budget information

Objective 1 \$168,515

Mission and philosophy

The Peace Officers Standards and Training Commission 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 certified law enforcement training, entry level testing, and basic and advanced levels of certification and re-certification.

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 345 requests for temporary certification from agencies throughout the state. There were 133 temporary certifications issued for peace officers, 120 temporary certifications issued for detention officers and 92 temporary certifications were issued for dispatchers.

POST verifies that all employment standards that are mandated have been met before issuing temporary certifications. Peace officers, detention officers, dispatchers and coroners who are employed in Wyoming, and 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 programs. Of those challenging the Wyoming basic training programs, 27 were peace officers and five were detention officers.

POST has established and maintains a certi-

fication process for peace officers, detention officers, dispatchers, coroners and their deputies. A total of 1,557 certifications were issued during this fiscal period, which include 971 for peace officers, 350 for detention officers, 158 for dispatchers and 78 for coroners and their deputies.

POST has established training standards that accomplish the above initial certification and re-certification processes. POST certified three peace officer basic training classes, three detention officer basic training classes, two communications personnel basic training classes, and one coroner basic training class during this fiscal period. POST received and certified 1004 applications for in-service training classes throughout the state. POST received 243 applications from personnel who want to become certified instructors so they may instruct the above training classes. There were 198,217 hours of training added to training files.

POST uses an evaluation system from the class attendees in order to evaluate the quality of the training being given and also the quality of the instructors we are certifying to deliver the training. POST has established and maintains a decertification process for peace officers and detention officers. During FY03, four requests were received for officer decertification. One case was closed with no further action, leaving three cases pending the outcome of criminal charges. There were two cases pending from FY02 which were carried into FY03. One was closed with no further action and one resulted in a voluntary decertification.

During FY03, 642 entry level tests were administered to applicants seeking employment in law enforcement, 402 applicants passed the examination and were placed on an employment hiring list, which is provided to any law enforcement agency in the state who wishes to use it as part of their employment procedure.

Two meetings were conducted during the year to handle the standard business of the commission. The director administered 13 promotional exams during the year. The director, or his assistant, instructed the POST Regulations class to all basic classes at the Wyoming Law Enforcement Academy and for the Wyoming Highway Patrol. The director 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

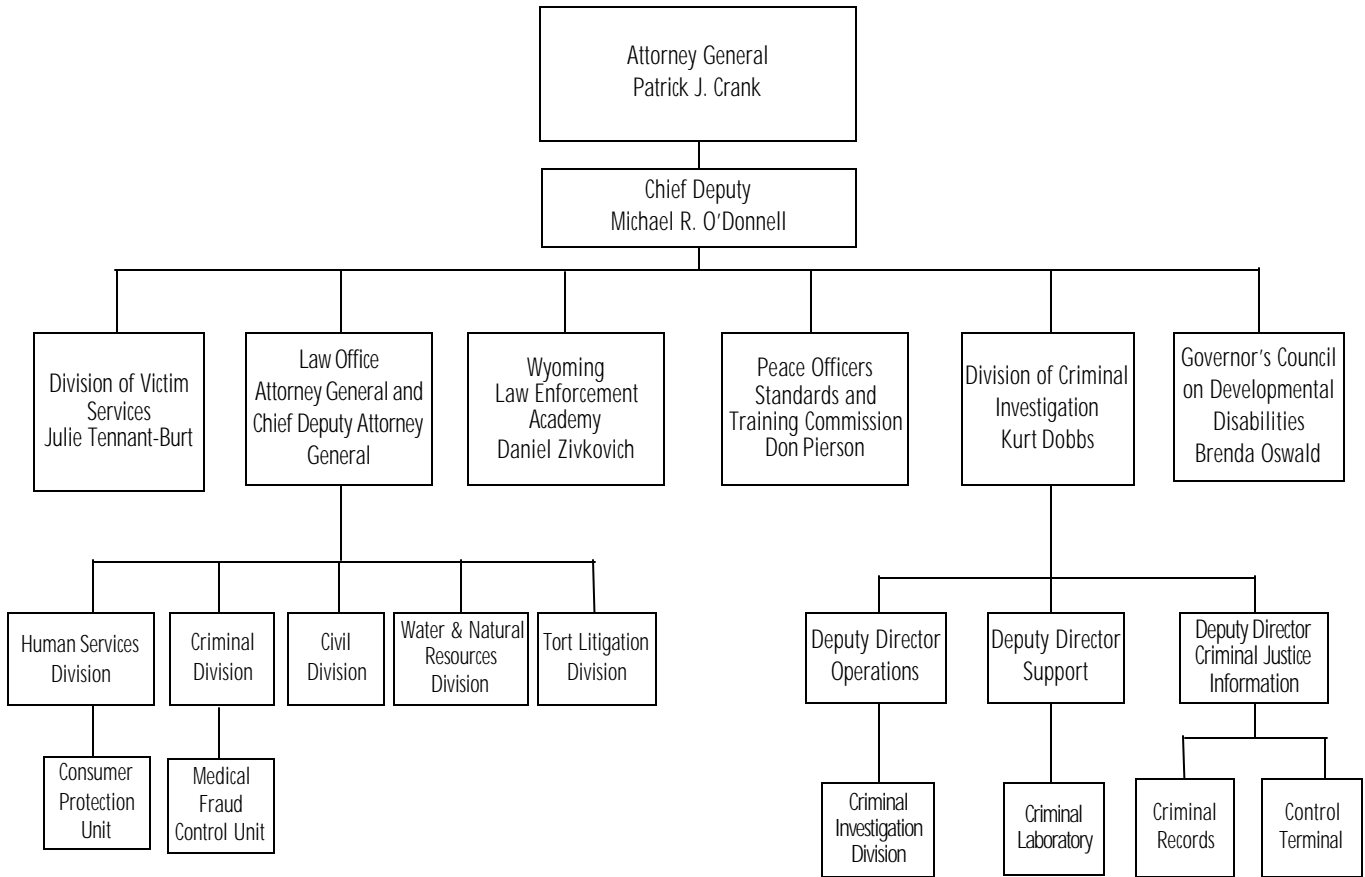
has already realized numerous benefits in Wyoming from this partnership. An assessment was completed for Newcastle and Cheyenne's assessment is currently pending. POST has conducted two seminars in the state on community policing and problem solving. The new trend in law enforcement all across the country 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 our state.

POST received five applications for the retirement ID card and five cards were issued.

Strategic plan changes

POST made no significant changes to the strategic plan for implementation on July 1, 2004.

Attorney General's Office organization chart



Department of Audit

Mission and philosophy

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

Results of outcomes

The department completed 517 audits at a direct cost of \$2.5 million and collected \$10.5 million in revenue, which equates to approximately \$4.20 for every dollar spent auditing. The objective is to increase compliance with state revenue statutes. The department audited \$420.0 million of state revenue, and found 97.9 percent of revenue due was remitted. Without this audit function, the remaining 2.1 percent would not be collected.

The Division of Banking ensures all licensed/chartered financial entities are in compliance with laws. The goal of maintaining 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, 2003, was 1.275.

The strategy to promote state agency compliance with applicable performance statutes is measured by the accuracy of the reported performance measures. During FY03, the division audited 213 agency outcomes and verified their accuracy at 50.7 percent.

The strategy to promote compliance with local government accounting and reporting requirements is to track the percentage of required reports that are received within the statutory time frame. During FY03, the Department of Audit received 2,191 various reports from local governments. Of these reports, 73.4 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. This percentage is expected to increase due to recent legislation.

In addition to the regular work completed during the year, Public Funds worked with the Division of Criminal Investigation on three possible embezzlement cases and four other requests made by state agency heads for specific services.

The school finance section was established during the 2002 legislative session. During the year ended June 30, 2003, the positions were filled, policies and procedures developed, and initial audits conducted. The audits of the Wyoming Department of Education and three school districts that volunteered to be first will be presented to the data advisory committee before being released to the pub-

General information

Michael Geesey, director

Agency contact

Dennis Grenier, administrator
Department of Audit,
Herschler Building, 3rd Fl. East
Cheyenne, WY 82002
doa@wyaudit.state.wy.us
<http://audit.state.wy.us>

307/777-6600

Other locations

Evanston, Wyoming, one Excise Tax Division staff position
Powell, Wyoming, one Excise Tax Division staff position
Sheridan, Wyoming, one Excise Tax Division staff position

Year established and reorganized
1989

Statutory references

Title 9: W.S. 9-1-403: W.S. 9-1-507 through 9-1-513: W.S. 9-2-2003: Title 13: W.S. 16-4-101 through 16-4-124: W.S. 17-16-1631: W.S. 21-2-203: W.S. 28-1-115: W.S. 31-18-201: W.S. 33-11-101 through 33-11-116: W.S. 35-1-627: Title 39: W.S. 39-11-102: W.S. 39-15-102: W.S. 39-16-102: W.S. 39-17-102: W.S. 39-17-208: W.S. 39-17-202: W.S. 39-18-107: W.S. 40-14-101 through 40-14-702: W.S. 40-19-101 through 40-19-120: and W.S. 40-22-101 through 40-22-129.

Number of authorized personnel
103 full-time

Organization 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,

lic. This advisory committee will meet in September 2003.

Strategic plan changes

The Department of Audit made no changes to its strategic plan for FY04.

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, Office of State Land and Investments, mineral taxpayers, active state and federal lessees. The Public Funds Division serves the general public, state and local government entities.

Budget information

General Funds	\$4,421,216
Federal Funds	\$1,122,432
Trust and Agency Funds	\$0
Other	\$1,255,669
Total	\$6,799,317

State Banking Board

Agency to which your group reports:
Department of Audit, Division of Banking

Number of members
Seven

Meeting frequency
Quarterly

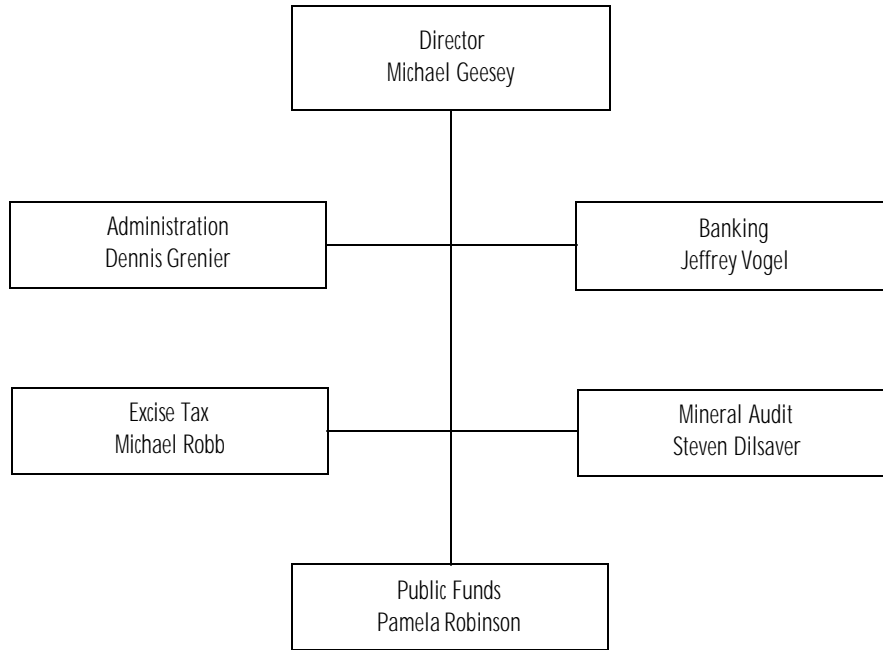
Collection Agency Board

Agency to which your 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

The mission of the Wyoming Department of Corrections is to contribute to public safety by exercising reasonable, safe, secure, and humane management, while actively providing offenders opportunities to become law-abiding citizens.

The philosophy of the management and staff of the DOC is to express the following core values, which are built around the agency's commitment to public safety and rehabilitation to guide performance in carrying out its mission:

DOC recognizes the importance of the staff is the department's strength and major resource in achieving objectives; and that human relationships that are principled, ethical and reasonable, are the cornerstone of the commitment to the mission.

DOC recognizes that the offender has the potential to live as a law-abiding resident, and the agency encourages the assuming of responsibility for one's actions.

DOC and staff are committed to developing partnerships throughout Wyoming communities to include victims, relevant groups, and public and private agencies. DOC recognizes the importance of the community's, the victim's and the offender's role in a successful criminal justice system. This is essential to the achievement of the agency's mission.

Staff is committed to managing the DOC with openness, honesty, and integrity. The staff is also accountable to the mission statement, the director of the department, the governor, elected state officials, and to the public.

Results of outcomes

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.

Those who successfully terminated supervision (successfully equals not revoked) included 76 percent of all felony probationers, 78 percent of all misdemeanor probationers, 78 percent of all parolees, and 76 percent of all those probationers and parolees in the Intensive Supervision Program (ISP).

All facilities were equipped with security measures consistent with their classification status. There were three security audits completed at the Wyoming State Penitentiary. All security issues identified were resolved.

The percentage of inmates who satisfactorily completed case plan objectives at point of discharge from custody or supervision has not been determined. For approximately all probationers and parolees terminated in

General information

Judith Uphoff, director

Agency contact

Melinda Brazzale, public information officer
Department of Corrections

700 W. 21st St.

Cheyenne, WY 82002

mbrazz@wdoc.state.wy.us

307/777-6085

Other locations

Afton, Buffalo, Casper, Cheyenne, Cody, Douglas, Evanston, Gillette, Green River, Jackson, Kemmerer, Lander, Laramie, Lyman, Newcastle, Powell, Rawlins, Riverton, Rock Springs, 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

796 authorized personnel

Organization structure

Operations, Division of Prisons, Division of Field Services, Division of Training

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	\$72,636,313
Federal Funds	\$3,320,944
Other	\$3,051,835
Total	\$79,009,092

FY03 and supervised in Wyoming, 40 percent completed case plan objectives, 11 percent almost completed them, 23 percent partially completed them, and 26 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 resident. 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 challenge.

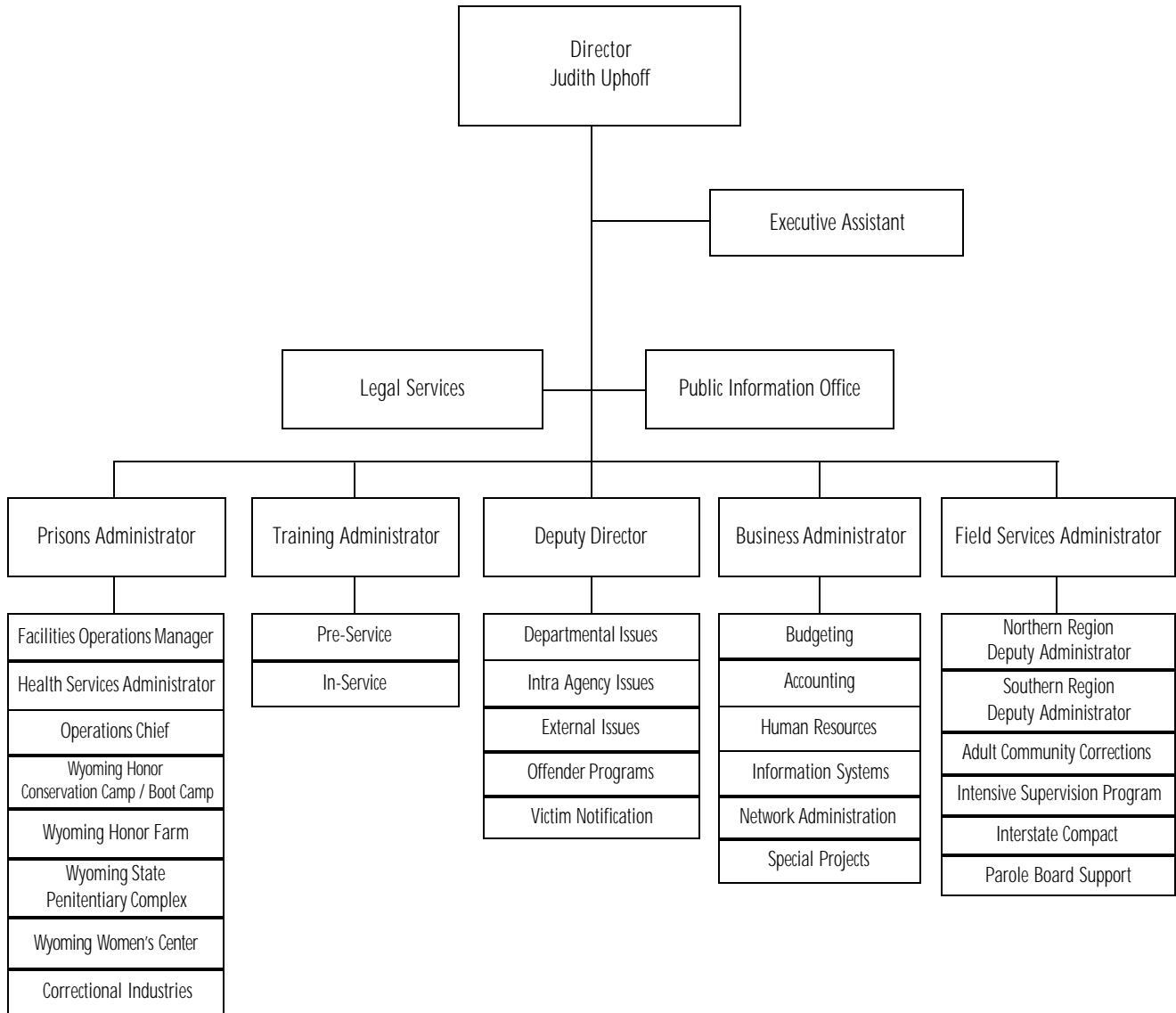
The department continues, by statute and process, to be involved with notification of the victim regarding the offender's status changes, regarding parole hearings and requesting input into parole hearings. The DOC is also involved with victims' services coordinated by the Attorney General's Office and victims' groups. A total of 77 surveys were sent to victims as the offenders exited the DOC system. Thirty-one surveys were returned with a total of 94 percent victims satisfied with the services provided by the department.

Regarding the role of privatized services with the DOC's delivered services during FY03, 35.3 percent of the department's budget was used for privatized services. This figure is equal to the amount reported for FY02.

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.asp>

Department of Corrections organization chart



Department of Employment

Mission and philosophy

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

Results of outcomes

See specific division reports for outcomes.

Strategic plan changes

Maintain solvent unemployment insurance (UI) and workers' compensation (WC) trust funds at the same time ensuring the prompt and accurate payment of UI and WC benefits. Promote safety, health and fair employment practices in the workplace. Provide quality services to customers.

General information

Cynthia Pomeroy, director

Agency contact

Patti Merchant
Cheyenne Business Center
1510 E. Pershing, 2nd Floor
Cheyenne, WY 82002
pmerch@state.wy.us

307/777-7672

Other locations

Statewide - see division reports

Year established

1990

Statutory references

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

Number of authorized personnel

Executive staff - three full-time

Clients served

Wyoming employers, labor force

Budget information

General fund	\$229,798
Total	\$229,798

Economics and Administrative Services Division

General information

Dissolved as of July 1, 2003

Agency contact

Ellen Schreiner, acting administrator
as of 6/30/2003

PO Box 2760
Casper, WY 82602
eschre@state.wy.us

307/235-3253

Year established and reorganized

Established July 1, 2002. Dissolved July 1, 2003

Statutory references

Wagner Peyser Act of 1933, as amended (29,U.S.C.49); Internal Revenue Code Provisions – Chapter 23, Federal Unemployment Tax Act; The Workforce Investment Act of 1998 (P.L. 105-220); Social Security Act as amended, 42 U.S.C.

Number of authorized personnel

52 full-time
One part-time

Organizational structure

Fiscal and Administrative Services, Information Technology, and Research and Planning Sections.

Budget information

Federal Funds	\$3,563,156
Other Funds	1,183,288
Total	\$4,746,444

Results of Outcomes

During FY03, the Economics and Administrative Services Division (EAS) furnished support for other divisions within the Department of Employment (DOE) and the Department of Workforce Services (DWS). Effective July 1, 2003, the division was dissolved. The Unemployment Insurance (UI) Division absorbed the Fiscal and Administrative Services and Information Technology sections. The Employment and Tax Division now contains the Research and Planning section.

During the fiscal year, the Information Technology Section completed 75 enhancement requests to the benefits mainframe operating system. This included ones to add on and enhance new federal programs such as Temporary Extended Unemployment Compensation (TEUC) and the TEUC-A program (for

airlines). A major project to enhance the UI Call Center software was continued throughout the year, as was a project to allow employers to file their reports and wage records over the Internet (W.I.R.E.). Information Technology also put a new firewall into production during the year, reorganized the servers and deployed new leased PC's to most of the DWS staff in both Casper and the field offices and to EAS Division staff in Casper DOE.

The Research and Planning Section reported and analyzed statistics for the Bureau of Labor Statistics as well as for DOE and DWS. The section also completed several publications, including "Employment Outlook 2010." Studies were also published for the seven - state administrative records consortium, the Health Department and the Wyoming Community Colleges.

The Fiscal and Administrative Section worked closely with DWS staff to further identify and allocate costs between the two departments, besides maintaining both the federal and state accounting systems. Staff also monitored the contract for remodeling the new Claims Center Building and improvements to the other two buildings in Casper.

Employment Tax Division

General information

Wendy Tyson, administrator

Agency contact

Wendy Tyson
Cheyenne Business Center
1510 E. Pershing, 2nd Floor
Cheyenne, WY 82002
or
P. O. Box 2760
Casper, WY 82602-2760
307/ 235-3201

307/ 777-7471

Other locations

Cody, Evanston, Gillette, Jackson, Lander, Riverton, and Rock Springs

Year established and reorganized

Workers' Compensation established 1913;
Unemployment Insurance established 1937;
reorganized 2000.

Statutory references

Wyoming Constitution, Article 10, Section 4 Workers' Compensation, W.S. 27-14-101 through 27-14-805; Unemployment Insurance 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.

Number of authorized personnel

42 full-time

Two part-time

Organizational structure

Unemployment Insurance Employer Services,
Workers' Compensation Employer Services, Field
Compliance and Auditing, Research and
Planning.

Clients served

Employers, general public, state agencies, counties,
towns, economic development organizations, federal
reserve, congress, federal executive branch agencies.

Budget information

Expenditures:

Fund 001 Federal Funds	\$2,026,886
Other Funds	\$2,892,740
Total	\$4,919,626

Results of outcomes

Workers' compensation premium rates are established based on actuarial analysis. The annual workers' compensation premium collected is predicted to result in the division meeting the statutory requirement of solvency for the Workers' Compensation (WC) program by 2008. The Industrial Accident Fund balance as of June 30, 2003, was \$432.2 million.

During FY03, the division was able to increase active collections on employers with workers' compensation delinquencies, following the resolution of computer problems resulting from a conversion in 1999. At the end of FY03, the amount of delinquent workers' compensation employer premiums was \$1.3 million.

To foster the solvency of the unemployment insurance fund, the Employment Tax Division (ETD) maintained an actuarially based employer rate system. The Unemployment Insurance (UI) Trust Fund balance as of June 30, 2003, was \$178.3 million, and the state UI Trust Fund balance was \$30.5 million, for a total of \$208.8 million. During FY03, the legislature reduced the minimum trust fund balance from four percent of total covered wages to 3.5 percent of total covered wages. This reduction will reduce the risk that a trust fund factor would be added to employer taxes for calendar year 2004, reducing the burden on employers.

To maintain the solvency of the UI Trust Fund, the ETD actively pursued collection activities on delinquent accounts. Collection activities included the filing of 507 liens and the approval of 37 unemployment insurance installment payment agreements. Workers' Compensation Statutes do not allow for payment options on delinquent employers.

Through the joint unemployment insurance/workers' compensation audit program, five

auditors performed 481 audits and collected \$7,683 for UI. A referred audit program implemented in January 2000 continues to address problem areas and provides a means to respond to anonymous tips.

To aid in maintaining the solvency of the UI Trust Fund, telephone access to tax information was provided to employers. During FY03, employers requested nine letters of good standing and requested three registration forms. Over time, fewer employers used telephone access as a means of obtaining or filing information than previous years.

To offset this reduction in the use of telephone access for employer services, the division provided Internet access and filing options. During FY03, employers requested 4,605 joint letters of good standing, 19 workers' compensation extraterritorial coverage notices, and 71 extra employee wage listing forms. The division gave employers the ability to request employment posters via the Internet in February 2003. There were 123 requests for employment posters received over the Internet between February 2003 and June 30, 2003. In addition, the division implemented Wyoming Internet Reporting for Employers (WIRE) on April 15, 2003. During FY03, employers filed 871 summary reports and 16,856 employee wage records using WIRE.

At June 30, 2003, the amount of delinquent unemployment insurance employer taxes due was \$3.2 million, which included computer-generated jeopardy assessments of \$1.9 million on employers who had not provided wage information. As of June 30, 2002, the amount of unemployment insurance employer taxes due was \$2.3 million, which included computer-generated jeopardy assessments of \$1.4 million. Removing jeopardy assessments from the formula, the actual unemployment insurance accounts receivable increased by 44 percent during FY03. The division's field staff is responsible for the collection of both unemployment insurance and workers' compensation delinquencies.

For most of FY03 an emphasis was placed on cleaning up workers' compensation delinquency data following a long computer conversion process.

Fiscal /Human Resources

Unit

General information

Charles Rando, administrator

Agency contacts

Robert B. Curtis, supervisor/manager 2
Cheyenne Business Center

1510 E. Pershing Blvd., 1st Floor
Cheyenne, WY 82002

bcurti@state.wy.us

307/777-6761

Human resources

Linda McAfee, human resources manager
Cheyenne Business Center

1510 E. Pershing Blvd., 2nd Floor
Cheyenne, WY 82002

lmcaff@state.wy.us

307/777-5488

Year established

1990

Statutory reference

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

Number of authorized personnel

Six full-time

Organizational structure

Fiscal/human resources

Clients served

Department employees, vendors, claimants

Budget information

General fund	\$361,246
Total	\$361,246

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

General information

Charles Rando, administrator

Agency contact

Cherie Doak

Cheyenne Business Center

1510 E. Pershing Blvd., 1st Fl - W.
Cheyenne, WY 82002

Cdoak1@state.wy.us

307/777-7261

Other locations

Casper

Year established and reorganized

Established 1917; reorganized 1990

Statutory references

W.S. 27-4-101 through 27-4-508, 27-5-101 through 27-5-110, 27-6-101 through 27-6-116, 27-7-101 through 27-7-115, 27-8-101 through 27-8-111, 27-9-101 through 27-9-108, and 16-6-101 through 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	\$645,329
Federal funds	\$68,960
Total	\$714,290

Results of outcomes

The objective of Labor Standards is to provide efficient and fair enforcement of state labor laws. In meeting its objective, Labor Standards has established criteria in which to complete investigations and close cases involving fair employment complaints and wage and hour claims. For the reporting period of July 1, 2002 through June 30, 2003, 74 fair employment cases were closed, 56 of which or 75.6 percent were closed within 200 days or less from the date the complaint was initially filed. For the same time period, there were 954 wage claims closed. Of the 954 claims closed, 748 or 78.4 percent were closed within 60 days or less from the date they were opened.

Mine Inspector

General information

Donald G. Stauffenberg, state mine inspector

Agency contact

Donald G. Stauffenberg
P.O. Box 1094
Rock Springs, WY 82902
dstauf@state.w.us

307/362-5222

Other locations

Gillette and Worland

Year established and reorganized

Established 1891; reorganized 1990

Statutory references

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

Number of authorized personnel

Six full-time

Clients served

All mining operations and mine site contractors in Wyoming.

Budget information

Enterprise Fund	\$422,383
Total	\$422,383

Results of outcomes

The division inspected 100 percent of the mines and mine reclamation sites that it knew to be active during FY03. The division inspected 307 mines and mine site contractors during the year and performed 651 unannounced inspections during the year.

The division administrator held two training sessions during the year. The deputy inspectors attended five other training classes, at different times, throughout the year. All requests for compliance assistance were addressed.

The division sent out 286 surveys of which 105 were returned. The division administrator reviews each survey that is returned and makes follow-up phone calls to the companies that have complaints. The inspector who performed the inspection reviews the survey. The administrator promptly discusses, with the inspector who performed the inspection, any survey that contains complaints.

None of the people who returned the sur-

veys expressed dissatisfaction with the agency's services.

The number of injuries was not reduced during the year. The severity of injuries was not reduced during the year.

Wyoming Mining Council

General information

Donald G. Stauffenberg, state mine inspector

Agency contact

Donald G. Stauffenberg
P.O. Box 1094
Rock Springs, WY 82902
dstauf@state.wy.us

307/362-5222

Year established and reorganized

Established 1925; reorganized 1990

Statutory references

W.S. § 30-2-301 through 30-2-312

Number of authorized personnel

None

Clients served

All mining operations and mine site contractors in Wyoming.

Budget information

Enterprise Fund	\$21,485
Special Revenue	5,000
Total	\$26,485

Agency to which group reports

Department of Employment

Number of members

10

Meeting frequency

Quarterly

Mission and philosophy

To test all the applicants that meet the qualifications set forth in W.S. § 30-2-301 through 30-2-309(e). The mining council tested 122 successful applicants during the year.

Results of outcomes

The Wyoming Mining Council will annually

update all examinations as required by W.S. § 30-2-309(e). The mining council updated three 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.

Unemployment Insurance Division

General information

Ellen Schreiner, administrator

Agency contact

Ellen Schreiner, administrator
P.O. Box 2760
Casper, WY 82602-2760
eschre@state.wy.us

307/235-3253

Other locations

Adjudicators and investigative staff are in Cheyenne, Cody, Gillette, Riverton, Rock Springs and Torrington

Year established and reorganized

Established 1937; reorganized in 1990, 1993 and 2000

Statutory references

W.S. 27-3-101 through 27-3-705; Social Security Act, as amended, 42 U.S.C. §§ 301 et seq.; Internal Revenue Code Provisions – Chapter 23, Federal Unemployment Tax Act; Trade Act of 1974 Enacted by the Trade Act of 2002 (TRA); and Robert T. Stafford Disaster Relief & Emergency Assistance Act (DUA); TEUC Act of 2002 (P.L. 108-11).

Number of authorized personnel

52 Full-time, eight part-time

Organizational structure

Unemployment Insurance Claims Center, Special Programs, Overpayments & Fraud, Benefit Accuracy Measurement, Appeals and Legal

Clients served

Public, employers, unemployed workers, state agencies and federal executive branch agencies

Budget Information

Federal Fund	\$4,245,413
Other Funds	\$587,075
Total	\$4,832,488

Results of outcomes

Wyoming Unemployment Insurance (UI) claimants can file for initial unemployment benefits by telephone, in person, or by the Internet. Interstate claimants can file by telephone or by the Internet. The Remote Claims Center was opened to all claimants in May 2002, and the number of telephone and Internet claims continued to grow throughout the year. During the year, 80 percent of Wyoming initial claims were filed by telephone, 17 percent by Internet, and three percent other types of filing.

Weekly claims can be filed by telephone or by mail, approximately 66 percent of which were filed by telephone.

The division made 92.3 percent of combined intra and interstate payments within 14 days of the first compensable week. This outcome met the 90 percent target. To meet the federal standards on providing proper benefit payments to eligible workers who file UI claims, the division operated a quality system for the payment of unemployment benefits and adjudication of related issues. The division made 92.3 percent of combined intra and interstate payments within 14 days of the first compensable week. This outcome met the 90 percent target.

To meet the federal standards on providing proper benefit payments to eligible workers who file UI claims, the division operated a quality system for the payment of unemployment benefits and adjudication of related issues. During FY03, 22,671 non-monetary determinations were resolved, which included both separation and non-separation issues within the federal guidelines. These determinations were resolved with an average quality score of 82.6 percent. This is above the federal standard of 75 percent.

During FY03, 22,671 non-monetary determinations were resolved, which included both separation and non-separation issues within the federal guidelines. These determinations were resolved with an average quality score of 82.6 percent. This is above the federal standard of 75 percent.

To meet the federal standards on timely and appropriate benefit payments, the division operated a UI appeals program. During FY03, 1,683 UI benefit decisions were issued; 1,462 or 87 percent were issued within 30 days. This exceeds the federal timeliness standard of 60 percent. The June 2003 quarterly results are not available yet, but for the first three quarters, appeals quality was measured at 98 percent.

To measure accuracy of unemployment payments, the division operated a quality control program. During FY03, 314 quality control paid benefit claims were selected for audit, and this number gives a 95 percent confidence interval. In August 2001, a new program to measure denied claims was implemented during the year. Under this program 336 additional cases were reviewed. The net percent of sample dollars overpaid during this period was 11.7 percent.

In FY03 the division recovered \$429,291 in overpaid benefits, which amounted to a 31 percent

increase over the \$328,711 recovered in FY 02.

In the UI division, customer service surveys continue to measure UI and appeals service. The surveys have recently been improved in an effort to achieve a higher response rate from participants. Current response rates average approximately 44 percent for UI claimants and employers. Claimants that file their claim via the Internet also have the option of completing a survey on-line. Quarterly results of all the survey results are distributed throughout the division for continuous improvement.

Continuous training of staff continues to be an important goal for the division. During FY03, 48 staff members received specialized training.

To foster the solvency of the UI fund, the unemployment insurance division maintained an actuarially-based employer rate system. The Unemployment Insurance Trust Fund (UITF) balance as of June 30, 2003 was \$178.3 million, and the balance in the state UITF (established under W. S. 27-3-209) balance was \$30.5 million, for a total of \$208.8 million.

Workers' Safety and Compensation Division

General information

Gary W. Child, administrator

Agency contact

Gary W. Child
Cheyenne Business Center
1510 E. Pershing Blvd., 1st Floor
Cheyenne, WY 82002
gchild@state.wy.us

307/777-7159

Other locations

Casper, Cody, Gillette, Lander, Laramie, Rock Springs and Sheridan

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

115

Organizational structure

In addition to administration, the Workers' Safety

and Compensation Division (WSCD) is composed of eight operating units: Administrative and Fiscal Support, Business Projects, Case Support Services, Claims, Information Technology, Internal Audit and Compliance, Occupational Safety and Health (OSHA), and Training. The Office of the Medical Commission is considered an independent entity although it is funded by the division and is organizationally located within 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 workers injured in the course of their employment with covered employers, required coverage employers, those employers who elect coverage for their non-extra hazardous employees, and employers that fall under Occupational Health and Safety Regulations programs.

Budget information

Administrative costs	\$14,652,461
Claims costs	\$103,885,561
Safety costs	\$1,675,345
Total	\$120,213,368

Results of outcomes

The mission statement for the Wyoming Department of Employment emphasizes the delivery of quality services to agency customers, a philosophy practiced by the division. In order to evaluate the level of customer satisfaction experienced by injured workers who received workers' compensation benefits from the division during FY03, the claims unit mailed 3,600 customer service questionnaires to injured workers and received 1,187 claimant's responses. Of those responding, 88.3 percent reported they were satisfied with the Workers' Safety and Compensation Division's (WSCD) service.

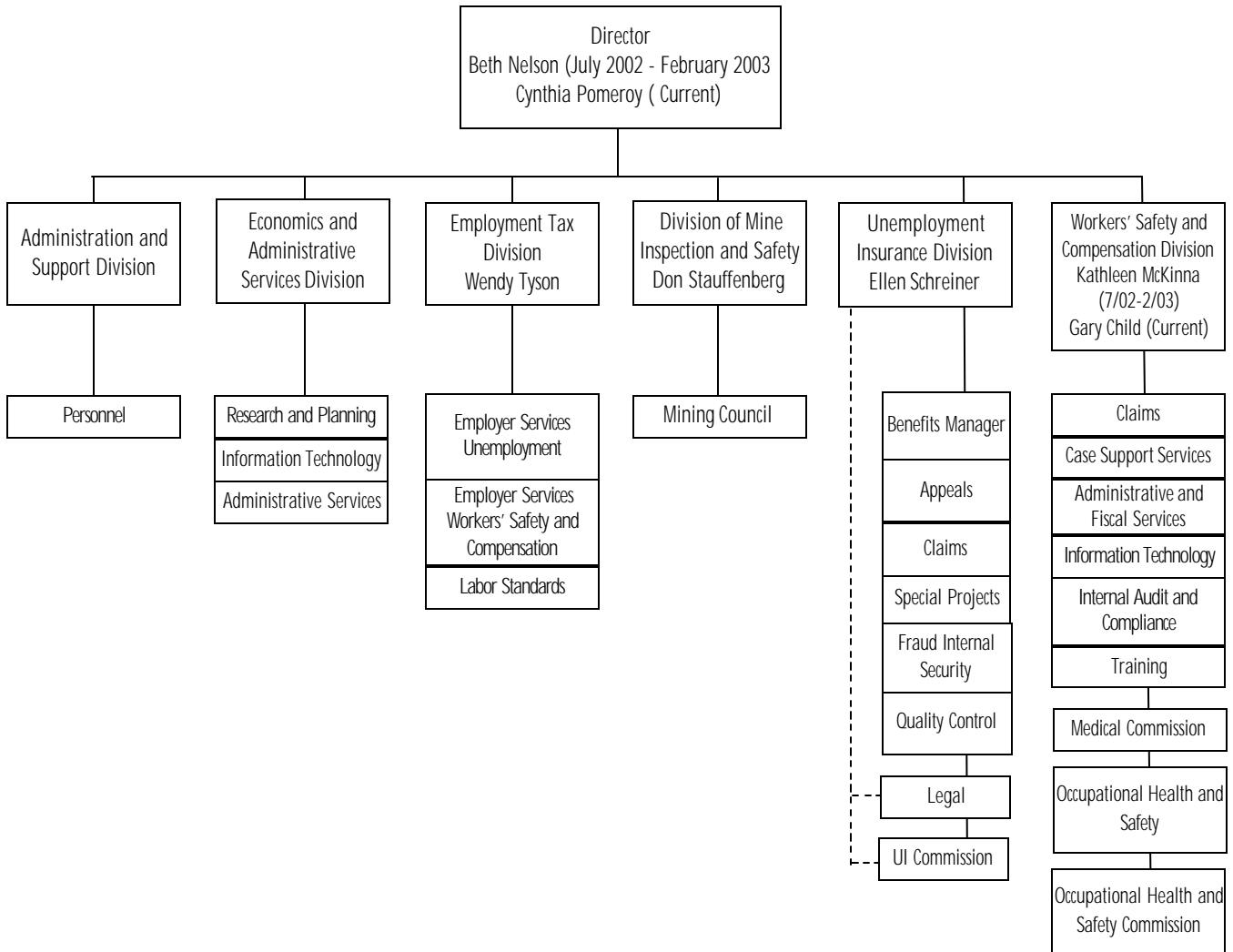
The division's primary goal in the strategic plan is to ensure the prompt and accurate payment of benefits and maintain a solvent workers' compensation trust fund. The objective to meet this goal is to schedule 75 percent of temporary total disability (TTD) payments within 14 days of the notice of lost time. Over the course of FY03 the division developed and implemented an enhancement to our computer system to track this objective. This implementation was completed in July 2002 and results for FY03 indicate that the division scheduled 2,366 TTD payments out of 2,758 payments (86 percent) within 14 days of the TTD application receipt date.

To enhance training, educational and outreach services for high-risk employers to reduce the incidence and severity of injuries, Occupational Safety

and Health (OSHA) staff conducted six Management Excellence Seminars, seven three-day Collateral Duty-Health and Safety Programs, 41 Construction Safety Programs, one Ergonomic Program, three OSHA Recordkeeping Seminars, and 17 other training seminars. There were 2,583 participants in these courses representing 601 employers.

Employers were provided with incentives, including the use of penalty reductions, to encourage the reduction of accidents and injuries. In the three Consultation Exemption/Recognition Programs, a total of 96 employers were enrolled; two in the Voluntary Protection Program, 34 in the Safety and Health Achievement Recognition Program, and 82 in the Employer Voluntary Technical Assistance Program; 14 employers opted for the 75/25 Plan, 157 received penalty reductions for rapid abatement of hazards, and 1,201 were in the safety discount program.

Department of Employment organization chart



State Engineer

Mission and philosophy

The mission of the Wyoming State Engineer's Office and Board of Control is to provide for the general supervision and protection of waters of the state, the appropriation, distribution and application to beneficial use as provided under the prior appropriation doctrine; and maintenance of 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

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.

As a majority of the items in the agency strategic plan revolve around the day-to-day administration of Wyoming's water resources, a drought year emphasizes the dedication of the agency staff and quality of their commitment to the agency mission. Very low snow pack conditions were once again experienced across Wyoming during the first half of the reporting period. Southwest Wyoming suffered the highest impact of drought in the state. During a dry year, the demands on our field staff greatly increase as many stream and river systems are in regulation that otherwise might not be under more normal hydrologic conditions.

The continuing large-scale development of coalbed methane in northeastern Wyoming has created a huge increase in the workload of this agency. Under current Ground Water Division practice, each well is permitted under the agency's groundwater statutes. The workload increases for the groundwater staff in moving these applications through the permitting process, and for support services' staff, as each of these permits needs to be micro-filmed and added to the water rights database. As additional groundwater is brought to the surface via coalbed methane development, the number of reservoir and stock reservoir permit applications has dramatically increased the workload for the Surface Water Division of the agency.

The Cheyenne office and Division I field office staffs are continuing the process to implement the Negotiated Settlement of the Nebraska v. Wyoming litigation. On November 13, 2001 the United States Supreme Court accepted the settlement reached by the parties to the lawsuit. Implementation of the provisions of the

General information

Patrick T. Tyrrell, state engineer

Agency contact

Harry C. LaBonde Jr., deputy state engineer
Herschler Bldg., 4E
Cheyenne, WY 82002
Seoleg@state.wy.us
Website: seo.state.wy.us

307-777-6150

Other locations

Cokeville, Riverton, Sheridan, Torrington

Year established

1890

Statutory references

Constitution, Article 8 and WYOMING
STATUTES - TITLE 41

Authorized personnel

109 full-time employees, 22 part-time employees

Organizational structure

Administration, Ground Water, Surface Water, Interstate Streams, Board of Control, Support Services, Water Division Nos. 1-4, Board of Registration for Engineers and Land Surveyors, Board of Water Well Drilling and Water Well Pump Installation Contractors

Clients served

General Public

Budget information

General Fund	\$0
Water Development Fund	\$8,921,788
Federal Funds	\$834,147
Other Funds (Private)	\$25,692
Total	\$9,781,627

settlement is now underway. Wyoming is required to adjudicate water rights in the North Platte River drainage that are not yet adjudicated, continue to conduct and refine the irrigated acreage mapping programs, collect and report water use and storage data to the parties to the settlement, and accomplish numerous other tasks associated with the settlement. The agency is also continuing to work toward completion of the Big Horn River general adjudication.

The State Engineer's Office continues to work closely with the Wyoming Water Development Commission on basin wide water planning. The Green River, Bear River, Powder/Tongue Rivers and the Northeastern Wyoming basin plans are complete. The Bighorn River basin and the Snake River basin plans are expected to be complete by the end of 2003. The last river basin plan in the state (North Platte River) started in 2003 and is expected to be completed in 2005.

A major focus of the support services division has been to consolidate the multitude of water rights databases into a single, reliable, relational database. While much work is needed to complete this task, the division has clearly defined the scope of issues and is moving forward to resolve the simpler concerns in-house. A comprehensive proposal is being developed to seek outside services to design and construct one truly relational database. As the databases and the respective tables are consolidated, they are being made available to the public through the agency's website. To facilitate greater public use of the website, a new in-house website has been constructed. The final details are now being resolved and the new website should be operational in the fall of 2003.

Records preservation is a continuing process within the office. Many of the water right records of the office date back to territorial days. As these records are accessed daily by our water rights analysts and technicians, they are showing much wear. The records preservation project has prioritized these documents to address the most vulnerable records first. An effort to scan agency records to create electronic images of the records continues. The goal is to allow records to be accessed via computer, eliminating the need to handle original documents.

As downstream states continue to grow faster than Wyoming, additional pressures are placed on the water supplies allocated to Wyoming by interstate compact or court decree. The needs of declining species populations listed under the Endangered Species Act also place demands on already short water supplies in many parts of the West. As no one protects Wyoming's interests like Wyoming, it continues to be imperative that the state be represented at the various water basin commissions and organizations. The interstate streams division is responsible for representing Wyoming's interests and forging cooperative relationships with adjoining states.

During this last year, the agency has endeavored to produce a service to the water users of that

state that is compatible with the outcomes established in the agency's strategic plan dated September 1, 2001. The following is a reporting of the numeric results of the outcomes. It should be noted that these results are from water year 2002 (October 1, 2001 through September 30, 2002). Outcome 1.01: Water shall not be put to beneficial use without obtaining a permit (surface water permit applications received = 1205, surface water permits processed = 661, groundwater permit applications received = 9308, groundwater permit applications processed = 9308). Outcome 2.01: Continued ability to develop and use water allocated to Wyoming through its interstate compacts and court decrees in a manner determined appropriate to Wyoming (North Platte River settlement agreement approved by the U.S. Supreme court, participation in the North Platte River cooperative agreement negotiations, participation in all of the various river commissions involving Wyoming drainages). Outcome 3.01: Publish and provide to the public the best and most accurate technical data possible (2002 Annual Report of the State Engineer published, 2002 Annual Hydrographers Report published for each of the four water divisions). Outcome 4.01: An informed public on basic water rights and resources of the State of Wyoming (agency personnel made numerous presentations to the public gatherings, and conducted an educational event for legislators).

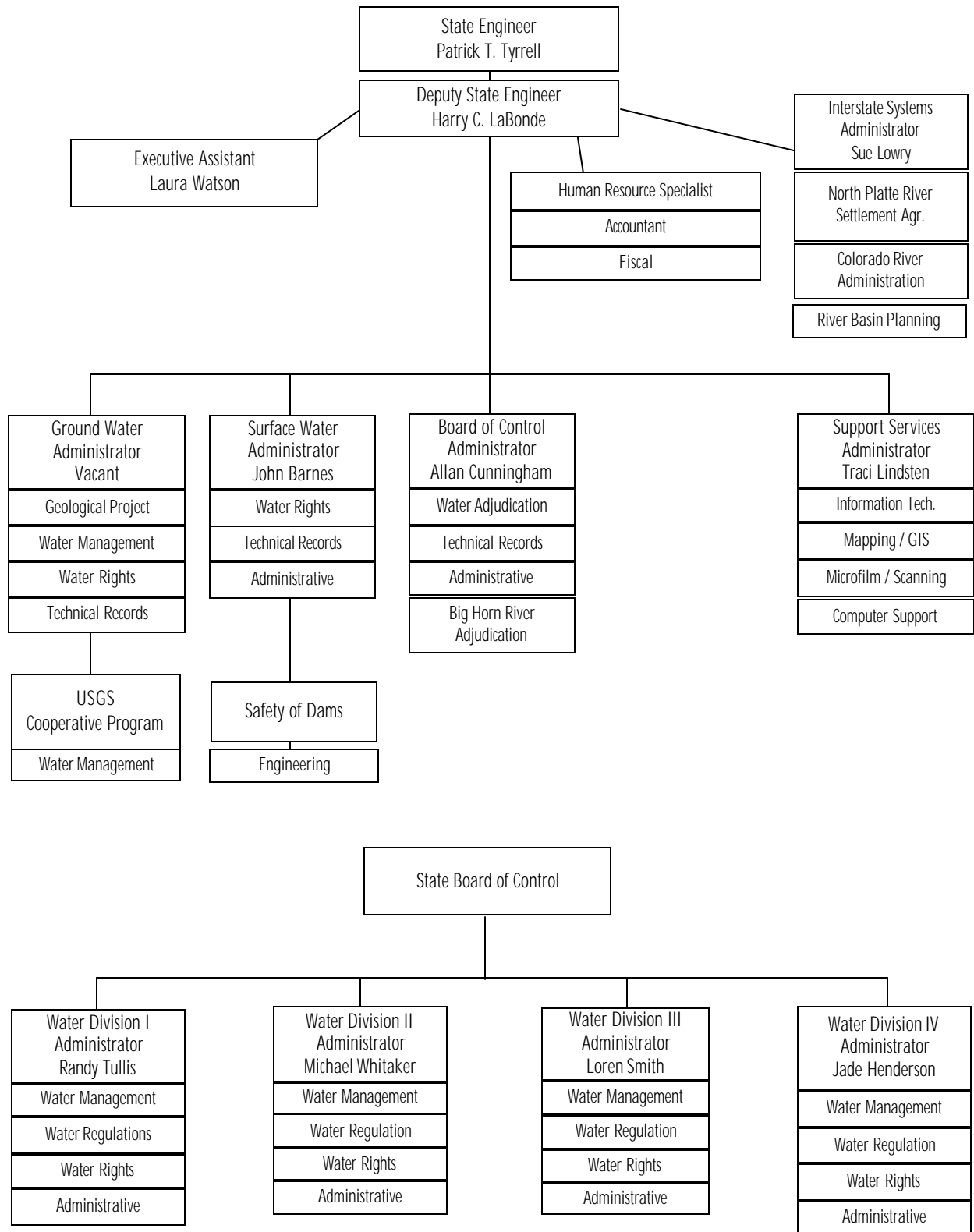
Strategic plan changes

The current Agency plan (FY05-FY08) contains one goal and four objectives, which are similar to previous years. They are stated as follows: Goal I - Provide for the proper regulation, administration, management and protections of the waters of the State of Wyoming (Wyoming Constitution, Article I and Wyoming Statutes (W.S.) Title 41; Objective 1: Water being put to beneficial use in the state is permitted and is applied to beneficial use in accordance with state law. W.S. 41-4-501, 41-3-905, 41-3-301; Objective 2: Aggressively protect Wyoming's apportionments provided through the various interstate compacts and decrees to which Wyoming is a party. (W.S. 41-12-101 thru 41-12-702); 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.

In looking forward to the next biennium, several new and continued initiatives are anticipated, pending budget approval. They include: 1.) Accelerate the processing of coalbed methane permits with streamlining of internal processes, 2.) upgrade the business practices of the agency, 3.) consolidate all agency databases into one relational database that is accessible via the internet, 4.) continue to play an active role in the River Basin Planning

Program which is now focusing on the North Platte River Basin, 5.) implement all aspects of the North Platte River modified decree and stipulation agreement and, 6) continue the efforts to complete the Big Horn River general adjudication.

State Engineer organization chart



Department of Environmental Quality

Mission and philosophy

MISSION STATEMENT - "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 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."

AGENCY PHILOSOPHY - The department recognizes that protecting the environment and quality of life requires a commitment to maintaining resources for the benefit of all residents 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.

The department staff also responds quickly to the public's concerns about the environment and fairly considers and respects 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 1 - 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 prop-

General information

John V. Corra, director

Agency contacts

Gary Beach, industrial siting administrator
Richard Chancellor, land quality administrator
David Finley, solid and hazardous waste administrator
Evan Green, abandoned mine land administrator
Dan Olson, air quality administrator
James S. Uzzell, management services administrator
Vacant, water quality administrator

Department of Environmental Quality
122 West 25th Street,
Cheyenne, Wyoming 82002

307/777-7758

Other locations

Lander - 250 Lincoln Street, 82520
Sheridan - 1043 Coffeen Avenue - 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

Authorized personnel

Authorized Number of full-time 213, part-time 1 employees
Previous reporting period full-time 198, part-time 1 employees

Organizational structure

The Department of Environmental Quality has the following major Programs/Divisions: 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

erly permitted remains at 95 percent. The division launched a substantial initiative in late 1995 to properly permit all existing oil and gas facilities in the state. The division has no methodology to determine the number of oil and gas facilities in operation in the state. Based on year 2000 oil and gas production reported to the Oil and Gas Commission, 90 percent of the production is accounted for by companies that have submitted permit applications to the division. The division had completed actions on approximately 7750 facilities prior to 7/1/02. During FY03 the division completed permitting actions on 1026 additional production sites, for a total of approximately 8800 facilities. The division will continue to pursue compliance outreach or enforcement in the coming year to reach those companies not yet submitting permit applications in accordance with the Oil and Gas Guidance. Permitting activities for the operating permit program began in early 1996. The operating permit program has received permit applications from 201 sources since its inception, however, 57 are now minor sources not subject to the program and have withdrawn their applications or requested that their operating permits be rescinded. There are currently 144 active Title V sources in the state. Additionally we have or are processing 12 new permits or modifications of existing permits. We have two of the original permit applications yet to be finalized, due to technical problems which are now close to resolution. During the last fiscal year we have completed 38 permitting actions, including the issuance of 11 initial permits, seven significant modifications, and 20 permit renewals.

The Water Quality Division conducts a number of permitting programs. These include the NPDES surface water discharge program, the water supply and wastewater construction programs, the Underground Injection Control (UIC) program, and the subdivision review program. With the exception of the 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. Over the last five years, the division has issued 4782 NPDES permits. During FY03, 1871 NPDES permits were issued. Of this, 1108 are storm water permits and 763 are effluent type permits. The increased number of storm water authorizations was a result of two storm water general permits being reissued. The majority of the permits issued during the last five years are for construction storm water activities, coalbed methane discharges, industrial storm water, oil treaters, and general temporary discharges. Under the UIC program, there are 259 coalbed methane wells authorized for re-injection activities. Of those that have actually been constructed, we estimate that 100 percent have obtained coverage under one of the general permits. There are 435 active large capacity septic systems in Wyoming. Approximately 50 percent are covered by the general permit issued for these systems, or by individual permits issued for modifica-

Budget information

Operating Budget - Expenditures for the report period, (Year Ending - June 30, 2003):

General Funds	\$4,270,263
Federal Funds	33,946,842
Other	16,625,410
Total	\$54,842,514

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*.

tion or installation of new systems. We can expect this percentage to slowly increase as operators of these systems are contacted, inspected or they come in for permits on their own. Approximately 500 water supply and wastewater construction permits are issued each year. All known water supply and wastewater facilities are issued a construction permit prior to initiation of construction or in the cases where they may have been constructed before a permit was issued, they can seek an as-built permit. Approximately 40 applications for new subdivisions are reviewed annually to evaluate the safety and adequacy of proposed water and wastewater systems.

During the reporting period, Land Quality identified two operations without the required permit or authorization. The Land Quality division currently has 825 active operators resulting in a 99.8 percent compliance rate for this outcome

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

The Solid Waste Permitting and Corrective Action Program regulates approximately 115 active facilities and approximately 255 closed facilities. Permits have been issued or are being reviewed for approximately 10 new landfills or major expansions of existing landfills. Initial operating permits have been issued for all solid waste facilities. However, initial permits expire in four to eight years and must be routinely reviewed and amended. For reasons which include pending groundwater investigations, program backlog, or delays requested by operators, the Solid and Hazardous Waste division has approximately 34 landfill permits currently under review whose permits have expired. Permit extensions may be issued for the majority of these facilities, but full permits can not be issued until the Permitting Program's backlog can be addressed and/or the facilities' technical issues can be resolved.

There are nine hazardous waste treatment, storage and disposal facilities within the state. Six of these are closed facilities, and three are currently operating. As part of a Remedy Agreement through the Voluntary Remediation Program, the operating permit at the BP-Amoco Refinery was terminated because BP conducted a 'clean closure' of the hazardous waste land treatment unit by removing wastes and contaminated soils that exceeded site cleanup criteria. Two hazardous waste facilities are not yet permitted or have a post-closure order. A post-closure permit application for one of these facilities (Frontier Refinery) is currently under review. The former Texaco Refinery entered the Voluntary Remediation Program in 2003 and permitting requirements for the hazardous waste units at the site will be incorporated in the Remedy Agreement for this site. The Remedy Agreement is anticipated to be issued in late 2005 or early 2006.

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 1145 permitting actions taken by the Air Quality Division during the current period, revisions were made to 20 permits issued under the NSR program (2 percent) to correct errors or to clarify requirements. In the past year, EPA objected to the renewal of the Buckingham Lumber operating permit because they believed that periodic monitoring for this source was not adequately addressed in the permit issued by the state. The division has reopened the operating permit to correct the deficiency.

For Water Quality Division, many of the older Chapter 3 construction permits were issued without the same type of evaluation of potential groundwater impacts that would be required for a facility seeking a permit under current requirements. As a result the degree of groundwater protection provided is not known for some of these older facilities. When groundwater or other violations are identified a facility is required to address the problem and the defective permit is corrected. A defective permit by definition occurs when a facility is causing a violation of a standard while operating in compliance with a permit issued by DEQ. The division is also working cooperatively with the Wyoming Department of Agriculture, Department of Health and EPA to identify facilities posing the greatest risk to public health and safety. Usually these are small systems on septic and wells. As concentrated animal feeding operations permits are renewed, waste disposal plans for land application activities and nutrient management plans are being required. Also, many of the early coalbed methane discharge permits issues before 1998 did not adequately address some of the agricultural standards. The Water Quality Division is correcting these deficiencies if complaints are filed or as permits are renewed.

The Land Quality 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.

Solid Waste permit application deficiencies are typically identified and corrected during the permit renewal or amendment process. Many facilities' initial applications only addressed facility operation through the first permit term, therefore many permit renewal applications require significant effort to ensure compliance with environmental and regulatory requirements in unexplored and undeveloped portions of the facilities. In order to provide the level of environmental protection needed, the permit renewal process can therefore be nearly as rigorous and time consuming as the permit process for new facilities.

In addition, the detection of groundwater contamination at a facility requires significant efforts to address the contamination including a determination of the nature and extent of contamination, an assessment and implementation of corrective measures, and significant modifications to the design of the remainder of the facility to avoid the creation of a source for additional contamination.

Groundwater contamination has been identified at 19 of the approximately 59 active municipal landfills alone. The Solid and Hazardous Waste Division has been working and will continue to work to ensure an adequate level of environmental protection through the use of a more rigorous process to determine when facilities need to be lined, additional technical assistance for site assessment and facility design, and an increased effort to insure that industry standard practices are being utilized at Wyoming landfills.

The need for state assistance to Wyoming communities to help them clean up polluted landfill sites should be considered. In addition Wyoming should assess the feasibility of closing small unlined landfills and constructing more cost effective lined regional facilities.

No solid waste permits have specifically been identified in the reporting period as being inadequate. Permit applications are routinely reviewed and revised to identify, correct, and minimize deficiencies. Two hazardous waste permits have been identified in the reporting period as requiring revision. The need for these revisions was identified through mandatory, regular permit reviews.

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 and permit application forms issued by the Air Quality Division for oil and gas permit applications and coalbed methane applications have proven effective in minimizing the number of review cycles for these types of applications. The general NSR permit forms are yet to be updated. This task has been scheduled for the past two reporting periods and has yet to be completed due to work load and staff turnover. During the reporting period the division completed an internal draft of the revised forms and pending adequate staffing will revisit the revisions to the NSR forms during the coming year. On average, the review cycles remain the same with oil and gas applications generally completed in one review cycle with the remaining non oil and gas applications generally requiring two review cycles on average. At the end of the last fiscal year, the operating permit program revised and updated periodic monitoring guidance. Three guidance documents were replaced with one more comprehensive document addressing all source types. Guidance and permit application forms are available

to prospective permittees through the DEQ web site, and are mailed out on request.

In the Water Quality Division, all NPDES permits for non coalbed methane activities go through the traditional single review cycle. During this fiscal year, 30 percent of the new coalbed methane applications that were received were determined to be incomplete and required at least a second review cycle. Historically, the division has processed an average of 30 applications per month. However, with the CBM development, this average has increased in the last two years. Chapter 3 construction, UIC permits, and applications for new subdivisions averaged one to two review cycles, to render complete applications. To make the NPDES permitting process more efficient, the agency has developing guidance memorandum and simple permit application forms which provides information on how to make applications more complete when they are submitted to the agency.

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

During this reporting period, two new permits were processed under the Industrial Siting Act. In one case, minor review cycles were required after the application was filed because the operator hired an experienced consultant to prepare the application and a number of pre-submittal meetings were held. In the other case, sufficient planning had not taken place for the application to have been filed.

Four new solid waste guidelines are currently being developed and revisions are currently being made to update a fifth guideline. One guidance memorandum was completed. As resources permit, the Solid Waste Permitting Program would like to revise two more of our existing guidelines and create at least seven new ones. 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. Hazardous waste staff are working with Texaco Refinery regarding incorporation of hazardous waste permitting requirements into a Remedy Agreement under the VRP. Hazardous waste staff have reviewed a permit application and drafted a permit for the thermal catalytic cracking (TCC) hazardous waste unit at Wyoming Refining Company's facility in Newcastle.

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 205 source inspections and 143 compliance certifications, and reviewed 743 stack test reports from July 2002 to June 2003. Enforcement actions occur as a result of these activities in addition to incident reports/notifications and referrals. Thirty three Notices of Violation and 10 Letters of Violation were issued during FY03 for facility violations

In the Water Quality Division, formal enforcement actions increased this year from 18 to 38. This increase was largely do to noncompliance with the UIC regulations and spills associated with Oil and Gas Operations. We do estimate that greater than 95 percent of the facilities permitted by the Water Quality Division are being operated in substantial compliance with their permits and applicable standards.

Of the 825 active permits in Land Quality, 31 different operations were issued notices of violation for non-compliance resulting in a 96 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 295 inspections from July 2002 through June 2003. The approximate breakdown by category was as follows: solid waste landfills (65), solid waste treatment, storage, or transfer (15), hazardous waste generators, transporters and treatment, storage or disposal facilities (112), used oil handlers (66) and complaints (37). These inspections resulted in five sites that were considered for, or issued NOV's or where other enforcement actions were taken during the reporting period. The overall estimated compliance rate for the reporting period was 98 percent. The level of inspection activity in this year was higher by about 10 percent compared to the prior year. The Solid and Hazardous Waste Division continued its sponsorship of the annual competition for awards for the best municipal solid waste landfills, and continued to assist the Wyoming Solid Waste and Recycling Association's innovative peer match program for landfill operators. The peer match program was created by the Division to provide an opportunity for landfill operators to learn from each other.

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 14,918 air quality affected facilities listed on the Air Quality Division's database. Based on the number of inspections, stack tests, certifications, and enforce-

ment actions, the estimated compliance rate is 96.1 percent.

Greater than 95 percent of the facilities permitted by the Water Quality Division are being operated in substantial compliance with their permits and applicable standards. To increase field visibility and compliance assistance, the division received additional funding and positions from the legislature in 2002 to add additional resources to assuring compliance at permitted facilities.

In Land Quality 96 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 overall estimated compliance rate for facilities regulated by the Solid and Hazardous Waste Division for the reporting period was 98 percent.

STRATEGY 1.2.b DEQ will adopt a standardized enforcement policy which 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 division 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 SIP and in response to Oil and Gas permitting in SW Wyoming. Similar to the visibility monitoring efforts in SW Wyoming, visibility concerns are currently being addressed in NE Wyoming with the establishment of monitoring stations near the Cloud Peak Wilderness and within the Thunder Basin National Grasslands. Two new Air Quality Division PM10 particulate sites were activated during November 2002 at locations within the Powder River Basin. The division's entire PM2.5 network is now in place with all scheduled sites now in operation.

The Water Quality Division has completed its five-year comprehensive surface water monitoring plan initiated in 1998, and has initiated a new five-year monitoring plan. Ninetyseven percent of the waters contained in the 1998 plan were monitored, with the remaining 3 percent rolled over into the new plan. In FY03, significant progress was made in catching up with data analysis and writing assessment reports on the waters from the 1998 plan. Almost 90 percent of the waters assessed through 1999 have reports finalized or in progress that support defensible decisions on designated use support and provide reliable measurements of Wyoming water quality conditions. DEQ continued to coordinate with the Department of Agriculture and the U.S. Geological Surveys to evaluate pesticides in groundwater within areas where groundwater is considered vulnerable to contamination. This program has evaluated groundwater for pesticides in 15 Wyoming counties and will expand into additional counties in the future. Results indicate that pesticides are present in shallow groundwater in many areas, but in nearly all cases, at concentrations well below levels considered harmful for drinking. The groundwater program has developed map tools illustrating areas where shallow groundwater resources should be considered significant based upon existing use, ambient quality, and vulnerability to contamination. A follow-up phase is nearly completed and will produce a recommended approach for a statewide groundwater monitoring program, with estimated costs.

STRATEGY 1.3.a DEQ will maintain a state wide 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 CY02, the percentage of data recovery rate for the Air Quality Division ambient monitoring network was 91.4 percent. On December 31, 2002, this network consisted of 37 ambient particulate monitors located at 12 sites throughout the state. No exceedance of any particulate standard was recorded during CY02 by an Air Quality Division particulate sampler. 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 CY02, private sites located in the Powder River Basin had an overall data recovery rate of 98.0 percent, while Southwest Wyoming trona facility networks had an overall data recovery rate of 97.7 percent. Four privately operated Powder River Basin sites recorded particulate concentrations in excess of the 24 hour PM10 particulate matter standard during 2002. Additionally, three private PM10 sites located in Southwest Wyoming and one site located in central Wyoming recorded at least one 24 hour PM10 concentration in excess of the 24 hour PM10 standard dur-

ing 2002. No exceedance of any annual particulate standard was recorded at any state or private monitoring site during 2002.

In FY03, the Water Quality Division surface water monitoring program focused on finishing up the 1998 comprehensive monitoring plan, as well as data analysis and report writing for the waters previously assessed. Also in FY03, the surface water monitoring program has drafted and began implementation of a new 5-yr comprehensive surface water monitoring plan. The new plan addresses those waters from the 1998 plan with insufficient data to assess designated use support, and also incorporates multiple new monitoring strategies to ensure that all water body types are being monitored, designated uses are being supported, or where necessary, appropriate actions are being taken to improve water quality so that designated uses are fully supported.

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 which are prioritized and scheduled for remediation will be maximized.

Results: Total contaminated Leaking Aboveground and Underground Storage Tank sites since 1990: 1,526. Resolved (successfully remediated) sites: 599. Total unresolved (sites requiring remediation): 927. Unresolved sites within various phases of current remediation projects: 439. Percentage of contaminated sites that have been remediated or are within a current remediation project: 68.0 percent. Unresolved sites awaiting remediation resources: 488. Within other, Water Quality Division Cleanup programs, there are 165 known groundwater contaminated sites that will likely require corrective action, with 69 of these sites being in remediation. There are also several orphaned sites for which no responsible party can be identified.

During the year, Land Quality required bond forfeiture at one limited mining operation site. The site will be prioritized and scheduled for remediation.

Nineteen solid waste facilities have been identified as posing a threat to public health or the environment, and at least two more are suspected. More impacted facilities could be expected when groundwater data from the remaining facilities receives a more thorough statistical evaluation. All facilities where threats have been identified are investigating the nature and extent of groundwater contamination and will be required to evaluate potential remediation options. None of the 19 facilities with identified groundwater contamination has selected or implemented corrective measures.

The Solid and Hazardous Waste Division has established corrective action requirements for all of the nine hazardous waste treatment, storage and dis-

posal 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.

Enacted in the year 2000 session of the Wyoming Legislature, the new voluntary remediation law sets out a process for remediation of contaminated sites. This process can be used by owners of contaminated sites, or by potential developers, to quickly reach decisions about required remedial activities and to put contaminated sites back into productive reuses. As of July of 2003, 34 sites have been accepted to participate in the Voluntary Remediation Program. The requirements for site characterization and/or remedial measures have been established at 30 of the 34 sites in draft and final preliminary remediation agreements and/or remedy agreements. Eleven of the sites have completed the process.

The Abandoned Mine Land Division will continue to identify and evaluate abandoned mining and mineral processing. Those sites determined to be eligible for AML funding will be prioritized under the criteria established by the State Reclamation Plan and the Surface Mining Control and Reclamation Act of 1977. Sites which pose an extreme danger to public health, safety and property, or are degrading the environment will be inventoried and reclaimed as funds become available. Sites are addressed in order of priority. Sites presenting the highest hazard are budgeted for reclamation first. The division has an on-going inventory process to gather information on known sites and to locate new sites. The AML Division uses a Geographic Information System (GIS) as a foundation of the site inventory. This powerful tool has increased the staff's ability to accurately assess site conditions including feature types, hazard level, and the estimated cost of reclamation. Major work remains to be done in the Gas Hills uranium district, at various hard rock sites across the state, at phosphate sites in western Wyoming, and at coal mine sites statewide. The division is currently monitoring over 20 coal mine fires, and regularly responds to emergency requests for closure of underground mine subsidence features. The AML Inventory currently has over 2500 sites, with 1500 sites that must have further analysis before cost estimates for remediation can be prepared.

STRATEGY 1.4.b DEQ will establish a working group to determine priorities, best clean up 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: Article 17 of the Voluntary Remediation Law allows DEQ to expend funds con-

tained within the trust and agency account under WS 3511424(a) (forfeitures). The money is to be used to remediate "orphan sites", which include sites where there is no viable responsible party.

To ensure that DEQ spending from the fund is adequately overseen, legislative appropriation of funds from the account is required as part of the biennium budget process. The DEQ prepared a report for review by the Joint Minerals, Business, and Economic Development Interim Committee which was submitted October 31, 2001, which included an inventory of all known contaminated orphan sites and the costs of remediating those sites.

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

The Abandoned Mine Land Division provides funding and technical expertise to assist UW in a continuing program of coal mine land reclamation research projects. AML staff members review research proposals, assist in the selection of appropriate research projects, and review the results for applicability to reclamation efforts in Wyoming.

Output: Potential funding sources for re-identification 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 does not have a predictable, steady income. As required by the voluntary remediation law DEQ reported to the legislature in October, 2001, and recommended that the agency's existing trust and agency account appears sufficient to pay for orphan site cleanup in the near future.

The Abandoned Mine Land Division coordinates funding, especially for public infrastructure projects, with other state and federal agencies such as the State Board of Loans and Investments, the Water Development Commission, and the Rural Utilities Service (US Department of Agriculture). The Abandoned Mine Land Division has a Cooperative Agreement with the Bureau of Land Management which allows the BLM. to reimburse AML for a portion of the costs of reclamation of sites on BLM land. AML works on a regular basis with State and Federal Land Management agencies to share resources to identify and address hazardous sites. In the last year, a cooperative effort with the National Park Service and funding provided by the Western Federal Lands Highway Division allowed the reclamation of a 65 acre site on the Snake River in the John D. Rockefeller Memorial Parkway.

The Abandoned Mine Land Division submits applications for public facility projects to the appro-

appropriate state agencies for review and comment, and provides input on projects developed and proposed for funding by other state and federal agencies. The Abandoned Mine Land Division cooperates with other state and federal agencies in obtaining consents and clearances for traditional reclamation activities on public and private land. Some work is accomplished under a cost sharing cooperative agreement with the BLM.

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 fifty employees throughout the state who are currently OSHA trained and certified. This certification gives employees the knowledge and procedures needed to safely enter and work in hazardous atmospheres. 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 also 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 also has members on the Advanced Wyoming Assessment and Recovery Team (AWAY Team). Also, DEQ has representation on the EPA Regional Response Team. DEQ has also 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: The division currently has four vacancies. Of the 48 current employees of the Air Quality Division, 37 or 77 percent have been with the division for at least two years. Of the remaining 11 employees, three are replacements for employees

who took positions elsewhere in the Department or state government, and eight are replacements for employees who left state government for positions in the private sector.

Of the 43 employees of the Land Quality Division, 38 or 88 percent have been with the division for at least two years

During this reporting period, the Water Quality Division has made improvements at retaining its employees. The turnover rate has been reduced and training opportunities have been increased. This has led to a more experienced workforce. The only concern is that some of the workforce may be overworked to maintain the demands of the CBM development.

The Abandoned Mine Land Division will continue efforts to recognize and reward exceptional performance by employees within the division. 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. The AML Division reinstated the position of Program Manager to enhance the career ladder potential within the division and allow upward mobility of existing qualified staff. Special attention is given to insuring that employees with limited experience have the appropriate training necessary to insure safe and efficient execution of their duties.

The Abandoned Mine Land Division will continue to recognize and reward exceptional performance by division employees. The division has an excellent record of employee retention. The only departures from the division in the past few years have been health related or retirement. All AML employees received Aexceeds expectations@ ratings during performance appraisals.

No Solid and Hazardous Waste Division employees terminated their employment this year. This contrasts with the previous year, where six Solid and Hazardous Waste Division employees terminated their employment with the division, which is a turnover of 30 percent.

One of the 21 Administration employees terminated their employment with the division. The 21 employees in Administration have an average tenure in the program of 10+ 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 48 current employees of the Air Quality Division, 37 or 77 percent received some type of training in the form of classes, workshops, or self-instructional Tele-courses.

65 percent of the professional staff in the Water Quality Division have received some form of professional training during the year to expand their job related skills.

Of the Land Quality staff in place at the end of the year, 60 percent received professional training during the year.

Invested in continuing education for staff to fulfill the role of web master 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 utilization, electronic and remote data retrieval and utilization, mining, reclamation, management, and work skills. AML staff members are eligible for Office of Surface Mining-sponsored training, and attend this training on a regular basis at no cost to the state.

Of the 21 staff within the Administration all were able to attend 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, three or eight percent received cross-training into other disciplines within the division.

In the Water Quality Division, 35 percent of the employees have participated in cross-training activities 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 in and across division lines. No employees moved from other divisions to Land Quality. One employee moved from Land Quality to another division.

One hundred percent of the employees in the Industrial Siting Division have expanded their professional skills by cross-training into other disciplines within the Department.

Solid and Hazardous Waste Division staff had two opportunities to receive training in other disciplines within the Department during the reporting period by participating in training on the state's Voluntary Remediation Program, and in groundwater modeling training sponsored by the Water Quality Division.

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, all were able to receive 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 48 employees of the Air Quality Division, 13 are supervisory employees none of which received supervisory training during this period.

In the Water Quality Division, 50 percent of the supervisors received some form of supervisory training.

The Land Quality Division has eight staff members who have supervisory responsibilities. None of these received training related to supervisory skills.

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 their annual performance appraisals.

The Abandoned Mine Land Division Administrator and Program Manager have attended management and supervisory training courses. All professional level employees have attended at least one intensive training session or educational conference during the past year.

Administration had 7 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 our actions.

Outcome: The percentage of those affected by our 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 is routinely sent out to affected entities to keep them abreast of current developments. General information is sent via the department newsletter. New requirements are transmitted by direct mail, trade association contacts and through Small Business Development Center channels.

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 which articulate the Departmental responsibilities and program policies for affected entities. The Department web site has been updated to enhance the information available to our customers and added links to other on-line environmental assistance resources. Members of the

office routinely responded to telephone, electronic and mailed queries from customers seeking assistance. The office published three newsletters during the year, each of which was mailed to the complete DEQ mail list. Direct mailings were completed to specific business sectors affected by new environmental requirements. Members of the outreach staff participated in a number of workshops, community meetings, conferences and exhibitions. Outreach personnel conducted on-site visits during the year to provide one-on-one environmental assistance. Feedback on these outreach efforts is consistently positive.

The Solid and Hazardous Waste Division actively participates in the Wyoming Solid Waste and Recycling Association (WSWRA) and meets frequently with facility operators, solid waste district boards, and their consultants. The Solid Waste Program made a formal presentation to the Wyoming County Commissioners' Association on current solid waste management issues in June of 2003. A presentation on Solid Waste permitting for petroleum-contaminated soil treatment facilities was made in February 2003, in Casper. The Solid Waste Program maintains an on-line list server for electronic communication within the WSWRA and other interested parties. The Solid and Hazardous Waste Division regularly contributes articles to the WSWRA's quarterly newsletter. Training was provided to operators and consultants on groundwater monitoring, alternative final cover, and fate and transport modeling. For the fifth consecutive year the Solid Waste Program participated in the Wyoming State Childrens' Water Festival in Casper regarding landfill construction to protect groundwater.

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 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 valuable resources to local governments. Feedback on these initiatives has been positive.

The Solid and Hazardous Waste Division actively participates in solid waste planning activities with local governments to help them provide environmentally protective and cost effective solid waste man-

agement services to the public both now and in the future. An integrated solid waste management approach has been developed and is actively promoted. The Solid and Hazardous Waste Division is currently evaluating approaches to inform local governments of potential opportunities related to cleanup of contaminated properties in their communities.

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 SRF loans, assisting local governments on compliance with aboveground and underground storage tank leak prevention regulations, assistance with water quality data collection, assistance with implementation of watershed management plans, assistance with resolution of water quality problems and citizen complaints and attendance to conventions and trade fairs.

During the year, Land Quality had three 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 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 conducts a biennium survey to determine the level of assistance provided. A majority of respondents indicated that the information we provided was useful to them and several said that they had actually changed some aspects in their business operations to take advan-

tage of the pollution prevention practices that were 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: A majority of respondents to the DEQ Office of Outreach last mail 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 providing information through the DEQ web site which will receive more use as businesses and the public begin utilizing 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.

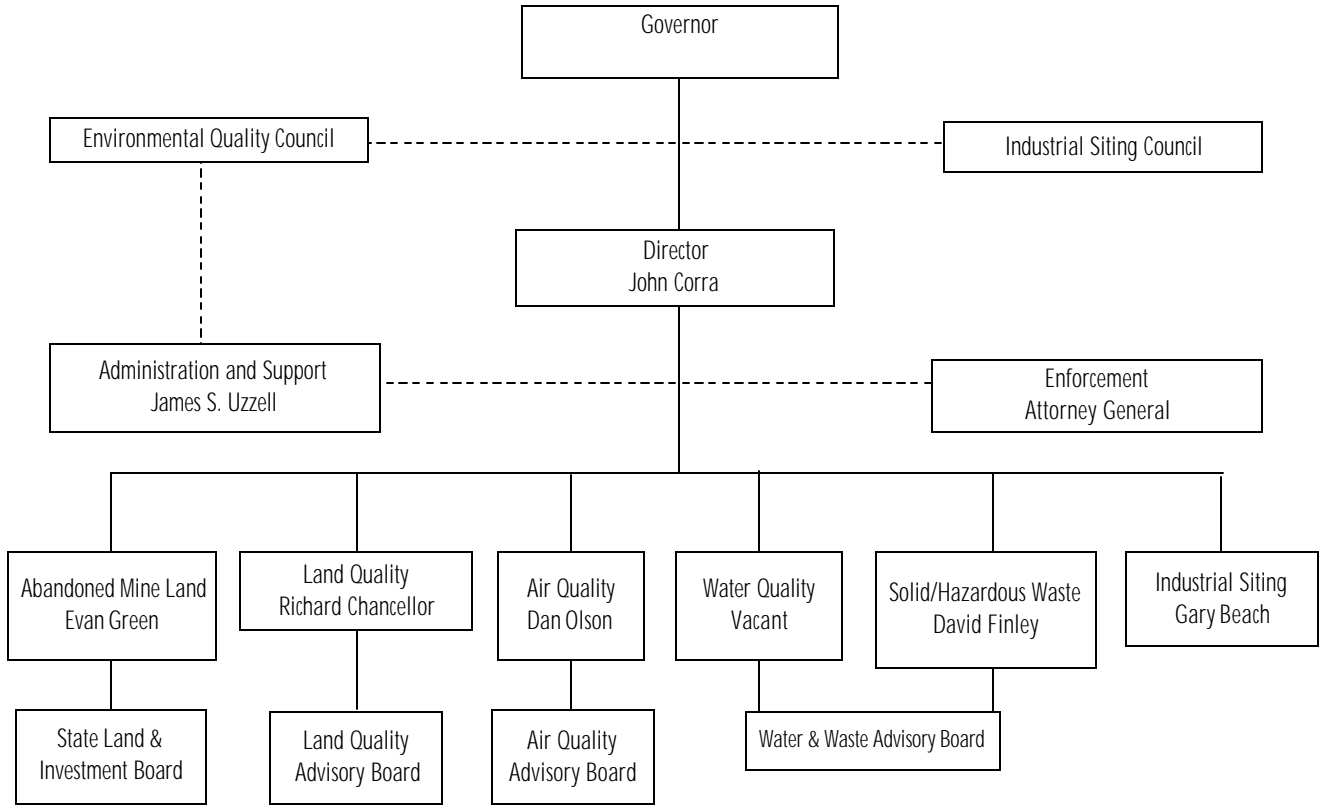
Results: The DEQ Office of Outreach Survey showed that over 50 percent of the businesses that implemented some form of pollution prevention in their business practice as a result of the information provided not only improved their environmental performance, but actually saved money as a result of the change. DEQ will continue to actively provide information to assist small businesses to become compliant with the 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.

Several new agency initiatives have been started. One is to develop an integrated agency wide database so that databases are easily accessed by employees and the public. There is also a need to look at compliance trends; particularly where we have repeat offenders and reconsider how we are conducting enforcement in these cases. Our enforcement approach must be designed to change behavior.

Department of Environmental Quality organization chart



Department of Family Services

Mission and philosophy

In partnership with all available resources, the Department of Family Services (DFS) will: Provide temporary assistance in the development of responsible, productive and self-sufficient individuals in Wyoming; help families assume more responsibility for raising their own children; and help communities assume more responsibility for their own families.

Results of outcomes

Please refer to the results listed for department's individual divisions.

General Comments

In 2003, The Wyoming Department of Family Services completed the federal Children and Family Services Review. The review, mandated for all states by the Adoption and Safe Families Act, is to ensure all states are achieving desired outcomes and that states are able to measure and achieve them. The review considered child cases for both the abuse or neglect category and juvenile detention or residential treatment. Goals established as a result of the review are expected to lead the department into a more family- and community-centered approach for the placement and/or treatment of troubled or at-risk youth.

The collection of child support and child support enforcement are critical duties of DFS. An effective child support program is a critical element in helping families achieve self-sufficiency without further public assistance. From FY97 to FY03, total collections through the DFS and county-based system have increased from \$49.3 million annually to \$76.2 million. Two key goals call for a two percent increase in distributed collections and the maintenance of paternity establishments at a 95 percent level or higher. This is expected to depend on the continued support and assistance of county clerks and child support enforcement districts in the state.

In regard to direct public assistance, Wyoming was rated the top welfare reform state in the nation in 2002 for its reduction in direct assistance rolls and other indications that persons leaving Temporary Assistance for Needy Families programs obtained continued employment. In the next phase of welfare reform, DFS expects to enhance the resources for struggling families to cope with juvenile delinquency, teen pregnancy, substance abuse and other social problem areas. A particular focus will be assistance to the state's two Indian tribes to improve the tribes' abilities to administer their own social service pro-

General information

Rodger McDaniel, director
Wyoming Department of Family Services

Agency contact

Terry A. Tasseff
Wyoming Department of Family Services
Hathaway Building, Third Floor
2300 Capitol Ave.
Cheyenne, WY 82002-0490
Fax 307/777-7747
ttasse@state.wy.us

307/777-7564

Other locations

There are 27 full-time offices and three part-time offices located in 9 districts throughout Wyoming
District 1: Cheyenne, Laramie
District 3: Pinedale, Rock Springs, Big Piney
District 4: Buffalo, Sheridan
District 5: Greybull, Thermopolis, Cody, Powell, Worland, Lovell
District 6: Gillette, Sundance, Newcastle
District 7: Casper, Rawlins
District 8: Douglas, Glenrock, Torrington, Lusk, Wheatland
District 9: Lander, Riverton
District 10: Kemmerer, Afton, Jackson, Evanston, Lyman

Year established and reorganized

Established 1989, reorganized 1995, 1999 and 2003

Number of authorized personnel

665 full-time, 35 part-time

Organization structure

Director, Deputy Director, Child Support Division, Economic Assistance Division, Field Operations Division, Financial Services Division, Information Services Division, Juvenile Services Division and Protective Services Division

grams, such as the Low Income Energy Assistance Program, determining food stamp eligibility and others. Assistance programs are further expected to work with and be enhanced by the efforts of community and faith-based organizations.

More specific goals and descriptions for the department's divisions are included in the following several sections and elsewhere in the department's strategic plan. Overall, however, all goals fall into the director's categories for the Child and Family Service Review's Program Improvement Plan, enhancement of juvenile court systems, customer service, advocacy for welfare and at-risk populations and collaboration with community or statewide stake holders.

Strategic plan changes

Please refer to the department's strategic plan for specific outcome measures. Essentially, goals did not change, while outcome measures were made more specific and consistent with data systems' capabilities.

Statutory references

W.S. 1-22-101 - 104, W.S. 1-22-109 - 117, W.S. 1-22-202 - 203, W.S. 7-13-303, W.S. 7-13-410 - 411, W.S. 9-2-2006, W.S. 9-2-2104, W.S. 9-2-2101 - 2106, W.S. 14-2-104 - 105, W.S. 14-2-310 - 313, W.S. 14-3-211 - 215, W.S. 14-4-101 - 111, W.S. 14-4-112 - 116, W.S. 14-5-101 - 108, W.S. 14-6-101, W.S. 14-6-211 - 209, W.S. 14-6-211 - 225, W.S. 14-6-226 - 228, W.S. 14-6-229 - 236, W.S. 14-6-237, W.S. 14-6-238 - 241, W.S. 14-6-242 - 243, W.S. 14-6-301 - 308, W.S. 14-8-101 - 104, W.S. 14-9-101 - 108, W.S. 20-4-160, W.S. 20-6-101 - 104, W.S. 20-6-201 - 222, W.S. 20-6-301 - 306, W.S. 20-6-401 - 402, W.S. 20-7-101, W.S. 21-13-315, W.S. 25-3-101 - 106, W.S. 25-4-101 - 103, W.S. 42-1-101 - 114, W.S. 42-2-201 - 203, W.S. 42-2-301 - 303, W.S. 42-2-402 - 404, W.S. 42-3-101 - 103, W.S. 42-4-101 - 113, W.S. 42-4-206 - 207

Clients served

The Department of Family Services provides financial and social services to Wyoming residents who are in need or at risk. They include children in need of court-ordered foster care, placement in group homes, residential treatment centers, the Boys' or Girls' Schools or other specialized therapeutic care. They include juveniles on probation or in need of other state mandated services. They include seniors in need of adult protective services. Other clients include consumers of day care services and children in day care served through day care licensing.

Budget information

Director's office

General Funds	\$990,056.25
Federal Funds	\$253,570.15
Trust & Agency Funds	0
Total	\$1,243,626.40

Department

General funds	\$46,269,720.10
Federal funds	\$63,876,721.22
Trust and agency funds	\$711,524.61
Total	\$110,857,965.96

Child Support Enforcement Unit

General information

Brenda J. Lyttle, Title IV-D director

Agency contact

Brenda J. Lyttle
Wyoming Department of Family Services
Child Support Enforcement Unit
2300 Capitol Ave.
Hathaway Building, Third Floor
Cheyenne, Wyoming 82002-0490
Fax 307/777-3693
blyttl@state.wy.us

307/777-5831

Other locations

Wyoming's statewide Child Support Enforcement program consists of the following:
16 district child support offices within 23 counties and nine judicial districts provide services including location of noncustodial parents, establishment of paternity, establishment of medical and child support orders, enforcement of medical and child support orders, the review for modification of medical and child support orders and customer services. There are also 23 clerk of district court offices that enter support order information and receipts and disburses child support payments, files and distributes legal documents, and provides customer service. Centralized State Disbursement Unit (SDU) receipts and disburses child support payments. The state child support office establishes and enforces state policy, enforces federal policy, submits federal reports, provides training and technical assistance, provides contract management and customer service.

Year established and reorganized

Established 1975 and reorganized in 1995

Statutory references

State: Wyo. Stat. §§ 20-6-101 through 112; 20-6-201 through 222; 20-2-301 through 315; 20-2-401 through 406; 20-4-139 through 194; 27-1-115; 42-3-101 through 103; 13-1-205; 14-2-204; 14-2-401 through 823; 14-3-435; 14-6-236; 14-6-435. Federal: Code of Federal Regulations (CFR) 45 Chapter III; Social Security Act, Title IV-D as amended.

Number of authorized personnel

17 full-time employees

Organization structure

Director, Deputy Director, Title IV-D Director, Child Support Enforcement Unit staff

Clients served

Child support enforcement serves custodial parents, non-custodial parents and children.

Budget information

General Funds	\$2,531,661.22
Federal Funds	\$7,350,280.75
Trust and Agency Funds	\$609,199.06
Total	\$10,491,141.03

Mission and philosophy

The Child Support Enforcement program helps strengthen families and reduce welfare dependency by helping ensure that parents support their children. Many families have been able to remain self-sufficient and off public assistance due to the services received from the Child Support Enforcement program. Child support enforcement services are required for families receiving assistance under the Temporary Assistance for Needy Families (TANF) program. In addition, child support services are available to families not receiving TANF who apply for such services, as well as families who were formerly on TANF.

Results of Outcomes

Goal: Promote self-sufficiency through the effective delivery of Preventive, Protective, Educational and Treatment Services, resulting in a reduction of government involvement.

Objective D: Assist the development of safe and healthy environments for children and families.

Strategy 1: Increase Child Support Collections

Output Measure A: Dollars collected in IV-D cases

Child Support Collections in IV-D cases during FY02 were \$51,093,765.

Child Support Collections in IV-D cases during FY03 were \$52,083,995.

Output Measure B: Amount of child support collected for placement cases

Child Support collections in foster care IV-E placement cases during FY02 were \$37,630.00. Child Support collections in foster care IV-E placement cases during FY03 were \$49,439.00.

Output Measure C: Increasing the number of cases with Child Support Orders

It has been determined that this output measure is not measurable.

Results

POSSE (Parental Obligation System for Support Enforcement) is the automated statewide child support computer system. The state central child support office, 16 judicial district child support offices, the SDU, and 23 clerk of district court offices work together through POSSE to provide the best child support and customer services possible.

POSSE automates all Title IV-D services and allows district offices to manage their caseloads in a more effective and efficient manner. POSSE delivers various alerts to district offices in order to meet state and federal timeframes on specific actions, generates legal documents and interfaces with state and federal locate sources to provide district offices with the most accurate and up-to-date information on child support cases, and allows for receipt and disbursement of child support payments.

Total collections for IV-D and non IV-D cases have increased from \$49.3 million to \$76.2 million from state FY97 through state FY03, meaning more children are receiving financial support. Wyoming attributes this increase in collections to improved automation, including new hire reporting by employers so automated income withholding can be accomplished more efficiently, and the financial institution data match (FIDM) lien and levy program so bank accounts of non-paying obligors can be tapped for child support payments. Other contributing factors for increased collections include federal prosecution of non-paying obligors, federal offset programs including tax intercept, and the federal parent locator service (FPLS) for additional locate information.

The state central child support office, judicial district child support offices, clerk of district court offices, the SDU, the judiciary, and other local, state, and federal organizations form an important and productive team of professionals working together for the benefit of children to ensure they receive the financial and emotional support they deserve. Wyoming child support partners with seven organizations to provide parenting classes, supervised visitation, group therapy classes, counseling for victims of domestic abuse and family violence, mediation and supervised custody exchanges. This is done through a federal grant called Access and Visitation. Wyoming child support also partners with the judiciary and other state agencies to ensure appropriate referrals are completed to these organizations. These organizations include: Crisis Intervention Services in Casper; Self Help Center in Cody; 6th Judicial District CASA in Gillette; Sheridan County CASA in Sheridan; Wyoming Children's Access Network (WYCAN) in Sheridan; Sweetwater Family Resource Center (SFRC) in Green River; and Foundations Of Caring, Understanding and Services (FOCUS) in Newcastle.

The State of Wyoming Child Support Enforcement Program recently received national recognition through honorable mention for Most Improved Child Support Program at the National Child Support Enforcement Association's Annual Conference held in Orlando, Florida in August of 2003.

Strategic plan changes

Outcome 1A1: Increase total distributed child support collections by two percent.

Outcome 1A2: Maintain paternity establishment percentage at 95 percent or higher.

Outcome 1A3: Increase the percentage of Title IV-D cases with child support orders by two percent.

Outcome 1A4: Increase the dollars collected for current child support payments in Title IV-D cases by two percent.

Outcome 1A5: Increase the percentage of Title IV-D cases with collections on arrearages by two percent.

Division of Juvenile Services

General information

Chris Smith, interim administrator

Agency contact

Bibi Bengston
 Wyoming Department of Family Services
 Hathaway Building, Third Floor
 2300 Capitol Ave.
 Cheyenne, WY 82002-0490
 Fax 307/777-3659
csmith1@state.wy.us

307/777-6285

Other locations

Wyoming Boys' School
 1550 Highway 20 South
 Worland, WY 82401
jkiedr@state.wy.us

Wyoming Girls' School
 3500 Big Horn Avenue
 Sheridan, WY 82801
gkopsa@state.wy.us

Year established and reorganized

Established 1989 and reorganized 1995

Statutory references

W.S. 9-2-2006; W.S. 9-2-2101 - 9-2-2106; W.S. 14-2-205; W.S. 14-3-201 - 14-3-215; W.S. 14-4-101 - 14-4-111; 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, state office
 28 full-time, one part-time

Wyoming Boys' School
 93 full-time

Wyoming Girls' School
 77 full-time, two part-time

Organization structure

Director, Deputy Director, Administrator, Juvenile Justice, Institutions, Interstate Compact on Juveniles, State Advisory Council on Juvenile Justice, Wyoming Central Registry for Abuse/Neglect, Criminal Background Checks, Certification of Providers of Substitute Care Services for Children, Child Care Licensing, Early Childhood Development Council, Child Care Development Fund to Assist Low Income Families Involved in Education Programs or Working, and 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. The division provides regulatory services for child care facilities 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 established through agency rules. Programs focusing on early childhood development are also within the juvenile services division. Supportive services are provided to advisory councils and boards focusing on the development of services and care for Wyoming's children and adolescents. Financial support is provided for child care for families that qualify. Federal grant money is distributed to child care providers for the purpose of making quality improvement. Federal grant moneys are also awarded to communities to develop and support accountability based programs for juvenile offenders. Oversight of independent living programs for qualified adolescents in communities and juvenile institutions.

Budget information

General Funds	\$24,907,726.23
Federal Funds	\$22,329,136.27
Trust and Agency Funds	\$0
Total	\$47,236,862.50

Mission and philosophy

In partnership with all available resources provide temporary assistance in the development of responsible, productive and self-sufficient individuals in Wyoming; provide treatment for, and hold emotionally troubled youth accountable for behaviors; provide protective services for all minor and disabled 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

Goal: Promote self-sufficiency through the effective delivery of Preventive, Protective, Educational and Treatment Services, resulting in a reduction of government involvement.

Objective A: Guide clients toward self-sufficiency while providing temporary benefits, support and opportunity for skill development.

Outcome Measure IV: Number of families receiving day care subsidies.

The Child Care Block Grant distributed \$9,707,139 for the July 1, 2002 through June 30, 2003 time period. Income eligibility limits were increased to assist more families with the cost of childcare. Each month childcare subsidy payments serve an average of 2,235 families and 3,347 children. Total average payments equal \$808,928 per month with an average cost of \$242 per child. Quality childcare grants were awarded focusing on program development and enhancement, community child care system development, after school programs, and provider professional development. Other quality initiatives included Head Start/Child Care collaboration projects, statewide training conference and health and safety grants to assist providers in meeting new child care licensing regulations.

Objective C: Provide troubled and delinquent youth with evaluation, treatment, supervision and placement in approved facilities.

Outcome Measure I: Expand programs and services to help reduce the rate of reoffense. In addition to the program standards previously established, standards for three additional programs were completed during this time period including hospital-based residential treatment, transitional/independent living, and outdoor/wilderness. The rewrite was completed, and the certification standards were submitted to the Attorney General's office to begin the rule making process. During this reporting period, 50 agencies (having a total of 86 programs) were certified by the department. These programs include adoption agencies, B.O.C.E.S., child placing crisis centers, group homes, juvenile detention, residential treatment and therapeutic foster care.

Community-based youthful offender pilot projects have been developed and implemented. This

effort has been enhanced through receipt of funding and community awards associated with the federal Juvenile Accountability Incentive Block Grant (JAIBG). Language remains in statute regarding community juvenile service boards. Funding specific to the boards is not provided. Local boards have been established in conjunction with the JAIBG projects, and are responsible for the services provided.

Juvenile probation training was conducted on behalf of 33 staff members who work with the troubled and delinquent youth population. This included 21 juvenile probation officers and 12 juvenile probation officer supervisors. Areas addressed included supervision skills, assessments, safety, pre-disposition reports, chemical testing, resource identification, and electronic monitoring. Training of Trainers was facilitated to certify 20 staff in an updated curriculum to be presented to probation officers and supervisors.

Requests by potential employers for substantiated abuse perpetrator checks were 100 percent completed. In FY03, Wyoming Central Registry of Abuse/Neglect staff completed 16,049 checks and 16,049 background prescreens in conjunction with the Division of Criminal Investigation.

Approximately 1,056 juveniles were on probation per month and 1,749 children were in placement per month.

Outcome Measure II: Habilitate and treat delinquent boys placed at the Wyoming Boys' School to help reduce rate of reoffense.

The Wyoming Boys' School served 226 males. Students completed 4,230 hours of community service, paid \$14,912.79 in restitution, and had 451 victim contacts. The average cost per day, per student at the Boys' School was \$174.40. The average length of stay per student was 190 days, and the return rate to the facility was 18 percent. 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. Consistent utilization of an assessment instrument has been endorsed. A conference is being established in conjunction with the State Advisory Council on Juvenile Justice to establish and adopt a consistent statewide screening instrument. A holistic array of services is provided to include safety and security, medical, psychiatric/psychological, counseling/treatment, educational/vocational and mental health.

Outcome Measure III: Habilitate and treat delinquent girls placed at the Wyoming Girls' School to help reduce the rate of reoffense.

The Wyoming Girls' School served 178 females. Students completed 3,443 hours of community service, paid \$16,758 in restitution, and had 848 victim contacts. The average cost per day, per student at the Girls' School was \$132.20. The average length of stay per student was 347 days, and the return rate to the facility was 18.5 percent. A holistic array of services

is provided to include safety and security, medical, psychiatric/psychological, counseling/treatment, educational and mental health.

Objective D: Assist the development of safe and healthy environments for children and families.

Outcome Measure I: Number of children in day care.

There were approximately 15,000 children in licensed day care facilities per month.

Outcome Measure II: Number of certified day care providers.

The Child Care Licensing program is responsible for licensing approximately 800 child care facilities.

Child care licensing standards have been revised and implemented. A procedure manual was developed and implemented to allow for consistent rule interpretation statewide. Quarterly meetings help with providers from each county to improve the relationship between providers and DFS.

General comments

A total of 122 juveniles were served through the Interstate Compact for Juveniles. There were 12 runaways, escapees or absconders returned to Wyoming from other states, 22 runaways, escapees or absconders returned to other states from Wyoming, 16 incoming parole cases, 38 incoming probation cases and 34 outgoing probation cases.

There were 255 youth served in Wyoming through the Chaffee Independent Living funds. This includes students at the Wyoming Boys' and Girls' Schools.

The State Advisory Council on Juvenile Justice met on five separate occasions. The November 2003 meeting was held in conjunction with the Substance Abuse and Violent Crime Advisory Board. The council completed the comprehensive state plan for juvenile justice in August. The council was successful in securing federal funds associated with the Juvenile Accountability Incentive Block Grant. Total funds awarded projects was approximately \$1 million. The council funded training presented by Dr. Stanton Samenow at the Wyoming State Bar Annual Meeting and a restorative justice training held in Jackson.

The Department of Family Services has worked closely with the Raising Readers program, requested legislative funding and was approved for \$100,000 that will be used to increase the number of counties currently participating in the Raising Readers program. DFS was also instrumental in requesting \$10,000 to establish a Professional Teachers Preparation taskforce to work with UW in the development of a stand alone degree in Early Childhood. An early child care apprenticeship program was implemented as a result of obtaining \$300,000 in federal funds. The program will allow individuals interested in going into the child care profession to obtain a degree and work under the direct supervisor of a child care mentor. The licensing program implemented a Wyoming Child Care

Provider Summit that meets quarterly with two providers from each county. The purpose of the summit is to discuss concerns and issues and, as a group, come to resolution. This process has been successful in getting the providers and DFS to work as a team.

Economic Assistance

Division

General information

Kenneth Kaz, economic assistance manager

Agency contact

Kenneth Kaz
Wyoming Department of Family Services
Hathaway Building, Third Floor
2300 Capitol Ave.
Cheyenne, Wyoming 82002-0490
Fax 307/777-3693
kkaz@state.wy.us

307/777-5841

Other locations

There are 27 fully operating field offices located within 10 districts. Each of these offices receives applications for public assistance programs and determines eligibility for same. The Northern Arapaho and the Eastern Shoshone each operate their own tribal TANF program.

Year established and reorganized

Established 1989 and reorganized last in 2003.

Statutory references

W.S. 9-2-2006, W.S. 9-2-2101-2106, W.S. 42-2-101-114, W.S. 42-2-201-203

Number of authorized personnel

Five full-time

Organization structure

Director, Deputy Director, Economic Assistance Manager, Economic Assistance Team, and Support Staff

Clients served

Needy Wyoming families, individuals, and the elderly/disabled who need temporary assistance while they strive to become self-sufficient.

Budget information

General Funds	\$2,403,875.53
Federal Funds	\$10,824,016.42
Trust & Agency Funds	\$0
Total	\$13,227,891.95

Mission and philosophy

In partnership with all available resources provide temporary assistance in the development of responsible, productive and self-sufficient individuals in Wyoming; provide treatment for, and hold emotionally troubled youth accountable for behaviors; provide protective services for all minor and disabled 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.

Goal: Promote self-sufficiency, through the effective delivery of Preventive, Protective, Educational and Treatment Services, resulting in a reduction of government intervention.

Objective A: Guide clients toward self-sufficiency while providing temporary benefits, support and opportunity for skill development.

Outcome Measure I: Number of families receiving POWER payments

The average number of households for calendar year 1996 (prior to TANF) was 4,971. The average number of households for FY03 was 421. Since 1996 the Personal Opportunities with Employment Responsibilities (POWER) (Wyoming's version of TANF) caseload has decreased by 91 percent. Wyoming has been leading the nation in Temporary Assistance for Needy Families (TANF) caseload reductions.

Wyoming received a high performance bonus of \$1,089,072 for 2001. The 2002 bonus (October 1, 2001 - September 30, 2002) has not been fully determined by the federal government as of the writing of this document. The 2003 bonus (October 1, 2002 - September 30, 2003) will be announced later.

The Temporary Assistance for Needy Families (TANF) participation rate has been met each quarter. In federal fiscal year (FFY) 01, a 71.8 percent rate was achieved for all families and the two-parent participation rate was 91.6 percent. The participation rate for FFY02 is estimated to be 82.9 percent for all families and 93.8 percent for two-parent families. Through June 2003 the participation rate is 87.7 percent for all families and 100 percent for two-parent families.

Outcome Measure II: Number of households receiving food stamp benefits

The food stamp program served a total of 123,059 households in FY03 with an average of 10,255 households per month. The food stamp accuracy rate for the delivery of benefits was 97.11 percent in FFY01 and 96.79 percent in FFY02. The FFY02 food stamp error rate of 3.21 percent qualified Wyoming for enhanced funding for the fifth straight year. The error rate has not been computed for FFY03 as the federal fiscal year does not end until September 30, 2003.

Outcome Measure III: Number of families receiving Medicaid assistance
Medicaid provided medical related services

to a total of 411,676 families for FY03. An average of 34,306 families were served each month.

Objective D: Assist the development of safe and healthy environments for children and families.

Outcome Measure III: Number of households receiving energy assistance

Low Income Energy Assistance (LIEAP) served 10,092 families in FY02 and the early estimate for FY03 is 9,500 applications. Crisis cases in FY02 numbered 1,377 and for FY03 the estimated crisis caseload is 1,500.

Outcome Measure IV: Number of home's weatherized

A total of 600 homes were weatherized in FY01. In FY02 325 homes were weatherized. The FY03 numbers have not been completed at the time of the writing of this report. The difference between 2001 and 2002 is due to a larger amount of money available in 2001 that was not in the 2002 program.

General comments

DFS continues to work with the Unintended Pregnancy Task Force to review opportunities for addressing out-of-wedlock pregnancy and fatherhood issues. Projects are addressed as money becomes available.

Reauthorization for the TANF program was scheduled to occur in FY03. As of this writing, it has not been completed by congress. When completed, reauthorization will make changes to the TANF program that may include new outcome measures. Once reauthorization is passed DFS will review the new legislation to determine changes necessary for the state TANF program.

This past fiscal year several personnel changes were made in the Economic Assistance Division. Two program consultant positions were transferred to the Department of Workforce Services (DWS). One of the consultants was a TANF policy specialist and the other a TANF work program specialist.

Other changes were in the Medicaid program. Both Medicaid consultants were moved to the Wyoming Department of Health (WDH). This move will consolidate all policy and rule making responsibilities in WDH. DFS will continue to determine Medicaid eligibility at the field office level with program guidance coming from WDH.

In May 2002 DFS contracted with SSI Incorporated to develop a web-based program in order to facilitate the application process and improve outreach to eligible clients in the state for the Low Income Energy Assistance Program (LIEAP). This will also improve the payment process to reduce overpayments. The project was completed in FY03 and will be implemented for the FY04 program year.

A review of the Northern Arapaho Tribal needs for the LIEAP program is being completed to determine the funding needs for the next fiscal year. DFS will work with the Northern Arapaho Tribe to establish a LIEAP program.

Field Operations Division

General information

Michael R. Beaver, administrator

Agency contact

Michael R. Beaver
 Wyoming Department of Family Services
 Hathaway Building, Third Floor
 2300 Capitol Ave.
 Cheyenne, WY 82002-0490
mbeave@state.wy.us
 Fax: 307/777-7747

307/777-7058

Other locations

There are 27 full-time offices and three part-time offices located in 9 districts throughout Wyoming

- District 1: Cheyenne, Laramie
- District 3: Pinedale, Rock Springs, Big Piney
- District 4: Buffalo, Sheridan
- District 5: Greybull, Thermopolis, Cody, Powell, Worland, Lovell
- District 6: Gillette, Sundance, Newcastle
- District 7: Casper, Rawlins
- District 8: Douglas, Glenrock, Torrington, Lusk, Wheatland
- District 9: Lander, Riverton
- District 10: Kemmerer, Afton, Jackson, Evanston, Lyman

Year established and reorganized

Established in 1989 with the last reorganization to nine districts in 2003.

Statutory references

W.S. 1-22-101 - 104, W.S. 1-22-109 - 117, W.S. 1-22-202 - 203, W.S. 7-13-303, W.S. 7-13-410 - 411, W.S. 9-2-2006, W.S. 9-2-2104, W.S. 9-2-2101 - 2106, W.S. 14-2-104 - 105, W.S. 14-2-310 - 313, W.S. 14-3-211 - 215, W.S. 14-4-101 - 111, W.S. 14-4-112 - 116, W.S. 14-5-101 - 108, W.S. 14-6-101, W.S. 14-6-211 - 209, W.S. 14-6-211 - 225, W.S. 14-6-226 - 228, W.S. 14-6-229 - 236, W.S. 14-6-237, W.S. 14-6-238 - 241, W.S. 14-6-242 - 243, W.S. 14-6-301 - 308, W.S. 14-8-101 - 104, W.S. 14-9-101 - 108, W.S. 20-4-160, W.S. 20-6-101 - 104, W.S. 20-6-201 - 222, W.S. 20-6-301 - 306, W.S. 20-6-401 - 402, W.S. 20-7-101, W.S. 21-13-315, W.S. 25-3-101 - 106, W.S. 25-4-101 - 103, W.S. 42-1-101 - 114, W.S. 42-2-201 - 203, W.S. 42-2-301 - 303, W.S. 42-2-402 - 404, W.S. 42-3-101 - 103, W.S. 42-4-101 - 113, W.S. 42-4-206 - 207

Number of authorized personnel

367 full-time, 29 part-time

Organization structure

Director, Deputy Director, Administrator, District Managers (team management).

Clients served

At risk or low income families who are in need of temporary financial assistance, employment or training assistance, food stamps, Medicaid, energy or work assistance, children in need of protective services or court-ordered placements and adults in need of protective services.

Budget information

General Funds	\$11,104,791.05
Federal Funds	\$13,587,848.89
Trust & Agency Funds	\$0
Total	\$24,692,639.94

Mission and philosophy

In partnership with all available resources: Provide temporary assistance in the development of responsible, productive and self-sufficient individuals in Wyoming; Provide treatment for, and hold emotionally troubled youth accountable for behaviors; Provide protective services for all minor and disabled 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

Goal: Promote self-sufficiency, provide preventive and protective services and serve troubled and delinquent youth.

Objective A: Guide clients toward self-sufficiency while providing temporary benefits, support and opportunity for skill development.

Outcome Measures I-IV: District Offices, working in cooperation with the Department of Workforce Services, developed cooperative integration of service plans. Co-location efforts continue as lease opportunities arise. Continued efforts were made to cross-train Family Services' and Workforce Services' staff, including planning for both departments to participate in an annual conference.

Objective B: Provide preventive, supportive and protective services to abused, neglected, abandoned, and exploited individuals and families to ensure safety, permanency and well-being.

Outcome Measures I-VII: Field Operations is the over-arching division of the department responsible for the line delivery of specified programs and services. Reports developed by the program divisions demonstrate the level of achievement accomplished by Field Operations.

Objective C: Provide troubled and delinquent youth with evaluation, treatment, supervision and placement in approved facilities.

Outcome Measures I-III: Field Operations is the over-arching division of the department responsible for the line delivery of specified programs and services. Reports developed by the program divisions demon-

strate the level of achievement accomplished by Field Operations.

Reorganizing the Field Operations Division has promoted increased contact with local operations. The transfer of program responsibilities, such as data collection, report preparation, low-income energy programs, and supervision of training activities to program divisions has resulted in more attention to management issues.

In April 2003, the Field Operations Division reorganized to nine districts. The Administrator of the Field Operations Division is actively involved with individualized meetings with district managers concentrating on specific local issues. Further, Field Operations is conducting regular "work meetings" with the district managers to identify common issues and to move collectively forward in resolution. These meetings compliment work sessions involving other division administrators to ensure achievement of local and state objectives.

Staff Assistance Visits have been replaced with a more direct management style, involving increased personal contact with district managers and more consistent use of data to measure office performance. Absent for several years, the department now produces a monthly statistical package providing offices with timely performance measures on key areas.

Financial Services Division

General information

Paul Yaksic, administrator,

Agency contact

Penny P. Pinette
Wyoming Department of Family Services
Hathaway Building, Third Floor
2300 Capitol Ave.
Cheyenne, WY 82002-0490
Fax 307/777-7747
pyaksi@state.wy.us

307/777-5468

Other locations

State Disbursement Unit
2617 East Lincolnway
Cheyenne, WY 82002

Year established and reorganized

1989 and reorganized in 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

42 full-time

Organization structure

Director, Deputy Director, Administrator, Quality Control/PRICE Manager, Accounting Unit Manager, Budget/Cost Allocation Manager, PC/LAN Manager

Clients served

Clients on Temporary Assistance for Needy Families (TANF), food stamps, Supplemental Security Income, vendors, field office workers, clients with overpayments and federal agencies.

Budget information

General Funds	\$831,688.28
Federal Funds	\$526,429.71
Trust & Agency Funds	\$102,325.55
Total	\$4,460,443.55

Results of outcomes

Goal: Promote self-sufficiency through the effective delivery of preventive, protective, educational and treatment services, resulting in a reduction of government involvement.

Objective A: Guide clients toward self-sufficiency while providing temporary benefits, support and opportunity for skill development.

Strategy 2, Through a combined effort, achieve and maintain quality in the secure delivery of welfare benefits.

Output Measure A: Number of overpayment cases and claims by type of error, program and field office, regional investigator: The Division filed 674 claims. Specifics by investigator on file at DFS.

Output Measure B: Total of cases referred to courts for prosecution by field office: Seven cases were referred for prosecution. Specifics on the cases are on file at DFS.

Output Measure C: Total amount recovered by type, program, field office and investigator. \$394,052 was recovered. Specifics of the collections are on file at DFS.

Output Measure D: Number of reviews completed by program, region, field office and employee: This data cannot be determined.

General comments

Quality Control staff succeeded in promoting payment accuracy and striving for enhanced funding by ensuring the accuracy of relevant state policy and providing field office training. This year the error rate was 3.21 percent and enhanced funding was achieved.

In the Prosecution / Recovery / Investigation / Collection/Enforcement (PRICE) section, 801 new cases were referred to the fraud unit. Over \$394,052 was collected from overpayments. The PRICE staff continue to file for overpayment collections via 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, 2 youth correctional institutions, 23 clerks of district court and 9 child support enforcement districts.

The agency is requesting an exception budget request to purchase 235 computers for caseworkers. GroupWise was upgraded.

The division is experiencing continued progress toward the use of technology. Division personnel are encouraging their customers to utilize 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.

Information Services

Division

General Information

Joseph Terry Williams, MPH, Administrator

Agency contact

J. Terry Williams
Wyoming Department of Family Services
Hathaway Building, Third Floor
2300 Capitol Ave.
Cheyenne, WY 82002-0490
Fax 307/777-7747
twilli@state.wy.us

307/777-5357

Other locations

Electronic Benefit Transfer (EBT) Office

Year established

1989

Statutory references

W.S. 9-2-2006, W.S. 9-2-2102

Number of authorized personnel

12 full-time

Organization structure

Director, Deputy Director, Administrator, IRIS Development Team, EPICS/JAS, WYCAPS, Electronic Benefit Transfer Unit

Clients served

State eligibility workers, and social workers, contract employees, clerks of district court, county attorneys, recipients of DFS services, federal and state offices

Budget information

General funds	\$1,601,325.90
Federal funds	\$7,983,750.94
Trust and agency funds	\$0
Total	\$9,585,076.84

Mission and philosophy

In partnership with all available resources provide temporary assistance in the development of responsible, productive and self-sufficient individuals in Wyoming; provide treatment for, and hold emotionally troubled youth accountable for behaviors; provide protective services for all minor and disabled 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.

General Comments:

The Information Services Division (ISD), with 12 fulltime personnel, is a core resource unit of agency management, to support the information technology infrastructure and to enable the agency to achieve its goals. As one ISD programmer wrote, our mission is to "transform the life of Wyoming people with accurate data and information for a better life." ISD maintains the programs software for eligibility determinations for food stamps, POWER, Medicaid, child care; protective and juvenile services; authorized payments to provider partners, and electronic benefit transfer for food stamps and the women, infants and children's program (WIC) of the Department of Health.

While maintaining these software programs, the major effort for 2002-2005 is the replacement of the 15-year-old eligibility system with the Integrated Resources Information System (IRIS). The development of this new system is currently on schedule and within budget. IRIS is being developed with extensive input from the field office staff, consultants and other partner agencies including Health, Workforce Services and Employment. Over 6,500 required features and 58 system interfaces are being built into IRIS to improve the performance of the field office eligibility worker, who will use this new system some 70,000 times a year in determining integrated eligibility.

IRIS Release1 is ready for production application in November 2003, while Release 2 is being prepared for April 2005. The system is being built on-site in Cheyenne by our contractor, with a technical staff of over 40 and full participation of eight of the ISD staff, who will assume full operational responsibility after the warranty period.

To enhance the integrity and documentation of IRIS, the system is being built following quality

assurance protocols of the International Standards Organization. IRIS received full 9001 certification in February 2003. Wyoming received this coveted certification earlier in the system development cycle than any other state.

The award winning DFS Electronic Benefit Transfer (EBT) system is fully operational statewide with 300 USDA-authorized partners. This system provides benefits for 22,964 food stamp participants each month and 11,000 WIC mothers, infants and children. Families participating in both food stamps and WIC can use the same electronic card to better manage their nutrition resources. In 2003, over \$23,980,000 in food stamp benefits were managed through this system.

In 2004, ISD is positioning its resources to support the department's Program Improvement Plan (PIP) for Wyoming children and families. ISD programmers are improving WYCAPS to better measure the PIP goals on a quarterly basis, case planning and to achieve the new performance standards.

In addition, while the existing EBT support contracts are being extended for 2005/06, ISD must proceed to release a new Request for Proposal for the next seven year business cycle. Once the RFP is released, new contracts, new smart card and equipment platforms, and a plan for transition must be seamlessly implemented so some 33,000 residents shop and experience a system that effectively works as close to 100 percent as possible.

Protective Services Division

General information

Merit A. Thomas, Administrator

Agency contact

Linda R. Unger
2300 Capitol Ave., 3rd Floor
Cheyenne, WY 82002-0490
Fax 307/777-3693
Lunger@state.wy.us

307/777-6073

Other locations

None

Year established and reorganized

1989; reorganized 1995; reorganized 2000

Statutory references

1-22-101-104. Definitions-adoptions; Petition for adoption of minor; By whom filed; Requisites; Confidential nature; Inspection; Separate journal to be kept

1-22-109-117. Consent to adoption; When adoption permitted without consent; Decree; Investigation; Denial of adoption; Application for final decree; Petition for adoption of an adult; Effect of adoption; Subsidization of adoption; Qualification for payments; Authority to adopt rules and regulations; Medical history of natural parents and adoptive child; Putative father registry 1-22-202-203. Adoption intermediary; Commission created; Powers; Duties; Confidential intermediaries; confidential intermediary services 14-2-310-313. Parties authorized to file petition; Service of petition 14-3-201-215. Child/Disabled Adult Protective Services: Duties of state agency; On-call services; Duties of local child protective agency; Central registry of child and disabled adult protection cases; Confidentiality of records 14-5-101-108. Interstate Compact on Placement of Children; DFS duties; Prerequisites; Penalties 14-8-101-104. Children's Trust Fund: To identify and establish programs for the prevention of child abuse and neglect; Trust Fund Board 21-13-315. *Cost of court ordered placement of children in private residential treatment facilities and homes* 35-20-101 - 116. Adult Protective Services Act. 25 USC 3201 et seq; 101-6-30 et seq. Indian Child Protection Act of 1990 25 USC 3119 et seq. Indian Child Protection and Family Violence Act 42 USC 1901. Indian Child Welfare Act

Number of authorized personnel

11 full-time

Organization structure

Director, Deputy Director, Administrator, Child Protection Program Manager, Social Services Consultants, Support Staff

Clients served

Children and adults in need of protective services and/or social services

Budget information

General Funds	\$1,898,595.64
Federal Fund	\$1,021,688.10
Trust & Agency Funds	\$0
Total	\$2,920,283.75

Mission and philosophy

In partnership with all available resources provide temporary assistance in the development of responsible, productive and self-sufficient individuals in Wyoming; provide treatment for, and hold emotionally troubled youth accountable for behaviors; provide protective services for all minor and disabled 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.

Objective B: Provide preventive, supportive and protective services to abused, neglected, abandoned,

and exploited individuals and families to ensure safety, permanency and well-being.

Outcome Measure I. Reduce recurrence of child maltreatment
During the six-month period measured within FY03 the reoccurrence of child maltreatment was 4.6 percent.

Outcome Measure II. Reduce incidences of child maltreatment in out-of-home facilities
There were 10 incidents of maltreatment that occurred in out-of-home facilities during FY03.

Outcome Measure III. Reduce the number of out-of-home placement re-entries

Of the children experiencing placement during FY03, 40.4 percent experienced over two placements.

Outcome Measure IV. Reduce the number of foster home placements per child

Children experiencing placement during FY03 had an average of three placements.

Outcome Measure V. Reduce the length of time to achieve permanency goal of reunification
Of the children experiencing placement during FY03, 653 were reunified. Children spent an average of 10.78 months in care prior to reunification.

Outcome Measure VI. Reduce the length of time to achieve permanency goal of adoption
Children experiencing care during FY03 spent an average of 3.79 years between their first placement and finalized date of adoption.

Outcome Measure VII. Reduce the occurrence of repeat abuse and neglect of vulnerable adults

During the six-month period measured within FY03 the reoccurrence of maltreatment for adults was zero percent.

Results of outcomes

The Child and Family Services Review was conducted for Wyoming during July of 2002. The Child and Family Services Review assesses state performance during a specified time period with respect to seven child welfare outcomes in the areas of safety, permanency, and well-being and with respect to seven systemic factors. The Wyoming Child and Family Services Review was conducted the week of July 8, 2002. The assessment was based on information from the following sources:

The statewide assessment prepared by the state child welfare agency - the Wyoming Department of Family Services; The state Data Profile prepared by the Children's Bureau of the U.S. Department of Health and Human Services; Reviews of 50 cases from three counties in the state; and Interviews or focus groups (conducted at three counties and the state capital) with a wide range of stakeholders including children, parents, foster parents, various levels of state and local Department of Family Services personnel, collaborating agency personnel, school personnel, service providers, court personnel, legislators, and attorneys.

The Department of Family Services' social service system, which serves Wyoming's children and youth populations, is currently divided into two divisions, the Division of Protective Services and the Division of Juvenile Services. Both of these populations were included in the review of the 50 case samples in the Child and Family Services Review. A number of the findings discussed in the final report reflect the fact that child safety and well-being standards equally apply to both populations.

A key Child and Family Services Review finding was that the state data for 2000 met the national standards with respect to the following outcome measures:

The incidence of maltreatment of children in foster care; The rate of foster care re-entries within 12 months of discharge from a previous foster care episode; The rate of reunification occurring within 12 months of the child's entry into foster care; and The percentage of children experiencing no more than 2 placement settings during their first 12 months in foster care.

The case reviews and stakeholder interviews also indicate that the state is effective in preventing foster care re-entries and placing children in close proximity to their biological families. Despite these strengths, the state did not achieve substantial conformity with any of the seven safety, permanency, and well-being outcomes. Child and Family Services Review findings suggest that the Department of Family Services is not consistent in its efforts to maintain children safely in their homes and reduce the risk of harm to children (safety outcome 2). The case reviews and stakeholder interviews suggested a number of issues that contributed to the state's performance on the safety outcomes.

A significant concern identified through the case reviews and stakeholder interviews was that in many cases the Department of Family Services tends to conduct safety and risk assessments that focus only on the target child rather than conducting a comprehensive assessment of the family, including the potential risk of harm to other children in the family. Additionally, stakeholders and case reviewers expressed concern about the number of child maltreatment reports that are screened out of the child protective services system. Another safety-related issue was the fact that the agency does not always conduct an investigation of child maltreatment reports involving children in open child protective services cases. Frequently, these reports are passed on to the existing caseworker and supervisor. Stakeholders did not believe that these new reports were appropriately evaluated regarding on-going or increasing risk to the children in the case. Overall, case reviewers indicated that the Department of Family Services was more effective in addressing safety and risk of harm issues when caseworkers implemented a family-centered approach that included assessments of the multiple dynamics that are related to family functioning.

With the Child and Family Services Review process focusing on outcomes, the division has revised its portion of the Department of Family Services' strategic plan to incorporate the seven outcome measurements that the federal government has adopted. In addition, the division incorporated the seven federal outcomes within its Annual Progress and Services Review and Comprehensive Plan, Wyoming Citizen Review Panel, and individual program goals and objectives.

In response to the Child and Family Services Review, the Wyoming Department of Family Services has collaborated with other state agencies, advocacy groups, communities, elected officials and representatives from the legal system to develop a comprehensive Program Improvement Plan to create better outcomes for families and children. The ideas generated through this collaborative process suggest a departure from previous strategies and mark an era founded in a shared vision directed at supporting and involving Wyoming's families. The Program Improvement Plan was submitted to the Federal Administration for Children and Families on June 27, 2003 for approval. The Program Improvement Plan addresses areas that were not in conformity. Following is a brief summary of the major initiatives that will be implemented in collaboration with public and private agencies.

Program Improvement Plan: Summary of Major Initiatives

Family-Centered Practice: Redesign services to increase the use of family-centered, community-based interventions to attain safety, permanency and well-being for children. The department will consult with the National Resource Center for Family-Centered Practice, review current policies and practices for consistency with family-centered services and implement modifications to current policy and practice.

Training: All staff will receive adequate training in providing assistance and interventions that are family-centered and community-based. The department will establish staff training requirements and develop or redesign training curriculums to reflect national standards and promote family-centered practice.

Quality Assurance: Enhancement of quality assurance policies for better tracking of performance, including more frequent reporting to target training needs and facilitate the move to a family-centered approach.

Staffing Model: High caseloads currently hinder staff in providing for the needs of families and children. The department will develop a staffing model that provides national Child Welfare League recognized caseload standards consistent with the delivery of family-centered, community-based services then identify and seek the positions and funding necessary to implement the model.

Resource Partnering: Improve coordination and utilization of local, county, state and federal funding, programs and services as well as non-gov-

ernmental and faith-based resources to supplement agency resources.

Increase Community-Based Services:

The department will partner with other agencies, community and faith-based organizations to identify and develop services within each community to prevent the placement of children outside of their home or community.

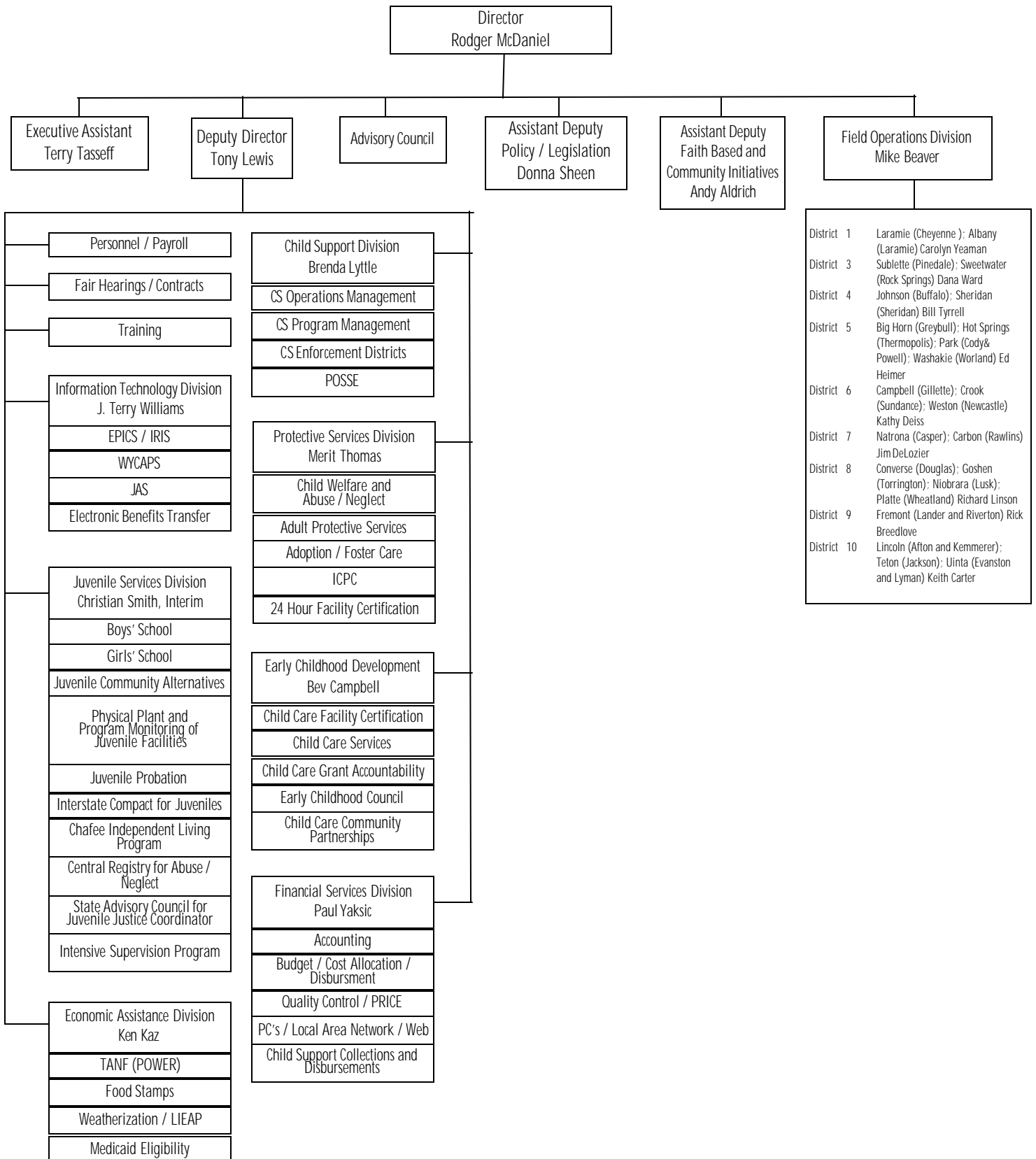
Legal System Specialization & Training:

The department will lead a Family Treatment Court initiative to provide more intensive treatment and services to families. The department will also continue to support a variety of initiatives designed to improve the legal process for children and families, including the Select Committee on Juveniles, the Court Improvement Project and the creation of a specialized "Child Permanency Unit" within the Attorney General's Office.

Adult Protective Services (APS) statutes were revised during the 2002 legislative session. Rules interpreting the statutes will likely become final in October 2003. Newly developed APS program policies are in process and are scheduled to be completed by January 2004.

A multi-agency conference, Community Response to Vulnerable Adults, was held in August 2002 with 200 participants. A second APS consultant was hired in April 2003 to help develop and implement the rules and policy and to assist with multi-agency coordination to help assure the safety and well-being of Wyoming's vulnerable adults.

Department of Family Services organization chart



Game and Fish Department

Budget Information:

Aquatic Wildlife Management	\$3,719,652	8.8%
Bird Farms	\$336,1900	.7%
COOP Unit Research	\$411,0001	.0%
Conservation Engineering	\$382,588	0.9%
Department Administration	\$2,192,592	5.2%
Education	\$659,816	1.6%
Feedgrounds	\$1,403,555	3.3%
Financial Management	\$2,658,757	6.3%
Fish Culture	\$4,249,365	10.0%
Habitat	\$4,312,191	10.2%
Information	\$1,184,448	2.8%
Information Technology Systems	\$1,139,672	2.7%
Legislatively Mandated Expenses	\$1,760,605	4.2%
Mailroom	\$572,898	1.4%
Personnel Management	\$223,074	0.5%
Property Rights	\$1,644,063	3.9%
Regional Information and Education	\$560,506	1.3%
Specialized Law Enforcement	\$779,643	1.8%
Strategic Management	\$596,485	1.4%
Support Facilities and Personnel	\$1,918,072	4.5%
Terrestrial Wildlife Management	\$10,229,677	24.3%
Wildlife Habitat Protection	\$274,992	0.6%
Wildlife Health/Laboratory	\$1,091,508	2.6%
Total	\$42,301,349	

Body to which the Wyoming Game and Fish Department Reports:

Wyoming Game and Fish Commission

Number of Commissioners:

Seven

Meeting Frequency:

Meeting frequency varies at the discretion of the commission members. Typically, the Wyoming Game and Fish Commission meets between six and eight times per year.

General Information

Brent Manning, director

Agency Contact:

Chris Burkett, strategic management coordinator
Wyoming Game and Fish Department
5400 Bishop Blvd.
Cheyenne, WY 82006
Chris.Burkett@wgf.state.wy.us

307/777-4510

Other Locations:

Regional Offices are located in Casper, Cody, Green River, Jackson, Lander, Laramie, and Sheridan with an additional satellite office in Pinedale.

Established:

1890

Statutory Reverences:

W.S. 23-1-103, W.S. 23-1-104

Number of Authorized Personnel:

354

Organization Structure:

Office of Director, Fiscal Division, Fish Division, Services Division, and Wildlife Division

Clients Served:

The Wyoming Game and Fish Department's clients include Wyoming resident and non-resident hunters, anglers, and others interested in Wyoming's fish and wildlife resources.

Mission and philosophy

Conserving Wildlife – Serving People

Department Administration

FY03 was a year of change for the Wyoming Game and Fish department and its administration. Governor Dave Freudenthal took office in January 2003, acting Director Tom Thorne retired after 35 years with the agency, and Mr. Brent Manning was appointed director of the department. Two new commissioners, Mr. Ron Lovercheck and Bill Williams, D.V.M., were appointed as the terms of commissioners L. Gary Lundvall and J. Michael Powers ended. Despite all of these changes, however, the focus of the department's administration remained: providing policy-level support and leadership, legal service, prioritization and coordination of activities, direction of department programs and policies, allocation of department resources, and effective coordination and interaction with other entities.

During FY03, a number of major accomplishments deserve mention. The *Wyoming Sage Grouse Conservation Plan* was completed. The process to develop the *Wyoming Gray Wolf Management Plan* was completed, and the document was prepared for the Wyoming Game and Fish commission's approval. The *Conservation Strategy for the Grizzly Bear in the Greater Yellowstone Area* was approved. Involvement in federal land use planning continued, with the department providing input on hundreds of federal actions. The relationship between the department and the Wildlife Heritage Foundation of Wyoming continued to mature, and Governor Freudenthal turned over his 20 complimentary hunting licenses to WHFW to administer their distribution for the benefit of wildlife. Leadership development efforts continued, with almost one-half of all permanent department employees now having received training under this program. Efforts to develop an electronic licensing system and manage Chronic Wasting Disease and Brucellosis continue.

The 2003 General Session of the Wyoming State Legislature was an important priority for the department administration. Three important funding bills were approved by the legislature and signed by the governor. This first increased the fee for the life-time conservation stamp from \$75 to \$150 and directed half of the money to the department's access easement account and the other half into the Game and Fish trust account. The second bill increased the percentage of nonresident licenses allocated to the special drawing to 40 percent for elk, deer, and antelope. This special drawing bill will increase the additional fee for the special license to \$200 for deer and antelope, and \$400 for elk. This action will provide an additional \$1.0-1.5 million, annually, to the department's budget. The third bill increased the price of most hunting and fishing licenses by 20 percent and

increased resident and nonresident application fees. This action will provide an additional \$3.5 million, annually, to the department's budget.

In addition, the legislature passed a number of other bills supported by the department. These actions included: changing the criteria for pioneer big game hunting licenses, prohibiting the use of aircraft in hunting, establishing a free fishing day, increasing compensation for Game and Fish commissioners, providing benefits to disabled hunters and anglers, and redirecting state restitution payments for wildlife violations to the department's access easement account.

Finally, the legislature passed a bill to reclassify wolves as a trophy game animals in part of Wyoming. This legal change should allow the U.S. Fish and Wildlife Service to initiate the process to remove wolves from under the Endangered Species Act. Ultimately, this action will return management responsibility for wolves to the state.

The department administration staff continued to work cooperatively with a host of other entities for the benefit of Wyoming's wildlife.

Administrators remain active participants and continue to provide input to the Western Association of Fish and Wildlife Agencies and the International Association of Fish and Wildlife Agencies.

As indicated by the *Strategic Outcome Internal Client Satisfaction Survey, 2003*, 70 percent of all respondents indicated they were satisfied with the department's overall coordination and direction.

Due to a variety of conditions, only three external surveys were conducted. The first, the *FY03 Strategic Outcome External Client Satisfaction Survey*, was conducted to evaluate the services of the department's Telephone Information Center, Lands Program, and Habitat and Access Maintenance Program during FY03. As these figures will be provided within other objectives, they will not be included here. The second included the department's harvest surveys. Again, as these figures are reported elsewhere within this report and they will not be included here. Finally, *Wyoming Residents' Attitudes Toward and Opinions on Wolf Management In Wyoming* did not ask questions suitable for evaluating overall agency performance. Unfortunately, no additional public satisfaction information is available for FY03.

Terrestrial Wildlife Management

Terrestrial Wildlife Management personnel spent thousands of hours collecting and analyzing big game population data, preparing hunting season recommendations, presenting information at public meetings, and preparing regulations and hunting orders. Likewise, considerable time and effort were spent in efforts related to law enforcement, managing terrestrial nongame species, managing trophy game

species, resolving human-wildlife conflicts involving trophy game species, and managing waterfowl.

As part of the Annual Big and Trophy Game Harvest surveys, the department asks hunters to evaluate the quality of their overall hunt. As reported within the *Annual Report of Big and Trophy Game Harvest, 2002* 87 percent of resident antelope hunters, 71 percent of resident deer hunters, and 66 percent of resident elk hunters indicated they were satisfied with the overall quality of their hunt. Likewise, 91 percent of nonresident antelope hunters, 79 percent of nonresident deer hunters, and 74 percent of nonresident elk hunters were satisfied with the overall quality of their hunt.

A compilation of data from the *Annual Report of Big and Trophy Game Harvest, 2002* and the *Annual Report of Small and Upland Game Harvest, 2002*, indicates 1,204,835 days of hunting were provided in during 2002 (the most recent year for which data is available).

The *2001 National Survey of Fishing, Hunting, and Wildlife-Associated Recreation* indicates there were over 3.9 million days of wildlife-associated recreation in Wyoming that did not involve hunting or fishing.

Aquatic Wildlife Management

Basin Management Plans were updated and work progressed to display these plans on the department's Intranet network.

Regional fisheries crews invested more time working to define the distribution and relative abundance of non-sport fish native to Wyoming waters. Work was particularly focused on the Black's Fork River and Powder River. Amphibian surveys were begun in the Wyoming Range, concentrating on boreal toads. These efforts serve as important first steps in updating information on native fishes and amphibians.

Statewide fisheries crews further fine-tuned sonar-based fish counting methods, completed preparation of a "standard" sampling manual for standing water fisheries, and a graduate research project to worked to assess interrelationships between gillnet and sonar sampling estimates of fish stocks in standing waters was initiated. A major investigation of the sauger fishery in the Wind River upstream of Boysen Reservoir was also completed. Together regional fisheries management and aquatic habitat personnel prioritized the top 10 watersheds in each region to better focus future aquatic habitat management efforts.

Every indication from creel surveys, angler groups, and reports received indicates that the angler satisfaction level (84 percent) reported for FY99 continues. Fishing in the Rocky Mountain region remains of high interest compared to the rest of the nation. Over 31 percent of Wyoming residents age 16 and older fish, more than any other state.

Because of cost (\$35,000 to \$40,000) another formal survey may not happen again for a few more years. It is very important to know that Wyoming anglers believe that fishing is important to the state and that they are well pleased with state fisheries work.

A formal fishing pressure survey has not been completed for several years, mostly because of cost issues. Previous national surveys of fishing, hunting, and wildlife associated recreation shows that fishing in the Rocky Mountain Region continues to increase more than any other region in the USA. The department believes angling recreation days in Wyoming during FY03 were comparable to that reported in the *2001 National Survey of Fishing, Hunting, and Wildlife-Associated Recreation*, about 2.5 million fishing recreation days.

Fish Culture

With the exception of the Wigwam Rearing Station, all Wyoming state fish hatcheries maintained disease free status. Fish culture personnel were able to produce the requested numbers, pounds, sizes and species of salmonid fishes as requested by personnel within the Aquatic Wildlife Management Objective. In addition to meeting the majority of 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 via these trades.

Efforts to develop a brood stock for Colorado River Cutthroat Trout, in their native drainages, continued with assistance from Wyoming fisheries management crews and the U.S. Forest Service. These operations were essential in developing and maintaining captive brood stocks to produce eggs needed for a viable stocking program of Wyoming's cutthroat trout heritage. Additionally, the continued development of sources for rainbow trout and other species within the boundaries of Wyoming ensures the internal maintenance of unique species and protects the fish culture system from external disease influences.

Habitat

The goals for personnel working within this objective are to maintain and enhance terrestrial and aquatic habitat for wildlife and provide access for wildlife related recreational opportunity on department managed lands. Efforts related to the Habitat Objective were focused on three broad areas: terrestrial habitat, aquatic habitat, and habitat and access maintenance.

In efforts related to terrestrial habitats, personnel developed and administered 67 individual trust fund projects. Examples of such programs included electric fencing research, the installation of fencing, the completion of 10 Continuous Conservation Reserve Program (CCRP) projects in

Weston and Crook counties, monitoring of shrub communities, and beaver research related to riparian habitats. Additionally, 34 individual landscape area surveys were either initiated or continued.

Within the aquatic habitat efforts, personnel either developed or implemented 28 grant or landowner extension projects during FY03. Examples of such projects included work done on Luce Reservoir, Littlefield Creek, and Blue Creek. Efforts were also made to participate in county-level Wildlife Habitat Incentive Program (WHIP) planning efforts. Inventory and monitoring efforts were conducted in 37 watersheds, included several small individual watersheds, as well as several larger basins. Finally, aquatic habitat personnel were involved with 26 individual enhancement/restoration projects. This involvement included project development, implementation, and post-construction monitoring.

With regards to habitat and access maintenance, efforts focused on maintaining and monitoring all facilities, structures, fences, roads, trail systems, and wetland complexes that fall under the department's purview. This responsibility encompasses 410,000 acres of lands managed for wildlife habitat and public recreational opportunity. These lands, in themselves, contain 121 miles of stream easements, approximately 21,014 surface acres on lakes and reservoirs for public access, 408 public parking areas, 1,163 miles of road, 883 miles of fence (8' elk fence and stock fence), 148 restroom facilities, 62 boat ramps, 15 car bridges, 15-foot bridges, 6,000 signs, 300 auto gates, 95 dam/wetland complexes, and 4,605 irrigated acres, which include: drains, canals, pipelines, and spring developments associated with farming, grazing, and wetland systems.

Within the *Strategic Outcome External Client Satisfaction Survey, 2003* respondents were asked to evaluate the quantity and type of habitats and access acquired by the department, and well as evaluate the maintenance of facilities on agency properties. Overall, 39.5 percent of respondents were satisfied with the kind and amount of habitat being acquired. In terms of facility maintenance, 63.3 percent of respondents who had used the Wildlife Habitat Management Areas and 66.3 percent of respondents who had used the Public Fishing Areas were satisfied with the maintenance of facilities in these areas.

Within the *Strategic Outcome Internal Client Satisfaction Survey, 2003*, 90.1 percent of respondents that had interacted with the Habitat and Access Maintenance Branch indicated they were satisfied with the services provided.

Wildlife Habitat Protection

Multiple Habitat Protection databases were maintained and made available for department-wide access in order to facilitate accomplishment of department objectives. During FY03, the Wildlife Habitat Protection program developed and maintained up-to-date narratives on the status of threatened, endangered, proposed, and petitioned wildlife

species. These narratives could be accessed by all department personnel and provided a quick and efficient means to find out what was happening on a given species at any time. The program personnel also assisted the U.S. Fish and Wildlife Service in developing and implementing a statewide workshop on Section 10 actions under the Endangered Species Act.

Other accomplishments included facilitating the procurement of funding for a statewide high-way/stream crossing stability study and a study of raptor protection measures. The Wildlife Habitat Protection personnel field-evaluated numerous nominations for the annual Wyoming Hunting and Fishing Wildlife Heritage Exposition's Wildlife Stewardship Awards. This effort included reviewing write-ups on each nominated project and the preparation of letters.

During FY03, the Wildlife Habitat Protection personnel continued to be extensively involved in Endangered Species Act and coalbed methane issues. Wildlife Habitat Protection personnel took, and continue to take, the department lead on interstate and multi-agency coalbed methane workgroups, and continue to be involved in issues being addressed by the International Association of Fish and Wildlife Agencies by providing comments and recommendations on these issues to the IAFWA.

Within the *Strategic Outcome Internal Client Satisfaction Survey, 2003*, 89.7 percent of respondents that had interacted with the Wildlife Habitat Protection Staff indicated they were satisfied with the services provided. Likewise, 74.4 percent of those that had worked with the Wildlife Habitat Protection staff were satisfied with the process used to make assignments, obtain comments and recommendations, and provide feedback/assistance.

Property Rights (Lands) Management

The Property Rights personnel were involved in a wide variety of real estate actions. These efforts included the acquisition of new access and easements, the disposal of surplus properties, the renewal of various leases, addressing encroachment issues, the trading of properties, monitoring of commission properties, and other miscellaneous activities.

During FY03, five principal acquisitions were made. First, applications were submitted to the State Land Office to secure public access roads and parking areas along several locations statewide. Second, documents were finalized on ponds associated with the Bud Love Wildlife Management Unit to facilitate future maintenance and use of the ponds for wildlife and access.

Third, a road right of way was acquired that will provide public access to over 5,000 acres of state lands near Buffalo. Fourth, agreements were signed

with Cheyenne Board of Public Utilities for access to Lower North Crow Reservoir. And fifth, agreements were executed to facilitate boating developments on various lakes and reservoirs around the state.

Regarding surplus properties, several surplus buildings located around the state were declared surplus, and have been disposed of. Also, a small parcel of land was sold to the Wyoming Department of Transportation to facilitate the new bridge replacement along Robertson Road in Casper.

The Property Rights personnel were responsible for 12 actions related to leases. The Game and Fish commission renewed the South Park Bridge river access south of Jackson, the Pick Bridge river access north of Saratoga, private leases for winter feedgrounds, the public access lease on 480 acres adjacent to the Springer Management Area and potential the Pitcher/Brokaw vehicular access near Arlington. Over 30,000 acres of state grazing lease lands were renewed. Leases were executed for the continued use of McNeel feedground. Finally, a lease was executed with the Fremont School District to allow them the use of the old Jeffery City Warden Station.

Similar to leasing activities, the Property Rights personnel issued a variety of Special Use Permits to grant temporary use of commission-owned lands. A private landowner was granted a permit to use a road across the Soda Lake Wildlife Management Area. SUP's were granted to the Wyoming department of Transportation to facilitate construction needs regarding the bridge replacement along Robertson Road Bridge in Casper. Quantum Geophysical was issued a SUP associated with Red Rim Unit. Finally, UW and a local 4H chapter were issued a permit associated with activities on the Springer Unit.

A permanent right of way across the Whiskey Basin Wildlife Management Area was granted to Dubois Telephone. Permanent easements were modified to re-align the access road into the Foote fishing easements north of Saratoga, and a Memorandum of Understanding with the Town of Saratoga was established to allow placement of pipe in the Saratoga Inlet Ditch.

In efforts related to encroachments, the commission continued to protect the state's property rights by enforcing, through legal actions, the cessation of unauthorized use of commission owned and controlled property. The department actively pursued encroachment along the Wind River, Salt River, and Big Horn River easements.

Regarding property trades, the clarification of commission easement rights and re-alignment of roads and parking areas along the Green River near Big Piney are currently under negotiations. Also, the commission has authorized a trade with a private landowner adjacent to the Horse Creek Feedground, and once this trade is finalized it will provide administrative access to the feedground and public access to a large part of the adjoining national forest.

Finally, a trade is being investigated with the U.S. Forest Service to allow for the commission to participate in the campus complex proposal in Jackson.

The Property Rights (Lands) Management Section continued 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, which will set a new benchmark against possible future encroachments. Photo points are established utilizing digital photography and then downloading the digital information to a database for permanent storage and quick retrieval.

Other actions included: reviewing all tax assessment schedules prior to payment of the department's In-lieu of tax to each county, reviewing New Acquisition nominations submitted to the department, addressing staff and commission actions, maintaining certified appraiser credentials, meeting with British Petroleum personnel to discuss potential oil and gas development associated with the Chain Lakes Management area, reviewing and updating the department's rules and regulations associated with property rights, supplying field personnel and mineral companies with information involving commission owned lands, hosting and attending the Organization of Wildlife Lands and realty Specialists, and implementing property right efforts related to the Strategic Habit Plan.

Within the *Strategic Outcome Internal Client Satisfaction Survey, 2003*, 70.7 percent of the individuals that had interacted with the Property Rights Management Section were satisfied with the services provided. Likewise, as indicated within the *Strategic Outcome External Client Satisfaction Survey, 2003*, 39.5 percent of respondents were satisfied with the kind and amount of habitat being acquired, and 39.9 percent of respondents were satisfied with the level and amount of access acquired.

Wildlife Health and Laboratory Services

The Veterinary Services Branch continued its efforts to understand Chronic Wasting Disease. Research included a study to determine the minimum infectious dose of the CWD infectious agent in elk, and a study examining how the infectious agent of CWD is transmitted from one deer to another. Finally, CWD surveillance was carried out in southeastern and northeastern Wyoming.

In efforts related to Brucellosis, a study to determine the efficacy of the strain-19 Brucellosis vaccine in elk continued. Likewise, the Veterinary Services personnel continue an integrated Brucellosis management program aimed at reducing the prevalence of Brucellosis in elk; particularly in feedgrounds. Finally, the Veterinary Services personnel continued to commit a great deal of time to the Greater Yellowstone Interagency Brucellosis

Committee which is 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. Personnel were active members of subcommittees and were responsible for the production of many scientific reports and analyses.

A total of 3,810 samples were submitted to the department's Disease Laboratory and/or the Wyoming State Veterinary Laboratory representing 219 diagnostic cases.

As part of the Laboratory Branch's charge to monitor disease in wildlife populations, the laboratory staff either mailed or hand delivered 1,350 elk hunter kits, analyzed approximately 180 coyote, ferret, fox, mountain lion, lynx, and badger samples for plague and distemper, analyzed 2,550 elk, mule deer, and white-tailed deer samples for CWD, and analyzed six samples for rabies in raccoons, skunks and bats.

The Laboratory Branch staff continued teaching courses on the chemical capture and safe handling of wildlife for department biologists and wardens as well as 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 very well received and will be repeated next year in order to accommodate those that were unable to attend.

Another responsibility of the Laboratory Branch is to provide analytical services for department personnel, other agencies, and the general public. In this capacity, a total of 35,132 tests were conducted on 14,134 samples in response to 752 requests. These services were conducted at the Game and Fish Laboratory and include; fish health inspections and disease diagnostics for hatcheries and natural waters in Wyoming; forensic analyses for law enforcement personnel; and other analytical services for management and enforcement personnel.

During FY03, a total of 118 fish disease cases were investigated. These included 29,292 diagnostic tests on 12,854 tissue samples collected from various fish species for bacterial, viral, and parasitic organisms. Forty-eight special annual/semi-annual fish health inspections were completed in a timely manner on 11 state fish-culture stations, six state isolation units, seven private hatcheries, and six free-ranging (wild) brood stock populations. A total of 44 disease cases involving various fish species were investigated. These included state fish hatcheries (23 cases) and natural habitats (21 cases). Fish in 26 cases were examined for whirling disease for the statewide survey, and low to moderately high levels of infection were detected in various trout species in reservoirs, streams, and rivers in Park, Johnson, Sublette, Sheridan, and Teton Counties.

Fifty-eight forensic cases were investigated for law enforcement personnel where 4,935 tests were conducted on 600 different samples. In seven cases defendants pled guilty or were found guilty when lab results were used as evidence. Additional consulta-

tions with other state conservation agencies on evidence analyses and procedure development occurred on numerous occasions.

Finally, in addition to typical functions, Laboratory Branch personnel exhibited a booth at the fourth Hunting and Fishing Heritage Exposition in Casper, provided assistance in instruction and training of students and other professionals in techniques on four occasions, made two formal presentations to Wyoming and Colorado law enforcement personnel on wildlife forensics, conducted 270 tests on 45 different biological samples in response to nine requests from various management personnel, processed and aged teeth from 635 game animals, predators, and furbearers, provided fish health training to hatchery personnel, received training on the use of computer software and mitochondrial DNA procedures, and continued to participate in the leadership development program.

Personnel working in this objective are divided between the Fish Health Staff, Forensics Staff, and the Veterinary Services staff. As indicated within the *Strategic Outcome Internal Client Satisfaction Survey, 2003*, 92.5 percent of those that worked with the Fish Health staff were satisfied with the services provided, 97.7 percent of respondents that worked with the Forensics staff were satisfied with the services provided, and 92.1 percent of those that worked with the Veterinary Services staff were satisfied with the services provided.

COOP Unit Research

As identified within the Wyoming Cooperative Fish and Wildlife Research Unit's annual report, the unit's faculty and students completed 12 projects related to: a criteria to determine the effect of weight loss on the over winter survival of trout in Wyoming streams, the abundance and movement of the rainbow trout spawning stock in the Upper Naknek River, Alaska, the determination of factors affecting natural recruitment of Snake River cutthroat trout in spring streams tributary to the Salt River, the development of stocking guidelines for high-mountain lakes in the Bighorn Mountains, the movement and habitat use by cutthroat trout in the Shoshone River downstream from Buffalo Bill dam, the sport fish and habitat in the Salt River drainage, the techniques for watershed-scale trout management in Wyoming, the influences of elk on upland aspen, riparian willow, and associated land birds in and near Jackson Hole, Wyoming, an evaluation of high tensile electric fence design on big game movements and livestock containment, the coyote's (*Canis latrans*) habitat use, movement, and mortality patterns in Grand Teton National Park and suburban-agricultural areas of Jackson Hole, Wyoming, lead poisoning in birds of prey, and the black-backed and three-toed woodpeckers of the Black Hills.

As indicated by the *Strategic Outcome Internal Client Satisfaction Survey, 2003*, 78.5 percent

of respondents that had interacted with the COOP unit were satisfied with the quality of research being conducted or completed for the department. Likewise, 76.9 percent were satisfied with the quantity of research being conducted or completed for the department.

Feedgrounds

The winter of 2002-2003 was mild with less than the average snow fall. The length of the feeding season was three days more than last year and one day less than the long-term average. Approximately 13,041 elk were fed, which is the lowest number fed since the winter of 1986-87. A total of 5,491 tons of hay was fed, which is about 1,232 ton less than the long-term average. Wolves were again a problem with feedground management.

There were 11 major work schedule elements and 16 minor elements, all of which were completed. The amount of time spent on each element varies between years, depending on the need.

Specialized Statewide Law Enforcement

Eight contract personnel, comprising four crews, were trained in watercraft safety and enforcement issues. These reservoir crews contacted several thousand recreational boaters and anglers. Contacts were made to assure watercraft safety equipment and fishing regulation compliance. Approximately 99 people completed the Boating Basics course.

The Stop Poaching program received 521 tips that resulted in payment of \$1,800 in rewards. There were 29 cases successfully completed that resulted in 38 persons being convicted of wildlife violations with \$18,450 in fines.

Records compiled by the reservoir crews document the level of compliance of boaters with statutes and regulations reported to the U.S. Coast Guard each year. Records of the reservoir crews indicate 75 to 80 percent of boaters are in compliance with boating statutes and regulations.

Approximately 100 law enforcement investigations were initiated in FY03. In addition, the unit worked on many cases initiated by other officers.

Strategic Management

During FY03, the Strategic Management Coordinator was responsible for coordinating and developing the department's contribution to the Wyoming State Government Annual Report, 2002. As part of this effort, the Strategic Management Coordinator designed and conducted the *FY02 Strategic Outcome Internal Client Satisfaction Survey* and the *FY02 Strategic Outcome External Client Satisfaction Survey*. In addition to surveys related to operational evaluation, the Strategic Management

Coordinator was responsible for developing and either conducting or coordinating surveys on Wyoming residents' attitudes toward and opinions on wolf management in Wyoming, and Wyoming social valuation survey. It should be noted that although the social valuation project had been designed and was ready for implementation, this project was terminated by the commission prior to the pre-test implementation.

Other projects conducted by the Strategic Management Coordinator included: conducting an analysis of public comment and co-authoring the department's *Special Report on Game and Fish Licensing Proposals and Other Funding Options*, conducting an analysis of public comment and co-authoring the department's *Special Report on Draft Wyoming Greater Sage Grouse Conservation Plan*, conducting an analysis of public comment and co-authoring the department's *Special Report on the Draft Wyoming Gray Wolf Management Plan*, working to develop guidelines on the use and creation of Citizen Advisory Committees to address complex wildlife issues, reviewing available federal programs to determine possible funding opportunities to address in-stream flow issues on the Shoshone river, serving as the department's liaison with the Western Association of Fish and Wildlife Agencies on two regional projects, and developing three internal surveys for agency purposes.

The Strategic Management Coordinator served as an active member of the Wildlife Legacy Trust Team, the Wildlife Legacy Trust Information and Education Subgroup, the department's Information Technology Oversight Committee, and Communications Strategy Team.

As indicated by the Strategic Outcome Internal Client Satisfaction Survey, 2003, 96.6 percent of respondents that had worked with the Strategic Management Coordinator were satisfied with the services provided.

Bird Farms

Bird Farm personnel completed all major work elements for FY03. The elements were raising and releasing pheasants, facility maintenance, and vehicle maintenance. Minor elements were completed as drought conditions would allow. Work on the Private Lands Public Wildlife program, public relations, and helping at check stations was achieved. Habitat work on Wildlife Habitat Management Areas including prescribed burns, re-seeding efforts and new Dense Nesting Cover plantings were delayed another year due to extreme drought. In total 29,012 pheasants were raised and released from the department's bird farms.

Financial Management

The Fiscal Division, through the efforts of Fiscal Managers, spent much of FY03 addressing issues related to licensing, new federal grant programs, legislation related to funding issues, and a re-write of internal accounting systems.

Several areas within the division faced challenges this past year. In mid-FY01, the department began working with State of Wyoming department of Administration and Information programmers to design, program, test and implement a point-of-sale licensing system to allow for license issuance information to be captured at the time licenses are sold. During late 2002, it was determined, through department pilot testing of the system, that the transaction cost of processing a license would be almost ten fold original estimates provided by A and I. At such time, A and I programmers were hopeful that costs could be reduced to be only slightly higher than original estimates by re-engineering several programs. After a three month period in which these changes were attempted, it became apparent, through continued testing by the Game and Fish department, that costs, while lowered, would not approximate original estimates and were still too excessive to consider completion of the system and implementation. Accordingly, the department, with commission concurrence, halted the project, and instead began a license review process using both internal and external stakeholders to discuss options and potential solutions related to the entire licensing process. A report from this group is due to the commission in February 2004. Licensing information, currently, continues to be available through the Internet from license results, demand indices, leftover license information in addition to application, and packet information.

During FY03, the department conducted all of 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 prior to the beginning of the leftover application period, July 10th. During FY03 approximately 234,000 limited quota applications were received and processed by the division for over 50 different types of licenses and permits. This represents an increase of one percent in volume from the previous fiscal year and a five percent increase from three years ago.

The number of license selling agents administered by the division decreased by 18 agents, down from 381 to 363 active agencies. Although 16 new agents were approved by the commission, 6 agents were cancelled due to chronic problems related to either the timely filing or remittance of funds. The remainder of the decrease was due to voluntary terminations by agents. All new agents were provided department training. During FY03, 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. Additionally, the License Accounting section accounted for the predator stamp, the proceeds of which, minus department administrative costs were distributed to the Animal Damage Management Board. A new lifetime small game/game bird license and companion permit for disabled hunters were approved by the legislature. Both of these licenses required new forms and procedures which the Section implemented.

In the General Accounting section, significant time was devoted to two one-year federal grant programs approved by congress late in 2000 and 2001 respectively. The second piece of legislation, the State Wildlife Grant program, required the development of individual project proposals and more detailed financial and programmatic reporting than previous programs. A second year of funding for State Wildlife Grants was approved by congress late spring 2003 with the department required to prepare and again submit over 15 individual projects to the U.S. Fish and Wildlife Service by June 2003 for their review and approval. These were approved in late August 2003. During FY03, the department's five year Application for Federal Assistance, which was written in FY02, was also approved. This five-year application, upon approval, allows the department to submit grant agreements and request funding on an annual basis. Finally, a project team, which included a Wyoming representative, completed the rewrite of the comprehensive planning portion of the U.S. Fish and Wildlife Service's *Federal Aid Handbook* and submitted it to USFWS in Washington DC for approval.

In the Disbursements section, the new-state wide purchasing credit card program continued to expand with approximately 100 employees utilizing this system. Major changes in State Auditor's office WOLFS system originally planned for summer 2002, requiring the rewrite of various internal accounting systems was delayed by the State Auditor which will mean that this project will need to, potentially, be worked on during FY04.

Finally, considerable divisional time was expended on rewriting six internal accounting systems which used 1980's technology. To date, the Deposits and Boating Registration are complete, the Voucher and Vehicle systems are in process with Personnel Management and Cost Accounting to be started before December 2003. It is anticipated that all systems should be complete by the end of FY04.

During FY03, approximately 38,000 expenditure transactions were reviewed by Disbursements personnel and processed directly through the State Auditor's office. Processing time for payment vouchers approximated 1½ days. In terms of processing money received by the department, over \$34.6 million was received from approximately 234,000 limited quota license applications during FY03. Due to a variety of circumstances, it takes the department an average of 14 working days to have funds processed

and deposited with the state treasurer.

In terms of transaction accuracy, keypunch and other errors resulted in approximately 62 of the 202 requests being considered by the License Review board between July 1, 2002 and June 30, 2003. These requests constituted less than 0.1 percent of the 120,000 limited quota licenses, points and permits issued through the License draw system.

Personnel Management

In addition to the standard human resource management actions, the Personnel Management staff were involved in four major projects during FY04. First, the Human Resource Manager continued to coordinate the Employee Development Program which provided eight training programs for approximately 150 employees. The second project involved an internal audit of At-Will Employee Contracts to determine which of these positions were being used appropriately and which should be converted into permanent positions. The third major effort involved conducting a nation-wide search for a new agency director. Finally, the Personnel Management staff continued to address staffing issues resulting from both retirements and employee turnover.

As indicated by the *Strategic Outcome Internal Client Satisfaction Survey, 2003*, 91.3 percent of individuals that worked with the Personnel Management staff were satisfied with the services provided.

Information Technology

FY03 continued to be a pivotal year for the department with respect to Information Technology. The efforts of the IT staff were focused in four general areas: upgrading the department's network infrastructure, rewriting and developing new computer applications, Geographic Information Systems, and electronic attacks on agency computers.

In efforts related to the department's infrastructure, the IT staff were able to update and restructure the department's Internet website, and improve the agency's Intranet site. The GroupWise 6 e-mail system was upgraded to version 6.5 in order to keep up with new features, including an instant messaging system. The IT staff created shared calendar resources for several branches in the agency so personnel could begin to use the calendaring and collaboration features in GroupWise. Another major project involved upgrading the Local Area Network hardware and software in the Cheyenne Headquarters Office and several regional offices. All Novell NetWare servers were upgraded with the latest service packs and two new NetWare 5.1 servers were configured and installed in the Jackson and Green River regional offices. Finally, the implementation of the network switches expanded the department's ability to add workstations and printers to these LAN/s, while significantly increasing network performance.

With regards to application development, the IT staff worked to enable users to better utilize their time or use new systems that were not previously available. Those new applications either completed or under development include: an on-line test that constituents can take to assess their knowledge of the difference between Black and Grizzly Bears, on-line harvest survey questionnaires (maps and input forms), and a system to assist in gathering and reporting data relating to CWD surveillance throughout the Wyoming. Modifications and improvements were also made to the on-line interface so hunters can look up results of big game license drawings. Likewise, department personnel can query the license draw and hunter education databases. Finally, an on-line program enables department personnel to enter budget codes into the department Fiscal Credit Card system.

The department's Geographic Information Systems personnel largely focused on updating information related to big game species, addressing the spatial analysis needs of nongame species, and dedicating time to other needs as necessary. The work on big game data included updating seasonal ranges, herd unit boundaries, hunt area boundaries, parturition areas, and migration routes. Also worthy of note, considerable effort was made to map CWD data. Using a grant from the U.S. Fish and Wildlife Service, GIS personnel worked to address the spatial analysis needs related to species identified by the state as being in the greatest need of conservation. When able, GIS personnel completed various projects, mapping requests, data requests, and other activities related to the departmental coordination of geospatial data.

Finally, during FY03, the IT staff worked to cope with an increasing number of computer virus and Internet worm attacks on agency computers. Due to their destructive nature, these attacks required considerable IT staff time, both in continuing to secure department systems and in cleaning up computers that were impacted by these attacks. Network computers did not experience any problems, however many remote user machines were affected.

As indicated by the *Strategic Outcome Internal Client Satisfaction Survey, 2003*, 72.9 percent of individuals that worked with the Information Technology staff were satisfied with the services provided.

Support Facilities and Personnel

The department maintains seven regional offices, plus a satellite office in Pinedale and the Cheyenne headquarters building. Two regional office managers are assigned to each facility for logistical support. Excepting hatchery biologists, game wardens, and some terrestrial biologists, the majority of department employees are located either

in regional offices or the headquarters facility. By FY97, the department had upgraded three quarters of the regional offices. Both the Green River and Laramie offices were renovated during FY97, with the goal to provide improved service areas for external customers, adequate working space for permanent employees, and a conference room for regional meetings in each facility achieved. A new Jackson regional office was opened in July 2002 leaving only the offices in Pinedale and Cheyenne to be upgraded. An evaluation and design for expansion was completed for the Cheyenne HQ building along with a detailed cost estimate. This project is on hold until funding can be made available.

As indicated by the *Strategic Outcome Internal Client Satisfaction Survey, 2003*, depending upon their region, between 72.2 and 100 percent of individuals that worked in one of the department's regional offices were satisfied with the clerical and logistical services provided. Likewise, between 20 and 100 percent of individuals working in either one of the department's offices or the department's headquarters were satisfied with their workspace.

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. These programs include: Landowner coupons and Damage Claims, as well as specific appropriations from department funds for SALEC, 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. During FY03, the department processed all payments and/or fund transfers to other state agencies as required, with no increased budget for administrative costs.

Mailroom

Use of the inserting machine continues to pay dividends in the reduction of personnel time required to process large license mailings. More than 100,000 licenses were mailed in seven working days. Three people are needed for the process amounting to 21 man-days to process licenses. Prior to the using the inserting machine, a crew of 10-12 individuals would take ten working days for this same process (100-120 days). Mailroom personnel are responsible for handling some 1.2 million pieces of incoming and outgoing mail each year. This includes thousands of UPS packages and priority and express mail.

As indicated by the *Strategic Outcome Internal Client Satisfaction Survey, 2003*, 69.2 percent

of individuals that worked with the mailroom staff were satisfied with the services provided.

Conservation Engineering

During FY03, Conservation Engineering personnel were responsible for conducting and/or completing a variety of projects related to construction, surveying, and drafting.

Construction efforts focused on improving the building and facilities at the state's fish hatcheries and rearing stations, improving boating access across the state, improving access and facilities on department properties, and remodeling various workspaces within the Cheyenne headquarters building and expanding and remodeling the related parking area.

With a purchase of a new Global Positioning System, the department's surveyors were able to complete considerable work in a much shorter time than was previously been possible. Surveyor time was largely divided between boundary surveys/fencing projects, topographic surveys, and water rights issues. During FY03, the department's surveyors conducted either boundary surveys or fencing projects on 11 agency properties. In terms of topographic surveys, surveyors conducted work related to the parking lot expansion in Cheyenne, surveyed the new water supply pipeline at the Dubois Fish Hatchery, and surveyed for new concrete brood ponds at the Tillett Springs and Ten sleep Fish Hatcheries. The land surveyor addressed approximately five water rights correspondence issues per month.

The Drafting personnel focused on implementing ArcGIS into their operations, working with the Private Lands Public Wildlife (PLPW) program, creating signs and maps for the department, and consulting on various construction projects.

In efforts related to ArcGIS, drafting personnel designed the new State Geodatabase and all the standards for mapping and data access for the state in the software, created control files within the new CATS6 software used to convert all the AutoCAD maps into a ArcGIS format, designed, and created maps in ArcGIS for the entire state by county.

In efforts related to the PLPW program, Drafting personnel created all the maps for the Walk-in Fishing/Hunting and designed and created twenty different Hunter Management Area brochures. Likewise, Drafting personnel created a training manual and conducted a three-day training session to teach the new software/standards to the PLPW personnel. Finally, Drafting personnel helped the PLPW coordinator by reviewing the bid specifications and contracts for publications and signing. All publications and the PLPW website were designed and in place by the targeted dates.

The Drafting personnel drafted, designed, plotted, and mounted all the signs, banners, posters and numerous displays for the Wyoming Hunting

and Fishing Heritage Expo. In addition to this effort 20,333 signs were designed and ordered to address the department's varied information needs. In terms of mapping, the drafting personnel created maps for the hunt areas, regulation booklets, the harvest survey, and the new access areas. Existing maps continued to be updated with topography, land status, development, signage, and water rights on all department administered lands. Finally, many maps were converted into a digital format for inclusion on the department's Web site.

Drafting personnel worked with consultants on boating access improvement projects, and provided significant service to various construction and surveying projects.

As indicated by the *Strategic Outcome Internal Client Satisfaction Survey, 2003*, 73.6 percent of individuals that worked with the Conservation Engineering staff were satisfied with the services provided.

Regional Information and Education

Due to a number of personnel changes in the Information Branch, some of the Regional Information and Education records for the first half of FY03 are incomplete. As a result, the majority of figures provided for this document should be viewed as minimums. However, Regional I and E personnel assisted in media outreach, planning, and public information efforts on a weekly basis. Media releases included an average of three to five print releases per week for a total of 175; 266 radio spots, 173 radio programs, 36 television public service announcements and 13 Wyoming Wildlife News articles. During FY03, the format of the Wyoming Wildlife News changed, requiring less participation in article production than in the past. Regular, weekly, or monthly radio shows were hosted in Casper, Douglas, Cody, Worland, Kemmerer, Sheridan, Gillette and Evanston. Regional personnel either conducted or assisted in the production of approximately 200 programs and workshops.

As indicated by the *Strategic Outcome Internal Client Satisfaction Survey, 2003*, depending upon the region, between half and 92.3 percent of individuals that worked with the Regional Information and Education personnel were satisfied with the specialists' ability to disseminate information to the public, and between 65.6 and 94.6 percent were satisfied with the specialists' ability to disseminate information internally. Depending upon region, between 52.8 and 93.1 percent of respondents that had worked with the regional specialists were satisfied with the education efforts conducted. Finally, depending upon region, between 63.1 and 97.7 percent of individuals that had worked with the regional specialists were satisfied with the overall services provided.

Education

Education Branch personnel, both in Cheyenne and the various regions, conducted about 250 wildlife management programs for about 7,500 people. An additional 18,006 participants attended the 2002 Wyoming Hunting and Fishing Heritage Exposition, and over 7,000 individuals were contacted at other fairs and sports shows.

Volunteer coordination for the department is also a part of the Education Objective. Four hundred and thirty-six volunteer hunter education instructors conducted 241 hunter education classes; certifying 4,970 students. Volunteer hunter education instructors provided 8,279 hours of service to the department, and the department's volunteer program, which had 479 volunteers, provided 7,186 service hours. Wildlife In Learning Development facilitators conducted 17 workshops for 397 teachers. Two Water Education for Teachers (WET)/WILD/Project Learning Tree workshops were conducted for 67 additional teachers.

The Outdoor Recreation Education program was presented to 21 new instructors. One hundred seventy-five instructors now teach OREO in about 110 schools. Finally, about 160 Wyoming residents learned how to prevent conflicts with bears during seven workshops provided by Education personnel.

Over 32,000 Wyoming residents benefited directly from our education programs, camps, the Expo, fairs and workshops. Approximately 436 volunteer instructors assisted in the hunter education program and 479 volunteers assisted in wildlife and fish management efforts. Total volunteer hours are over 25,000. Over 95 percent of all participants 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.

Information

Information personnel are responsible for distributing department information via the mass media, agency publications, and the department's Telephone Information Center.

With regards to the mass media, Information personnel are responsible for the production of news releases, radio programs, and video productions. The 1-800 radio actuality line, which was added several years ago, has provided an additional dimension to the department's news dissemination efforts. That message is now also available via MP3 format which is being used more than the phone lines. The actuality line and the MP3 format allow radio stations access of a broadcast quality news message on a department subject. This message is updated weekly. Print news production has been greatly streamlined by reducing the number of hard copies being produced. Many

news releases are now sent electronically. More than 250 subscribers have converted from hard copy to e-mail which has effected a tremendous savings in printing, postage, and personnel time needed to process news release mailings. Finally, Information personnel produced approximately 12 radio and video public service announcements as well as feature length video productions.

In addition to distributing information to the mass media, the department produces two publications; Wyoming Wildlife Magazine and Wyoming Wildlife News. During FY03, 12 issues of Wyoming Wildlife Magazine were produced and mailed to over 30,000 subscribers. Six copies of Wyoming Wildlife News were produced (34,000 copies per issue) were provided, free of charge, to license selling agents within Wyoming and over 7000 paid subscribers..

Finally, during FY03, the department's TIC answered 80,413 phone calls from the public and approximately 4000 public email messages. The TIC personnel were responsible for distributing 17,500 newsletters per year, and providing telecommunications support services to the more than 800 phone numbers used by agency personnel.

Surveys of Wyoming media indicate more than 90 percent satisfaction with prepared information provided by information personnel. All have indicated the material reached them in a timely manner for use in publications and broadcasts. The department's video, radio and print news personnel are in continual contact with media outlets and receive a great deal of feedback on information efforts. In terms of Telephone Center operations, the *Strategic Outcome External Client Satisfaction Survey, 2003* indicated that 86.4 percent of individuals that had contacted the phone center staff felt their information needs had been handled well.

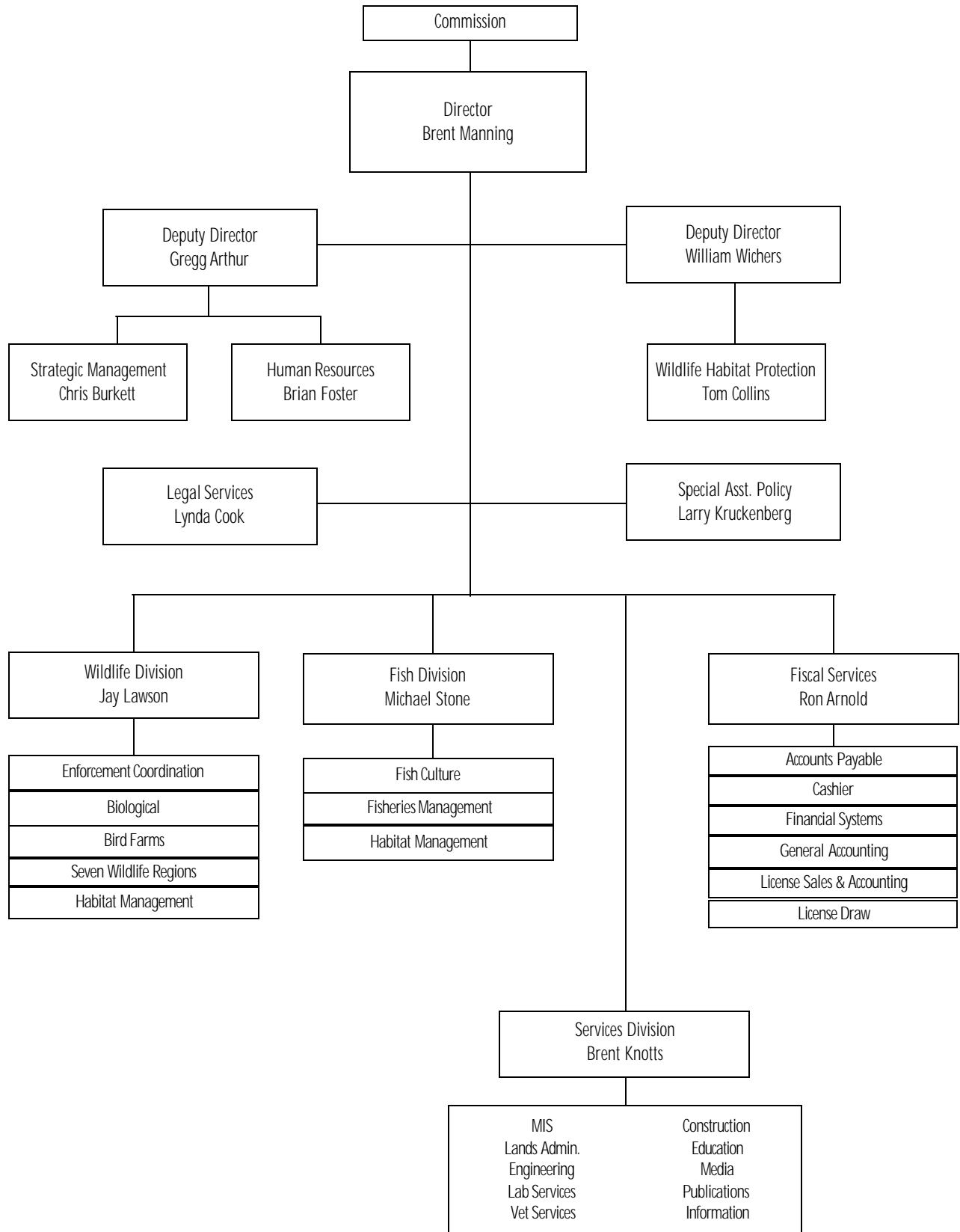
Agency Goals:

Manage all Wyoming's wildlife and conserve their habitat to maintain healthy ecosystems and provide a variety of quality wildlife-associated recreation opportunities, while addressing other human/wildlife interactions.

Continually improve service to both our external and internal customers through responsible management of our human, financial, and technological resources, and through efficient and effective provision of support services.

Maintain open, honest, and constructive communication with our constituents and within the department to foster understanding of and involvement and cooperation in wildlife management.

Game and Fish Department organization chart



Department of Health

Mission and philosophy

The Wyoming Department of Health's mission is to promote, protect and enhance the health of all Wyoming residents so they may achieve their maximum health potential. We will communicate with the public in an open and candid way, informing them of health care options, thus empowering them to make educated choices on receiving the highest quality of health care.

Results of outcomes

Refer to the Wyoming Department of Health strategic plan program evaluation executive summary. All programs within the department strategic plan are evaluated on stated outcomes. The findings are reported in the program evaluation executive summary and submitted to the governor and Legislative Service Office by December 1 annually.

Strategic plan changes

Present: Refer to 2001-2004 Wyoming Department of Health strategic plan.

Future: The Wyoming Department of Health is in the process of adopting a new strategic plan model. This model, known as Results and Performance Accountability, uses a business-like thinking process as its foundation for planning and communication and will replace the present plan for 2004. It consists of two phases: Phase I will address the mandated statute requirements and will be reported each year in the Department of Health Annual Report; Phase II will focus primarily on the individual program level and will be subject to an internal evaluation function. The results of the evaluation will be utilized as a management tool to better serve the people of Wyoming.

Aging Division

General information

Beverly J. Morrow, administrator

Agency contact

Beverly J. Morrow, administrator
6101 Yellowstone Road, Room 259B
Cheyenne, WY 820002
bmorro@state.wy.us

307/777-7986

General information

Deborah K. Fleming, Ph.D., director

Agency contact

Jo Grady, senior executive secretary
117 Hathaway Building
Cheyenne, WY 82002
jgrady1@state.wy.us

307/777-7821

Other locations

Statewide

Year established

Established in 1969 and reorganized in 1991

Statutory references

W.S. 9-2-101 through 108

Number of authorized personnel

Director's office: 25 full-time employees
Agency: 1,397 full-time employees, 93 part-time employees

Organizational structure

Department of Health, Aging Division, Community and Family Health Division, Developmental Disabilities Division, Mental Health Division, Office of Health Facilities, Office of Medicaid, Office of Rural Health, Preventive Health and Safety Division, Substance Abuse Division,

Clients served

In addition to the descriptions contained in each division report, the Elderly and Disabled Tax Rebate clients are served through Fiscal Services.

Budget information

Agency general funds	\$218,481,890
Director's office general funds	\$1,388,556
Elderly and disabled general funds	\$1,667,290
Agency federal funds	\$250,243,589
Agency other funds	\$20,815,143
Total	\$492,596,468

Other locations

The division’s office is located in Cheyenne and administers aging programs statewide.

Year established and reorganized

Established 1981 as the Wyoming Commission on Aging and reorganized into the Department of Health as a division in 1991.

Statutory references

W.S. 9-2-1201

Number of authorized personnel

12 full-time employees

Organizational structure

Department of Health, Aging Division

Clients served

Elderly clients 60 years of age or older and disabled clients under 60 years of age.

Budget Information

General funds	\$24,733,980
Federal funds	\$48,791,753
Total	\$73,525,733

Mission and philosophy

To provide a flexible and responsive continuum of services which enable Wyoming senior citizens to age-in-place with maximum dignity and independence. Towards 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, which anticipates the twenty-first 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

The Long Term Care Home and Community-Based Waiver Services (LTC HCBS) program continues to be very successful, with the average length of stay in the program steadily increasing. This cost-effective program allows clients, who meet nursing home eligibility standards, to receive intensified services in their homes.

In FY02, 1,284,678 nutritionally balanced meals were served to eligible seniors, which is an increase of 37,962 meals over FY01. The Aging Division receives meal summaries from senior centers and meals on wheels programs monthly. Two nutrition-related training sessions were sponsored by the Aging Division as part of the 2003 Governor’s Conference on Aging. Nutrition training was

supported for all grantees’ meal staffs, and nutrition educational materials were sent to all meal sites.

To promote better medication management, the Aging Division has a MOU with the UW’s School of Pharmacy. On-site educational seminars were provided for all 38 senior centers throughout Wyoming, and pre- and post-tests were performed to evaluate the efficacy of the training.

The Community-Based In-Home Services program served 3,368 at-risk clients in FY02, compared to 3,202 served in FY01. This crucial and successful state-funded program uses a risk assessment tool to assure that the client is truly “at risk,” and to determine the level and nature of their needs. The grantees/programs are monitored and assessed annually, and all case managers received eight hours of certification training in FY02.

The Aging Nursing Home program saw a slight drop in the average Medicaid occupancy rate and percent of days over the course of FY03. The success of the LTC HCBS Waiver may be affecting these numbers, which is encouraging.

The Ombudsman program continues to meet contractual expectations and to generate good reports regarding the protection of patient rights in long-term care settings. The Legal Assistance Developer program is also doing well in its efforts to assist seniors with important legal matters.

In federal FY02 (10/1/01-9/30/02), 20,996 caregivers were served in some way through the new National Family Caregiver Support Services Program in Wyoming. Respite services were provided to 319 caregivers, case management services assisted 3,493 caregivers, 724 received counseling and/or training, and the remainder received supplemental and informational services. At least 376 care receivers were directly served, and were able to remain living at home, with the help of this program.

Through the Mental Wellness initiatives, presentations were provided at 19 sites/conferences during FY03, reaching over 439 participants. Participants turn in evaluation forms after each presentation, and more than 80 percent of the evaluations rated the presentations as “excellent” or “very good.”

The three state Aging institutions – the Veterans’ Home of Wyoming, Wyoming Pioneer Home, and Wyoming Retirement Center – continued to operate effectively. All facilities are licensed annually, and more than 50 percent of the facilities’ residents are assessed at less than the facility maximum rate. This indicates that the institutions are appropriately serving low-income Wyoming residents, and are acting as “safety net” providers for assisted living and skilled nursing care.

Strategic plan changes

The Senior Employment program was transferred to the Department of Workforce Services. The Aging Minimum Medical program and the Telemedicine program were listed in the previous annual report, but are not Aging Division programs.

Community and Family Health Division

General information

Jimm Murray, administrator

Agency contact

Jimm Murray, administrator
4020 House Avenue
Cheyenne, WY 82002
jmurra@state.wy.us

307/777-6004

Other locations

Statewide

Year established

Established in 1991, realigned in 1998 and 2000

Statutory references

W.S. 9-2-101, 9-2-2005, 35-1-305 and 306, 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

115 full-time employees
72 part-time employees

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	\$21,792,922
Federal funds	\$42,555,739
Other funds	\$4,395,184
Total	\$68,743,845

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

The dental program continued to meet its goal of reducing dental cavities by providing 21,001 Dental Sealants to 4,830 children.

The End Stage Renal Disease program was able to exceed goals of maintaining the status quo due to revitalized interest and funding. The program continued to serve the existing nine persons and to add 111 new clients. Payment for dialysis services and immune suppressant medicine is covered.

All 23 counties received capacity-building grants for Maternal and Child Health. The purpose is to enhance Public Health offices' ability to access, develop, deliver, and evaluate quality services.

The Immunization program maintained the levels of vaccine-preventable disease protection to 73 percent.

To prevent the occurrence of nutrition related health problems, the Women, Infants, and Children program now serves an average of 11,312 participants including 1,230 pregnant women, 756 breast-feeding women, 959 postpartum non-breast-feeding women, 2,547 infants and 5,820 children.

The Community Services Block Grant federal rules required restructuring at the local level for recipient agencies to qualify for funds. All 23 counties have adjusted and continue to receive funds at previously established levels.

Public Health Nursing now has systems of communicable disease control which includes: education of the public in communicable disease prevention and treatments; collaboration and communication with providers on the most effective and appropriate treatment and reporting of communicable diseases.

Developmental Disabilities Division

General information

Robert T. Clabby, II, MA, administrator

Agency contact

Jon Fortune, Ed.D., deputy administrator
6101 Yellowstone Road, Suite 186E
Cheyenne, WY 82002
jfortu@state.wy.us

307/777-7115

Other locations

There are eight regional area resource specialists in Casper, Cheyenne, Evanston, Gillette, Kemmerer, Lander, Laramie and Powell.

Year established

Established in 1991

Statutory reference

W.S. 7-19-106 and 201, 9-2-101 through 108, 9-2-205, 21-2-701 through 705, 35-1-611 through 628; Civil Action No. C90-004, Federal PL 102-119, P. 100-297 Section 1915 of the Social Security Act.

Number of authorized personnel

32 full-time employees

Organizational structure

Department of Health, Developmental Disabilities Division

Clients served

Individuals with developmental disabilities or developmental delays.

Budget information

General funds	\$44,115,678
Federal funds	\$51,828,578
Total	\$95,944,256

Mission and philosophy

The division's primary responsibilities during FY03 were the child and adult programs.

The mission is to provide funding and guidance responsive to the needs of at least 4,191 people with developmental disabilities to enable them to live, work, and learn in Wyoming communities. Individuals with developmental disabilities range in age from infants and toddlers to senior adults. These individuals may have mental retardation - or close-related condition - or other developmental disabilities. In FY03 the division's DOORS (Individual Budget Amount Model) was selected by the federal centers for Medicare and Medicaid Services as one of the eight national promising practices in home and community-based waivers.

Results of outcomes

The waiting list for all services at the end of the year included seven eligible children and 86 eligible adults with developmental disabilities waiting for Medicaid home and community-based waivers. Five adults with acquired brain injury were also waiting for their waiver opportunity and 85 preschool children were waiting for funding while being served by the Early Intervention-Preschool program.

Strategic plan changes

This division plans to continue to try to keep the waiting list as small as possible. It is anticipated that the number of people who are eligible, but waiting for service, may climb to 164 adults and 46 children with developmental disabilities by July 2004. The number of preschool children who are being served but waiting for funding will reach 162.

Emergency Medical Services Program

General information

Jim Mayberry, manager

Agency contact

Jim Mayberry, manager
Hathaway Building, 4th floor
Cheyenne, WY 82002
jmaybe@state.wy.us

307/777-7955

Year established

Established in 1974

Statutory references

W.S. 33-36-101, et al; W.S. 35-1-801, et al

Number of authorized personnel

Eight full-time employees currently
9 authorized positions

Organizational structure

Department of Health, Preventive Health and Safety Division, Emergency Medical Services Program

Clients served

Public - residents and tourists who suffer unexpected medical emergencies.

Budget information

General funds	
EMS and Trauma programs	\$546,298
Poison Center contract	\$48,583
Federal funds	
AED grant	\$249,714
EMS through Health Block Grant	\$100,800
EMS for Children (EMSC) grant	
Trauma grant	\$40,000
Total	\$1,085,142

Mission and philosophy

The Emergency Medical Services program coordinates and improves the state's complex emergency medical services and trauma systems by providing a variety of services, some of which have been mandated, and some that have been instituted specifically to meet the needs of Wyoming communities. The EMS programs are charged with the responsibility of working with the general public, ambulance services, hospital personnel, physician groups, and other health care providers to reduce the severity of injuries and the death rate. Funding to contract

with an accredited Poison Center to insure that Wyoming has a poison center that is available 24 hours per day, that can be accessed by anyone free of charge, that will provide immediate and correct treatment for intentional and accidental poisonings, and that will save unnecessary health dollars. The contract with an accredited Poison Center curbs medical costs associated with the treatment of poisonings by reducing inappropriate use of emergency departments and by preventing poisoning case progress through early prevention. Trauma is the leading cause of death for those between the ages of 1 - 44. Wyoming's unintentional injury death rate is over 50 percent higher than the national average. It is to these public health problems that the Wyoming EMS and Trauma programs direct their activities. The trauma programs activities are geared to implementation and designation of hospitals statewide, data collection and analysis, training of hospital personnel, and identification of prevention programs designed to reduce the morbidity and mortality associated with trauma. The EMS for Children program addresses the unique requirements and needs of the pediatric population that suffer injury or illness in the pre-hospital setting. The AED grant provides for the placement of automatic external defibrillators in communities statewide as a means of providing a local resource for people who encounter sudden cardiac events outside the hospital setting.

By collaborating with other agencies such as the Office of Rural Health, Wyoming Ambulance Emergency Medical Services Association, the Wyoming Hospital Association, and the Wyoming Medical Society, the EMS programs assists communities in rural and frontier areas to maintain and improve the delivery and access to health care services. By bringing the training of pre-hospital personnel to the local communities, the EMS program provides a resource for addressing the health care professional shortages in our communities that otherwise would experience a lack of trained EMS personnel and subsequent loss of a community ambulance service.

Results of outcomes

In FY03 over 120 education programs were presented in communities for pre-hospital and hospital personnel. Over 1,000 people received EMS training in 2002. Wyoming's 74 ambulance services responded to over 41,000 requests for assistance in 2002. Nine hospitals received formal designation as part of the implementation of the trauma system, with ten facilities receiving provisional designations. The contracted Poison Center received 6,413 calls in 2002, resulting in annual savings of over \$900,000 in unnecessary emergency department charges.

Strategic plan changes

Continue to provide training, technical assistance, and resources to the local communities.

In FY04, EMS moved under the direction of the State Health Officer.

Mental Health Division

General information

Pablo Hernandez, M.D., administrator

Agency contact

Pablo Hernandez, M.D., administrator
6101 Yellowstone Road, Room 259B
Cheyenne, WY 82002
pherna@state.wy.us

307/777-7094

Other locations

The division administrative office is located in Cheyenne and manages the state purchase of mental health outpatient services throughout Wyoming, in all 23 counties.

Year established

Established in 1979, reorganized in 1991 and realigned in 2000

Statutory references

W.S. 9-2-101 through 108 and 9-2-2005

Number of authorized personnel

11 full-time employees

Organizational structure

Wyoming Department of Health, Mental Health Division

Clients served

All Wyoming residents in need of mental health services are eligible to receive services. People served include general adult and youth population, adults with serious and persistent mental illness, and children and adolescents with serious emotional disturbance.

Budget information

General funds	\$19,427,249
Medicaid general funds	\$3,593,064
Federal funds	\$5,389,596
Total	\$28,409,909

Mission and philosophy

To be a leader in providing high quality mental health services that anticipates and responds to the changing needs of persons served. 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.

Results of outcomes

Performance indicators in 2003 for community mental health programs were developed to measure access to outreach services for homeless adults. Program efforts were directed towards locating and identifying homeless adults in need of targeted services and supports. More homeless persons in need of services and supports were engaged into the service delivery system in FY03 than in FY02. Continuing efforts will be made to provide outreach services for homeless adults.

Strategic plan changes

The division's state strategic plan was updated in 2003 to include the Healthy People 2010 outcomes and measures which focused on increasing services and support for homeless adults and increasing access to supported employment services for adults.

Office of Health Facilities

General information

Clifford Mikesell, manager

Agency contact

Clifford Mikesell, manager
2020 Carey Avenue, 8th Floor
Cheyenne, WY 82002
cmikes@state.wy.us

307/777-7123

Other locations

Basin, Buffalo, Shell, Casper and Wheatland.

Year established

Established in 1990, realigned in 1995 and 2000

Statutory references

WS 35-2-901 through 910; Social Security Act, Sections 1819, 1864 and 1919

Number of authorized personnel

21 full-time employees

Organizational structure

Department of Health, Office of Health Facilities

Clients served

Public

Budget information

General funds	\$783,897
Federal funds	\$2,408,309
Total	\$3,192,206

Mission and philosophy

The Office of Health Facilities mission includes state licensure, federal certification and complaint investigations for 14 categories 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 performed 250 on-site licensure and certification surveys and investigated 173 complaints.

In addition, the OHF reviews preliminary architectural plans for the construction of new health care facilities as well as the renovation of existing facilities. During the past 12 months, 60 preliminary plans were reviewed and 85 on-site inspections were conducted. During the 2003 legislative session, Senate File 37 was passed which gives the Department of Health jurisdiction over all aspects of construction and remodeling, except electrical installations, of any licensed health care facility. This legislation is effective July 1, 2003.

Results of outcomes

To ensure that health care facilities met state and federal standards, 39 of the 39 nursing care facilities surveyed by the office were in substantial compliance for a rate of 100 percent.

Strategic plan changes

None.

Office of Medicaid

General information

Iris Oleske, state medicaid agent

Agency contact

Iris Oleske, state medicaid agent
147 Hathaway Building
Cheyenne, WY 82002
iolesk@state.wy.us

307/777-7531

Year established and reorganized

Reorganized 1999

Statutory references

W.S. 42-4-101 through 42-4-208

Number of authorized personnel

18 full-time employees

Organizational structure

Department of Health, Office of Medicaid

Clients served

Uninsured and low-income adults and children, disabled populations and the elderly

Budget information

Federal funds	\$ 82 million
General fund	\$175 million
Total	\$257 million

Mission and philosophy

The mission of the Office of Medicaid is twofold: first, to provide basic primary health care services, including the services of hospitals, clinics, physicians and other practitioners, to some 73,000 EqualityCare beneficiaries each year; and second, to provide technical assistance and program oversight through monitoring and evaluation to the department's continuum of care divisions in support of their Medicaid program goals. The Office of Medicaid supports administrative efficiency and programmatic integrity, prevention and early intervention as tools for better health outcomes and future cost savings, preservation of consumer rights, fair and equitable reimbursement for providers within the constraints of prudent fiscal management and the use of technology to increase access and assure quality of health care for Wyoming residents.

Results of outcomes

The Office of Medicaid administers core functions of the Medicaid program that support all division activities across programmatic lines. Regulatory functions include maintenance of the State Plan, Administrative Rules, Federal Waivers and tracking and analysis of legislative issues. Primary Care staff administer benefits and coverages, service limits, medical policy, provider reimbursement and care coordination for physician and other practitioner services; inpatient and outpatient hospital services, including lab and x-ray; durable medical equipment; emergency medical transportation; and clinic services. The Eligibility Unit coordinates with the Department of Family Services to assure eligibility for more than 60,000 individuals each month and to oversee policies and procedures carried out in the DFS field offices on behalf of the Medicaid program. During FY03, 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.

The Office of Medicaid maintains critical information systems, including the Medicaid Management Information System a federally-certified claims payment and information retrieval system that processes 2.7 million provider claims per year. The Program Integrity Unit is responsible for

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. In FY03, Wyoming Medicaid recovered \$10 million from various other payment sources to offset the cost of providing care.

Office of Rural Health**General information**

Lynne C. Weidel, MHA, manager

Agency contact

Lynne C. Weidel, MHA, manager
466 Hathaway Building
Cheyenne, WY 82002
lweide@state.wy.us

307/777-6970

Year established

Established in 1992 and realigned in 2000

Statutory references

WS 9-2-116 through 119 during the 1993, 1995 and 1998 Legislative sessions

Number of authorized personnel

Three full-time employees

Organizational structure

Department of Health, Office of Rural Health

Clients served

Healthcare providers, community development organizations, Wyoming healthcare associations, and the residents of the state

Budget information

General funds	\$120,000
Federal funds	\$570,000
Total	\$690,000

Mission and philosophy

The Office of Rural Health 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 the 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 our 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 office provides assistance to primary care, mental health, and dental health professionals seeking access to the National Health Service Corp Loan Repayment program. This NHSC program places healthcare professionals in identified shortage areas for a period of two or more years as a requirement of the loan repayment assistance program. 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 Initiative assists small hospitals in rural and frontier areas to maintain and improve 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 health-care services in rural and frontier areas of the state, 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 Initiative 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. The program successfully recruited 18 healthcare professionals to underserved areas of the state, and provided consultation and technical assistance to 10 small rural hospitals for conversion to critical access hospital facilities. Five small rural hospitals were converted to critical access hospitals, which has increased Medicare reimbursement and helped the hospital to maintain and increase current services.

Strategic plan changes

None.

Preventive Health and Safety Division

General information

Karl Musgrave, DVM, MPH, administrator

Agency Contact

Karl Musgrave, DVM, MPH, administrator
 Hathaway Building, 4th Floor
 Cheyenne, WY 82002
kmusgr@state.wy.us

307/777-7172

Statutory references

35-4-101 through 35-4-105, 35-4-107, 35-4-801 through 35-4-805, 35-1-240(b), 35-401 through 35-1-431, 35-22-203(a), 21-4-309, 31-6-105(a), 35-1-240(ix)(x), 35-4-221, 35-4-501 and 35-4-502.

Number of authorized personnel

109 full-time employees
 One part-time employee
 Seven vacancies

Organizational structure

Department of Health, Preventive Health and Safety Division

Clients served

All residents of Wyoming

Budget information

General fund	\$2,692,845
Federal fund	\$3,087,478
Trust	\$294,396
Total	\$6,074,719

Mission and philosophy

The Preventive Health and Safety Division mission continues to be a promotion of 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 epidemiologist and surveillance to continuously assess community public health needs and, when deficiencies are noted, work with local resources to meet identified needs.

Results of outcomes

The Preventive Health and Safety Division have 19 programs. Of those, 13 have outcomes and measures written in the Department of Health strategic plan. They include Cardiovascular, HIV/AIDS Prevention, Lead/Radon, Poison Control, Public Health Laboratory, Sexually- Transmitted Diseases, Tuberculosis, Vital Records, Breast and Cervical Cancer, Cancer Surveillance, Diabetes, Emergency Medical Services and Bioterrorism.

In 2002, 65 percent of the programs had met or exceeded expectations of their stated goals and outcomes. They are Poison Control, Sexually- Transmitted Diseases, Breast and Cervical Cancer, Tuberculosis, Vital Records, Poison Control, Public Health Laboratory, and Bioterrorism. The Radon/Lead program accounted for one-half of a program meeting its goals since the Radon Program did exceed the stated outcome measure.

Strategic plan changes

The Preventive Health and Safety Division is in the process of developing new goals for the reformatted 2003-2006 Department of Health's strategic plan. It should be noted that the current format is not the same as reported in the 2002 Annual Report relating directly to the Healthy People 2010 national goals. The new format, known as Results Based Strategic Planning, will encompass five major priorities the Department of Health has developed. From those, 18 headline whole populations measures will be attributed to those priorities. These results will be the focus of the Department/Divisions over the next two to four years. The Department of Health will continue to provide an internal program evaluation process in order to track the progress being made toward the intended results at the program level. Each program within the Preventive Health and Safety Division, as well as the entire department, will be accountable for achieving results toward the established priorities.

State Health Officer

General information

Brent D. Sherard, M.D., state health officer

Agency contact

Brent D. Sherard, M.D., state health officer
117 Hathaway Building
Cheyenne, WY 82002
bshera@state.wy.us

307/777-7656

Year established

Established in 1991 and realigned in 1999 and 2000

Statutory references

W.S. 35-4-101, 35-4-103 and 104, 35-4-110, 35-4-801 and 802, 35-1-240, 35-1-223, 9-2-103, 21-4-309 and 14-4-116

Number of authorized personnel

One full-time employee

Organizational structure

Department of Health, Office of the Director, State Health Officer

Clients served

Wyoming population.

Budget information

General funds	\$143,590
Total:	\$143,590

Mission and philosophy

To advise health care professionals and Wyoming residents on personal and public health care issues, and to carry out the provisions of the Wyoming Statutes as they pertain to the duties of the State Health Officer.

Results of outcomes

Conducted routine visits with county health officers, county public health nursing offices, field representatives, county sanitarians and the penitentiary.

Strategic plan changes

Work with legislature to update Wyoming Law as it relates to Public Health.

Substance Abuse Division

General information

Diane K. Galloway, Ph.D., administrator

Agency contact

Diane K. Galloway, Ph.D., administrator
2424 Pioneer Avenue, Suite 306
Cheyenne, WY 82002
substanceabuse@state.wy.us

307/777-6494

Other locations

The division administrative office is located in Cheyenne and manages the state purchase of substance abuse services in every county through subcontracts with certified community substance abuse centers.

Drug courts are established in 10 counties and on the Wind River Indian Reservation, the Addicted Offender Accountability Act program has contracted with assessors in seven of nine Judicial Districts, and the tobacco program exists in 19 counties and on the Wind River Indian Reservation.

Year established

Substance abuse was established as a program in 1979, reorganized in 1991, and realigned in 2000 to division status. The tobacco program was established as a program in 1994 and realigned in 2000 to the Substance Abuse Division.

Statutory references

W.S. 9-2-101 through 108 and 9-2-2005. The tobacco program is W.S. 9-4-1203 through 1204. Funding for tobacco from the Centers for Disease Control and Prevention is authorized under the Public Health Service Act 301(a)[42 U.S.C. Section 214(2) and 317 U.S.C. 247(b)]. The Drug Court program is W.S. 5-10-101 through 107. The Addicted Offender Accountability Act is W.S. 7-13-1301 through 1304. The Substance Abuse Control Plan is W.S. 9-2-2701 through 2707. The Enforcing the Underage Drinking Law is W.S. 12-6-103.

Number of authorized personnel

20 full-time employees
14 at-will employee contracts

Organizational structure

Department of Health, Substance Abuse Division

Clients served

Substance abuse clients statewide.

Budget information

General funds	\$6,727,989
Federal funds	\$12,082,138
Other Funds	\$10,849,488
Total	\$29,659,615

Mission and philosophy

To counter aggressively the debilitating effects of alcohol, tobacco, and other drugs in Wyoming, by building partnerships with residents, communities, agencies, service providers, and other professionals to effect permanent change as a foundation for personal, family, and community wellness and health.

Results of outcomes

In prevention, awarded the State Incentive Grant from the Center of Substance Abuse Prevention. In 2002, collaborated with the Department of Education to braid four funding streams into one grant application, which allows

communities to implement a comprehensive prevention plan. In October 2002, the funds were awarded to 26 Wyoming communities through the combined application that encouraged communities to provide community prevention services. In 2003, the Substance Abuse Division took the collaboration process one step further by bringing the Prevention Block Grant providers into the same planning and evaluation process as the 21 SIG projects. This allows the 14 federal Prevention Block Grant Providers to be prepared for the upcoming federal Performance Partnership Grants and the state certification and standards process. The division contracts with a total of 40 prevention services providers. In treatment, at the end of FY03, substance abuse treatment exceeded goals identified in the Department of Health strategic plan, 2001-2004. Substance abuse treatment has implemented six comprehensive substance abuse communities, which expanded treatment services along the full continuum of care. Treatment services have also been expanded by the development of 14 drug courts in which treatment providers increased to six new providers. These expansions in treatment services is largely due to legislative mandates that separated substance abuse out of the Behavioral Health Division and legislated drug courts (House Bill 82), House Bill 83 which authorized a study of the substance abuse needs in Wyoming and resulted in a Substance Abuse Control Plan (House Bill 59). The Substance Abuse Division has identified the criminal justice and women with dependent children target populations as in high need of substance abuse treatment services. In tobacco, there are currently 19 Tobacco-Free Wyoming Community programs across the state, including one program on the Wind River Indian Reservation. The state program involves the following components: youth access and enforcement; community tobacco prevention programs; a comprehensive cessation services program, including prenatal programs; smokeless tobacco prevention and cessation; coordinated cessation efforts; school-based efforts; and evaluation and surveillance.

Strategic plan changes

To advocate for and participate in the development, maintenance, and capacity building of a comprehensive, science-based system of substance abuse services and supports throughout Wyoming.

Veterans' Home of Wyoming

General information

John R. (Jack) Tarter, superintendent

Agency contacts

John R. (Jack) Tarter, superintendent
Robb Bischoff, facility manager
700 Veterans' Lane
Buffalo, WY 82834
jtarte@state.wy.us

307/684-5511

Year established and reorganized

Established in 1895 at Fort D.A. Russell, moved to Buffalo in 1903 and reorganized in 1991

Statutory reference

W.S. 25-1-201 and 25-9-101

Number of authorized personnel

42 full-time employees
Three part-time employees

Organizational structure

Department of Health, Aging Division, Veterans' Home of Wyoming

Clients served

Eligible veterans, their dependents and other non-veterans who are suffering from a disability, disease or defect of such a degree that 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.

Budget information

General fund expenditures	\$1,763,091
General fund revenues	\$1,592,690
Net annual cost to the general fund	\$170,401

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 assist eligible veterans, their dependents and other non-veterans who are suffering from a disability, disease or defect of such a degree that 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 August 2002 Veterans' Home of Wyoming Semi-Annual Quality Survey revealed an overall complaint level of five percent.

Strategic plan changes

Maintain licensure/certification. Provide subsidized care to no less than 50 percent of the population served.

Wyoming Pioneer Home

General information

John R. (Jack) Tarter, superintendent

Agency contact

Sharon K. Skiver, facility manager
141 Pioneer Home Drive
Thermopolis, WY 82443
sskive@state.wy.us

307/864-3151

Year established and reorganized

Established in 1947, reorganized in 1991

Statutory reference

W.S. 25-1-201 and 25-8-101

Number of authorized personnel

30 full-time employees
Two at-will employee contracts

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 fund expenditures	\$1,292,906
General fund revenues	\$641,861
Net annual cost to the general fund	\$651,045

Mission and philosophy

The Wyoming Pioneer Home is an assisted living facility licensed by Wyoming for 108 beds, with funding and staffing for 60 beds. The facility provides a home for Wyoming senior citizens, regardless of financial assets, who no longer wish to maintain a residence of their own or who 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 July 2001 and January 2002 Wyoming Pioneer Home Quality Surveys reveals improved resident attitudes. Poor responses increased from 0.3 percent to one percent; good responses decreased from 61.4 percent to 39 percent; and great responses increased from 38.3 percent to 60 percent. Overall, the complaint level increased from 0.3 percent to one percent.

The indigent medication program started at the Wyoming Pioneer Home for the benefit of the residents is showing an average monthly savings of \$5,678.64 during the 12-month period (July 2002 through June 2003) to the state and residents, with a total savings of \$436,786.01 since the inception.

Strategic plan changes

Maintain licensure/certification. Provide subsidized care to no less than 50 percent of the population served.

Wyoming Retirement Center

General information

John R. (Jack) Tarter, superintendent

Agency contacts

Timothy Monroe, facility manager
890 Highway 20 South
Basin, WY 82410
wrc@state.wy.us

307/568-2431

Year established and reorganized

Established in 1921, reorganized in 1991 and realigned in 1998, 1999 and 2001

Statutory reference

W.S. 25-1-201 and 25-8-101

Number of authorized personnel

79 full-time employees
24 part-time employees

Organizational structure

Department of Health, Aging Division, Wyoming Retirement Center

Clients served

The institution is licensed for 90 residents. There were 27,075 inpatient days of care and 82.4 percent occupancy for FY03.

Budget information

Special revenue fund expenditures	\$3,354,514
Special revenue fund revenues	\$3,422,246
Net surplus special revenue fund	\$67,732

Mission and philosophy

The Wyoming Retirement Center is a skilled nursing care facility that provides 24-hour, multi-disciplinary health care to clients who may be without funding to procure care elsewhere, state institutional transfers, military veterans, or veterans' spouses and Wyoming residents.

Results of outcomes

Revenues did exceed expenditures. Average occupancy was 82.4 percent. The facility maintained Medicare, Department of Veterans Affairs and Medicaid certification.

Strategic plan changes

Maintain licensure/certification. Provide subsidized care to no less than 50 percent of the population served.

Wyoming State Hospital

General information

Pablo Hernandez, M.D., administrator

Agency contact

Pablo Hernandez, M.D., administrator
PO Box 177
Evanston WY 82931
pherna@state.wy.us

307/789-3464, extension 354

Year established

Established in 1886 and reorganized in 1991

Statutory references

W.S. 9-2-2005

Number of authorized personnel

423 full-time employees
Eight part-time employees

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	\$21,298,742
Total	\$21,298,742

Mission and philosophy

To improve the lives of people in Wyoming affected by mental illness.

Be a leader in providing high quality psychiatric care that anticipates and responds to the changing needs of the persons we serve. Empower persons with mental illness and their families to achieve the highest quality of life. Demonstrate the efficient use of resources to achieve measurable outcomes.

Results of outcomes

The hospital and its staff during the last year accomplished: maintenance of adult inpatient psychiatric services with 329 admissions in FY03; maintenance of forensic inpatient psychiatric services with 85 admissions in FY03; maintenance of adolescent inpatient psychiatric services with 49 admissions in FY03; expansion of community-based forensic evaluations with 81 performed in FY03; expansion of community-based alternatives to care with beds being available in Lander, Evanston, and Basin:

Total bed days utilized at Basin community-based, supervised apartments under the auspices of Washakie Mental Health Services, 2,976 available and 2,603 used;

Total bed days utilized at WINDS Program (Lander), 2,190 available and 1,596 used;

Total bed days utilized at Freedom Residential House (on the grounds of the Wyoming State Hospital which was changed to adult services in September of 2001), 2,424 available and 2,228 used;

Total bed days utilized at Cherokee House, 2190 available and 1583 used;

Expansion of Deferred Admissions Program at the Wyoming State Hospital (on and off-campus) with 392 admissions being diverted from hospitalization in FY03;

Maintenance of effort in collection of self-generated funds equaling \$1,453,146 in FY03.

Strategic plan changes

The Rehabilitation Accreditation Commission surveyed the Wyoming State Hospital on January 27-29, 2003. For the third consecutive time, the hospital received notice of the best possible outcome, a three-year accreditation. Two new programs were added: Assertive Community Treatment and a Mental Health Prevention program (Gatewatchers) for the elderly, which was a joint effort between the hospital and the Uinta Senior Citizens Center.

Wyoming State Training School**General information**

Robert T. Clabby, II, MA, administrator

Agency contact

Robert T., Clabby, II, MA, administrator
8204 Wyoming Highway 789
Lander, Wyoming 82520
wstslan@state.wy.us

307/335-6891

Other locations

None

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

W.S.25-5-101 through 25-5-134; W.S. 9-2-106(d); W.S. 9-1-204 and 208; W.S. 9-2-2005; W.S. 35-1-611 through 613.

Authorized personnel

474 full-time employees

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 Wyoming residents with mental retardation, adults with Acquired Brain Injury and dual diagnosed persons with mental illness and substance abuse issues.

Budget information

General Funds	\$20,475,770
Programs Reimbursements	\$9,757,645
General Fund Net Cost	\$10,718,125

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. Our approach to this mission is that each person is supported to lead a fulfilling life that is founded on practical skills, inclusion, new experiences, and choices based on interests and abilities.

The Wyoming State Training School pursues its mission with the belief* that:

Life in the community is a basic human right, not a privilege to be earned.
Each individual has a right to participate in normal every day life.
Each individual can grow and develop.
All individuals and employees should be treated with dignity.
Individual autonomy should only be subject to state intrusion to the absolute minimal extent necessary to receive appropriate supports and services.
An individual's rights should be cherished, valued, protected, and actively promoted.
Services should be provided in a manner that meets the needs of the individual, regardless of funding eligibility or participation in any particular government program.
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 (IPP).

*The basic beliefs expressed are referenced in Weston et.al. Civil Action Number C90-0004, Article II, Section 2.02, Principles, pages nine and ten.

Results of outcomes

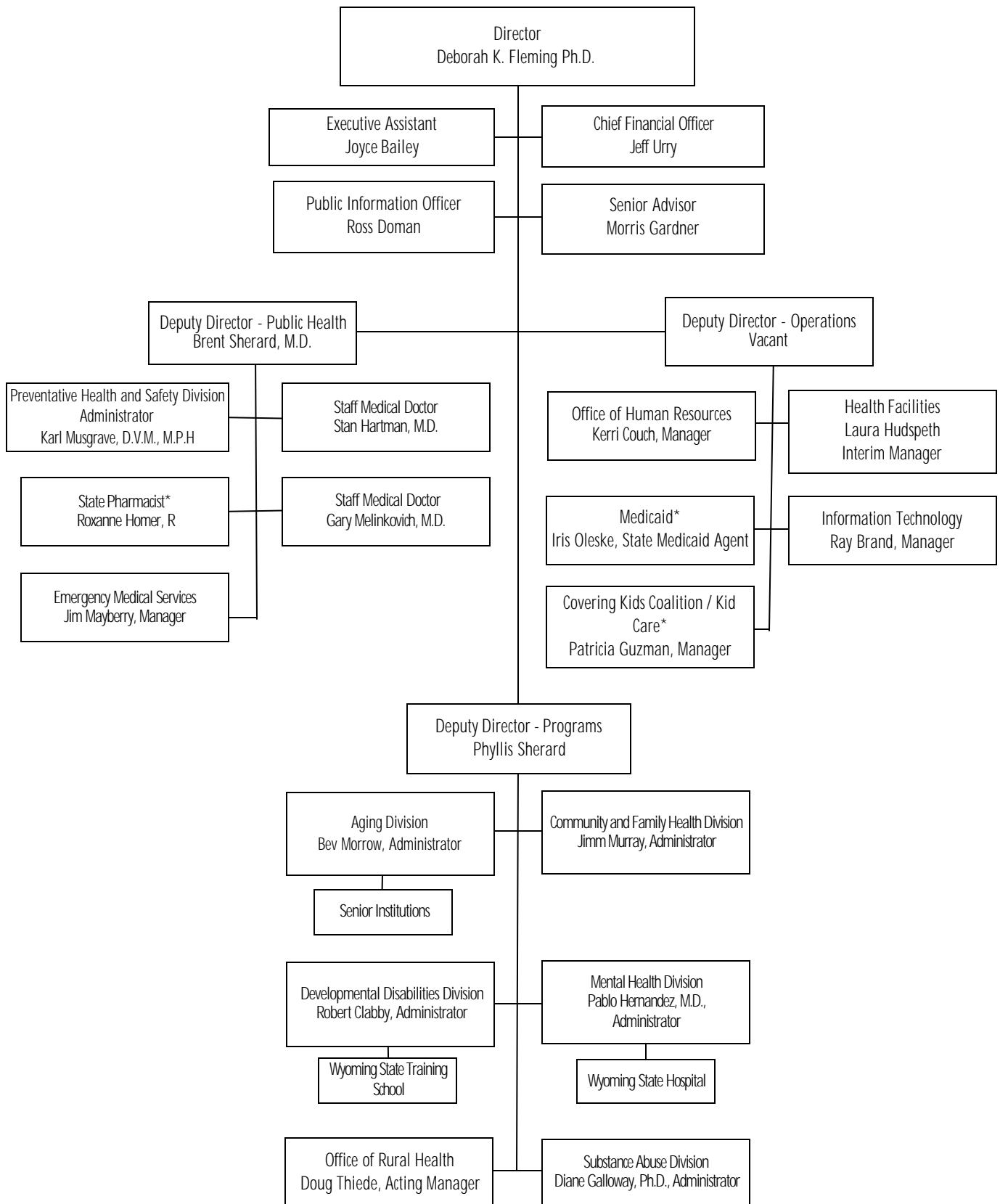
Through the interdisciplinary team process, every individual receiving services at the Training School is regularly assessed to assure the core mission values are incorporated into their daily lives. During the past fiscal year, 99 individuals with mental retardation Intermediate Care Facility/Mental Retardation services, eight individuals were served at the acquired brain injury unit, and the dual diagnosis/chemical dependency unit served an average of five people (concurrent) on 90-day stay cycles. A three-year CARF accreditation was renewed in January 2003 for the chemical dependency unit. During the past year, four individuals receiving ICFMR services moved into community developmental disability programs within the state. We continue to have no people on our waiting list. We continue to comply with all ICFMR conditions of participation

and implement individual plans above the 85 percent level in all our ICFMR and Acquired Brain Injury programs.

Strategic plan changes

ICFMR certification will be maintained for services provided to individuals with mental retardation/developmental disabilities. Annual evaluation for placement in community developmental disability programs will occur with referral to community programs upon concurrence of family and interdisciplinary team members. The acquired brain injury unit plans to expand, opening a third residence on campus within the next six months. The dual diagnosis/chemical dependency unit will maintain CARF certification in conjunction with the Wyoming State Hospital's certification and provide services to individuals for successful completion of their rehabilitation program.

Department of Health organization chart



Department of Revenue

Mission and philosophy

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

Results of outcomes

Goal 1: Revenue assessment & collection – to collect taxes and fees owed to the state.

To achieve the highest net profit possible from the liquor distribution operation.

Result: The department achieved a tax reporting and remittance compliance rate greater than 95 percent.

Result: The department's liquor distribution operation contributed at least 13 percent net profit to the general fund.

Actual sales tax collections were 1.7 percent less than the Consensus Revenue Estimating Group projections. Sales tax vendors reflected a filing/reporting compliance rate of 97.97 percent. The payment delinquency rate for excise tax was .96 percent. Net profit from liquor distribution was 13.02 percent. The percent of severance tax due that was in default 30 days or more was .058 percent. The percent of severance tax and gross products tax non-filers was .08874 percent.

Goal 2: Timely & accurate fund & product distribution – to account for and distribute money timely.

Provide quality liquor distribution services to retailers throughout the state.

Result: The department distributed 100 percent of all sales and use tax revenue available within 10 days after the close of the cycle.

Result: The right product was distributed to the right retailer over 99 percent of the time.

Deposit of 99.5 percent of available dollars within 24 hours at the State Treasurer's Office occurred 93.4 percent of the time.

Distributions to local governments for 100 percent of funds available were done by the 10th of each month. Survey responses of liquor customers indicated a 99.42 percent satisfaction for "customer service" and "product selection".

Percent of liquor misshipments was .20 percent.

General information

Edmund Schmidt, director

Agency contact

Edmund Schmidt
Department of Revenue
122 West 25th Street 2 West
Cheyenne, WY 82002-0110
edmund.Schmidt@state.wy.us

307/777-5287

Other locations

Excise Tax Field Offices: Casper, Gillette, Lander, Laramie, Powell, Rock Springs, Sheridan, Thayne and Torrington

Year reorganized

1991

Statutory references

W.S. 9-2-2007

Authorized personnel

128 full-time; three part-time

Organization structure

Ad Valorem Tax Division, Excise Tax Division, Mineral Tax Division, Administrative Services Division and the 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 and Counties

Budget information

General fund	\$5.8 million
Enterprise fund	\$ 1.4 million
Total	\$7.2 million

Goal 3: Local government support - assessed valuations are determined and certified timely. Computer Assisted Mass Appraisal (CAMA) databases and software are properly maintained. Local governments are informed on legal requirements and procedures.

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.

Result: The department kept local authorities informed on liquor and excise tax issues.

All counties were in compliance with equalization standards as established by International Association of Assessing Officers.

No equalization actions were necessary by the State Board of Equalization.

Review of proposals for the new Computer Assisted Mass Appraisal (CAMA) system was completed in Spring 2003. The contract was awarded to Terrascan, Inc., with beginning phases of deployment underway.

All certifications of value were sent to counties timely: May 23, 2003

The number of Wyoming Oil and Gas Conservation Commission/Department of Revenue severance/gross products and Take-In-Kind discrepancies identified were 2,873. Notices were sent to taxpayers on 100 percent of the discrepancies identified.

The Liquor Division issued a "Guidebook to Liquor Licensing" to local authorities.

The Liquor Division reviewed 1,308 liquor licenses for the local authorities.

Liquor Division staff conducted 210 local authority visits to discuss liquor issues.

The Excise Division attended the county treasurers' annual meeting.

Goal 4: Education & enforcement - employees are capable and objective. Clients are informed of their responsibilities, have the information and services they need to determine their liability and meet their filing and payment obligations.

Result: Employees are well trained.

Result: Standard training/educational programs have been established.

The percent of liquor division critical tasks that have three or more employees cross-trained is 90 percent.

Ad Valorem staff attended 80 hours of professional training and 294 hours of appraisal training.

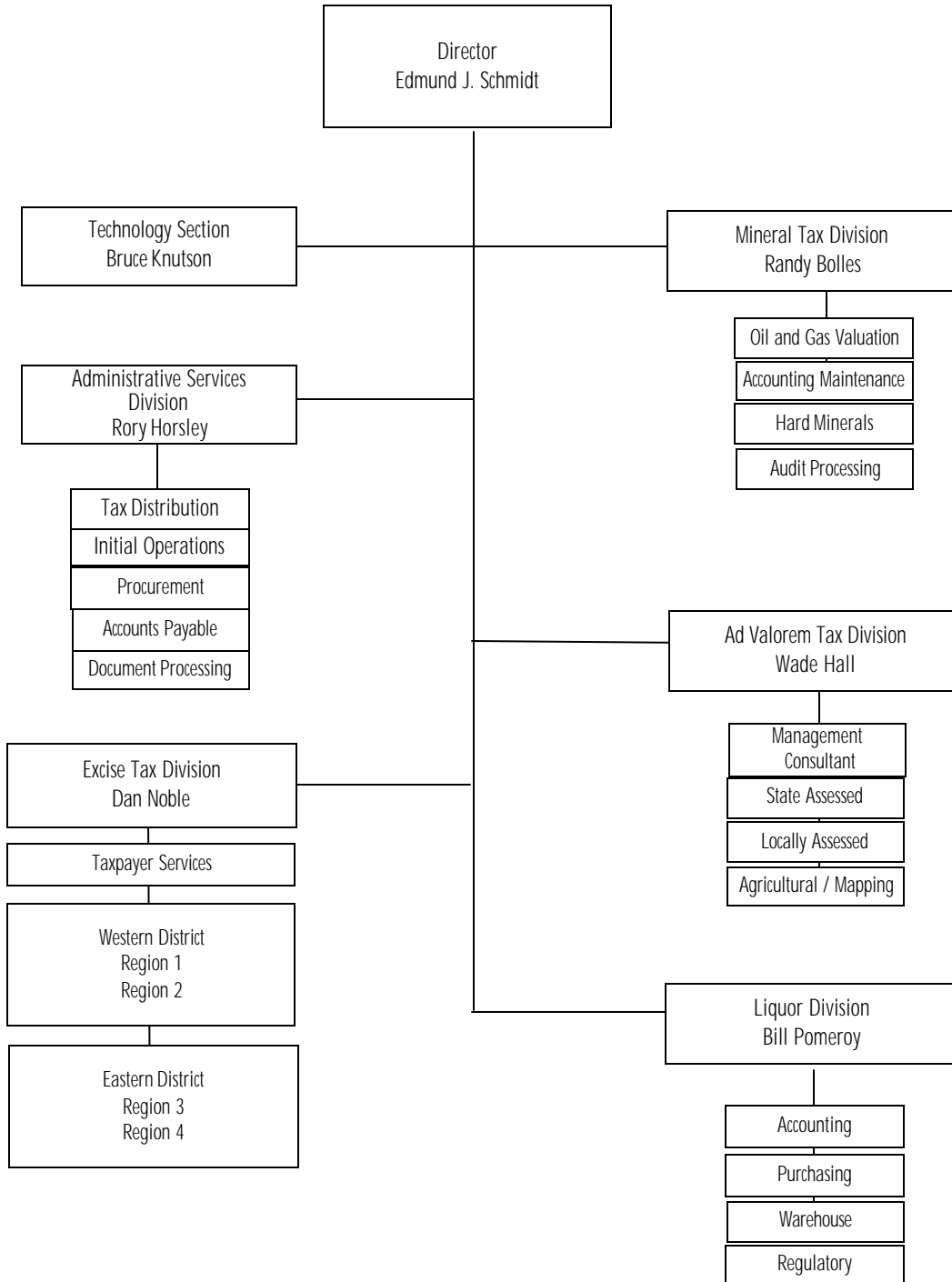
On site liquor inspections confirm a 98.4 percent compliance rate.

County Assessors and their staffs attended five education courses consisting of 138 hours.

Strategic plan changes

The Department of Revenue has modified its strategic plan to consist of one general goal. That goal states the main objectives of the department and will provide the most meaningful measures of the activities performed by agency personnel.

Department of Revenue organization chart



Department of State Parks and Cultural Resources

Mission and philosophy

Through Wyoming's arts, parks and history, we help people enjoy life more fully. We create an exceptional environment internally which reflects itself in extraordinary delivery of service. We work toward encouraging both residents and non-residents to experience Wyoming's best: arts, parks and history.

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: Through Museum exhibits, programs and collections activities, visitors will have a better understanding of Wyoming's heritage and culture.

Outcome Measure: Visitors to the state museum filled out 54 surveys. Thirty-six visitors thought that the state museum provided an excellent experience while 14 rated the museum as good. Strategy: Facilitate collections research and access and enable staff to maintain and care for state owned museum collections.

Output Measure: Staff entered 580 catalog cards into the museum system database.

Strategy: Provide education and outreach activities for museum constituencies.

Output Measures:
A total of 1,541 people participated in 57 programs and/or training sessions.

Objective 2: Stimulate and encourage public interest and participation in the study, performance and presentation of the fine and performing arts and related crafts.

Outcome Measures: Conduct surveys in targeted areas to assess the positive impact of Wyoming Arts Council (WAC) programs, technical assistance or funding.

No surveys were conducted in target areas. Two hundred three people participated in the study, performance and presentation of the fine and performing arts and related crafts.

Strategy: Serve as a principle resource for funding, technical assistance and programming in Wyoming.

Output Measures: Provide grants or programming for every Wyoming county.

Every county in Wyoming received one or more WAC programs. These programs included access to two

General information

Phil Noble, director

Agency contact

Kathleen L. Murphy
2301 Central Avenue
Cheyenne, WY 82002
kmurph@state.wy.us

307/777-6303

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.

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.

websites, Litmail, technical assistance, all funding programs and the opportunity to attend Artspeak and the Governor's Arts Awards. In FY03, 131 grants were distributed to 22 counties. Access to programs was made known through the Web, newspapers, mailings and electronic media to all counties. These four programs included Artspeak, Governor's Arts Awards, Museum Stipends and the WAC art gallery. All grant and fellowship programs encompassing seven categories were also made known by the same means.

Strategy: Develop visibility and advocacy plans designed to create an awareness of the impact and importance of the arts to Wyoming's quality of life.

Output Measure: Target at least one population group each year (i.e. political decision makers, general public).

Political decision makers and arts constituents are invited to the Governor's Arts Awards presentation and annual dinner each year to hear about the impact the award recipients have made on the quality of life in Wyoming. At this event, the governor delivers his "State of the Arts Address" where he gives additional information about the impact of the arts on our state.

We implemented and expanded the Casper Star Tribune's weekly articles to include arts, state museum, archives, parks, etc. Our interactive calendar - www.wyarts.com — involves 50 subscribers who provide calendar information on events to the general public through the World Wide Web.

Objective 3: Perpetuate an understanding and stewardship of Wyoming's prehistoric and early historic archaeological record, and share that knowledge with the public.

Outcome Measure: Number of programs provided.

Strategy: Conduct archaeological research, increase public knowledge of Wyoming's prehistory and archaeology, and serve as the principle repository of archaeological records.

The Office of the Wyoming State Archaeologist tracks three output measures that, combined, represent our contribution to the outcome measure delineating number of programs provided. These measures are: number of formal projects initiated, number of programs/contacts, and number of University of Wyoming Archaeological Repository boxes initiated in the inventory. Counts for each are listed below.

The Office of the Wyoming State Archaeologist conducts archaeological field investigations on sites and projects every fiscal year, both through compliance efforts by the archaeological survey section and basic research through the general fund portion of the office. Each of these projects furthers our understanding of Wyoming archaeology. Many fulfill regulatory requirements for clients, and some provide volunteer opportunities for members of the public. This past fiscal year, the Office of the Wyoming State Archaeologist initiated nine projects through the

archaeological survey section.

The Office of the Wyoming State Archaeologist tracks this output by keeping a list of various outreach activities conducted by staff, including educational programs, certain correspondence, lectures, and the like. A public presentation form is filled out for each activity and the number of people attending or benefiting is estimated on the form. Staff documented 25 outreach programs that reached approximately 1,384 people.

Our efforts for this output are tracked by collection management activities at the University of Wyoming Archaeological Repository. For the last several years, staff has been conducting a box inventory of existing archaeological collections on campus and entering that information into a computer database. Slightly over 40 percent of the collections have been inventoried, so these activities will continue for the next several years before the task is finished. We measure progress on this output by counting the number of boxes that have been initiated into the inventory each fiscal year. Sixteen University of Wyoming Archaeological Repository boxes have been initiated in the inventory.

Objective 4: Preserve, promote, and interpret Wyoming's archaeological and historic records.

Outcome Measure:

Number of national register nominations submitted
No national register nominations were submitted and listed on the National Register of Historic Places.

Strategy: Provide technical and economic assistance, education, information, resource oversight and training to the historic preservation field.

Output Measures: Staff processed four 425 requests for technical assistance. One grant was issued. Staff conducted 33 presentations, educational activities and training sessions. Staff participated in 1,002 consultations relating to the preservation, promotion and interpretation of Wyoming's archaeological and historic records.

Objective 5: Provide complete and accurate documentation of Wyoming's governmental history for the public, ensuring efficient use of the resources through access and accountability.

Outcome Measure: Surveys were distributed by each unit (Records Management, Archives and Historical Research, and Technical Services), and 44 were returned. Thirty-seven surveys indicated that patrons had received excellent services from the State Archives.

Strategy: Establish and promote high standards of record-keeping, ensuring that significant documents telling the history of Wyoming are preserved.

Output Measures: Twenty-eight training workshops, orientation programs and tours were sponsored or co-sponsored by the State Archives. Training programs include everything from meetings with various groups, a newsletter, website postings and programs for school children.

One hundred ninety-eight new records retention schedules were legally approved.

Strategy: Make it easy for researchers/users to retrieve the information they seek.

Output Measures: What is the optimal balance between user guidelines and human assistance? A patron survey pointed out that automated (computer) databases would be used by most patrons, but all patrons appreciated the personal and excellent assistance that staff provides. Until additional resources including funding can be obtained to increase the hardware and software necessary for the public to use and more databases are created, our current balance of existing public facilities/equipment and computerized information to knowledgeable staff will have to provide the best assistance possible.

A draft photograph management plan was drafted and submitted on June 27, 2002 for review and comment.

Technical services staff microfilmed 904 cubic feet of records between and preserved and made accessible records totaling 1,867 cubic feet. Staff processed 5,079 research requests and provided eleven programs/displays to the public and patrons.

Objective 6: Increase public awareness of department programs and provide support and/or coordination of the informational and educational activities.

Outcome Measure: One hundred twenty public contacts were made; 48 news releases, radio and television programs and articles were produced and four partnerships were developed outside of the department.

Objective 7: Annually provide for the preservation, protection, development, use, enjoyment and education of cultural and recreational resources under the stewardship of State Parks and Historic Sites.

Outcome Measures: Visitor use in state parks and historic sites between July 1, 2001 and June 30, 2002 numbered: 3,131,157 visitors. Staff is still evaluating survey results to determine customer satisfaction with our state parks and historic sites. During the time frame of this annual report, 18,393 residents purchased snowmobile permits; 1,030 were sold for commercial use and 19,730 non-residents purchased permits generating 72875 trail use days.

Strategy: Operate and maintain state parks and historic site areas in a responsible manner to protect the resources while providing recreational and educational opportunities for the visitors.

Output Measures: Staff operated 27 state parks and historic sites between July 1, 2001 and June 30, 2002. State parks were open for business 365 days this past year. The webpage dealing with state parks and historic sites received 84,000 contacts this past year.

Strategy: Collect state park and historic sites fees and provide informational services appropriate to meet cultural and recreational needs.

Output Measures: Between July 1, 2001 and June 30, 2002, \$1,334,622.85 in fees was collected.

Strategy: Plan and develop cultural and recreational facilities in response to visitor needs and construct and renovate state parks and historic sites structures in accordance with long term use and care.

Output Measures: During this past fiscal year, staff revised and/or developed two new master plans. Fifteen Land and Water Conservation Fund grants were awarded to appropriate recreational entities.

Strategy: Promote the protection of historic trail resources and develop, maintain and approve recreational trail opportunities that meet the needs of a wide variety of users.

Output Measures: Two thousand three hundred fourteen miles of existing snowmobile trails were maintained. Thirty-nine miles of new trail opportunities were added. Staff improved grooming and signage on all 2,314 miles of snowmobile trails and widened and improved approximately one thousand miles of trails. Eighteen recreational trail grants were awarded between July 1, 2001 and June 30, 2002.

Strategy: Increase public awareness of department programs and provide support and coordination of informational and education activities.

Output Measures: To generate public interest in department programs, 445 news releases, radio and television programs and articles were produced. Twenty-eight partnerships were developed and 526 public contacts were made between July 1, 2001 and June 30, 2002.

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 policies, allocate department resources and provide for effective coordination with other entities.

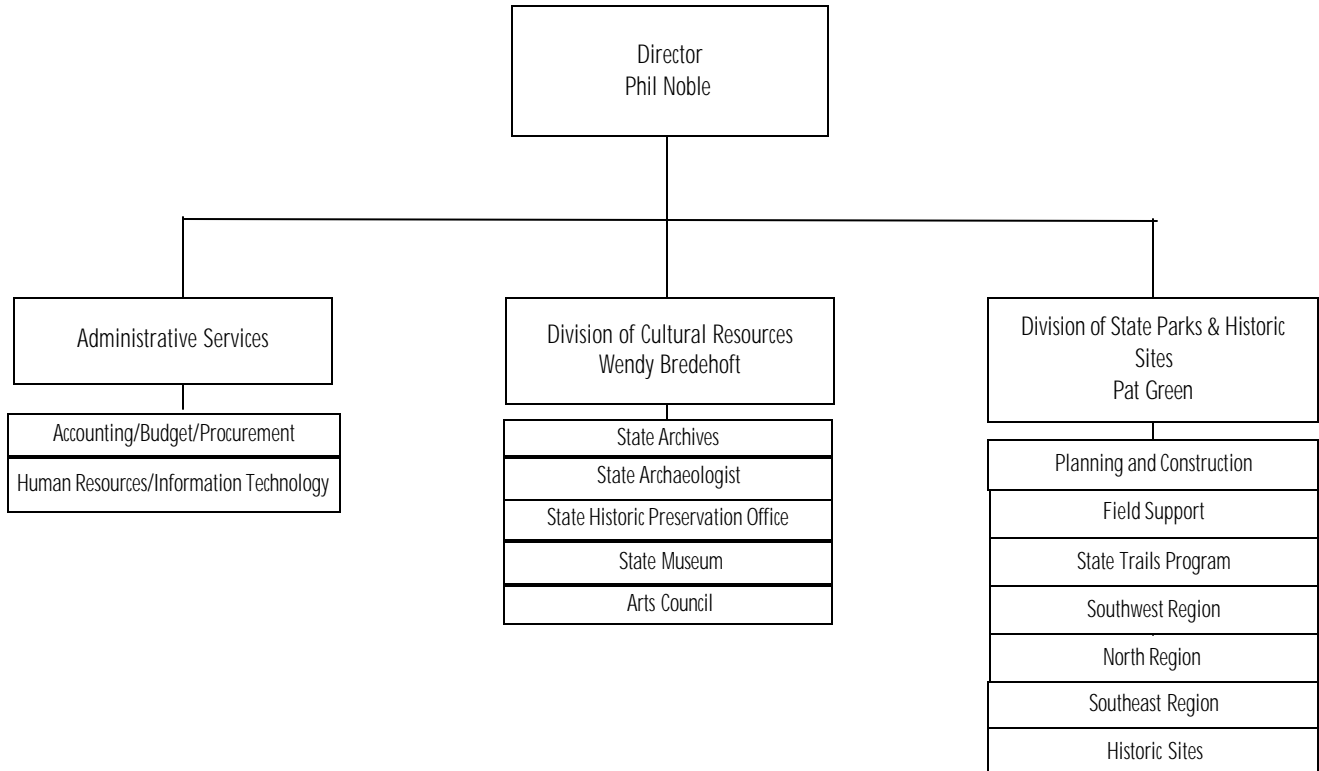
Outcome Measure: No survey has been done to date.

Objective 2: Annually provide support services to external and internal customers through responsible management of the human resources, procurement, financial, legal and information technology resources.

Outcome: No survey has been done to date. IT staff installed upgraded or repaired 259 computer systems. The system experienced three hours of unplanned downtime and two hours planned downtime for all nine file server systems in the department. Staff processed 1,880 "help desk" calls and provided training for 41 staff members.

HR staff conducted one training sessions for 35 employees. Staff also facilitated 13 defensive driving video training sessions for 23 employees.

Department of State Parks and Cultural Resources organization chart



Department of Transportation

Mission and philosophy

The Wyoming Department of Transportation's mission is 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

WYDOT's first goal is to improve the existing transportation system.

To achieve this goal, the department plans, programs, designs and constructs improvements to the state highway system by effectively using improvement funds available. As a result, 94 percent of the highway system rated above tolerable and 44.2 percent met current design standards; eight on-system bridges were constructed and one was widened; and 49 new on-system retaining culverts, siphons, sign structures, and retaining walls were placed.

The department's second step toward achieving this goal is to assist other public and private partners in the improvement of their transportation facilities and services. This was accomplished by replacing seven deficient off-system bridges, meeting the 10,000 or more emplanements requirements at seven Wyoming commercial service airports to ensure federal entitlement money, conducting continuing and active planning consultation with 40 airports, providing 1.34 million public transportation passenger rides, and approving 11 cooperative agreements through the Transportation Enhancement Activity-Local (TEAL) program.

The agency's second goal is to enhance safety on the transportation system.

WYDOT works to achieve this goal through fair and impartial enforcement of all traffic laws directed toward a reduction in traffic-related deaths and injuries. Progress in this arena is measured by the total crash rate (crashes/100 million vehicle miles) on the state highway system, which was 164.42.

The department also strives to provide an effective safety education and information program. Results for the 2002 fiscal year are as follows: the total reportable crash rate per 100 million vehicle miles on all public roads was 188.44; the number of driving while under the influence (DWUI) fatal crashes compared to total fatal crashes was 34.2 percent; seat belt use was 84 percent; there were 461 motorcycle, bicycle and pedestrian crashes; and there were six accidents in Wyoming involving Wyoming-registered aircraft.

Also toward the goal of transportation safety, WYDOT works to identify and correct hazardous/potentially hazardous conditions, resulting in the department correcting about half the conditions identified as hazardous or potentially hazardous; correcting 11 airport safety issues; and

General information

Sleeter Dover, Esq., director

Agency contact

Ron Kisicki
5300 Bishop Blvd.
Cheyenne, WY 82009
<http://wydotweb.state.wy.us>

307/777-4393

Other locations

Locations throughout Wyoming

Year established and reorganized

Established 1917 and reorganized 1991

Statutory references

W.S. 9-2-2004 and 24-2-101

Number of authorized personnel

2,488

Organization 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

Construction/Capital Outlay	\$310,249,831
Maintenance	\$87,267,619
Aeronautics	\$30,169,920
Law Enforcement	\$22,781,012
Administration/Regulatory	\$14,024,062
Other	\$9,470,855
TOTAL	\$473,963,299

providing high levels of snow and ice control service on the entire state highway system (2,220 miles).

WYDOT's third goal is to preserve the existing transportation system.

In its effort to preserve the state highway pavements, the department uses the Pavement Management System to measure the state highway system pavements and found 78 percent of the interstates, 63 percent of the primary highways, 43 percent of the secondary roadways, and 57 percent of the total highway system to be in good or better condition.

Also in need of preservation are the state highway bridges and structures. Based upon structure sufficiency rating, 94 percent of all on-system structures were maintained in acceptable condition.

To preserve airport infrastructure, the department assists, advises and distributes appropriate funds. WYDOT's Airport Pavement Management System found 87 percent of airport pavement to be in good or better condition.

WYDOT also assists, advises and distributes appropriate funds to preserve transit service. As a result, 67 municipalities and rural communities were served by public transportation and 1.34 million public transportation passenger rides were provided. The average age of WYDOT's fleet is 4.75 years.

To preserve the traffic control features on the state transportation system, the department tracks their condition and found 97 percent of the signs were in good or excellent condition, 83 percent of the pavement markings were in good or excellent condition, and 98 percent of the electrical traffic control devices were in good or excellent condition.

In its attempt to preserve the roadside features (vegetation control, fences, etc.) of the state transportation system, buildings and other physical assets, WYDOT used the building priority system to determine that 75 percent of buildings met performance level 200 or lower and the rest area priority system to find 73 percent of rest areas meet performance level 125 or lower.

The department's fourth goal is to fairly and equitably fulfill its regulatory and revenue-generating responsibilities.

To achieve this goal, WYDOT strives to complete regulatory inspections consistent with state statutes. In doing so it was determined that at roadside inspections 20 percent of the commercial vehicle contacts and 29 percent of the commercial vehicle operator contacts were in compliance with statutes and regulations.

The department also collects user fees consistent with state statutes and collected \$123.9 million from various fees and revenue-generating activities.

Strategic plan changes

WYDOT's goals for the new Strategic Plan are the same as those shown in this report.

Transportation Commission

Agency to which your group reports

Governor

Number of members

Seven

Meeting frequency

Monthly

Aeronautics Commission

Agency to which your group reports

Governor

Number of members

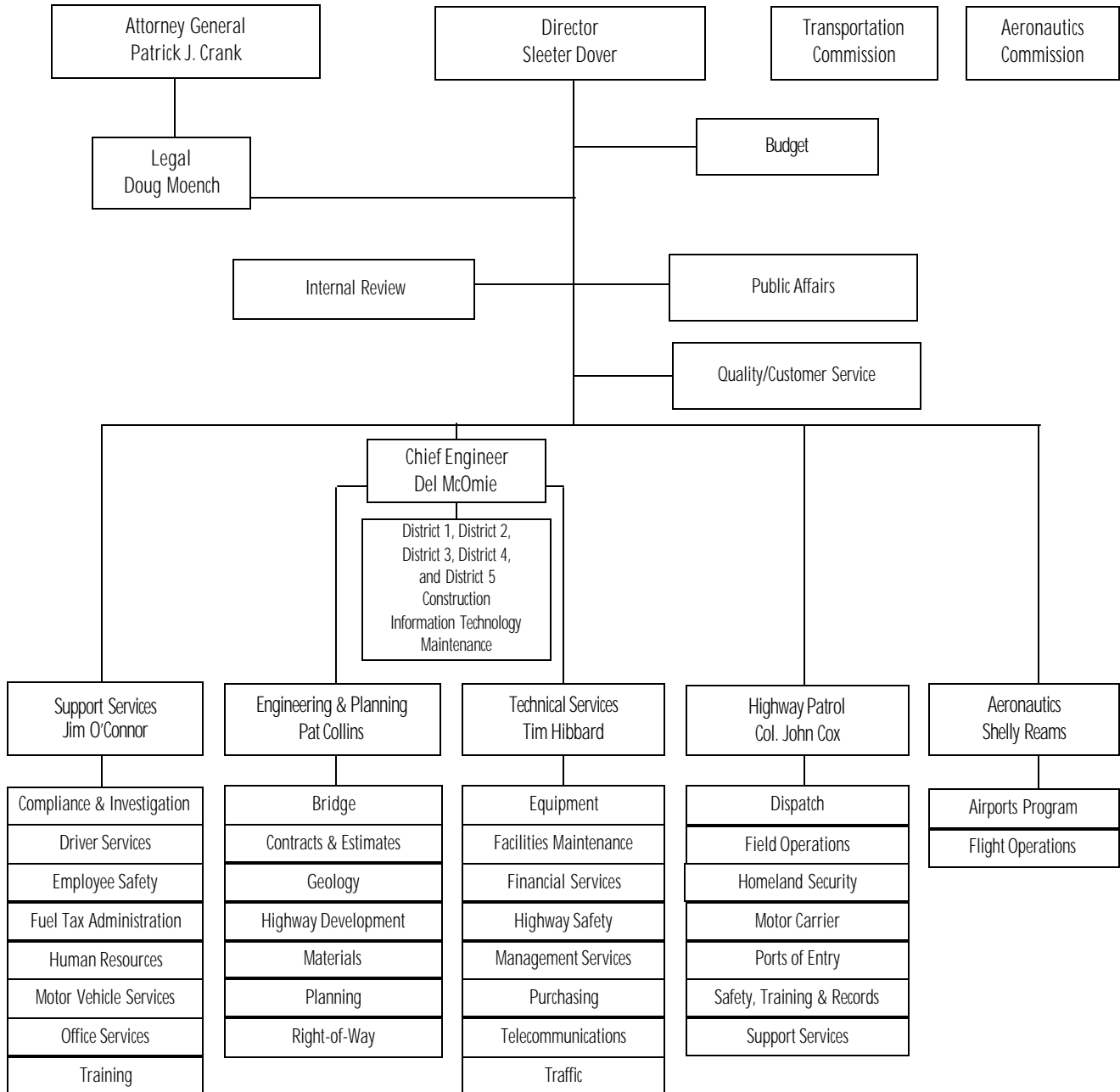
Seven

Meeting frequency

Twice a year - spring and fall

Note: WYDOT is authorized to operate under the federal fiscal year, October 1 through September 30. However, the specified time frame for the state annual report is July 1 through June 30, so information presented in the report is based on initial FY03 budget data and 2002 Strategic Plan data.

Department of Transportation organization chart



Department of Workforce Services

Mission and philosophy

The vision of the Department of Workforce Services is to link human and economic development for Wyoming's future.

The Department of Workforce Services will deliver comprehensive and effective services that build a workforce and promote economic development to meet the changing demands of Wyoming's diverse businesses, residents and economy.

Results of outcomes

The Department of Workforce Services provides employment and training related services to our customers statewide through our Workforce Centers and Vocational Rehabilitation locations and also through technology via the web based Wyoming Job Network System (WJN). Our customers include job seekers, employers and customers seeking training. The services offered by the DWS range from self-service options for customers seeking work via the internet 24 hours per day from their home without coming to an office, to intensive and training services provided by counselors and career advisors working one on one with customers.

DWS continues the process of building a new department that focuses on workforce development, supports economic development and integrates employment and training related programs. Programs and staff have been realigned along functional lines rather than program funding silos.

Supervision of the Workforce Centers has been brought directly under the deputy director to increase focus on customer services in the field. A Quality Assurance Division has been established to maximize the effectiveness of the efforts and resources of the agency staff and programs. A Business, Training and Outreach Division was established to provide support and oversight to the programs that are operated from Cheyenne rather than in the Workforce Centers. An Employment Services Division was established to provide state-level program and policy support for the programs offered through the Workforce Centers. The Division of Vocational Rehabilitation continues to focus on providing services and meeting the needs of individuals with disabilities. The Administration and Support Division provides agency-wide support in fiscal, human resources and information technology. This restructuring was accomplished through more effectively utilizing existing staff.

General information

Kathy C. Emmons, director

Agency contact

Tamala Plunkett

Herschler Building, 2nd Floor East
Cheyenne, WY 82001
tplunk@state.wy.us

307/777-7118

Other locations

Cheyenne DWS Administrative offices
Herschler Building, 2nd Floor East
Cheyenne, WY 82001

Cheyenne DVR Administrative offices
Herschler Building, 1st Floor East
Cheyenne, WY 82001

Casper Administrative office
100 West Midwest St.
Casper, WY 82601

Statewide locations

Year established

2002

Statutory references

HEA 47-HB101

Authorized personnel

Organization structure

Employment Services, Administration and Support Division, Fiscal Unit, Human Resources Unit, IT Unit, Facilities support, Business Training and Outreach Division, Senior Employment Unit, Adult Basic Education/GED Unit, Workforce Development Training Fund, TANF/ETSS Unit, Communication Unit, Employer Services, Quality Assurance Division, Program review and continuous improvement activities, Division of Vocational Rehabilitation, General Rehabilitation programs, Disability Determination program, Telephone Relay program and services

Executive Section

The Workforce Centers have been combined into regions and are located as follows:

Northwest region: Cody, Riverton, Worland Satellite, Lander Satellite

West region: Evanston, Jackson, Rock Springs, Kemmerer and Afton Satellites

Central region: Casper, Rawlins, Douglas Satellite

North central region: Sheridan

Northeast region: Gillette, Newcastle

Southeast region: Cheyenne, Laramie, Torrington, Wheatland Satellite

The director and staff of the executive section provide leadership and oversight of all programs, staff, activities and responsibilities of the Department of Workforce Services. The unit also provides support to the Wyoming Workforce Development Council, the Wyoming Youth Workforce Council and other councils. The deputy director has assumed supervision of the Workforce Centers through the regional managers.

The regional managers are responsible for the provision of services in the six regions. The primary programs for which the regions are responsible include: job placement, which operates a public labor exchange program that matches job seekers, including Veterans and individuals with disabilities, with available job openings; training which operates informed customer-choice opportunities for specific training which enhances employability skills; business outreach to determine business needs in terms of filling vacancies with a skilled workforce; other federally funded employment programs including veterans programs, alien labor certification, H2A housing inspections, services to migrant workers, and Work Opportunity Tax Credits.

Training services assist eligible persons to gain skills that will place them in employment, and in some cases, better paying employment than they currently enjoy. These functions have special additional services to veterans, persons with specific barriers to employment, and various other identified groups with special needs.

Wyoming's WIA training programs, ABE program and Carl Perkins program were recognized nationally for their achievement in outstanding performance. DWS administers the WIA training programs and ABE programs. (See chart on next page).

TANF POWER Work program

This program is a part of the pay-after-performance system for low-income households with dependent children. The program provides employment directed services to participants who must engage in an employment-related activity. The POWER Work Program supports families and individuals in achieving their goals of self-sufficiency and self-responsibility through a combination of employment, child support and other appropriate resources.

Clients served

The customers served by DWS include: Wyoming residents; job seekers, individuals seeking job training, individuals with disabilities that are a barrier to employment, individuals seeking adult basic education, veterans, youth, senior workers and individuals receiving public assistance with work requirements; Wyoming businesses; employers seeking employees, businesses seeking trained workers, businesses seeking funds for training, businesses providing work opportunities to training participants and businesses seeking tax credits for hiring eligible individuals; additional customers; partner agencies with customers in common, economic development entities, educational entities, training providers and federal agencies.

Budget information

Funds available for the year

General Funds	\$3,651,103
Federal Funds	\$28,898,442
Special Rev. Funds	\$2,710,187
Agency Funds	\$772,259
Enterprise Funds	\$147,355
Total	\$36,179,346

Placements and Clients Served:	FY2002 (DWS's initial year of operations)
Individuals Registered	68,672
Veterans	6,988
Unemployment Insurance Claimants	19,497
Individuals Placed	14,861
Veterans	2,268
Unemployment Insurance Claimants	4,051
Business Services:	
Job Openings Received	25,067
Work Opportunity Tax Credit applications	1,708
Training and additional services Clients Served:	
Adults	597
Youth	960
Dislocated Workers	263
TAA	69

While the department currently contracts with a private contractor to provide case management activities, these duties will be moved in-house by July 1, 2004. Case managers engage clients in activities such as employability assessment and planning, job readiness training including decision making, personal budgeting, time management, job maintenance and other activities which lead to successful self-sufficient employment. Close communication is required between the DWS case manager and DFS Benefit Specialists to meet the federally required work participation rates. Failure to meet the participation rate would result in a loss of federal TANF funding. Wyoming has met the required rate and has also received a high performance bonus of \$1,089,072.00 for FFY01 and \$1,089,072.00 for FFY02. The high performance bonus is based on job entry rate, employment retention rate and earnings gain rate. Other key partnering programs include Adult Basic Education and coordination with community colleges.

Population Served: Low income households with dependent children.

Number Served: The average number of POWER recipients served per month in FY02 was 1,734 representing 477 cases. The POWER Work Program served an average of 78 mandatory individuals per month in FY02. This program has a mission of developing skills for successful transition to self-sufficiency during the period they receive assistance from TANF POWER from the Department of Family Services.

Food Stamp Employment and Training Program

The purpose of the Food Stamp Program is to boost the nutrition of low-income individuals and families by increasing their ability to buy food products. In FY02 the value of the Food Stamp benefits brought \$21,215,629.00 into the Wyoming economy due to the sales through local grocery stores of food products, including those produced in Wyoming. Food Stamp benefits are distributed through the electronic benefit transfer process.

The Food Stamp Act of 1977, as amended requires states to operate a Food Stamp Employment and Training Program (E and T). The E and T program is required for clients as a condition of eligibility to receive Food Stamp Benefits. The purpose of the E and T program is to provide recipients with the skills and opportunity to obtain and maintain employment and to increase earnings. The program provides clients with job seeking, interviewing, resume writing and job retention skills in a group setting, along with providing job leads. The E and T program served 1,810 clients in 2002.

The program operates in Laramie, Park, Sweetwater, Sheridan, Converse and Natrona counties, training slots from the private sector are contracted, which provides the employment, directed services and training. Active E and T job seekers are reimbursed \$15 per month for costs related to employment directed activities. In FY01, 12 percent or 213 of the 1,810 job seekers participating in E and T reported having become employed. This program will be coordinated in tandem with other appropriate DWS services. Federal Food Stamp E and T 100 percent funding for FFY03 was \$117,765.00 and for FFY04 will be \$137,839.00; it is anticipated that funding for future FFY's will remain relatively consistent.

Population Served: Food Stamp-eligible clients and food retailers statewide. Food Stamp Employment and Training (E and T) applicants and recipients in Laramie, Park, Sweetwater, Sheridan, Converse and Natrona counties

Number Served: Comparison of Average Number of Food Stamp Cases and Recipients by Fiscal Year.

Year	Cases	Recipients
1999	9380	24,944
2000	8933	22,845
2001	9098	22,533
2002*	9,350	22,964

*the E and T portion of the Program transferred from DFS to DWS, same contractor retained.

Employment Services Division

The Employment Services Division provides the state level program administration necessary to effectively operate the array of federal programs that are provided in the Workforce Centers. The

duties of the Employment Services Division include ensuring the funding and reporting requirements are met for all programs, developing and implementing policies for successful delivery of program services, and oversight of programs for program compliance. Integration planning for service enhancement and the leveraging of resources continues as DWS evaluates opportunities for closer cooperation among programs and partners. In addition to providing program and policy services, the Employment Services Division provides supervision to the Community Services program.

Community Services

Wyoming Commission for National and Community Service
 Statutory Authority: National and Community Service Trust Act of 1993 (U.S.C. Title 42, Chapter 129) and State of Wyoming Executive Order 1994-2, as re-authorized by Wyoming Executive Order 1996-1.

The Community Services program is currently in the Employment org, (0150). A contract employee is performing the Commission functions of executive director and PDT Coordinator.

The executive director function is to oversee all administrative and operational activities of the Commission and act as liaison between the commissioners, the Department of Workforce Service and the Corporation for National and Community Service. The PDT Coordinator function is to provide training support to AmeriCorps and other national service programs in the state, publish a quarterly newsletter, maintain a lending library, and provide help desk support for the Web-Based Reporting System and the eGrants systems.

Currently, the commission is in the process of forming a non-profit organization that would assume the responsibilities of this office and staff. If that process is completed, the functions of the commission will be transferred, no state positions would be affected. The office will be eliminated from DWS and will be moved to a new office in Casper.

Administration and Support Division

The Fiscal unit is a part of the Administration and Support Division. The fiscal unit is responsible for providing accurate and timely accounting support to the staff and programs of DWS, In addition to supporting the procurement of goods and services, and processing the payment of all expenses of the agency, the fiscal unit completes the state and federal fiscal documents such as federal grant requests and reports, monitors and processes the cash management activities of the agency, develops and tracks the indirect cost recovery plan, reports, cash draw down documents. To meet the federal and state requirements, these activities require coordinating the input and processing of data on several computer applications,

including the Wyoming Rehabilitation and Employment system (WYRES), the Wyoming Job Network system(WJN), the Federal Accounting and Reporting system(FARS) and the Wyoming Online Financial system(WOLFS) to generate the required payments and accounting data.

DWS is focusing on providing services effectively to our customers in a manner that overcomes program-funding silos. This commitment is reflected in the DWS organization structure, which is based on function rather than funding. However, the accounting processes must still accurately track expenses and revenue and allocate charges in this integrated operational environment.

The fiscal unit includes staff in the Cheyenne administrative office, with supervision of the fiscal staff in the Casper administrative office and close cooperation with the fiscal staff in DVR. The Administration and Support Division Administrator acts as the Chief Financial Officer.

The Human Resources unit is a part of the Administration and Support Division. As a strategic partner with the DWS, they develop and deliver innovative human resource programs and services designed to support the mission of the agency. The HR unit's core services and competencies include recruitment and staffing, employee relations, organizational and employee development, compensation and benefits, payroll, HR information management, Equal Employment Opportunity activities and regulatory compliance.

Providing professional development opportunities to the staff of the new department is an important focus of the Human Resources unit.

The Information Technology group is part of the Administration and Support Division. The IT unit contains the IT Manager, IT staff located in Casper and technical oversight of IT staff located in Cheyenne with the Division of Vocational Rehabilitation.

The IT Manager is responsible for the agency technology resources and meeting technology needs. The IT Manager provides the administrative and strategic oversight necessary for staff to support an agency wide technology environment including eighteen Vocational Rehabilitation offices and nineteen Workforce Centers, the Cheyenne Administrative office and the Casper Administrative office. The DWS IT scope includes client-server applications, web-based applications, help desk activities, maintaining and developing new applications and maintaining system and data security.

The IT Manager coordinates with the IT staff of the Department of Employment for hosting DWS on the DOE infrastructure from Casper. This hosting arrangement allows DWS and DOE to leverage IT resources for the benefit of both agencies to maximize the resources of both agencies.

Business Training and Outreach Division

The Business, Training and Outreach (BTO) Division was formed in 2003 to coordinate the effectiveness of programs coming to DWS from our partner agencies. Programs included in the BTO Division are Senior Employment, TANF ETSS, ABE/GED and the Workforce Development Training Fund.

The Communication Unit contains the budget for one position. This position is responsible for the internal and external communications of the agency. DWS is committed to cooperation and partnerships with other state agencies, statewide partners and the employer community. A valuable tool in building and enhancing those partnerships is effective communication. DWS has a commitment to our customers to inform them of the programs and services DWS provides to meet their employment and training needs. In addition, a focus on effective internal communication provides the information necessary to fully inform and educate our staff as we move to integrate our programs within the new agency.

The Adult Basic Education/GED Program strives to provide high quality adult basic education and English as a second language education to the citizens of Wyoming. The Adult Basic Education includes the Program Manager position. Adult Basic Education services are provided throughout the state in partnership with the community colleges.

The General Educational Development (GED) Program ensures high quality secure GED testing to adults who wish to earn high school equivalent credentials. The Department ensures that national standards are met through annual test site monitoring and appointment of GED examiners.

From July 1, 2002 to June 30, 2003, approximately 1,247 adults earned GED certificates in the state. The number of new certificates earned increases by 40 or 50 each year. Wyoming is the only state that does not charge a fee to issue certificates and transcripts. Wyoming's ABE and GED programs work well together and the average pass rate is 91 percent, considerably higher than the national average of 72 percent.

The General Educational Development testing service requires each GED examiner, approximately 60 throughout the state, attend mandatory test security training each year. The state GED Program Manager must attend at least one national training conference each year. GEDTS also mandates that each Test Center be monitored once per year.

The Senior Employment program staff currently includes one full-time position, responsible for planning and execution of the program. This position is also responsible for writing special grants for the department.

The mission of the Senior Employment program is to deliver comprehensive and effective services that will train a low-income older adult

workforce to meet the changing demands of Wyoming's diverse business and economy. The goal is to provide a flexible and responsive continuum of services that enables low-income older adult workers with poor employment prospects the skills to age-in-place with maximum dignity and independence.

The objective is to provide a program to advocate on behalf of low-income persons, 55 years of age or older, by developing opportunities to expand options in the areas of training and employment. We provide useful community services and foster individual economic self sufficient to low income older adults through training and job placement in unsubsidized employment.

DWS receives funding for 67 yearly employment slots. Approximately 196 low-income older adults, aged 55 or older, received assistance with subsidized employment and training in non-profit organizations and government agencies. Over 30 of these trained individuals received job placement in unsubsidized employment.

U.S. Department of Labor recognized DWS' Senior Employment programs as third in the nation in placing low-income older adults in unsubsidized employment in 2000. This program has been consistently in the top five in the nation in the last decade. The unsubsidized job placement goal set by USDOL for Wyoming is 20 percent, or 13 unsubsidized placements. For PY 2003, DWS unsubsidized placement was 45 percent, or 30 older adults. Wyoming Senior Citizens, Inc. of Riverton, WY is the DWS state contractor and partner.

The TANF Employment and Training for Self Sufficiency (ETSS) program through our partnership with DFS provides funding for projects throughout the state. The DWS closely works with DFS to promote and seek to accomplish the four purposes of the TANF program in Wyoming. These purposes are to : provide assistance to needy families so that children may be cared for in their own home or in the homes of relatives; end the dependence of needy parents on government benefits by promoting job preparation, work and marriage; prevent and reduce out-of-wedlock pregnancies; encourage the formation and maintenance of two parent families.

DWS provides the administration of TANF ETSS funds for a variety of purposes which can be sorted into four broad categories: youth programs, adult basic education, vocational training and case management. DWS contracts with providers for these services and monitors the programs to assure quality performance. Performance standards were negotiated separately with each provider and vary from provider to provider.

Through TANF ETSS funds, DWS is able to provide needy families with access to basic education, workforce preparedness and supportive services. Through these services, families are able to enter the workforce or enhance their ability to advance to self-sufficiency and economic security. DWS also provides technical assistance and seeks to build partnerships

that accomplish the purposes of the program.

The Workforce Development Training Fund (WDTF) was created to provide funding to Employers to allow them to enhance employment opportunities and to meet the training needs of new and existing industries in the state. The Department of Workforce Services recognizes that an educated, skilled workforce is vital for the economic growth of the State of Wyoming. The WDTF effectively supports the agency's mission to deliver comprehensive and effective services that build a workforce to meet the changing demands of Wyoming's diverse businesses, residents and economy.

The grants to Employers are categorized with specific criteria.

W.S. 9-2-2604 (c) Section 2 – Business Training Grants provide funds to employers who are creating new jobs in Wyoming and need to train workers or to employers who need to retrain workers due to technological changes, specialized training needs, etc.

Business Training Grants - In FY03, 575 contracts were written awarding a total of \$ 2,806,509 to train 2,593 employees. Employers who have benefited from the fund represent diverse occupations. FY03 usage of these funds increased over the FY02 usage by 33 percent for the number of contracts written, 34 percent for the total dollars spent and 42 percent for the number of employees served. We anticipate the need to continue to increase over the next biennium.

W.S. 9-2-2604(c) Section 3 - High-Demand/High-Growth Occupation Grants solicit and fund new and innovative programs to meet the training needs for demand or growth occupations.

High-Demand/High Growth Grants- In FY02, grants to Training Providers for programs to provide training for diverse occupations were obligated in the amount of \$2,340,039.00. A new round of grants for PY04 are being finalized for \$ 762,113.00. Grant capacity was restricted for the PY04 year by the funding shortfall from the interest on the State Unemployment Trust fund income account, Revenue Code(4601).

The Workforce Development Training Fund receives funding from two sources. One source is revenue from the pooled interest account coming from the State Unemployment Trust Fund, Revenue Code (4601). The other source is federal funds, Revenue Code (1001). The general funds go directly to employers to support training services. There are no administrative costs deducted from the general funds.

The Training Fund has become the impetus for providing a better-trained workforce to such an extent that the current funding level is forecast to fall far short of the demand. The Workforce Development Training Fund provides funding that focuses on the needs of the employers and is an important part of the overall workforce development effort.

Administrative services to the public include reviewing applications, making grant and award decisions, and contracting funds to businesses and training entities. WDTF administration also provides data and performance management, quality control, and technical assistance and seeks to build partnerships that accomplish the purposes of the program. Staff providing services for this program are located both in the Cheyenne Administrative office and the Casper Administrative office

Quality Assurance Division

The Quality Assurance Division was established to provide both program and operational performance support. The QA Division will perform program related reviews and monitoring. In addition, the QA staff will provide support and resources to promote continuous improvement for agency operations and activities. A program is underway to introduce the Baldrige Principles of Excellence to all staff of the agency, and provide analysis and training at all levels to increase the value of our programs and services for our customers.

Vocational Rehabilitation Division

The Mission of the Division of Vocational Rehabilitation, through its three major programs and ten subprograms, is to advance opportunities for persons with disabilities in Wyoming to be employed and independent.

The Division of Vocational Rehabilitation, through its various programs and sub-programs, advances opportunities for persons with physical and mental disabilities in Wyoming to be employed and independent. For individuals with the most significant disabilities who are not readily employable, independent living services are provided to prepare them for living independently within their local communities. The division is responsible for three major programs: Vocational Rehabilitation; Social Security Disability Determination Services; Telecommunications Relay Service for the Communications Impaired.

To effectively administer its various programs and sub-programs, DVR incorporates the programs and sub-programs under one expense organization (0201) named DVR Administration. This method allows DVR maximum flexibility to meet federal match and maintenance of effort requirements.

Vocational Rehabilitation Program

Clients Served: Projected number of clients to be served in FY2005-2006: There are over 60,000 Wyoming residents with some type of disability who may receive services either directly or indirectly through DVR's various programs and sub-programs.

Note: The estimated number of Wyoming

residents with disabilities is based on the following sources of information: The U.S. Census Bureau indicates that disabilities affect one-fifth of all persons or in excess of 55 million Americans with 12.3 percent of the total population considered to have a significant disability. The Census 2000 established our State's population at 493,782, which using the national average calculates to be an estimated 60,735 Wyomingites with significant disabilities.

The Vocational Rehabilitation Program includes 68 full-time positions and one part time position. An array of Vocational Rehabilitation services are provided to individuals who have an impairment that constitutes or results in a substantial impediment to employment and for which that individual can benefit in terms of an employment outcome from provision of services. General rehabilitation services are comprehensive and individualized per the 1998 Amendments of the Rehabilitation Act to allow individuals to: live independently; enjoy self determination; make choices; contribute to society; pursue meaningful careers; and participate fully in the economic, social, cultural and education mainstream of America.

The Vocational Rehabilitation Program is DVR's largest program with nearly 79 percent of the program's funding provided by the U.S. Department of Education, Rehabilitation Services Administration. The Vocational Rehabilitation Program consists of ten (10) separate sub-programs as explained below:

General Rehabilitation - Basic Support Sub-Program

This is the largest sub-program under the Vocational Rehabilitation Program. This sub-program is designed to assess, plan, develop, and provide vocational rehabilitation services for individuals with disabilities, consistent with their strengths, resources, priorities, concerns, abilities, capabilities and informed choice, so that such individuals may prepare for and engage in gainful employment. Core services are vocational rehabilitation counseling, guidance, job development, job placement and assistive technology. Other services are tailored to the vocational goal of each client and are identified on an individualized plan for employment (IPE) developed by the client and a qualified DVR counselor. Major services include evaluation, training, physical and mental health services, transportation, and maintenance. General Rehabilitation services are delivered through 15 permanent local offices and multiple itinerant offices. The DVR offices are staffed by 28 counselors and 19 assistants, with five regional managers located in the five service regions of the Department of Workforce Services. In this sub-program, each state dollar is matched with nearly four federal dollars.

The performance goals for FY05-06 include serving 4,250 clients per year, rehabilitating 734 eligible clients per year, and rehabilitating 450 eligible persons with significant disabilities per year. (Note: These 450 persons are included in the 734 eligible clients rehabilitated each year).

General Rehabilitation - Basic Support Sub-Program Accomplishments for FY03:

Number of clients served

4,155

Number of eligible clients rehabilitated

569

Number of eligible persons with significant disabilities who have been rehabilitated

341

Note: The number of eligible persons with significant disabilities who have been rehabilitated are included in the number of eligible clients who have been rehabilitated. Likewise, the number of eligible clients who have been rehabilitated are included in the number of clients served.

Vocational Rehabilitation/Workers' Compensation (VR/WC) Match Sub-Program

Serves clients who meet the eligibility requirements of the Workers' Compensation program as well as DVR's federally funded vocational rehabilitation program. In this sub-program, each dollar provided by the Workers' Compensation fund will be matched with nearly four federal dollars.

Vocational Rehabilitation/Workers' Compensation (VR/WC) State Only Sub-Program

Serves eligible Workers' Compensation recipients who do not meet the eligibility requirements of the federally funded vocational rehabilitation program but who still want to pursue a vocational rehabilitation employment outcome.

Social Security Reimbursement Sub-Program

Provides vocational rehabilitation agencies like DVR with a payment for successful rehabilitations of clients with significant disabilities who were Supplemental Security Income (SSI) and Social Security Disability Income (SSDI) beneficiaries.

Supported Employment Services Sub-Program

Increases community integration, independence and productivity of persons with the most significant disabilities, thereby reducing substantially their dependence on public support.

Independent Living Part B Sub-Program

Provides comprehensive services for independent living designed to meet the current and future needs of individuals whose disabilities are so severe that they do not presently have the potential for employment, but may benefit from vocational rehabilitation services which will enable them to live and function independently.

Independent Living Chapter 2 Sub-Program

Provides services to individuals age 55 or older whose severe visual impairment makes competitive employment extremely difficult to obtain but for whom independent living goals are feasible.

Business Enterprise Sub-Program (BEP)

Promotes small business opportunities and training for people with disabilities to be employed.

Administration Sub-Program

Program provides personnel administration, fiscal services and management support to all operations and sub-programs of DVR.

In-Service Training Sub-Program

Enhances General Rehabilitation staff members' capabilities to serve persons with disabilities.

Social Security Disability Determination Services Program

The clients served under this program are claimants who apply for benefits under the Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) programs.

With a staff of 20 full-time positions, the Social Security Disability Determination Services (DDS) Program makes decisions of disability and blindness on initial, reconsideration and continuing eligibility cases under both the Social Security Disability Insurance (Title II) and Supplemental Security Income (Title XVI) programs of the Social Security Act. Disability decisions comply with federal regulations as mandated by the Social Security Administration. These regulations contain performance standards and other administrative requirements and procedures relating to the Disability Determination function. The DDS function includes obtaining medical, psychological, and vocational evidence from the applicant and from his or her medical treatment sources, and where necessary, arranging for one or more examination(s) of the applicant by specialists.

Performance Goals for FY05-06* include processing approximately 5,872 claims per year **, achieving initial claims accuracy of not less than 95.1 percent per year, and processing initial claims within 85.9 days for Title II and 87.3 days for Title XVI.

DDS Program Accomplishments for FY02*:

Number of claims processed

6,800**

Initial claims accuracy

98.3 percent

Processing times of initial claims (in days)

Title II 65.7

Title XVI 69.9

* Note: Performance goals and program accomplishments for the DDS program are reported for a Federal Fiscal Year period rather than a State Fiscal Year period because the Social Security Administration's computer system provides data only on a Federal Fiscal Year basis.

National averages for FFY02 are as follows:

Initial claims accuracy = 92.8 percent

Title II = 89.0 days

Title XVI = 90.7 days

** Note: Due to a 15 percent-25 percent drop in the number of disability claims submitted to the Social Security Administration in FFY03, the Wyoming DDS anticipates that its number of claims processed will drop from 6,800 in FFY02 to approximately 5,872 in FFY05.

Telecommunications Relay Service for the Communications Impaired Program

Clients served under this program are individuals with communication impairments such as deafness, hard of hearing, and speech impairments.

The federally mandated

Telecommunications Relay Service for the Communications Impaired Program provides a statewide, 24 hours per day, seven days per week telecommunications relay service for persons who are deaf, hard of hearing or speech impaired. It gives communications impaired people access to telephone use through a relay system, using operators at a central location, to relay messages back and forth from a communications impaired person to a non-communications impaired person. Electronic devices are used to transmit typed messages by phone lines. These devices resemble a typewriter, and are typically referred to as a text telephones (TTYs). The relay system portion of this program is operated through a contractual arrangement with Sprint and is certified by the Federal Communications Commission. With a staff of one full-time position and two half time positions, this program also distributes TTYs and other communication equipment free of charge to individuals with disabilities who meet a financial needs test.

TRS Program Accomplishments for FY03:

Number of inbound relay calls transmitted - 43,417

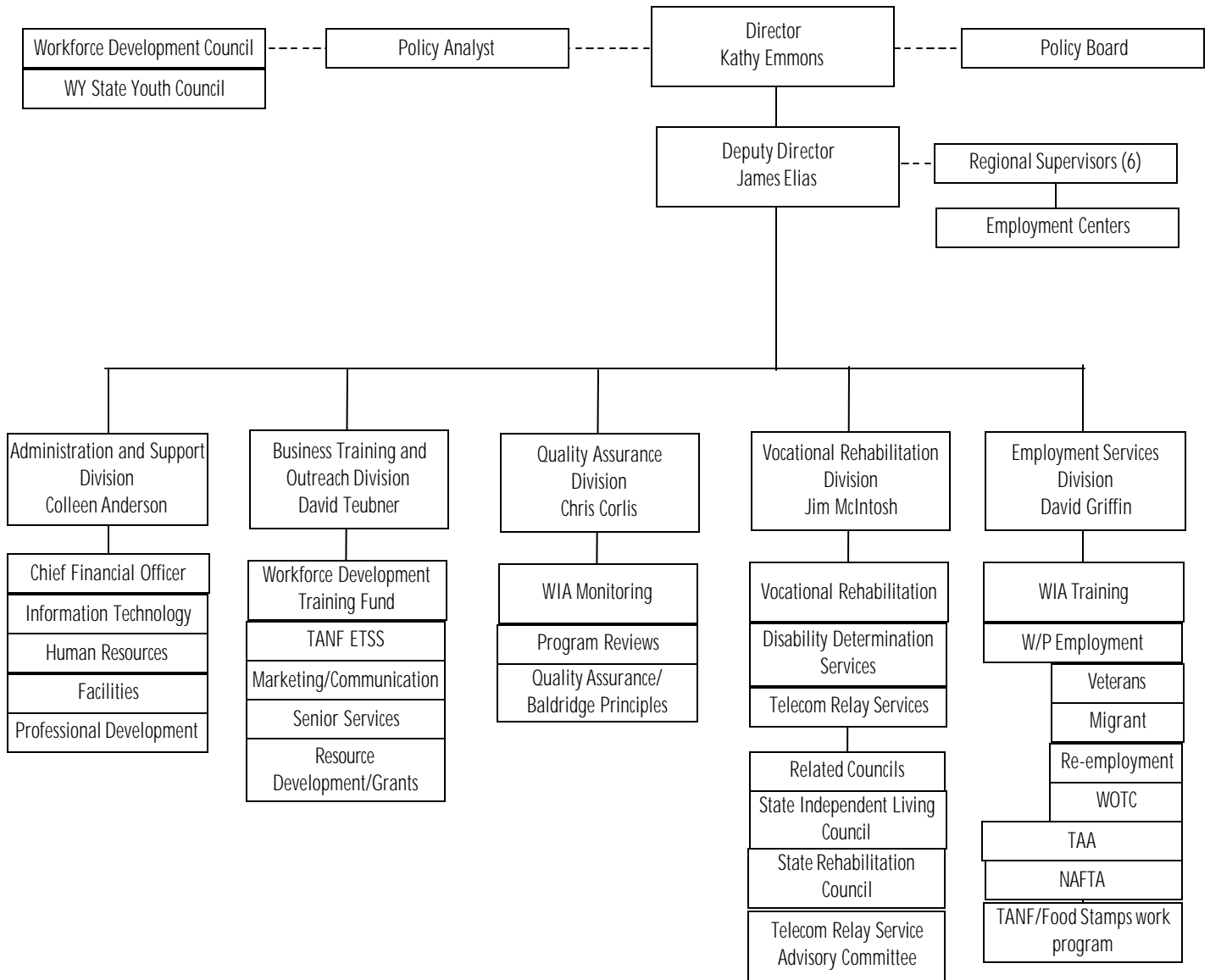
Number of TTYs and other communications devices distributed - 30

The Division of Vocational Rehabilitation is funded by a variety of sources including General Funds, Federal Funds, Agency Funds, Enterprise Funds and Special Revenue Funds. DVR anticipates that all of its current federal funding levels will continue into FY05-06 except for the Supported Employment Sub-Program. National level changes in funding have lead to a potential shortfall for this program. The shortfall is addressed in the DVR 2005-2006 Biennium exception budget.

Strategic plan changes

The Department of Workforce Services was formalized July 1, 2002, with the transfer of staff and programs from the Department of Employment, the Department of Family Services, the Department of Health and the Community College Commission. A strategic plan was not submitted for the agency at that time. A strategic plan has been prepared, effective July 1, 2003, to outline performance requirements for the agency for the current program year and future years.

Department of Workforce Services



Adjutant General

Mission and philosophy

To defend and serve America and Wyoming.

Results of outcomes

Homecomings and separations were the underlying themes book ending FY03 for the Wyoming National Guard.

In July the state welcomed home 373 Wyoming Air National Guard personnel stationed overseas from the unit's largest activation since the Korean War. During the nine months of the activation for Operation Enduring Freedom, aircrews, maintenance and support personnel completed more than 2,292 sorties in 5,927 hours at a completion rate of more than 80 percent – more than 30 percent higher than active duty Air Force crews stationed with them in Oman.

As the Wyoming Air National Guard was gearing down, the Wyoming Army National Guard was called to action. Two units were federally activated to assist the country's efforts in the continuing war against terrorism, this time for Operation Iraqi Freedom. Both units left the state amid a flurry of support from local communities, elected officials and Wyoming National Guard commanders.

The 1041st Engineer Company based in Rock Springs, with detachments in Evanston and Afton, was called to service in January 2003. The unit mobilized and deployed to Fort Polk, La. to complete training and await marching orders to head to Kuwait. Its equipment left Louisiana in April, but the swift pace of the conflict in Iraq resulted in the unit's personnel demobilization and return home without going overseas. However, the five months in Fort Polk were not wasted months. The unit integrated a platoon of 34 soldiers from the Kentucky Army National Guard, conducted extensive field and garrison training exercises, validated equipment and 191 personnel for overseas deployment, and exceeded all mobilization standards while at Fort Polk. The equipment is slowly making its way back to Fort Polk for shipment to Wyoming.

A week later, the 4th Infantry Division Rear Operation Center, based in Casper, was called to duty. The unit, the first National Guard unit to be fully integrated into an active duty Army division in 1996, deployed to Fort Hood, Texas Jan. 27. Three months later the 21 members deployed to Iraq with the rest of the 4th Infantry Division. The unit arrived in Iraq on Easter, April 20. No firm date is known for their homecoming.

Wyoming Air National Guard units continued their cycle of deployments throughout the year. The 153rd Security Forces Squadron deployed to Saudi Arabia in December 2002 anticipating a standard 90-day rotation at

General information

Maj. Gen. Ed Wright, the Adjutant General,
Wyoming National Guard

Agency Contact

Mr. Doug Shope, deputy director
5500 Bishop Blvd.
Cheyenne, WY 82009-3320
dshope1@state.wy.us or
<http://wyoguard.state.wy.us>

307/772-5235

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.

The Wyoming Air National Guard base is in Cheyenne.

The Oregon Trail Veterans Cemetery is in Evansville.

The Veterans Commission is in Casper.

Year established and reorganized

The Wyoming Army National Guard, 1870; The Wyoming Air National Guard, 1946.

The Wyoming Military Department was reorganized in 1986, 1998 and 2003.

Statutory references

Wyoming Statutes Title 19

Number of authorized personnel

Total: 2,679. This includes 2,545 Wyoming Army and Air National Guard personnel and 134 state employees. Of the 134 state employees, two work for the Oregon Trail Veterans Cemetery and three work for the Veterans Affairs Commission.

Organizational structure

Adjutant General's Office, Wyoming Army National Guard, Wyoming Air National Guard, Oregon Trail State Veterans Cemetery, Veterans Commission

Clients served

The residents of Wyoming, the citizens of the United States, National Guard Bureau, Department of Defense.

Prince Sultan Air Base. When allied forces invaded Iraq, the unit's homecoming was delayed 90 days, creating a six-month deployment for the unit. The 15 airmen returned to Cheyenne May 21.

Although heavily tasked with federal missions, the Wyoming Military Department's commitment to Wyoming's residents never faltered during FY03. When floodwaters raced through Kaycee the Wyoming Army National Guard was at the ready. More than 32 soldiers from the 2-300th Field Artillery Brigade assisted Kaycee residents with cleanup activities at the fairgrounds and other public venues.

However, the Wyoming Military Department didn't limit its interaction with state residents to times of hardship. Soldiers and airmen continued to volunteer time to local civic organizations and community events. The 187th Aeromedical Evacuation Squadron had seven volunteers for Cheyenne Frontier Days Cowboy Medic program. Members of the 153rd Logistics Readiness Squadron volunteer to deliver food for the Cheyenne Community Christmas Basket Program. Units participate in parades around the state. The 67th Army Band offered free community concerts to Platte and Goshen County residents during the summer.

During the Sept. 11, 2001 anniversary ceremonies around the state, Guard members assisted communities and organizations providing color guards and speakers. Maj. Gen. Ed Boenisch, Wyoming's adjutant general, was a speaker at the Wyoming State memorial ceremony, held on the steps of the State Capitol.

The commitment to Wyoming's veterans also remained strong in FY03. The department was instrumental in assisting veterans to receive a newly issued medal, the Korean War Service Medal, which originally was offered, but never issued, to veterans who served in the conflict for more than 30 days. Kim Jong-Hoon, consulate general for the Korean Consulate in San Francisco, presented it to more than 30 veterans from Wyoming's 300th Field Artillery Association, and other units, in September.

The Oregon Trail State Veterans' Cemetery began work on plans to move forward in updating the chapel area and irrigation systems to continue to provide quality interments for Wyoming veterans. As of June 30, 1,766 veterans or their dependents had been buried at the cemetery.

Internally the Wyoming Military Department experienced a number of changes. With the election of a new governor came the appointment of a new adjutant general. Maj. Gen. Ed Wright became Wyoming's adjutant general May 15. The Wyoming Emergency Management Agency, which had been a part of the Wyoming Military Department, was moved to the newly created Department of Homeland Security. The Wyoming Veterans' Affairs Commission received a name change and a new chairman. Legislation passed in FY03 changed the name to the Wyoming Veterans'

Budget information

Wyoming Army National Guard	\$38,453,514
Wyoming Air National Guard	\$34,974,582
Administration	\$1,925,674
Oregon Trail State Veterans Cemetery	\$137,500
Starbase	\$287,400
Education Assistance Program	\$519,173
Veterans Education	\$ 31,510
Veterans Commission	\$139,070
Operation Eduring Freedom	\$19,083,016
Operation Noble Eagle	\$2,450,200
Total	\$98,001,639
Federal Funds	\$94,758,950
State Funds	\$3,151,189
Other Funds	\$91,500

Commission and Stan Lowe, long-time commission chairman, handed the reigns of the group to Bob Palmer.

The Wyoming Air National Guard welcomed a new unit. In July it received command of the 153rd Command and Control Squadron from F.E. Warren Air Force Base. The unit provides mobile communications for the commander of the United States Northern Command. Moving the unit from the active duty force to the National Guard was in line with Department of Defense's total force concept and allows greater flexibility in meeting the needs of the nation.

During FY03 the Wyoming Military Department also continued to meet the needs of its personnel. Medical commands in both branches of the National Guard worked diligently to increase their skill levels to meet the changing needs of the force. The 153rd Medical Squadron of the Wyoming Air National Guard created two new units, one specifically designed to deal with potential patient contamination threats. The Wyoming Army National Guard Medical Command implemented the new Medical Protection System to ensure essential medical data was collected for all deployed personnel.

Personnel also took advantage of a number of training exercises. The 153rd Civil Engineer Squadron firefighters worked hard to refresh their crash and rescue skills, as well as their response to terrorist attacks, chemical and biological incidents and other emergencies.

Much of the Wyoming Air National Guard spent time at Camp Guernsey in April training for its wartime mission. The 133rd Engineer Company of the Wyoming Army National Guard trained for its wartime mission, in part, by assisting Camp Guernsey with range improvements.

Camp Guernsey also was reclassified as a Maneuver Training Center Heavy. The reclassification increases the opportunity for federal resource options at the 33,000-acre state-of-the-art facility.

The agency also continued to expand the Family Readiness Program to assist families of deployed National Guard personnel before, during and after deployments of any duration. The program successfully hosted a statewide family conference in August focused on deployment-related family issues.

The Wyoming Committee for Employer Support of the Guard and Reserve also continued to be active, working to assist civilian employers and deploying personnel with answers to questions and concerns. The committee was pleased to see its nomination accepted for Wyoming government to receive the Secretary of Defense Freedom Award. The award annually recognizes civilian employers who go above and beyond federal requirements to support their National Guard and Reserve employees.

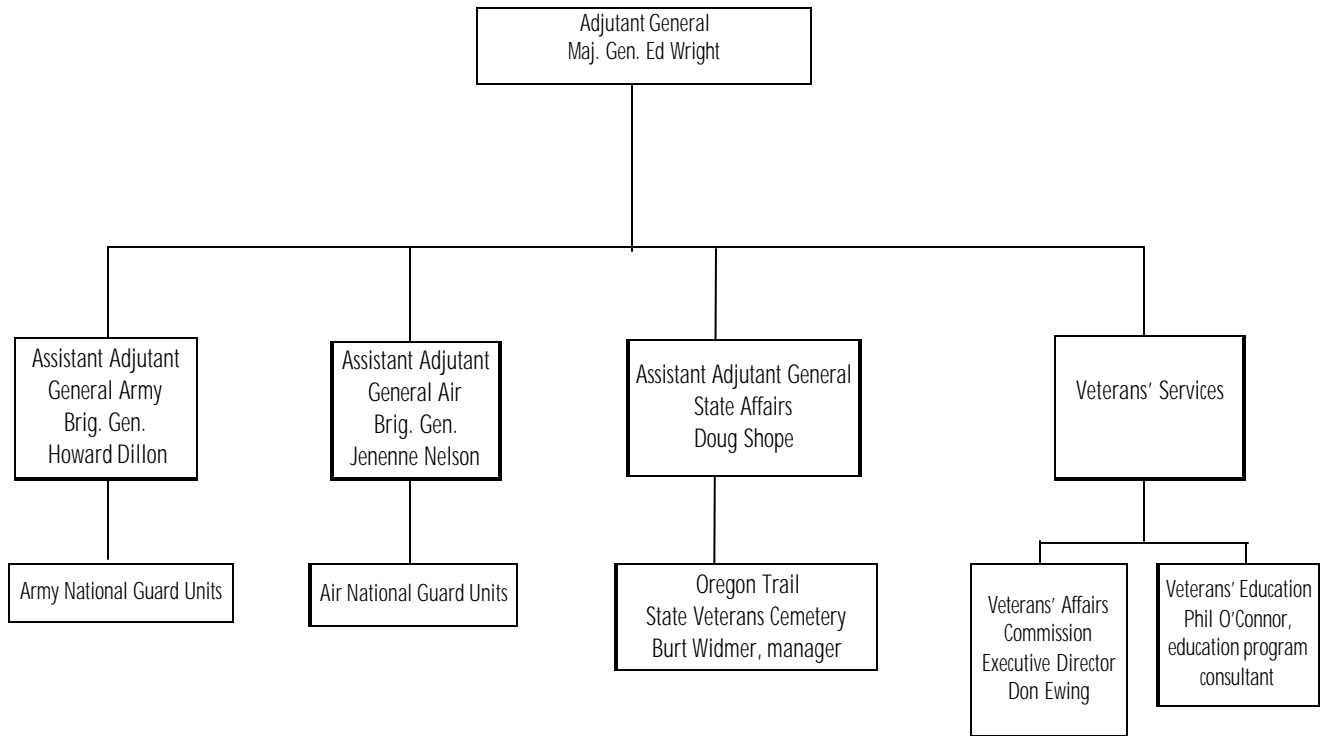
FY03 ended with much as it began. The Wyoming Army National Guard welcomed home the 84 members of the 1022nd Medical Company from a

successful three-month deployment to Fort Carson, Colo. While deployed as part of Northern Command's Joint Task Force Civil Support mission, the unit trained to perform its medical evacuation mission should Northern Command require it. All but 20 personnel who remained federally activated at Fort Benning, Ga. returned to Cheyenne on July 1, 2003.

Strategic plan updates

Please refer to the Wyoming Military Department's strategic plan dated Sept. 1, 2003 for changes to the previous plan, dated Sept. 1, 2002.

Adjutant General organization chart



Office of Administrative Hearings

Mission and philosophy

The mission of the Wyoming Office of Administrative Hearings is to serve as a professional, independent and impartial hearing authority in administrative contested cases statewide. The OAH is statutorily charged with providing hearing services to all state agencies. The OAH is uniquely situated to act as an impartial hearing authority because it is a separate operating office with no agency interest in the substantive issues presented in any of the cases it hears. The parties are therefore assured a neutral process that will favor neither side. The OAH encourages and facilitates all efforts made by the parties in timely resolving contested issues through less formal proceedings such as mediations, settlements and other resolutions, while always providing a full contested case hearing when necessary.

Results of outcomes

The OAH is statutorily required to hear most workers' compensation benefits cases, most small claims workers' compensation cases and all actions involving restriction, suspension or cancellation of driving privileges. For these services the OAH is funded from workers' compensation funds and from highway funds. Budget expense organization 0201 (administration) represents the "traditional" program that is responsible for these cases. The FY03 - FY04 biennial appropriation for 0201 was \$1,594,138.

WYO. STAT. ANN. § 9-2-2202 provides that the OAH may furnish hearing services to other state agencies, designated as the "all other" category. The OAH is also statutorily required to hear personnel cases where the parties are unable to agree on a presiding officer. The OAH bills costs of hearing services in "all other" and personnel cases directly to the state agency referring the case. Budget expense organization 0202 (all other) was created in 1998 as a clearing account that is responsible for "all other" and personnel cases referred by other state agencies. The FY03 - FY04 biennial appropriation for 0202 was \$74,477.

When compared with the previous year, the OAH's largest caseload, driver's license, showed an increase of 12 percent in cases referred and showed a slight increase in cases closed during FY03. The workers' compensation case referrals significantly increased by 44 percent over last year. The small claims case referrals dramatically increased by 95 percent more than the previous year. The "all other" case referrals more than doubled both the FY02

General information

Deborah A. Baumer, director

Agency contact

Lynne M. Kranz, office manager
State of Wyoming
Office of Administrative Hearings
Cheyenne, Wyoming 82002-0270
lkranz@state.wy.us

307/777-6660

Other locations

Casper, Gillette, Pinedale, Powell and Rock Springs

Year established and reorganized

1987, 1992

Statutory references

Wyo. Stat. Ann. § 9-2-1019(a)
Wyo. Stat. Ann. §§ 9-2-2201 through 9-2-2203
Wyo. Stat. Ann. § 27-14-602
Wyo. Stat. Ann. § 31-7-105

Number of authorized personnel

Seven full-time, five part-time (under service contracts)

Organization structure

Separate operating agency with 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, along with hearing participants and legal counsel

Budget information

\$ 729,338

and the FY01 caseloads, growing by 132 percent in FY03. The personnel caseload remained about the same as the following charts illustrate:

FY03	Referred	Closed
"All Other"	58	48
Driver's License	979	929
Personnel	7	7
Small Claims	78	75
Workers' Compensation	770	577
FY02		
"All Other"	25	26
Driver's License	872	897
Personnel	6	5
Small Claims	40	42
Workers' Compensation	534	661
FY01		
"All Other"	26	19
Driver's License	861	792
Personnel	2	3
Small Claims	75	73
Workers' Compensation	826	776

Goal 1, Outcome 1.01: The OAH determined the percentage of attorneys surveyed who perceive the dispute resolution process in the OAH to be fair, impartial, expeditious and efficient. Surveys were distributed to attorneys who participated in driver's license and workers' compensation hearings in FY03. No surveys were distributed in the small claims, "all other" or personnel categories since these caseloads reflect such a small percentage of the OAH's entire caseload. The strategic plan projects an 80 percent approval rating.

The OAH received an overall approval rating of 97 percent in the area of being fair and impartial. This 97 percent approval rating exceeds the projected 80 percent by 17 percent.

The same surveys were used to obtain data regarding the OAH's expediency and efficiency. A 94 percent overall approval rating was received in this area and the projected 80 percent has been exceeded by 14 percent.

Goal 1, Outcome 2.01: The OAH calculated the percentage of decisions that are not appealed or that are sustained on appeal. Again the strategic plan projects an 80 percent approval rating.

Exceeding the projected 80 percent by 17 percent, 97 percent of the OAH's decisions were not appealed during FY03.

The percentage of decisions that were sustained on appeal during FY03 was 84 percent, 4 per-

cent greater than the projected 80 percent. These statistics contain district court decisions and supreme court decisions rendered during FY03, regardless of the fiscal year when the OAH decided the cases.

Goal 1, Outcome 3.01: The OAH's strategic plan projects that 100 percent of workers' compensation cases should be closed within 30 days after close of the record. For small claims cases, the OAH should close 100 percent within 75 days of referral.

Of the 577 workers' compensation cases closed in FY03, 551 or 95 percent were closed within 30 days after close of the record. A shortfall of only 5 percent results in this category from the strategic plan projection of 100 percent.

Of the 75 small claims cases closed during FY03, 61 cases or 81 percent were closed within 75 days of referral. A shortfall of 19 percent results in this category from the strategic plan projection of 100 percent. These statistics do not give an accurate picture of the speedy handling of small claims cases. The statutory limit of 75 days does not take into account continuances granted at the request of the parties and also fails to take into account the delay in receiving cases from the workers' compensation division that averaged nine days per case during FY03.

Goal 1, Outcome 4.01: The OAH determined the percentages of "all other", personnel and driver's license cases where a final order or recommended decision, as appropriate, was issued: first within 60 days after close of the record; and second within 120 days after close of the record.

Of the 58 "all other" cases closed in FY03, 100 percent were closed within the projected 60 days after close of the record. The first strategic plan projection of 80 percent closed within 60 days after close of the record has been exceeded by 20 percent. The second projection of 100 percent closed within 120 days after close of the record has been met.

Of the seven personnel cases that closed in FY03, 100 percent were closed within the projected 60 days after close of the record. The first projection of 80 percent closed within 60 days after close of the record has been exceeded by 20 percent. The second projection of 100 percent closed within 120 days after close of the record has been met.

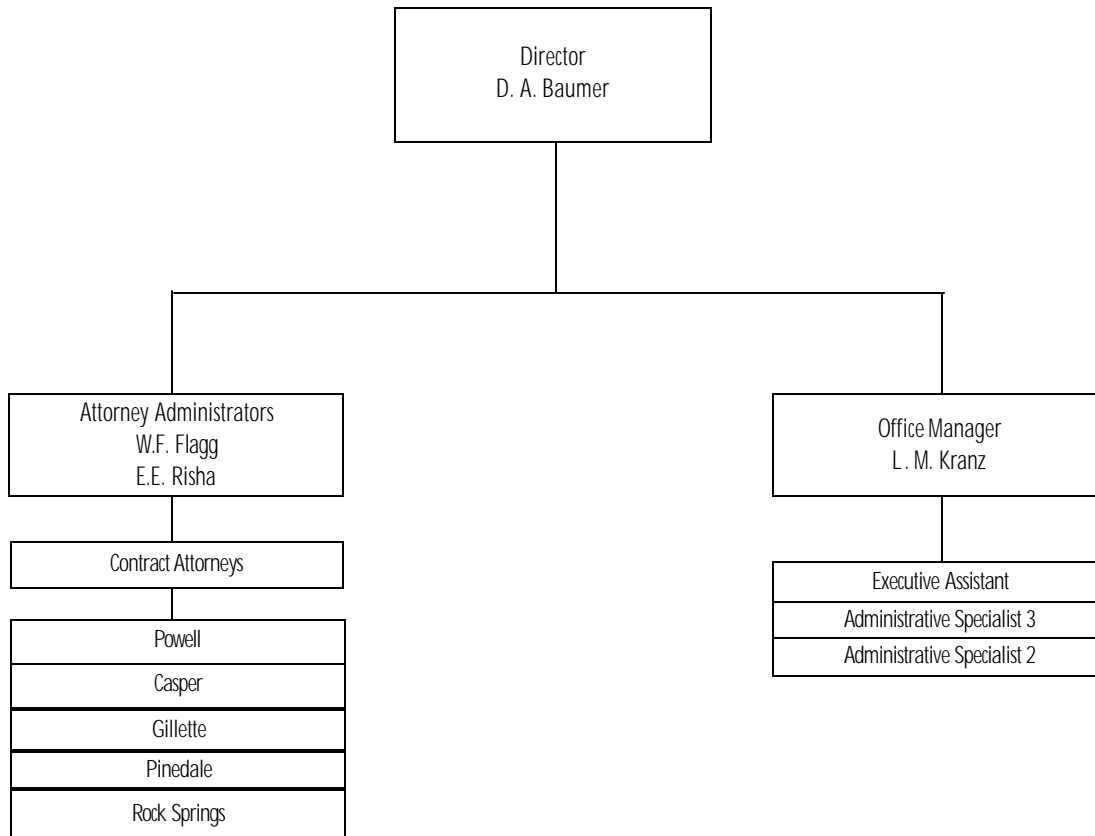
Of the 929 driver's license cases closed in FY03, 99 percent or 927 cases were closed within 60 days after close of the record, exceeding the projected 80 percent by 19 percent. All but one, or 99 percent, of the driver's license cases closed in FY03 were closed within 120 days after close of the record, falling just 1 percent short of the 100 percent projection.

Goal 2, Outcome 1.01 - The OAH tracked the number of management services and internal operation function tasks completed improperly or late. No tasks were found to be improperly completed or late.

Strategic plan changes

Minor changes were made to the strategic plan to reflect the continuing evolution of the Wyoming Office of Administrative Hearings.

Office of Administrative Hearings organization chart



Wyoming Business Council

Mission and philosophy

The mission of the Wyoming Business Council is to facilitate the growth of Wyoming's economy. To accomplish its goals, the Business Council helps to retain and expand existing Wyoming businesses and industries; recruits industries and their support businesses to the state; and works with communities to develop infrastructure to become business-ready.

The Business Council's divisions include Agribusiness, Business and Industry; Investment Ready Communities; Minerals, Energy and Transportation; and Travel and Tourism. The Business Council has regional offices in Casper, Riverton, Powell, Cheyenne, Gillette, and Rock Springs.

The Wyoming Legislature created the Wyoming Business Council in 1998 to strengthen and diversify the state's foundation industries and to retain our youth through the creation of better job opportunities. For more information, visit www.wyomingbusiness.org.

Results of outcomes Agribusiness Division

The Agribusiness Division works with agricultural producers to find ways to diversify their income through value-added goods, consumer-ready products and commodities; to sustain ranching and farming operations; to create jobs; to increase competitiveness in the national and international marketplaces; and to stimulate industry growth.

This division offers workshops and resources on a variety of topics including the production of organic and naturally-grown products and has marketing programs to showcase Wyoming's premium, dairy-quality hay and to increase exposure of Wyoming's genetically superior livestock.

This division is also involved in coordinating the Wyoming Leadership Education and Development program (Wyoming L.E.A.D.).

Organic/Natural Foods and Value Added Program

This program is designed to encourage and promote the development of organic/natural foods and value-added agribusiness opportunities and markets for Wyoming agricultural products.

The objective of the program is to provide market information, data base publication, and trade show subsidization; the organic/natural foods and value-added program strives to expose companies to local, national, and international marketing opportunities. The program also aims to educate businesses on federal and state programs, government regulations, and third-party business organizations. This education is done through seminars and individual counseling.

Agency contact

Tucker Fagan, CEO
214 W. 15th Street
Cheyenne, WY 82002
Tfagan1@state.wy.us

307/777-2800

Other locations

Southeast Regional Office – Cheyenne
Northeast Regional Office – Gillette
West-Central Regional Office – Riverton
East-Central Regional Office – Casper
Southwest Regional Office – Rock Springs
Northwest 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, Support Services, Agribusiness, Business and Industry, Investment Ready Communities, Minerals, Energy and Transportation, Travel and Tourism.

Clients served

Businesses, industries, communities and tourists.

Budget information

Not available

The following occurred during the year: a program that deals with production, certification, processing and marketing of organic and natural food products was implemented for the State of Wyoming; the first Organic Educational Conference was held in Laramie; Wyoming products were successfully exhibited at the Natural Products Expo in California, as well as in the Organic Trade Association Convention in Texas; and secured over \$125,000 in new Federal Grant dollars (source-USDA), in addition to management of over \$500,000 in previously awarded federally granted "Value-Added" projects.

Livestock and Forage Program

Livestock programs help Wyoming producers of genetically superior livestock get their product into the domestic and international marketplace. Bringing buyer and seller together is a major goal of this program and is achieved through: promotion at national and international trade events; trade missions; reverse trade missions; web published directories and hard copy published directories.

Forage programs are designed to get more Wyoming hay into the national marketplace. This is achieved through: promotion at national and international trade events; Web published directories; hard copy published directories and the Wyoming Hay hotline.

The division worked with the Wyoming Beef Cattle Improvement Association to develop a new strategic plan for Wyoming beef.

A promotional video to highlight Wyoming's premium quality alfalfa and hay was produced.

The first "Agri-Canadian" trade mission was conducted. Producers from Wyoming and Eastern Canadian provinces participated.

Wyoming Agribusiness Directory

The Wyoming Agribusiness directory is one of many tools to aid the promotion of Wyoming agribusiness, their products and services. The intent of the directory is to provide potential buyers with a resource for finding Wyoming products and related services. This type of cooperative effort is important to the continued success of marketing these state agricultural products to the United States and the world.

Wyoming First Program

The program is designed to assist Wyoming companies with the identification and promotion of their Wyoming Made products or substantially enhanced products and services. Membership allows Wyoming First participants to use the familiar "Bucking Horse and Rider" design stickers and hang tags on their products.

Made in Wyoming products were given added visibility and exposure through the expanded Wyoming Products Pavillion at the state fair and the "Wyoming First" Program grew by 25 percent in total businesses enrolled.

International Trade Development

The Wyoming Business Council established an International Trade Development function to link Wyoming firms with new markets overseas, promote foreign investments, provide protocol, education and export promotion assistance.

The program above:

Hosted the Taipei, Taiwan Cultural Exchange Director General.

Held an International Trade Conference in Cody. There were videoconferences with trade offices in the United Kingdom and Mexico. Speakers included representatives from the Export/Import Bank, the US Department of Commerce and several exporters from around the state. There were over 60 attendees.

Maintained an Export/Import Bank country/state partnership agreement.

Sponsored the World Grain Outlook by Lynn Clarkson the for Wyoming Wheat Commission.

Established presence with the State International Development Organization to assist in promoting the Wyoming identity.

Obtained a \$25,000 grant from WUSATA for export marketing efforts to Canada.

Hosted the Japanese external trade organization in Casper and Laramie.

Disseminated relevant international trade leads to Wyoming producers.

Business and Industry Division

The Business and Industry Division works to create new and better job opportunities in Wyoming by encouraging further business start-ups, strengthening retention and expansion programs to help existing Wyoming companies, in addition to targeting and recruiting businesses to Wyoming. This division works with local organizations such as economic development groups, chambers of commerce and local governments to help build the foundation for economic development.

This division offers assistance with business permitting as well as consulting and resources regarding financial assistance available to Wyoming businesses and businesses looking to relocate to the state.

This division also administers Tradeshow Incentive Grants to assist Wyoming businesses with the costs to attend trade shows.

Market Research Center (WMRC)

The Wyoming Market Research Center provides cutting-edge market analysis and research at no or low cost for Wyoming-based businesses.

Services provided; basic research; Geographic Information Systems Services; evaluation of marketing materials for proper fit with research results; original research / developing raw data.

Information is generally provided to clients at no charge, using sources purchased by the WMRC. Each client receives a credit of \$150 in search data expenses. Costs for research or data excess of the basic allowance will be passed on to the client.

Commercial Properties Database

This tool is designed to help site selectors and business professionals locate information about available land, business and industrial parks, as well as commercial buildings across the state for sale or lease.

The new database reflects the Business Council's continued efforts to make Wyomingbusiness.org a comprehensive, interactive tool for business and professional site selectors as well as Wyoming business owners and aspiring entrepreneurs.

Trade Show Incentive Grants

The purpose of the Wyoming Trade Show Incentive Grant program is to encourage Wyoming businesses to promote and sell their products statewide, as well as to national and international audiences.

Participants:

AFIVEPLUS, Inc.
BAF Knifeworks
Bear Creek Originals
Bottom Line Marketing
Britz-Heindbrink, Inc
Byan Systems, Inc.
CC Technology
Coal Creek Coffee Company
Covey of Quail
Cowboy Adventures
Eagle Bronze, Inc.
Elite Exteriors, Inc. dba ABC Seamless
Everyday Mysteries
Fitsimones' Manufacturing
Foster's Fine Art
Gwamma's Gifts
Indian Paintbrush Studio
Interfold, Inc.
Leading Edge Taxidermy
Longhorn Trading Co
Marinades and More, Inc
Millennium Sensor, LLC.
O'Connor Trucking, Inc.
Organics Unlimited
Ornamental Designs Clothing
Performance Oil Tools
Platte River Fly Shop
Quality Hedge and Tree, Inc.
Queen Bee Gardens
R T Corporation
Ranger Creek Guest Ranch
Sewing Prose
Snowy Mountain Outfitters
The Western Way

Tim's Archery
Training Online/Enviro Win
TriHydro Corporation
Wahoo Toppings, LLC.
WellDog Inc.
Western Heritage
Wind River Molds
Wyoming Livestock Roundup
Wyoming Writers, Inc.

Investment Ready Communities Division

The Investment Ready Communities division works to help Wyoming communities become "business-ready" by administering the Community Development Block Grant (CDBG) program and the Business Ready Communities (BRC) program. This division also partners with the Wyoming Rural Development Council to conduct community assessments throughout the state.

The CDBG program provides funding for activities in economic development, community development and housing. The U.S. Department of Housing and Urban Development (HUD) gives Wyoming annual funding of approximately \$3.5M for this program.

Business Ready Communities Grant and Loan Program

The purpose of the Business Ready Community Act (W.S. 9-12-601 through W.S. 9-12-603) is to promote economic development at the city, town and county level in order to create additional economic health and a stronger state economy by providing grants and loans to finance the development of infrastructure.

Draft rules were presented to the Joint Minerals, Business and Economic Development Committee on May 22, 2003. No changes were suggested in the version sent to the governor.

A notice of intent was distributed through the Casper Star-Tribune. The public comment period started on Friday, July 25, 2003.

Eligible Applicants were identified and are as follows:

Cities, towns, counties, joint powers boards. State and local community development organizations could assist and provide project development under contract to the primary applicant.

Eastern Shoshone and Northern Arapaho Tribes: The Business Council may enter into contracts/cooperative agreements with the Eastern Shoshone Tribe and the Northern Arapaho Tribe in order to promote the purpose of the program and fund infrastructure projects.

Two Types of Projects were defined to fall under the program:

Direct Job Creation Projects - Company committed

to locate or expand in the community. It is proposed that a portion of the annual funding be set-aside as a rapid response fund to react to opportunities when a company has committed to expand or locate in a community.

Community Readiness Projects — These are “build it and they will come” projects. No specific company is committed to expand or locate in the community. The community wants to build facilities to ready itself for new business development under a specific strategy or plan of action. A community must demonstrate that appropriate planning has been conducted and capacity exists to accommodate new business development.

Eligible Grant and Loan Activities were identified:

Infrastructure such as water, sewer, streets, telecommunications, airports, Right-of-way, land, “spec” buildings, or amenities within a business park, industrial park, industrial site or business district or other appropriate physical projects in support of primary economic development.

Grant and Loan Amounts were allocated as follows:

Infrastructure Grants Maximum - \$1,500,000
 Infrastructure Loans - Maximum \$1,500,000

Match Requirements: Infrastructure grants to have a 5 to 10 percent match based on the amount of the grant. Up to \$250,000 – a minimum 5 percent match. Over \$250,000 and up to \$1,500,000 – a minimum 10 percent match.

Community Development Block Grant Program

The Wyoming Business Council administers the Community Development Block Grant (CDBG) Program. The CDBG Program is a federally funded pass through grant program from the US Department of Housing and Urban Development (HUD). Wyoming has received an annual allocation from a low of \$2.2 million, to a high of \$3.7 million. For the 2003 program, the state received \$3,674,000.

The Wyoming Business Council administers the CDBG program for economic and community development projects, and the Board of Directors approves grant recipients. The Wyoming Community Development Authority (WCDA) manages the portion of funding designated by the Wyoming Business Council for housing in Wyoming.

A total \$3.4 million was awarded to forty projects. Project type ranged from flood damage restoration in Kaycee to public infrastructure that serves the needs of Minserco, a company in Gillette committed to expansion and creation of new manufacturing jobs. The high demand for CDBG funds is indicative of the strength of the Wyoming economy.

Community Assessments

Community assessments average one to three days and consist of public town-hall forums within a community for interest groups such as middle and high school students, senior citizens,

educators, business owners, parents, government officials, health professionals and law enforcement. A team leader and resource team of approximately six people are assigned to each community to help facilitate the meetings.

After all meetings are concluded, the resource team develops a report for the community detailing key issues, recommendations and lists of resources. This report gives the community a road map to implement strategies for improvement or growth.

A total of 13 assessments were completed during the year:

Greybull	9/02
Glenrock	9/02
Burlington	9/02
Powell	10/02
Glendo	10/02
Pine Bluffs	1/03
Albin	2/03
Frannie/Cowley	3/03
Basin	3/03
Midwest/Edgerton	4/03
Mt. View/Bridger Valley	4-5/03
Wind River Reservation	5/03
Pinedale	5/03

During this fiscal year, follow-up teams were implemented into the assessment process. The purpose of the follow-up team is to better help the communities execute the recommendations for improvement made by the original resource team.

Minerals, Energy and Transportation Division

The Minerals, Energy and Transportation Division works with industry to enhance the value of the state’s energy and mineral resources and to assist the private sector’s continued development of technologies. This division manages the state air service enhancement directive as a means of air improving transportation and enhancing economic development in the state.

This division is charged with streamlining communications between industry and the regulatory agencies of Wyoming.

This division also manages the Wyoming State Energy Program, serving the public, private, commercial and industrial sectors by providing training and funding to Wyoming businesses to help them conserve energy resources to become more energy efficient.

Wyoming State Energy Program

The State Energy Program uses federal money to assist serves public, private, commercial, and industrial sectors with training and funding for energy efficient and conservation projects.

The Wyoming State Energy Program provides: training seminars for building maintenance person-

nel in pneumatic controls and efficient boiler operation fields; access to Petroleum Violation Escrow funds to be used for the demonstration of off-the-shelf energy efficiency demonstrations; access to many funding mechanisms available on a competitive basis from the U.S. Department of Energy; grants to non-profit schools and hospitals for technical audits of their facilities; low interest loans for the implementation of energy conservation measures.

During this fiscal year, the State Energy Program accomplished the following:

The Energy Section made a total of \$8,000 available to Wyoming school districts for exit light replacements. These monies are available on a first come basis until June 30, 2004, unless all funds have been obligated prior to that date.

The Energy Section made a total of \$8,000 available to Wyoming towns for traffic light replacements. These monies are available on a first come basis until June 30, 2004, with no more than \$2,000 for any one applicant.

The Energy Program in conjunction with the U.S. Department of Energy awarded two educational scholarships totaling \$2,000.

The first place scholarship of \$1,250 was awarded to Ashley Sylvester from Greybull Middle School. Her project involved the production of ethyl alcohol.

The second place winner, Erica Shed of Shosoni Junior High presented a study on different types of insulation and their effectiveness. Her award totaled \$750.

The projects eligible for the awards focused on renewable energy, energy efficiency or innovative and cost effective energy development.

John Nunley, manager of the State energy program for the Wyoming Business Council, was chosen to chair the STAC committee. This committee leads energy research and development efforts on behalf of the Department of Energy, state research institutes, and state energy officials.

Wyoming Air Services Financial Aid Act

The Wyoming Air Services Financial Aid Act (Senate File 120), enacted in March 2003, gives the Business Council the responsibility to contract with air carrier(s) to increase air traffic and enplanements; increase ridership between commercial airports in Wyoming and regional airport hubs; lowering air fares and increasing the number of routes flown in the state.

The Wyoming Business Council retained SH&E International Air Transport Consultancy to assist with the Business Council's legislative mandate to enhance air service in the state.

SH&E has assisted the Business Council in developing contract(s) for air services at the ten state commercial airports. SH&E will also provide the Business Council with necessary information and follow-on service to make the best choice for air service carriers to the varied markets in Wyoming.

The Wyoming Business Council, in cooperation with WYDOT Aeronautics traveled to ten Wyoming cities to discuss their commercial airports, and to seek comments and input on future air service. The ten cities that were visited included: Cody, Sheridan, Worland, Gillette, Casper, Riverton, Jackson, Rock Springs, Cheyenne and Laramie.

Travel and Tourism Division

The Travel and Tourism Division works to bring visitors to Wyoming. By actively marketing Wyoming as a vacation destination to both the domestic and international markets, this division contributes significantly to Wyoming's economic fiber by building a strong tourism industry. In addition, the Film, Arts and Entertainment program markets Wyoming locations to production companies and promotes Wyoming's cultural amenities to further increase economic development and statewide tourism.

By creating and implementing a fully integrated marketing campaign, Travel and Tourism adds strength to the Wyoming travel industry - an industry made up almost exclusively of small, independent businesses that have little or no budget for these activities - by leveraging its budget and maximizing resources through cooperative programs. This division has also established marketing partnerships with tourism entities in surrounding states and gateway communities to the region, Wyoming-based lodging tax boards, other state and federal agencies and a large number of private sector businesses to maintain Wyoming's position as the premier Rocky Mountain visitor destination.

Through printed brochures; an interactive website; and a seven day a week customer service program responding to in-person, written, email and telephone inquiries, this division also provides information on all accommodations, eating establishments, attractions, activities, outfitter/adventure businesses, and events to a global audience.

Responded to 141,493 email, website, telephone and mail inquiries requesting a Wyoming Vacation Directory.

Serviced 501,550 visitors at five Wyoming Visitor Information Centers.

Installed computers with internet connection at Wyoming Visitor Information Centers, thereby making it possible for the centers to receive daily and weekly tourism news and events via email in a timely fashion, i.e. fire updates, road closures.

As a result of a footnote to the current state budget bill, a tourism industry specific Board of Directors was appointed in February 2003 by Governor Dave Freudenthal to oversee and provide insight to the Travel and Tourism Division. Recognizing tourism as an economic engine for Wyoming, Travel and Tourism continues as a department within the Wyoming Business Council.

In May 2003, Diane Shoher was named as the director of the division. A Wyoming native, Shoher

brings more than 15 years experience within the travel and tourism industry.

Domestic Tourism Marketing

The Domestic Travel Program shows off the many scenic and beautiful aspects of vacationing in Wyoming to groups and individuals. Educating travel agents, counselors, group tour operators, wholesalers and individual/family travelers on Wyoming travel amenities generates leads. A large focus has also been placed on the group tour industry for suppliers, marketing organizations and convention and visitors bureaus.

Yielded 3,028 Wyoming-related articles, stories, news clips as a result aggressive public relations efforts.

Coordinated and assisted with the production of 19 television commercials, television specials, film documentaries and photography shoots at 11 Wyoming locations.

International Tourism Marketing

This program is designed to promote Wyoming as a travel destination to international travel industry professionals (including tour operators, wholesalers, receptive tour operators, and travel agents) and assist them in the development of tour products to Wyoming. This program also markets the state to international media (trade publications, general interest consumer publications, and travel publications) to generate consumer demand for the state.

Hosted 54 travel writers and journalists from 14 states and six countries.

Participated in 16 domestic and 36 international travel trade shows, consumer shows and sales missions promoting Wyoming as a vacation destination.

Utilized newly acquired digital video editing equipment and CD duplication/printing equipment to produce Press Kits, Domestic and International Tour Planner on CD with embedded video clips, calendars of events, and other handouts replacing traditional printed material and at substantially less cost than commercially produced materials.

Introduced a new online database providing Wyoming tourism suppliers with leads online, label generation, and access to our contact management system, primarily for international tour operators and some domestic tour operators.

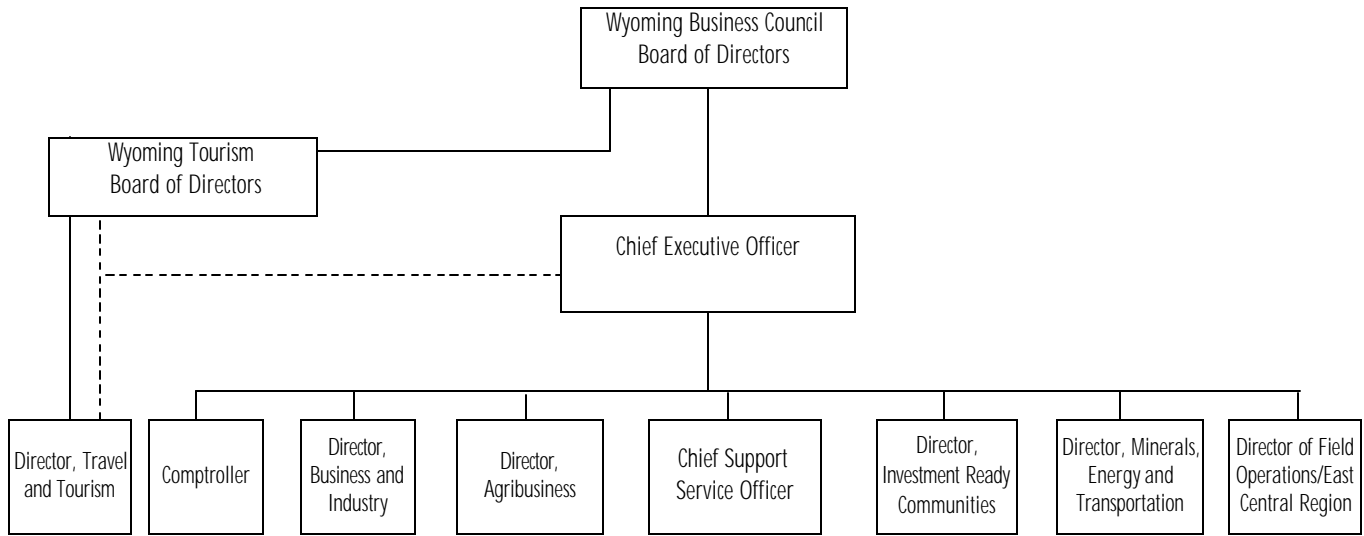
Film, Arts and Entertainment

This program works to develop strategic marketing and branding efforts for the film and arts industries in cooperation with the Travel and Tourism Division. Wyoming filming locations and crew services are marketed to production companies to increase economic development and statewide tourism. This program also creates partnerships with various art agencies to package and promote Wyoming's cultural amenities.

Sponsored post production and hosted premier of film documentary The Last Link, which was

filmed in and around Johnson County and centers on a Basque sheepherder and the historical and cultural contributions made by a hardworking rural community and family-oriented Basque culture in Wyoming.

Wyoming Business Council organization chart



Community College Commission

Mission and philosophy

The mission of the Wyoming Community College Commission is to advocate community college education, provide coordination among system colleges, present budget requests, and collaboratively develop reports on college performance to the legislature and governor. The community college system is essential to the civic and economic health of Wyoming, and every resident seeking access to the system is a valued commission constituent.

Results of outcomes

The WCCC establishes tuition rates for the community colleges. Tuition rates for 2003-2004 academic year were set by the commission on December 13, 2002 at \$53 per credit hour for resident students, \$77 per credit hour for WUE students, and \$159 per credit hour for non-resident students. Setting tuition at these rates was a continuation of a long-term tuition policy that was adopted in 2001. As part of the policy, data showing the Western Interstate Commission for Higher Education (WICHE) states' tuition rates and ratios of tuition and fees to median household income were reported in the 2002 Annual Tuition Review. In the analysis presented to the commissioners, Wyoming's mean of 4.0 was near the WICHE mean of 3.7 meeting the commission's goal of maintaining cost-to-the-student relative to median family income near the average of WICHE states. Therefore, the commission adopted the anticipated four percent increase in tuition for the next academic year resulting in the tuition rates above.

The WCCC negotiates contracts and provides financial support for the college system's approved administrative computing system components and related education delivery support systems. In 1992, the community college system converted to fully integrated administrative computing software—Datatel "Colleague." This computing system provides on-line transaction processing for daily business operations, reporting and student services. Mandatory annual software maintenance for Datatel Colleague is termed ESSA (Extended Service and Support Agreement) and is maintained by the WCCC. ESSA comprises 86 percent of total administrative computing system costs.

Since initial deployment numerous enhancements and value added products have been implemented and developed enabling individual colleges to meet unique institutional needs and increase the ability to provide a user-friendly environment for students and staff. In 2003, system enhancements consisted of implementation of the ASG-Safari InfoTools™ Reporting software and the Datatel graphical user interface. Training, consulting and software implementation were provided to enable development of the products.

General information

J. Richard Gilliland, executive director

Agency contact

Andrea Bryant, policy analyst

2020 Carey Avenue, 8th Floor
Cheyenne, Wyoming, 82002
abryant@commission.wcc.edu

307/777-7226

Other locations

None

Year established and reorganized

Established 1951; reorganized 2000.

Statutory references

W.S. 21-18-202

Number of authorized personnel

10

Organization structure

Does not apply

Clients served

Community Colleges, Governor, Legislature, Wyoming residents

Budget information

Administration	\$1,516,192
State Aid to Colleges	63,870,240
Contingency Reserve	
(Coal Bonus)	\$1,600,000
Wyoming Public Television	\$2,288,237
LEAP	\$168,750
Incentive Funds	\$250,000

Agency to which your group reports

Does not apply

Number of members

Seven

Meeting frequency

quarterly

Integral components of college administrative computing are wide area networks and Internet. The Wyoming Equality Network provides the college system with outstanding telecommunications at a reasonable cost. This network has experienced a 400 percent growth in required services since 1997, yet costs remain at \$30,000 annually. In 2003, new equipment was installed to enhance college connection speed.

All the products, services, training, and hardware discussed above comprise the community college administrative computing system. The cost of this system in FY03 was \$558,434 (36.5 percent of FY03 WCCC administrative budget.) Projections indicate an annual cost increase of seven percent with projections for the 2003-2004 biennium at more than 39 percent of the total WCCC administrative budget.

The WCCC maintains a funding allocation model that determines the funding gap (if one exists) between the Wyoming community college system and comparator institutions. The funding model also determines the distribution of state-aid-to-colleges.

During FY02, the WCCC contracted with Dr. Burke Grandjean, Director of the UW Survey Research Center, Director of the UW Statistical Consulting Center, and Professor of Statistics and Sociology at UW to revise the funding formula due to changes in national data collection standards. The revised model was developed in collaboration with WCCC staff and college personnel, receiving approval by the commission.

Comparator colleges were selected and based on data gathered from the National Center for Education Statistics (NCES). It was determined that the Wyoming community college system was funded \$14.7 million below the average of the comparator group. Senate Enrolled Act No. 43 dated March 11, 2002 appropriated the funding to bring the system up to the average. During the first year of the biennium, the funds were then distributed to the colleges with the purposes of achieving parity with the comparator group, and equity among the seven Wyoming colleges.

On April 14, 2003, Dr. Grandjean, in collaboration with the office of budget and finance, reviewed the funding formula to determine the impact of the Governmental Accounting Standards Board reporting changes (GASB 34/35) on data available through NCES and then to run the funding model using current data. The reporting changes resulted in a revision to data element definitions only. A consultant from NCES confirmed these revisions on June 24, 2003. The existing funding model was then used to determine if a funding gap persists with the comparator colleges, in preparation for the 2005-2006 biennium budget. It was determined that the Wyoming community college system is now funded \$4.6 million below the average of the comparator group.

The WCCC establishes and promotes accomplishment of statewide priorities for the college

system in consultation with the colleges. This is illustrated through the use of the plus allocation funds. The commission adopted the base-plus funding allocation model to achieve funding equity among the seven community colleges and to secure funding parity with comparators as stated above. The base allocation supports the operation and maintenance of the college system. The plus allocation, granted by the legislature to support specific educational purposes, addresses incentive or performance funded initiatives. Approved during the 2002 Budget Session were distance education incentive funds.

As a result of system planning sessions with distance education faculty and administrators in the state, FY03 distance education funds of \$250,000 were used in statewide projects involving all seven community colleges and the WCCC. Accredited coursework transmitted digitally observes no boundaries, so Wyoming colleges compete nationally when developing and delivering distance education. The field is burgeoning with multiple software platforms and transmission media, while faculty skilled at traditional methods are challenged to develop technical skills to stay abreast, in some cases just to maintain local enrollment levels. Like students across the country, Wyoming students choose from a wide range of distance education providers. Recently, many community college distance delivery courses were full to capacity, so the WCCC made it a top priority to increase the number of faculty with the skills necessary to offer distance coursework.

A faculty conference was conducted May 28-29, 2003 at Central Wyoming College in Riverton. The emphasis was on helping faculty use distance education resources in their classrooms, including designing and offering new courses. Over 100 college faculty and staff participated in concurrent workshops provided by Wyoming community college faculty and two nationally recognized distance education pioneers, who provided keynote presentations and follow-up hands-on workshops. Stipends were provided for faculty identified by the colleges who were not on contract during the conference dates. Also, support was provided to Central Wyoming College to cover costs of hosting the event: a total of \$40,000 was dedicated to this project by the commission.

The commission continued a highly successful "Smart Choice - Wyoming Community Colleges" campaign initiated the previous year with Kelly Rizley Advertising. Informational materials were developed that were shown on Wyoming television stations, radio stations and in newspapers to inform Wyoming residents of the high quality, yet low cost opportunities to receive educational services through their community colleges. Digital video diskettes (DVDs) that provided summary information about the colleges were produced and were provided to Wyoming high school students, public school teachers and counselors and to the colleges. All the information especially emphasized the many services available through distance education delivery

options. A display board was created that was used during the 2003 Legislative Session covering these same information subjects. Approximately \$100,000 was expended for these information services.

Support for workforce training courses was provided to expand on the Georgia QuickStart courses that had been purchased the previous year. Additional QuickStart courses were purchased and courses from Developmental Dimensions International were also acquired. Many of these courses are being prepared to offer through distance education methodologies in order to extend college services to unserved and underserved populations. Approximately \$30,000 was expended on these workforce training projects.

Incentive funds were applied to enhancing public television services to Wyoming residents. Wyoming community colleges are a principal outlet for most Wyoming Public Television (WPTV) educational services. For example, General Equivalency Services (GED) telecourses were provided both in English and Spanish as well as the telecourse *Workforce Essentials* on WPTV. A needs assessment study conducted by WPTV of the colleges and the University of Wyoming was completed. The cost of these distance education-related services was about \$26,000.

In order to significantly update and clarify the governance, service, and technology needs of WPTV, a comprehensive study was commissioned, resulting in *The Bornstein Report*. It was used as a primary source of legislative information in presenting the WPTV plans in the 2003 session. The service opportunities for the colleges through public television were classified by this study that cost \$45,520. The Corporation for Public Broadcasting also contributed \$18,500 to the study.

The Western Compact for Educational Telecommunications, a component of the Western Interstate Council for Higher Education (WICHE), assisted the Colleges through the Wyoming Community College Executive Council to provide best practices information to college presidents, college distance education coordinators and commission staff. A series of live communications with distance learning practitioners were held and strategic planning discussions were conducted to advance college understandings and distance education capacity. These services cost \$9,418.

The WCCC approves all new credit certificate and degree programs. The WCCC approved one new credit program in FY03. A request from all the colleges served as the impetus for the Technical Studies Program that would lead to either an Associate of Applied Science degree or a Certificate. This unique program provides each college with the flexibility to custom design a curriculum that responds to business and industrial requests for associate degree level learning and skill building. Once the short-term need is met, the custom-designed curriculum is terminated.

If the custom-designed program becomes sustainable over time (beyond three years), the community college would immediately apply for program approval from the WCCC and would fully justify, according to WCCC rules, the need for the program of study that would then be given a specific title.

The Technical Studies Program for either a degree or certificate was approved unanimously at the March 28, 2003 meeting of the WCCC.

The WCCC approves all capital construction requests in excess of fifty thousand dollars for which state funds are or could be eventually applied. To parallel the statutory language regarding bond issues and revenue bonds (W.S. 21-18-313), the commission standard has been to recommend that the colleges establish a seven percent sinking fund (reserve funds) for future maintenance of large projects. One capital construction project was approved on December 13, 2002. Below is a summary of this project.

Sheridan College
Upgrade of Allied Health Wing \$1.2 million
 The Allied Health Wing contains the Dental Hygiene, Dental Assisting, Nursing and Massage Therapy programs. A private donor provided funding for this project and state funding was not requested.

The WCCC prepares the budget requests for the operation and support of the colleges and the commission. Individual colleges prepare budget requests pursuant to the Uniform Municipal Fiscal Procedures Act, W.S. 16-4-101 through 16-4-601. The WCCC acts as a liaison between the colleges and the Wyoming Legislature. The WCCC prepares budget documents and administers the distribution of funds allocated to the college system.

The 2003-2004 biennium budget request was prepared by commission staff and approved by the commission at a public hearing on September 6, 2001. This document directed overall fiscal management for the commission during FY03. The budget document is too lengthy to include here, but can viewed at <http://ai.state.wy.us/budget/pdf/00057.pdf>

During the 2003 legislative session, the governor and a majority of legislators agreed that the commission should receive funding to support nursing education programs (Senate Enrolled Act 42), the Wyoming Public Television Council (Senate Enrolled Act 58), major maintenance funding (House Enrolled Act 79) and increased funding for employee benefits (House Enrolled Act 79). Funding for these programs was made available on July 1, 2003 and will be managed by the WCCC.

The WCCC reports financial and enrollment audit findings. Audit reports prepared by independent certified public accountants were received from the seven community colleges from October 2002 through January 2003. One reported finding from a previous (FY01) audit has yet to be resolved. The impacted college has advised it will provide a report on its resolution for the commission when the matter is finalized.

All Colleges received reports with no findings

or questioned costs. Central Wyoming College had an explanatory paragraph pertaining to the questioned cost from prior audit findings. The 2001 audit report for Central had questioned costs in the amount of \$300,000 for advance payments to REANET Corporation, who filed for bankruptcy protection. This resulted from payments on behalf of Mountain Plains Distance Learning Partnership. This matter is not yet resolved and the commission is to be informed as it progresses. As a result of the unresolved finding, Central Wyoming College was the only college not to qualify as a low-risk auditee.

Three colleges (LCCC, Northwest, and Sheridan) reported Adult Basic Education (ABE) funds as passed through the Wyoming Department of Education, rather than WCCC. It was not requested that the schedules of federal expenditures be revised for this year. However, all colleges and their CPAs should be informed effective July 1, 2002 ABE moved to the Wyoming Department of Workforce Services so this can be correctly stated next year.

Two colleges (Casper and LCCC) had management letters concerning disbursements of financial aid for those students who withdrew or stopped attending classes. Both letters recommended the calculations be monitored more closely to avoid possible violation of student financial aid control systems.

Two colleges (LCCC and Sheridan) had management letters and two colleges had footnotes (Central and Western) referencing this year's implementation of GASB 34/35. A consensus of early planning and preparation was encouraged to avoid unforeseen difficulties and higher costs associated with the implementation. The Academic Services Committee (ASC) has set up a task force to work on these issues.

The WCCC maintains a management information system for the studies and reports outlined in statute. As part of this objective, the WCCC has developed an MIS Handbook to ensure timely and consistent report development and delivery. All information necessary for completion of all statutorily required reports is included in this document. This handbook is viewable on the WCCC website to electronically assist colleges with vital reporting tasks and deadlines.

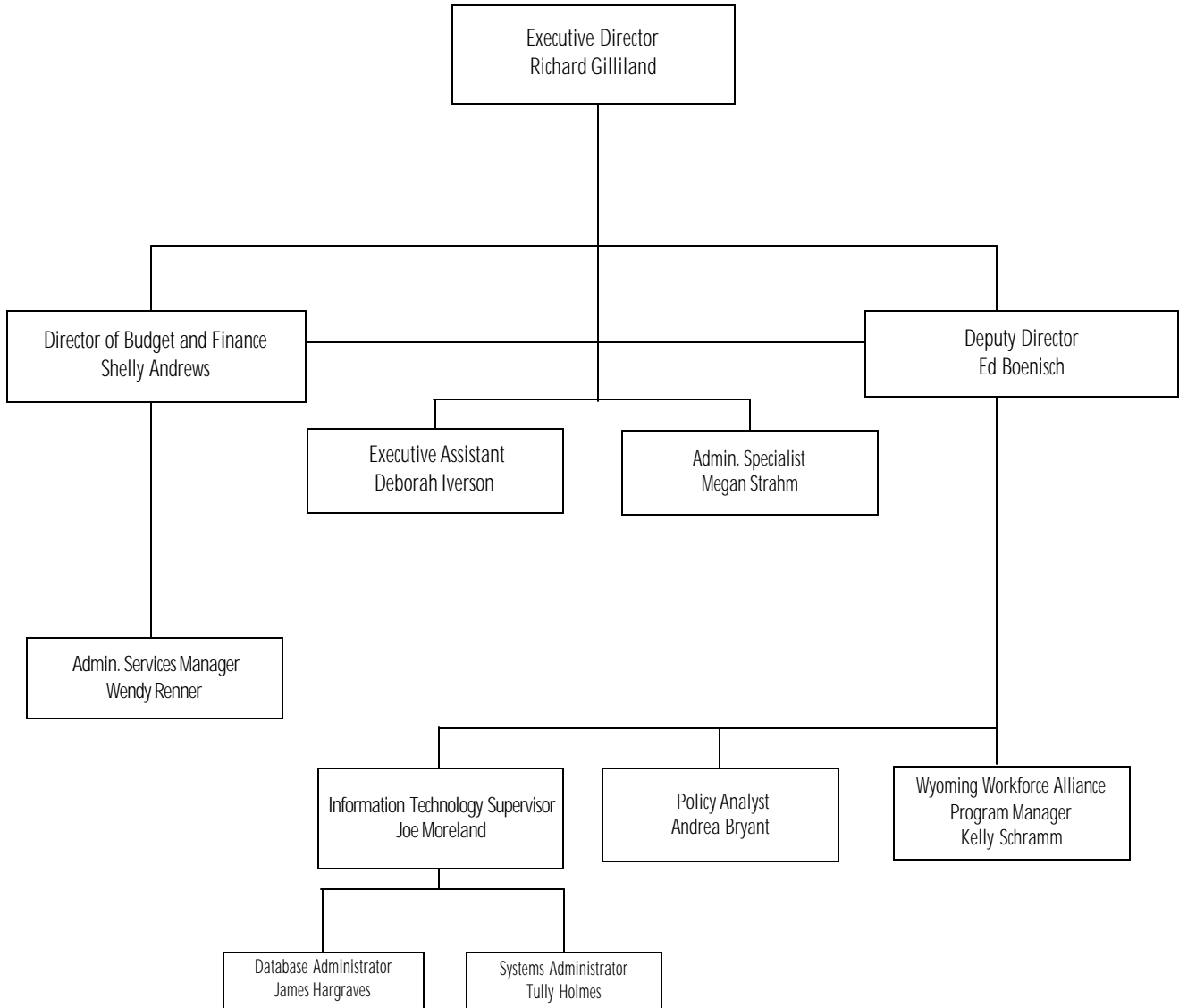
The WCCC and community colleges continue to develop the data element dictionary to provide a capability at the WCCC to access and report on data for evolving research needs. Sixty percent of the required elements have been reviewed and coded into the WCCC MIS data harvest program. Work continues to collaboratively validate the remaining data elements and refine the harvest program to provide consistent and accurate data for community college system reporting.

The WCCC reports on the outcomes of partnerships between the colleges and UW and other entities. Serving as comprehensive community colleges, Wyoming's seven colleges recognize the need for

collaborative relationships that enable each institution to successfully achieve its mission. In December 2002, the first annual *Partnership Report* was published highlighting the many relationships that Wyoming's community colleges have cultivated and maintain. The report condenses the hundreds of vital partnerships that the colleges have with other entities at the local, state, regional and national levels.

In addition to the partnerships each college maintains, the Wyoming Community College Commission is actively engaged in substantive relationships with 45 key groups and agencies, both within Wyoming, regionally, as well as nationally. The major categories of partnerships include: distance education (4), Education (15), Wyoming State government (6), workforce development (5), Wyoming Community College Commission (10), public television (1) and four others that do not fit a specific category. All these partnerships enable the commission to better serve Wyoming's seven community colleges.

Community College Commission organization chart



Environmental Quality Council

Mission and philosophy

The Environmental Quality Council holds hearings and renders decisions on cases or disputes arising under the laws, rules, regulations, standards or orders issued by the Department of Environmental Quality.

Results of outcomes

Appeals received during this period totaled 27 cases. Nine appeals concerning coalbed methane wells in one drainage in Campbell County were consolidated into one case. There were also three requests for rulemaking hearings from the DEQ.

The council has held 11 public meetings to deliberate and decide on cases that had been heard.

The council has held seven contested cases hearings along with additional prehearings and motion hearings. The length of these contested hearings ranged from one to six days. The council conducted eight prehearings either through the video conferencing system or telephone conferencing. The council also conducted three rulemaking hearings that were requested by the different divisions of the DEQ. It also scheduled three meetings, six hearings and prehearings that were later cancelled. Meetings and hearings are held throughout the state.

The council issued 12 contested case decisions, issued statements of reasons for three packages of changes to the DEQ regulations. It approved 25 orders that were submitted by DEQ; three initial requests for bond forfeiture; and one final order for bond forfeiture.

The council attended two site tours in the Wildcat Creek area of Campbell County, and the hog farm facility in Wheatland.

Cases of Note:

The council held a rulemaking hearing in response to a citizen petition for rulemaking. The residents of Platte County and several environmental organizations petitioned the council to change the standards for regulating odors emanating from confined swine feeding operations (hog farms). They argued the current standard does not adequately address the problems they are experiencing with the Wheatland hog farm. The council hearing in Wheatland was well attended with full participation from the public, exchanging comments and recommendations. The council held discussions on the odor issue on several occasions during public meetings and eventually requested DEQ review the Wyoming odor standard in its entirety.

At a meeting on June 30th, DEQ reported to the council and it proposed an improved enforcement strategy and expanded public hearings on the odor standard. This rule-making proceeding will address odor standards for all

General information

Terri A. Lorenzon, esq., director

Agency contact

Carmen C. Curtis

122 W. 25th Street

Herschler Bldg., Room 1714, One West
Cheyenne, WY 82002

fax: 307/777-6134

ccurti@state.wy.us; tloren@state.wy.us;

jgirar@state.wy.us

307/777-7170

Other locations

None

Year established and reorganized

Established 1973, reorganized into separate operating agency in 1993

Statutory references

Environmental Quality Act 35-11-101 through 35-11-1803, W.S. 2000, as amended

Number of authorized personnel

Three full-time

Organization structure

The governor appoints the seven members of the Environmental Quality Council, and the Wyoming Senate confirms the appointments. The 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 residents, organizations, and businesses.

Budget information

General Funds \$ 232, 342

Total \$ 232,342

Agency to which group reports

Does not apply, decisions are appealed to

facilities, including the methods by which odors are measured. The council then moved to deny the residents petition for a rule change and to proceed with the DEQ proposal. The odor standard will be back before the council in the coming year.

Another case before the council dealt with an air quality issue in Campbell County. The Powder River Basin Resource Council (PRBRC) objected to the proposed permit conditions for the RAG Eagle Butte Mine, a surface coal mine, claiming inadequate protection of public health and safety from nitrogen oxide emissions produced by blasting at the mine. NO₂ is a toxic gas that can be harmful to humans and it can be emitted when blasting takes place at the surface coal mines. A study, referred to as the Black Thunder Study, of NO₂ emissions was conducted by the mining industry in the Powder River Basin at the request of the director of DEQ. Evaluating the monitoring and modeling data with the toxicology information gathered in the study, the Black Thunder final report concluded that harmful exposures to NO₂ emissions from blasting would be prevented if specific protocols are followed e.g. blasting a certain distance from potential receptors. The council held several hearings in this case and after extensive discussions, the council ordered the DEQ to approve RAG's application to amend their permit with conditions that set forth restrictions on blasting.

The council also held four rulemaking hearings that were requested by the different divisions of the DEQ, namely, Air Quality Chapters 5, 6, 7, and 11; Water Quality Chapter 12 and Chapter 23; and Land Quality Coal rules Chapters 1, 2, 4, 12, 18 and Appendix A.

The council has started working on the consolidated coalbed methane case and scheduled three weeks for the hearing in addition to days for pre-hearings, motions hearings and the site visit.

Strategic plan changes

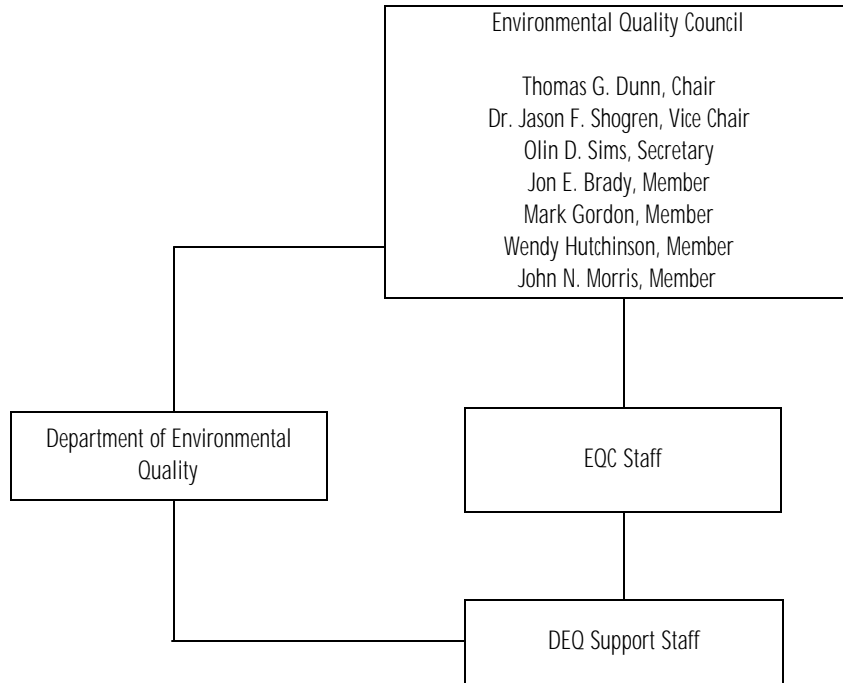
The council is working on revising its strategic plan.

Wyoming State District Court.

Number of meetings

Averages nine meetings a year, additional meetings are scheduled as needed. Number does not include number of hearings.

Environmental Quality Council organization chart



Board of Equalization

Mission and philosophy

The State Board of Equalization is a constitutionally-mandated 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. The board fulfills this mission 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.

The State Board of Equalization strives to use its expertise and its values - professionalism, fairness and integrity - to guide all agency activities. 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 that 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 improved. The board believes in the constant collection and analysis of data that provides information as to how the system is working, enabling the board to improve the equalization and appeal functions. In addition, the board believes information about the equalization and appeal processes should be easily accessible to and understood by the taxpayers of Wyoming. Finally, the board 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 setting property values.

Based on the board's sales ratio studies, all counties were found to be in compliance with the fair market value standard. Therefore, the board did not need to issue any orders requiring equalization.

The board reviewed and certified all mill levy reports, to ensure taxing levels within constitutional and statutory limits.

The board continued to review different types of nonresidential property to determine the feasibility of statistical analyses; the board met with the County Assessors' Task Force and the Department of Revenue to evaluate methods of analyzing commercial and industrial property.

The board met or exceeded its goals in timely review of tax appeals, issuing 100 percent of the decisions involving actions of the Department of Revenue within 18

General Information

Roberta A. Coates, chairman

Agency Contact

Roberta A. Coates
P.O. Box 448
Cheyenne, WY 82003

307/777-6989

Other locations

Does not apply

Year established and reorganized

Established 1890; reorganized 1991 and 1995

Statutory references

Wyoming Constitution, Article 15, Sections 9, 10 and 15 Wyoming Statutes Section 39-11-102.1

Number of authorized personnel

Seven full-time

Organization structure

Single program; no divisions

Clients served

Taxpayers, county assessors, county boards of equalization, and the Departments of Revenue and Audit

Budget information

General funds	\$568,817.04
(7/1/2002 through 6/30/2003)	
Other	\$0
Total	\$568,817.04

months of receipt of the notice of appeal.

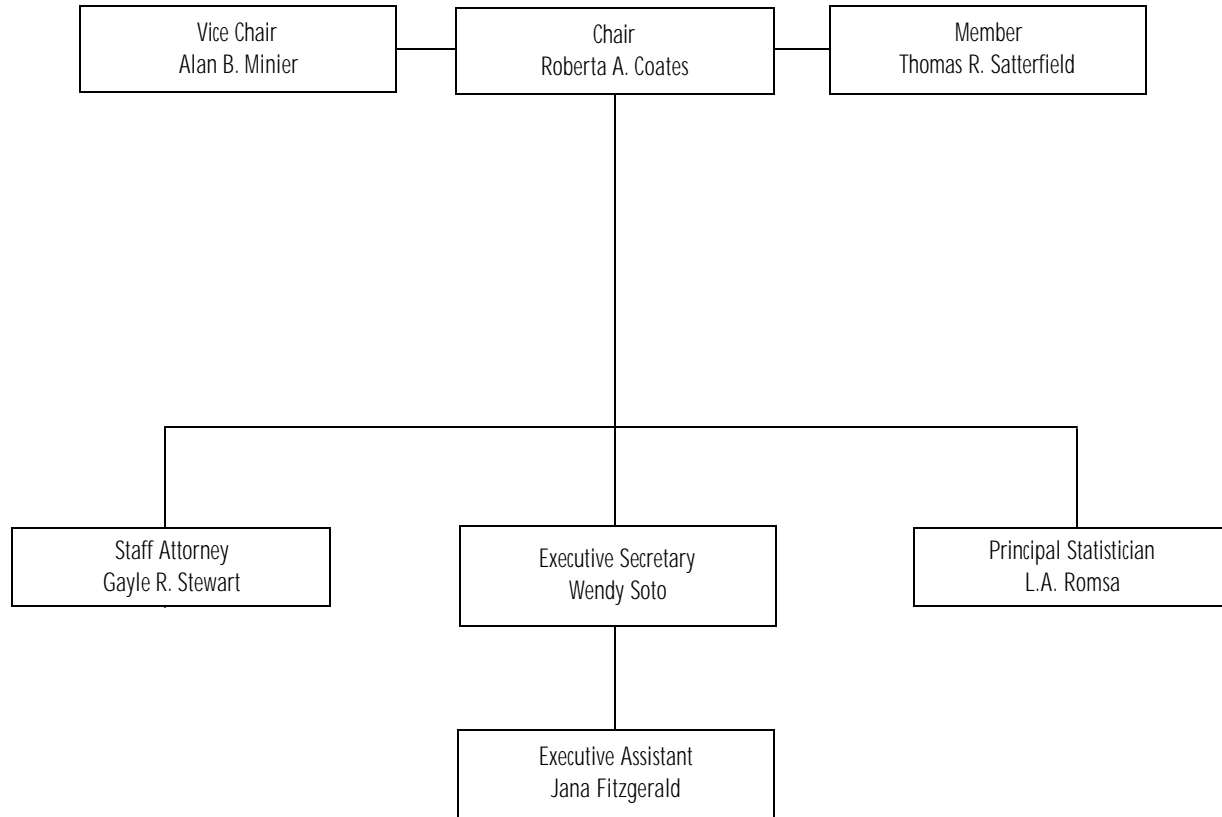
The board met or exceeded its goals in timely review of tax appeals, issuing 100 percent of the decisions involving appeals from county boards of equalization within 12 months of the notice of appeal being filed.

The automated case management system is being used to monitor the docket and keep the cases current.

Strategic plan changes

Issue Equalization orders to all counties requiring equalization in accordance with board rules. Review number of nonresidential property types for which statistical analysis for determining equalization bias can be developed.

Board of Equalization organization chart



Department of Fire Prevention and Electrical Safety

Mission and philosophy

Through quality service and motivated employees, work in concert with our customers to protect life and property from fire and electrical hazards.

Results of outcomes

In FY03, the Fire Prevention Division performed 250 plan reviews for new construction, remodel work and additions to existing buildings. As a result, 790 inspections were conducted to ensure these facilities met the minimum standards adopted by the state.

The division also conducted 532 fire and life safety inspections in existing schools, day care facilities, hotel/motels and state institutions. It responded to 59 complaints and received 2,495 requests for assistance in code interpretations, on-site inspections and technical research.

In FY03, the Electrical Division processed 3,078 applications for electrical licenses. Exams were held six times at five locations and a total of 570 applicants tested, which resulted in 323 new licenses being issued to perform electrical installations. A total of 1,135 apprentices were registered to begin or continue their training to become licensed journeyman electricians or technicians. A total of 3,644 electrical wiring permits were issued, resulting in 3,644 inspections to ensure the installations met the requirements of the National Electrical Code. During this period, the division made an additional 3,675 contacts for safety inspections, license checks and requests for assistance in code interpretation.

The Training Division documented training, testing and certification of 424 Wyoming emergency response personnel. Two-hundred twenty fire service training classes were conducted and over 2,450 emergency services personnel were trained. In FY03, 134 Terrorism Hazardous Materials Awareness and Operations courses were attended by 725 emergency responders. The funding for this program is provided to Wyoming as a result of a grant the agency was awarded from the Federal Emergency Management Agency and the United States Fire Administration for \$105,000.00.

The Fire/Arson Investigation section

General Information

Jim Narva, State Fire Marshal/director

Agency Contact

Jim Narva, State Fire Marshal/director
Herschler Building, 1 West
Cheyenne, WY 82002;
jnarva@state.wy.us

307/777-7288

Other Locations

Riverton, WY; Buffalo, WY; Green River, WY;
Laramie, WY; Lusk, WY; Thayne, WY

Year Established

1963

Statutory References

W.S. 35-9-101 through 35-9-130

Number of Authorized Personnel

31 full-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, and General Public.

Budget Information

General funds	\$1,885,503
Federal funds	\$66,122
Other	\$258,251
Total	\$2,209,876

investigated 40 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.

Outcome Measure I-A-01: Increase the number of Wyoming certification programs being completed by emergency services personnel.
FY01 - 329/FY02 - 395/FY03 - 424.

Outcome Measure I-A-02: Offer community-based programs that are targeted at reducing resident injuries and deaths associated with fire emergencies and electrical hazards.
FY01 - 13/FY02 - 2/FY03 - 4.

Outcome Measure I-A-03: Increase the number of Wyoming fire departments using the National Fire Incident Reporting System (NFIRS) Version 5.0.
FY01 - 88/FY02 - 6/FY03 - 27.

Outcome Measure I-B-01: Provide an opportunity for individuals and businesses to become licensed and/or certified.
FY01 - 3,556/FY02 - 4,152/FY03 - 3,078.

Outcome Measure I-B-02: Ensure that all newly constructed, remodels or additions to buildings in our jurisdiction meet the minimum requirements of the adopted codes.
FY01 - 188/FY02 - 207/FY03 - 250.

Outcome Measure I-B-03: Within our jurisdiction, in the existing buildings in which we provide maintenance inspections, reduce the number of code deficiencies noted during fire and electrical safety inspections.
FY01 - 413/FY02 - 2,062/FY03 - 2,068.

Outcome Measure I-B-04: The number of requests for fire scene investigations.
FY01 - 46/FY02 - 42/FY03 - 40.

Strategic plan changes

There were no changes to the strategic plan.

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.

Council on Fire Prevention and Electrical Safety

Agency to which group reports

Department of Fire Prevention and Electrical Safety

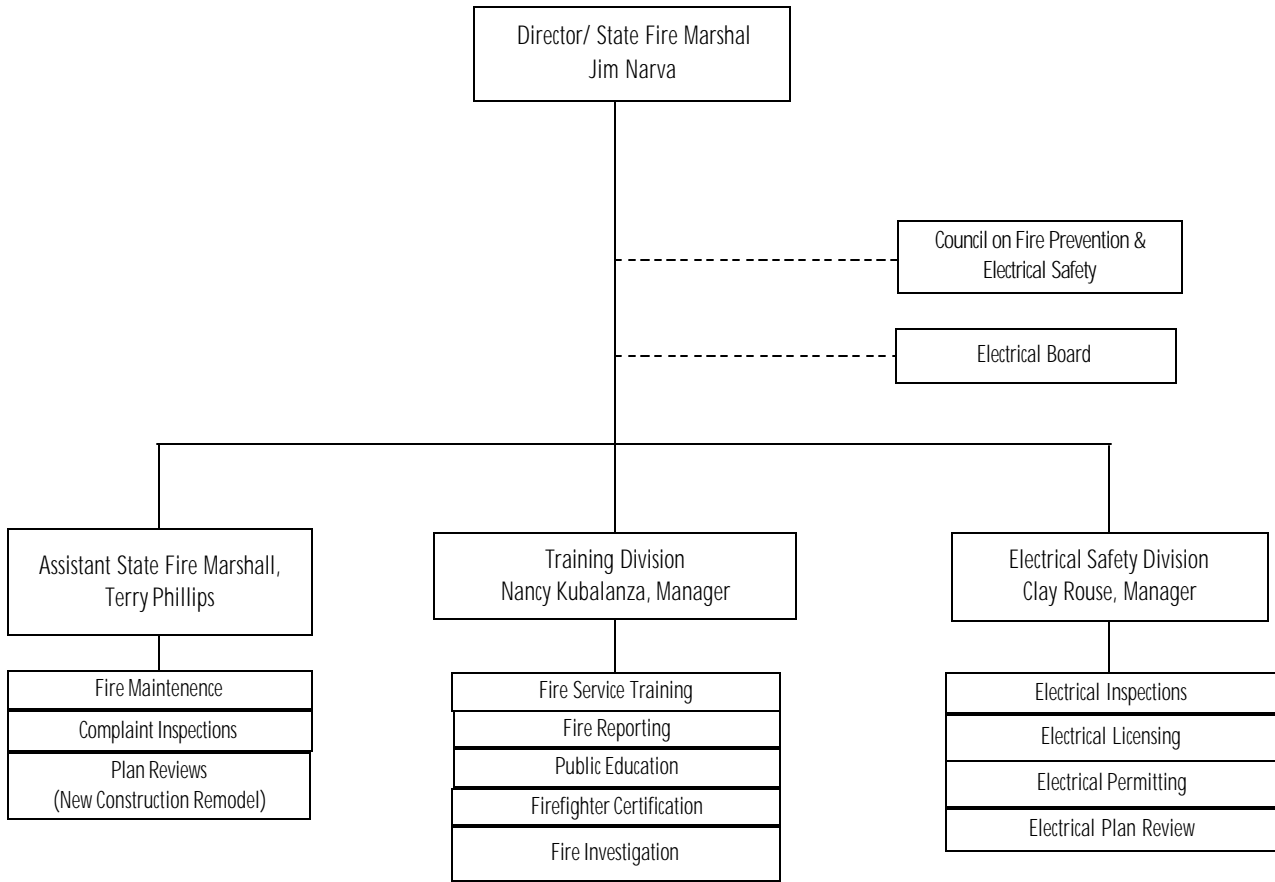
Number of members

Five members appointed by the governor.

Meeting frequency

There are two statutorily mandated meetings per year. If possible, the council 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 survey contributes to economic growth and improvement in the quality of life for Wyoming residents.

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, particularly through the application of new GIS technology.

Results of outcomes

In FY03, the geologic staff of the Geological Survey conducted 17 field or laboratory projects; prepared 51 in-house articles, reports, and maps on those and other investigations; gave 73 talks or briefings and taught one U W class; wrote 52 invited technical papers for outside entities; and responded to at least 10,627 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 7,684 inquiries; published or distributed 27 new titles (13,910 individual copies); and sold 9,881 reports and maps, returning \$85,477 to the general fund from the sale of these publications. The sales value was down 3.2 percent for FY03 versus 2002, due to an overall decline in economic activity as reflected in the national economy. The agency's internet website received a great deal of activity, with the number of hits from individuals seeking information growing from 17,981 in FY02 to 72,207 hits in FY03. Over 3,500 members of the public attended field trips and talks conducted by survey staff.

As a measure of the survey's success in helping existing mineral industries continue their production, exploration, and further their development (Objective I.A.), the production of key mineral volumes showed substantial growth. However, due to depressed commodity prices for oil (\$22.08/bbl) and natural gas (\$2.09/mcf), the total mineral valuation for CY02 of \$5.624 billion decreased 16 percent from the FY02 valuation of \$6.739 billion. Coal prices were flat in FY03, holding at about \$5.90/ton. The state's production of coal grew from 373 million tons per year in FY02 to approximately 380 million tons per year in FY03, a 2 percent increase. Uranium

General information

Lance Cook, state geologist

Agency contact

Lance Cook
P.O. Box 1347
Laramie, WY 82073-1347
fax: 307/766-2605
email: ccook@uwyo.edu

307/766-2286

Other locations

None

Year established and reorganized

1901; reorganized in 1933 and in 1969

Statutory references

W.S. 9-2-801, 9-2-803 through 9-2-810

Number of authorized personnel

16 full-time; five part-time; eight AWEC

Organization 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 and Computer Services 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	\$1,202,227
Augmenting Funds	317,148
Total	\$1,519,375

production was 1.4 million pounds in CY02 (a 30 percent decline from CY01) in the face of very low prices. Coalbed methane production has grown, with a production rate of about 915 mmcf gas per day at the end of FY03, but production is declining due to permitting and regulatory issues. As a result of strong drilling around the state, total methane production in the state was up for the sixteenth year in a row, growing to 1,571 BCF in CY02, up 9.8 percent from 1,431 BCF for CY01. Oil production continued its decline, shrinking to 54.7 million barrels in CY02, down 4.7 percent from 57.4 million barrels in CY01. A new limestone aggregate quarry began production from a survey-promoted location near Manville in Niobrara County. Of the five survey-promoted, value-added or alternative uses for currently extracted minerals (which are use of CO₂, limestone, low-BTU gas, glass manufacture and decorative stone production), carbon dioxide shows the greatest potential for adding to the state's near-term economic outlook through application in enhanced oil recovery. However, all of these uses were promoted by the survey in FY03. The survey worked with the Business Council to attract a new bottle manufacturing plant in the Cheyenne area. A new brochure, "CO₂ in Wyoming" has been distributed to convey key information to the legislature and public about this important resource, with over 800 distributed in FY03. Production of decorative stone continued in 2003, with production of approximately 500 tons/year. Unfortunately, the Raven Quarry closed this year. A decorative stone processing facility that was opened in Cheyenne in FY01, employing approximately six people, continues to experience a high level of demand for its product.

To help meet its objective of helping Wyoming's existing mineral industries, the Geological Survey participated in the Sixth Wyoming Natural Gas Fair and the Coalbed Methane Fair in Gillette. The 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 survey 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 on-line petroleum database and its Underground Injection Control Program; added data on additional oil and gas fields into the survey's database of petroleum reservoirs; and supplied core analysis data to the Oil and Gas Conservation Commission for incorporation in their database. To assist the coal industry, the survey continued to encode stratigraphic and chemical data on Wyoming coals for incorporation into the 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. As part of a new project, the Coal Section is generating a GIS-based map of abandoned underground coalmines.

The survey attempts to attract new geologic-, mineral-, and energy-related industries to Wyoming (Objective I.B.). Wyoming's only zeolite mine has been working with CBM producers to find ways of treating CBM water with Wyoming-produced zeolite. If successful, this will allow expanded use of Wyoming zeolite and beneficial use of treated groundwater. The survey has been involved in the promotion of all three of these industries. In particular, the survey-created coalbed methane map has continued to be very popular with companies and individuals trying to learn about this resource, and this map is being updated regularly in order to make current data readily available to interested parties. The new coalbed methane informational pamphlet (Informational Pamphlet 7) continues to be of great assistance to residents concerned and curious about coalbed methane in the Powder River Basin and the state. Over 1,900 copies were distributed in FY03, with the total distribution of IP-7 now over 27,000.

To help meet its objective of attracting development of undeveloped or under-developed 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 based on completion of work from our Diamond Project is now available. The survey has made increasing use of the Internet to disseminate new information regarding the state's resources for the Diamond Project and precious metals as well as other mineral resources. In FY03, the survey web site received 72,207 hits, with much of the growth coming from hits to the minerals and gemstone pages. Additionally, the survey was a co-sponsor for the 2002 Rocky Mountain Section meeting of the American Association of Petroleum Geologists in Laramie.

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. Gemstone mining in the Palmer Canyon area of Laramie County is showing promising potential, with both rubies and cordierite gemstones having been produced. Platinum and palladium is seeing increased interest as a result of survey efforts, with several compa-

nies engaging in exploratory drilling, trenching and additional proprietary work.

As a measure of the 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 survey's information, advice, or concerns about unwise management or wasteful uses of these resources were heeded 88 percent of the time in FY03, down from 93 percent in FY02. Although there was no new production of deep natural gas from beneath the trona patch (Objective I.C.), industry and government continue to work towards defining the area of possible concurrent operations. The BLM is currently evaluating a possible NEPA document to act upon the technical committee's recommendations for deep gas drilling, and the Geological survey is involved with the BLM and private industry in this effort. The shallow gas drilling project in the trona patch has met with limited success thus far, with exploratory efforts thus far yielding low gas production volumes.

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 171 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 FY03, the state of Wyoming became a cooperating agency in the preparation of a major NEPA document, the Powder River Basin Oil and Gas EIS, which was completed at the end of FY03. The Geological Survey assisted in the preparation of this document. Additionally, the state has joined in the preparation of several Resource Management Plan revisions (Pinedale, Rawlins) and additional EIS projects (Jack Morrow Hills, Atlantic Rim and Jonah Infill Drilling in particular) in which the survey has participated. The 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 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 the its 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 residents, property, and natural resources from harm or damage (Objective II.A.), the Geological Survey's informa-

tion, advice, or concerns were addressed 93 percent of the time in preparation of NEPA and planning documents. The Geological Survey's interactive web site for Earthquakes, Landslides and Selenium received 18,271 hits during the past year, allowing residents to learn about earthquake history, locations, frequency and mitigation measures. The website was expanded to include additional landslide information and 3-d images as well as flood plain mapping.

To help meet the objective of raising awareness of the effects that geology and geologic hazards might have on the protection of Wyoming's residents, property, and natural resources (Objective II.A.), the Geological Survey reviewed 171 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 survey continued to assist in the generation of wellhead protection delineation reports for communities in the state. The 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 six new geologic maps. Additionally, we have begun generating a new state geologic map (in quadrants) at a scale of 1:250,000. The first of these four maps (NE Wyoming) is being completed by a Research Assistant through the UW Department of Geography.

To raise awareness of the effects that geology and geologic hazards might have for the protection of Wyoming's residents, the Hazards Section worked with WEMA (now Homeland Defense) to create and distribute new data to Wyoming's counties and state agencies relating to hazards planning and mitigation. Over 100 new 7.5-minute quadrangles of new landslide maps were generated as 3-D interactive maps. Over 8,000 copies of hazards information pamphlets were distributed. The Earthquakes in Wyoming video was distributed to a number of schools and libraries. The Hazards Section generated Wyoming's Flood Insurance Rate Map modernization plan and generated and distributed new hazards reports to all counties with an emphasis on earthquakes, landslides and mined-out areas. The Hazards Section met individually with all counties for a comprehensive hazards review. GIS coverages were generated for critical and vulnerable infrastructure and distributed to all counties. The Hazards staff organized a GIS workgroup for Homeland Defense which will allow them to more effectively utilize GIS technology for hazards planning. Finally, the Hazards Section has worked with the U.S. Geological Survey to maintain a seismic monitoring capability in the Jackson Hole area since the Bureau of Reclamation has abandoned their seismic network.

The State Geologist or other survey geologists remained involved with many interdiscipli-

nary 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 Geographic Information Advisory Committee, Wyoming Source Water Protection Advisory Council, Wyoming Ambient Groundwater Quality Monitoring Advisory Committee, UW Civil Engineering GIS projects, American Red Cross State Disaster Committee, UW Water Research Program Priorities and Review Committee, and the Wyoming Department of Education Emergency Response Advisory Committee.

Starting in FY01 and continuing through FY03, the survey has undertaken a major inter-agency project to define the coal seam aquifers in the Powder River Basin, build a water quality database that is interactive via a GIS-based mapping interface, and serve up the project to state, federal and private parties. The survey is working with the State Engineer's Office, Water Development Commission, Water Resource Data System, Oil and Gas Conservation Commission, Department of Environmental Quality, US Geological survey and Bureau of Land Management in this effort. As many as four of the survey's six sections were involved with this project at any one time. Full functionality of the water quality database is scheduled to be available by December 2003.

In addition, the State Geologist assisted in protecting correlative rights and preventing waste of oil and natural gas resources as a commissioner and acting chairman for 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. 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.

Strategic plan changes

The Geological Survey did not make any major changes to its Strategic Plan in FY03. We have found that our Strategic Plan as currently written is flexible and adaptable enough that it continues to be relevant and provides the survey with appropriate and measurable goals and objectives.

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.

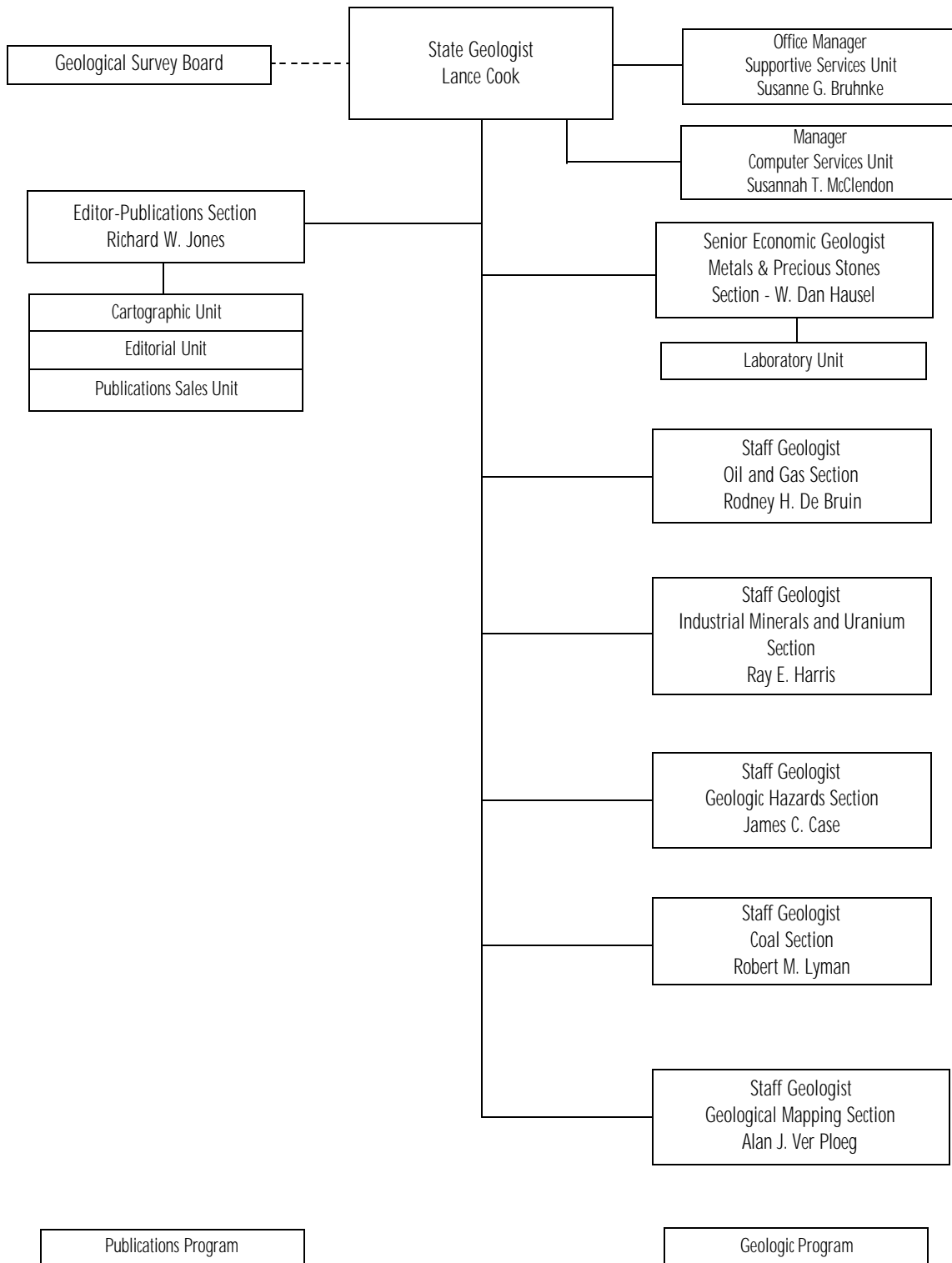
Objective I.B.: Contribute substantially to attracting new geologic-, mineral-, and energy-related industries.

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 residents, 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



Governor's Planning Council on Developmental Disabilities

Mission and philosophy

The Governor's Planning Council on Developmental Disabilities seeks and advocates for activities which promote self sufficiency, community involvement and educational opportunities for people with disabilities, their families, and the Wyoming Community. The council's purpose is to assure that individuals with developmental disabilities and their families participate in the design of and have access to needed community services, individualized supports and other forms of assistance that promote self-determination, independence, productivity, and integration and inclusion in all facets of community life, through culturally competent programs authorized under Public Law 106-402, known as the Developmental Disabilities Assistance and Bill of Rights act of 2000.

The council accomplishes its mandates through several different avenues. Staff carry out some activities while others are accomplished by partnering with other established agencies and organizations to address areas of mutual concern. Additionally, the council identifies gaps in service delivery and provides sub-grants to agencies and organizations to develop and implement projects that address innovative ways to fill the gaps.

Results of outcomes

To facilitate young adults with developmental disabilities becoming more effective leaders in their communities, the Youth Leadership Forum was held at Laramie County Community College. A total of 15 young adults ages 16 to 24 completed the forum.

To facilitate adult self-advocates, parents and family members to participate with local, state and national decision makers in policy development, the nationally recognized Partners in Policy Making program completed its second year. Fifteen parents and self-advocates completed the course.

The council has continued to support the development of local people first chapters by providing board training and technical support. Additionally, the council assisted in organizing and supporting the annual People First conference. A total of 72 self-advocates participated.

To enhance the opportunity for people with developmental disabilities to obtain employment consistent with their interest and abilities, 16 young adults were placed in full time employment and 10 additional are pend-

General information

Brenda Oswald, executive director

Agency contact

Brenda Oswald

Herschler Building, 1st W.

122 West 25th Street

Cheyenne, WY

boswal@state.wy.us

307/777-7230

Other locations

None

Year established

1976

Statutory references

Executive Order 1987-13

Wyo. Stat. 9-1-217

Wyo. Stat. 9-1-603(vii)

Organizational structure

Attorney General's Office is the Designated State Agency that "shall, on behalf of the state, provide support to the Council."

Number of authorized personnel

Four full-time

One Contract

Clients served

People with developmental disabilities, parents and families of people with developmental disabilities, and general public.

Budget information

General fund	\$103,343
Federal	\$446,347
Other	0
Total	\$549,718

ing through the Access ABILITY project.

The council continues to co-sponsor and coordinate the annual MEGA Conference on disabilities. Approximately 350 people; professionals, providers, self-advocates and family members attended.

To increase awareness and understanding of disabilities by decision makers, an advocacy network was established. Two hundred ninety nine individuals joined the network; 35 self-advocates, 82 family members, 147 providers and 36 others.

Agency to which your group reports

Department of Health and Human Services,
Administration on Developmental Disabilities

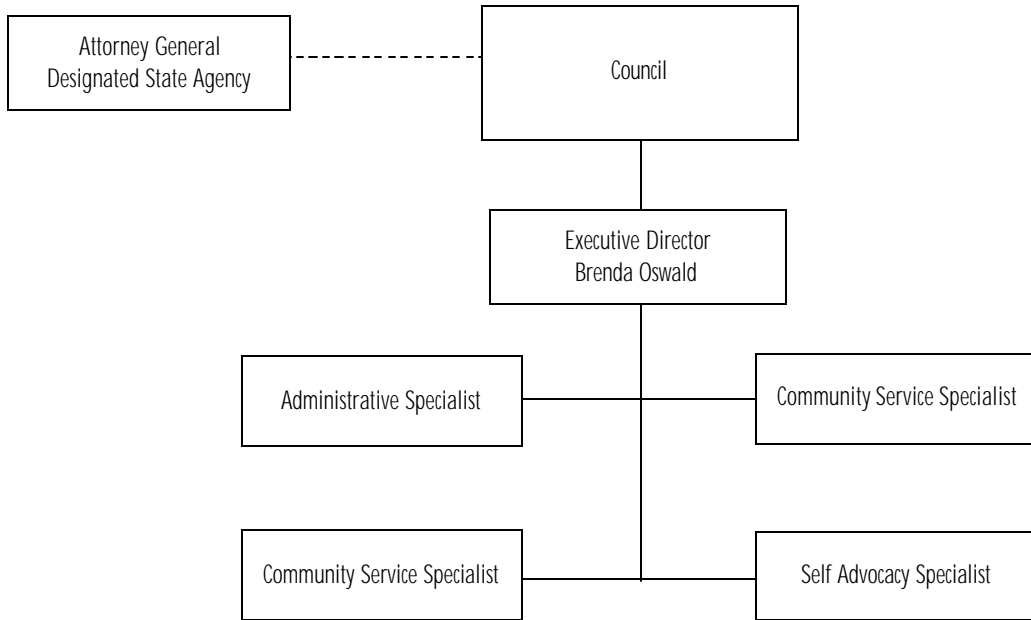
Number of members

23

Meeting frequency

Quarterly

Governor's Planning Council on Developmental Disabilities 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. 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 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 their 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

The department assured that 100 percent of the domestic insurance companies received a financial examination within the last five years.

The department assured that 1.16 percent of the licensed resident insurance licensees (producers) received a field examination within the last year.

General information

Kenneth G. Vines, insurance commissioner

Agency contact

Cheryl Fiechtner, executive assistant
Herschler Building, Third Floor East
122 West 25th Street
Cheyenne, WY 82002
wyinsdep@state.wy.us

307/777-6887 or 1-800-438-5768

Other locations

Does not apply

Year established

1919

Statutory references

W.S. 26-1-101 et seq.

Number of authorized personnel

25

Organization structure

Consumer Affairs Section, Policy Review Section, 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)	\$1,496,649
Wyoming Health Insurance Pool	\$4,678,063
State Board of Insurance Agent Examiners	\$3,705

The department processed 93.41 percent of new producer licensees within two months of receipt in the department.

Of resident licensees, .02 percent did not comply with the statutory required continuing education requirements for the year.

The department reviewed 100 percent of complete new insurance company applications within one year of receipt and issued a certificate of authority to all companies that met minimum statutory requirements.

The department conducted financial examinations of six percent of the funeral preneed trusts/perpetual care trusts during the year.

Of all consumer complaints filed, 79.2 percent were resolved, closed or the complaint referred to the staff attorney within 10 days of complete documentation and investigation of the complaint.

The department opened 78.5 percent of consumer complaints and initial correspondence sent within one day.

The department reviewed 100 percent of its consumer guides during the year.

Training was received by 62.5 percent of department employees during the year.

The department processed 88.3 percent of the rate and form filings of insurance companies by stamping and distributing to the Insurance Standards Consultants on the same day they were received in the department.

The department approved or disapproved 96.7 percent of the rate and form filings within 30 days of receipt.

Of the evaluations received on courses offered by the department to agent groups, 100 percent were favorable.

Of premium tax returns and annual statements, 100 percent were reviewed by May 1. All over/underpayment letters to the companies were sent out by August 15.

The department provided monitoring and administrative oversight to 100 percent of the programs under its jurisdiction during the year.

The department maintained its Certificate of Accreditation with the National Association of Insurance Commissioners originally granted in 1993.

The department submitted an annual desk audit to the National Association of Insurance Commissioners during the year.

No accreditation bills were required to be brought to the legislature during the 2003 legislative session.

Strategic plan changes

The department's goals are as follows:

Ensure timely, fair, and effective supervision in regulation of insurance entities and licensees under the department's jurisdiction.

Provide consumer protection and support in all insurance matters.

Monitor insurance product compliance with state statutes and regulations.

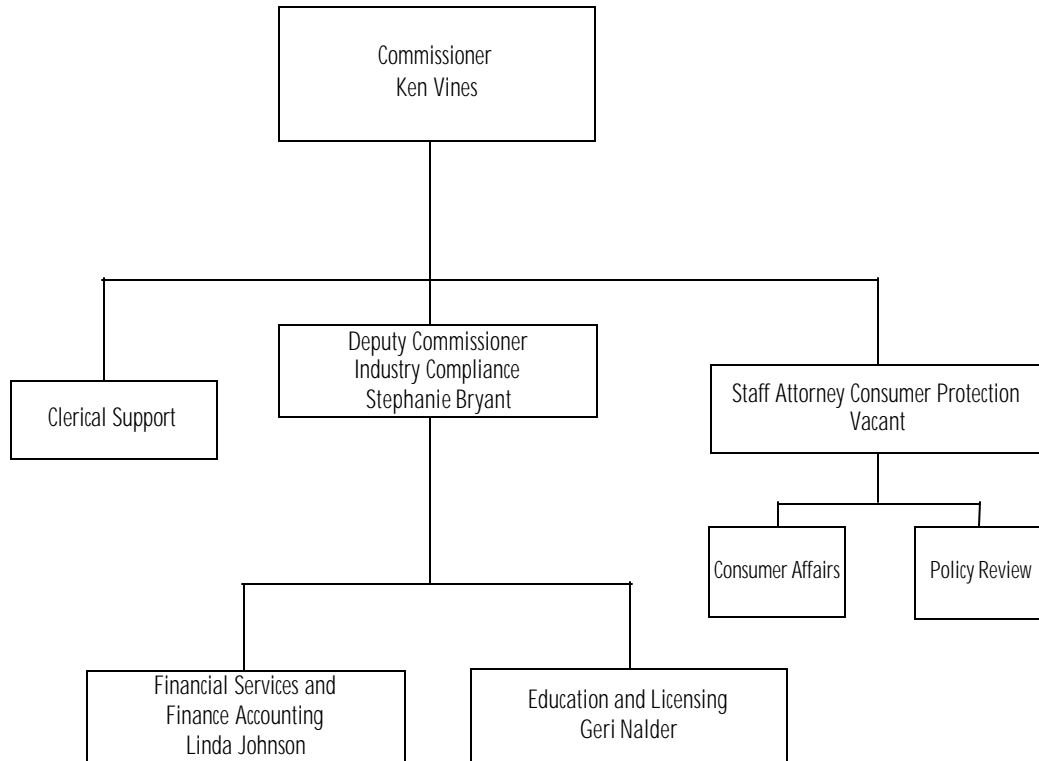
Collect fees and premium taxes from all insurance entities operating within the state.

Effectively monitor and administer programs within the jurisdiction of the Wyoming Insurance Department.

Maintain the Wyoming Insurance Department's accreditation with the National Association of Insurance Commissioners.

Several changes were made to the strategic plan through removal of certain objectives and outcomes. These objectives and outcomes related to various issues including new licensee applications, new certificate of authority applications, funeral preneed trusts/perpetual care trusts examinations, consumer guides, department training, rate and form filings, and education programs. Please refer to the agency strategic plan dated September 1, 2003 and located at the department's website at <http://insurance.state.wy.us>

Insurance Department organization chart



Livestock Board

Mission and philosophy

The Wyoming Livestock Board is composed of seven livestock producers appointed by the governor. Agency staff including the state veterinarian implements board policy. The purpose is to serve the livestock industry to ensure it remains a mainstay of the economy. The Livestock Board shall exercise general supervision over and protect the livestock interests from theft and disease and shall recommend legislation that, in its opinion, will foster the industry.

The Wyoming Livestock Board will be open, ethical, responsive, accountable, and dedicated to the public we serve. We will pursue our goal of "Safeguarding the Wyoming Livestock Industry today and for the future" with the best available technology and personnel within our economic means. The people of Wyoming will be respected for their opinions and concerns and served to the best of our 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

The Wyoming livestock industry continues to enjoy free marketability and good animal health as a result of the Wyoming Livestock Board's animal health and importation rules.

Wyoming's cattle industry continues to benefit from maintenance of Wyoming's Brucellosis-class Free Status. The Chapter 2 Brucellosis Rules of mandatory vaccination and identification of female cattle have satisfied other states of Wyoming's Brucellosis surveillance and prevention efforts. Wyoming vaccinated 142,192 heifers against Brucellosis and tested 38,868 head of cattle for Brucellosis. No infection was found. There were nine disease tracebacks conducted cooperatively with United States Department of Agriculture Animal Plant Health Inspection Service (USDA/APHIS) veterinary services during the reporting period for Brucellosis suspects found at slaughter. This resulted in testing two herds; no infected animals were found.

Bovine Tuberculosis (Tb) has been found in four states in the United States. Wyoming cattle producers tested 3,626 head of livestock and no Tb infection has been found in Wyoming cattle herds. Wyoming continues to maintain its Tb Free Status.

Trichomoniasis has continued to have an economic impact on the cattle industry with 19 herds being quarantined due to infected bulls. The prevalence of infection has decreased with 30 infected bulls found out of 6,953 bulls tested indicating that Wyoming's Trichomoniasis

General information

Dr. Jim Logan, state veterinarian and executive officer

Agency contact

Cynthia Sandoz
2020 Carey Ave, 4th Floor
Cheyenne, WY 82002-0051
csando1@state.wy.us
<http://wlsb@state.wy.us>

307/777-6443

Year established

1933

Statutory references

The agency's statutory authority was established under Chapter 85, Laws 1933. Its activities are described in:

Title 6, Chapters 3 and 6

Title 7, Chapter 2

Title 9, Chapter 2

Title 11, Chapter 6, Chapters 18 through 24 and Chapters 26 through 33 and Chapter 37

Title 31, Chapters 5 and 10

Number of authorized personnel

15 full-time, 66 full-time at-will contract, and 34 part-time at-will contract

Organization structure

Administration, Animal Health, Law 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	\$644,996.00
Federal funds	\$266,040.00
Trust and agency funds	0
Other earmarked funds	\$3,010,234.00
Total	\$3,921,270.00

Program is successful.

Wyoming's sheep industry is able to freely market and export animals due to compliance with state and federal Scrapie regulations. The Wyoming Livestock Board acknowledges that Scrapie is in the state and has implemented an active surveillance program through an USDA/APHIS State Cooperative Agreement Pilot Project. Six Scrapie positive sheep were found resulting in four quarantined flocks. As part of flock cleanup plans, 104 exposed sheep were euthanized in depopulation efforts to control the disease. Wyoming had 22 flocks enrolled in the Scrapie Flock Certification Program. The sheep industry has also benefited from testing 1,643 rams for *Brucella ovis*, a bacteria that causes infertility in rams. There were 53 positive or suspect animals found on testing and culled from their flocks thereby minimizing spread of the disease.

The swine industry maintained Pseudorabies and Brucellosis Free Status by testing 6,489 head of swine. All animals tested were negative for both diseases.

During the fiscal year, 12,121 horses were tested for Equine Infectious Anemia. Two horses were positive for the disease and were euthanized to prevent further spread.

There were 4,104 import permits issued for livestock entering Wyoming.

A total of 421 quarantines were issued to ensure that imported livestock were tested or vaccinated pursuant to import requirements and/or for disease control. Livestock imported included 277,188 cattle, 29,037 swine, and 30,163 sheep.

During this reporting period, 14 livestock market applications were received and approved; seven of those were weekly sale livestock markets and seven were one-time livestock sales. Agency investigators performed 580 investigations with 61 percent (354) of those investigations relating to animal health, 30 percent (174) for brand inspection matters, .2 percent (1) for brand recording investigations and .8 percent (5) as contract investigations for the Board of Veterinary Medicine and 8 percent (46) for other agencies. In addition to the investigations, 139 criminal summons were issued for violations of Title 11 Livestock Laws with 58 percent of the summonses issued for brand related violations and 40 percent issued for animal health violations.

Agency law enforcement personnel conducted four training sessions for other law enforcement agencies.

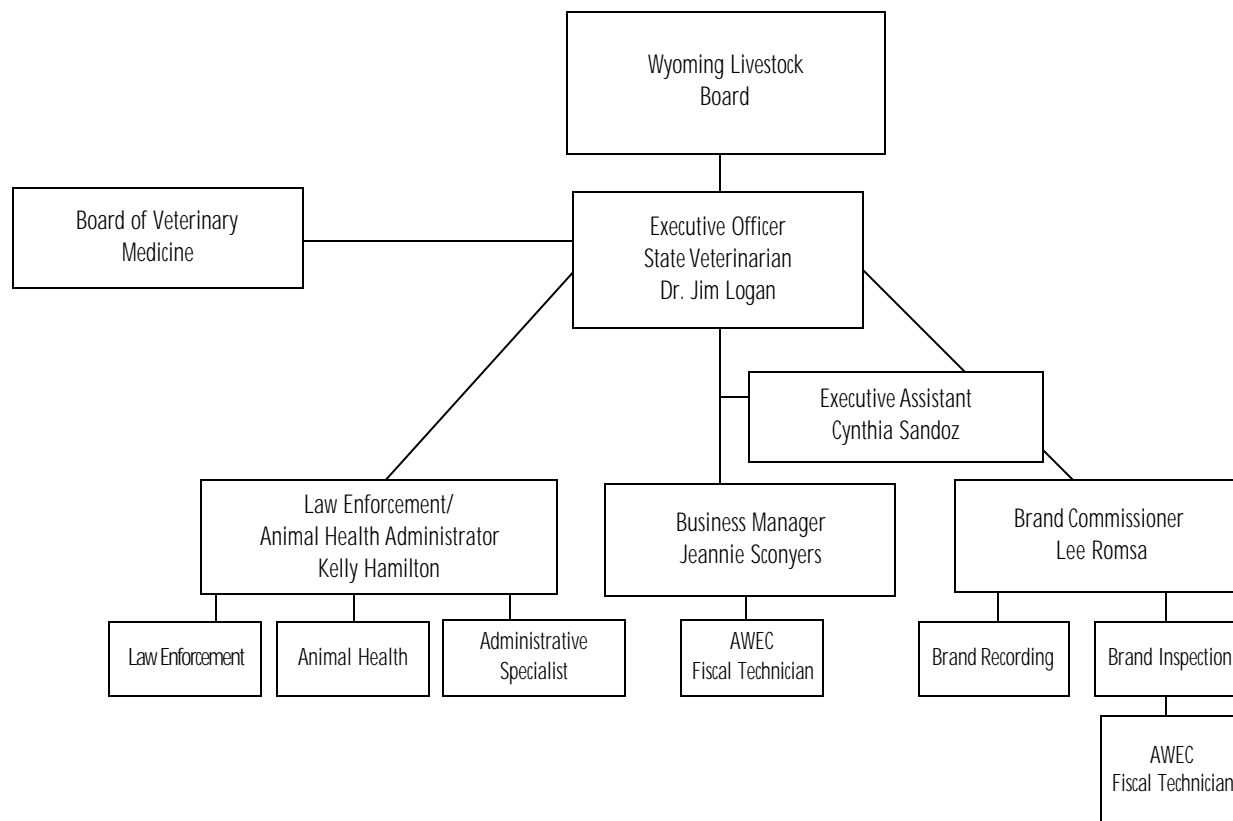
The objective to protect the ownership of livestock resulted in 2,328,642 brand inspections for the 2002 calendar year. The identification and holding or return of stray livestock was approximately 718 head. The Brand Recording Unit recorded 1,507 brand transactions with 970 brand applications/transfers processed.

Strategic plan changes

The Wyoming Livestock Board has been actively involved in routine emergency management planning and response preparation for the last four years. With the ever present threat of introduction of Foreign Animal Diseases, emerging diseases and bioterrorism (or agroterrorism), emergency management has been elevated to priority status at the Wyoming Livestock Board. The Livestock Board is coordinating efforts with other agencies for active disease surveillance, personnel training, and response preparedness. The Livestock Board will be training brand inspectors, animal health technicians, and enforcement officers on biosecurity and response techniques.

In 2004, the Brand Recording Unit will start the process for the 2005 brand renewal. Wyoming law stipulates that all brands must be renewed by March 1, 2005. As part of the renewal process, the Wyoming Livestock Board has promulgated Chapter 21 Rules governing the re-recording of livestock brands as directed by statute.

Livestock Board organization chart



Oil and Gas 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 promotes environmentally responsible development of the state's resources in several ways. One way is to ensure that no one operates oil or gas wells without first providing acceptable surety or other guaranty. The reviewing employees strive to have the bonds, letters of credit, or certificates of deposit approved within five days. In FY 03, 239 bonds, 92 letters of credit and 30 certificates of deposits were reviewed within three days. In addition to checking bonding, the agency's attorney reads the advance supreme court opinions and categorizes them by applicability and legal concept. This information is then entered into a database to be called upon when a particular issue arises.

To assure proper workmanlike operations, the agency promotes an awareness in the field that well locations will be checked for proper compliance. In this fiscal year, the agency's drilling inspectors conducted 1,642 inspections of plugged and abandoned wells for release from the operator's bond and 339 inspections of enhanced recovery and water disposal wells. The commission has a commitment with the EPA to witness mechanical integrity tests on Class II injection wells. This fiscal year 617 tests were witnessed. In addition, inspectors witness MITs on producing wells that have been idle for at least five years. Tests were performed on 91 such wells. In accordance with the EPA agreement, we checked 677 well files to ensure completeness and compliance with UIC and agency rules. The increase in coalbed methane activity has demanded a field presence by at least five of our nine drilling inspectors. This fiscal year 464 primary cement jobs and top-offs were witnessed as well as 292 pre-site inspections. Inspectors are constantly witnessing various stages of drilling and completing coalbed methane wells in addition to responding to complaints from the public relative to field operations.

There are times when a well has to be plugged and no operator is found to be responsible for the work; or, times when an operator had to forfeit a bond to comply with an order from the commission to plug and abandon and reclaim the surface. In the first instance, 22 wells in Sandbar and Collum Fields, one old Daniel Sims well, one Olympic Exploration well and one Lawson Oil Company well were plugged. Bonds were forfeited by Black Hills Operating and Lawson Oil Company.

To promote the orderly development and drilling of oil and gas fields, the staff reviews Applications for Permit to Drill (APD) for appropriate spacing and proper

General information

Don J. Likwartz, state oil and gas supervisor

Agency contact

Don J. Likwartz
P. O. Box 2640
Casper, WY 82602-2640
dlikwa@state.wy.us

307/234-7147

Other locations

Does not apply

Year established

1951

Statutory references

Sections 30-5-101 through 30-5-126, W.S. 2003

Number of authorized personnel

36 full-time; one part-time

Organization structure

Oil and Gas Conservation Commission

Clients served

Oil and gas industry, other state and federal agencies, general public

Budget information

Earmarked Funds	\$4,556,651
Federal Funds	\$192,500
Other	\$527,191
Total	\$5,276,342

bonding. Well construction must meet industry and agency standards and siting of facilities such as pits must be protective of public health and the environment. Wells are tracked through the issuance of unique API numbers. The goal for this approval process is to have all the checking complete within two weeks of receiving the application. From July 1, 2002, to June 30, 2003, the agency received 6,893 applications. Of those, 3,084 were approved within two weeks. Approximately 766 permits were held in abeyance due to spacing hearings. Also, 133 applications were denied. This resulted in approximately 51 percent of the permits being approved in the two-week time frame. An average of 27 new APDs were received each day. Another group of 292 wells was held for pre-site inspections when siting was near a waterway, a house, or water well. In this case, rapid handling of permits has the potential of causing a hardship on people or a negative impact on the environment.

An attempt to avoid agency-related delays by scanning, approving and returning the approved sundries to operators within two days is another objective. Within these same two days, staff tries to update the computer files and file the hard copy in the well files. To improve the timing for sundries, electronic filing was resumed September 17, 2001. During this fiscal year, 1,839 sundries were electronically filed.

Operators and other interested parties rely on statistical information provided by data submitted to the agency. This information is available free of charge on CD ROM and in printed form. The most often requested information is well production. To offer this information in a timely matter, the agency felt electronic filing was the answer. Another goal was to have 80 percent of the producers report their production electronically. For CY02, 142 of the 200 larger operators, those with 10 or more wells, were filing electronically; this is 71 percent. But, those 142 operators represent 84 percent of all the wells reported.

Encouraging operators to restore to producing status those wells which have the potential of additional reserves, or to plug wells and restore the locations of those which are clearly non-productive, is another objective. The agency's director and some staff members conduct meetings with operators who have idle wells. An annual plan is submitted by the operator advising which wells will be returned to production or plugged is discussed. The staff strives to meet with 25 percent of those operators on the idle well list. Additional bonding is often necessary as required by our Rules and Regulations for idle wells. That topic is also discussed at these meetings. In the CY02, there were meetings with 52 out of 135 operators on the idle well list or 39 percent. Those meetings had the following results: 167 wells plugged, 59 restored to production, and 91 tested for casing integrity. In addition, the amount of bonding held by the agency increased by approximately \$2.7 million as a result of these meetings.

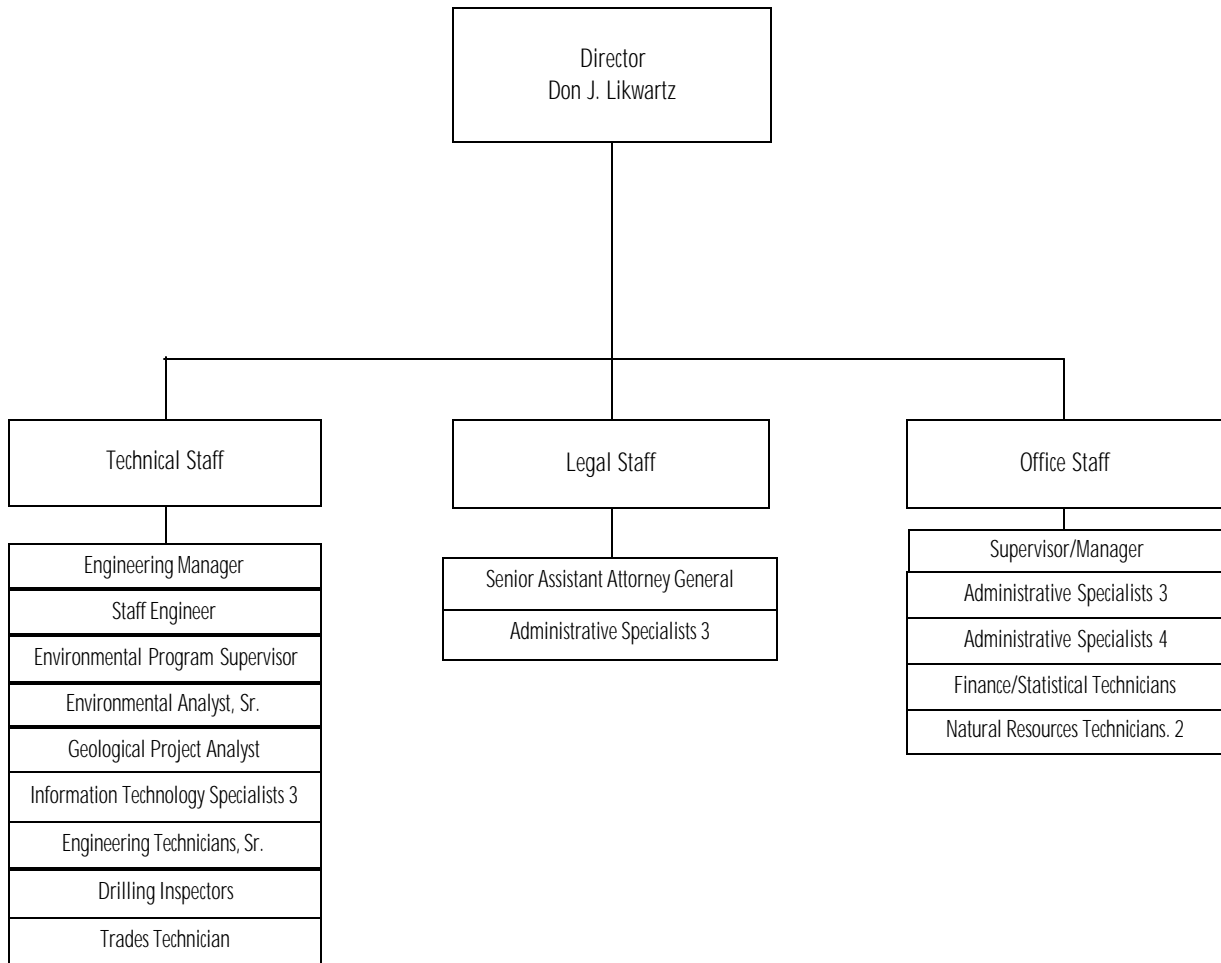
An ongoing goal is to satisfy the training needs of all agency staff members. Training opportunities are posted for everyone to view. Two IT members became certified Fiber Optics Installers. They will assist the agency when it moves into the new office building presently under construction. The commission will have a fiber backbone from which our computer system will be run. Our attorney general attended the Bar Convention in Jackson in September, participated in a legislative training session and a class hosted by the Attorney General's office. Twelve staff members took advantage of a two-hour H2S training class presented by Oilind Safety in the commission's conference room. Casper College was the setting for an ARCVIEW GIS class hosted by ESRI on September 5-7, 2002. The class was attended by five staff members and our contracted hydrogeologist. Four employees attended a Watershed Workshop hosted by the Campbell County Conservation District in Gillette, May 28 - 30, 2003. The EPA hosted an Underground Injection Control Training Program for field inspectors in Denver in September. Six drilling inspectors attended that training session. In addition, individual and team mentoring and collaboration with other entities was promoted. The agency met with members of the State Engineer, DEQ and BLM staff to discuss regulation of coalbed methane pits and to establish an inter-agency guidance on pit siting. Staff members have participated in coalbed methane fairs in Sheridan and Gillette and conducted tours for the EPA, congressional delegations and their appointees, and members of interest groups. Staff also participated in the Petroleum Association of Wyoming's annual meeting and gave reports on agency activities. One or more of the staff members take advantage of professional talks through SPE, WGA, and AIPG every week. Staff members have participated and listened to presentations at the Gas Fairs for the last six years.

Staff members constantly continue to update the computer and well history files with the new documentation received. A goal to obtain an additional IT person to assist with this project was attained by the granting of a time-limited position through the end of FY04. The implementation of scanning of logs and resuming the acceptance of electronic filing has necessitated the purchase of additional hardware and software. A continuing goal is the replacement of a quarter of the agency's computers each year to keep current with technology to better serve our constituents.

Strategic plan changes

Due to a cooperative agreement initiated by the BLM, we have completed a short-term program to scan in all logs in the Powder River Basin and we have expanded it to include the rest of the state beginning with the Green River Basin. This program should be completed in two years.

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 our clients, needy persons accused of crime whom we are appointed to represent. By providing legal assistance to those who cannot provide for themselves, we are part of the Human Services of this state, and by assuring the proper functioning of the criminal justice system, we contribute to the public safety of the residents of this state.

Results of outcomes

The Wyoming Public Defender Program provides effective assistance of counsel to our clients.

Public defenders statewide provided legal counsel to 9,923 new clients during FY03, including 86 appeals to the Wyoming Supreme Court that were handled by the appellate division. The program currently receives approximately 827 new clients every month. The FY03 caseload represents a 13 percent increase from FY02. The caseload has nearly doubled in the last ten years, from 5,053 clients being represented in FY93.

From FY02 to FY03, revenues generated by the program have shown a moderate decrease from \$ 313,931 in FY02 to \$ 278,004 in FY03.

The four-year strategic plan that applies to the FY03 annual report is dated September 1, 2001 and is the fifth edition (July 1, 2002 to June 30, 2006). The results of the outcomes from the strategic plan are as listed below.

In FY03, our clients were represented, and cases conducted, in accordance with constitutionally defined standards for effective assistance of counsel and within the rules of Professional Conduct for Attorneys at Law. There were no cases in which a federal court made a finding of ineffective assistance of counsel by a public defender. There was no public action by the Board of Professional Responsibility taken against any public defenders. Although raised as an issue on appeal in several criminal cases, there were only two cases decided by the Wyoming Supreme Court finding ineffective assistance of counsel by public defenders—Asch v. State, 2003 WY 18, 62 P.3d 945 (Wyo. 2003) and Page v. State, 2003 WY 23, 63 P.3d 904 (Wyo. 2003).

In FY03, the average caseload per full-time equivalent attorney was approximately 243 new cases per year per trial attorney and approximately 29 new cases per appellate attorney. This is an increase in average caseload per trial attorney from FY02, which was approximately 226 new cases per year. Appellate attorney caseload increased from 23 new cases per appellate attorney. National guidelines utilized by the agency are: 200 new

General information

Kenneth M. Koski, state public defender

Agency contact

Brian Young, fiscal officer
Wyoming Public Defender's Office
2020 Carey Avenue, Third Floor
Cheyenne, WY 82002
E-mail: byoung@state.wy.us
Website: www.wyodefender.state.wy.us

307/777-6497

Other locations

Listed in organizational chart

Year established

1978

Statutory references

Wyo. Stat. §§ 7-6-101 through 7-6-114 (LEXIS 2003)

Number of authorized personnel

47 full-time, 17 part-time

Organizational structure

Administrative and Fiscal Division, Capital Case Unit, Trial Division, Appellate Division, and Post-Conviction Unit

Clients served

Indigent persons charged with and/or convicted of a crime in Wyoming.
Juveniles charged with and/or convicted of a delinquent act in Wyoming.

Budget information

General funds	\$4,203,770
Other	\$743,615
B-11 (Workforce Training Funds)	\$10,046
Total	\$4,957,431

cases per year per trial attorney and 25 new appeals per year per appellate attorney.

The number of cases in which courts ordered reimbursement in Wyoming for public defender fees and costs continued to increase. From FY02 to FY03, the number of cases where the courts ordered reimbursement has increased from 3,830 cases in FY02 to 4,196 cases in FY03, an increase of 366 cases. Yet there were still 459 cases in which the courts had failed to order reimbursements and make findings on the record of inability to pay.

Wyoming Statute § 7-6-106(d) requires that the agency's annual report have pertinent reimbursement information as set forth below.

FY03	Number of Cases with Appointment of Public Defender	Reimbursement Ordered	No Reimbursement Ordered/ Specific Finding of No Ability to Pay	No Reimbursement Ordered/No Finding of Inability to Pay
1st Quarter	2532	917	594	199
2nd Quarter	2344	1168	880	197
3rd Quarter	2427	1003	928	26
4th Quarter	2534	1108	848	37
TOTAL	9837	4196	3250	459

Note: In the above chart, the appointment and reimbursement processes will not occur during the same reporting quarter. The court initially appoints the Public Defender's Office (i.e., the first column) to represent a client. That appointment can last over several months and in some cases more than a year. Reimbursement is to be ordered when the case is closed out. There is also an additional column "No Attorney Fees//No Cost Incurred" which is not shown. This occurs, for example, when the court appoints the Public Defender's Office and the client hires private counsel or the charges are dismissed without any court hearing with the assigned public defender. Detailed quarterly reimbursement information by court as required by statute is available in the Public Defender's Office.

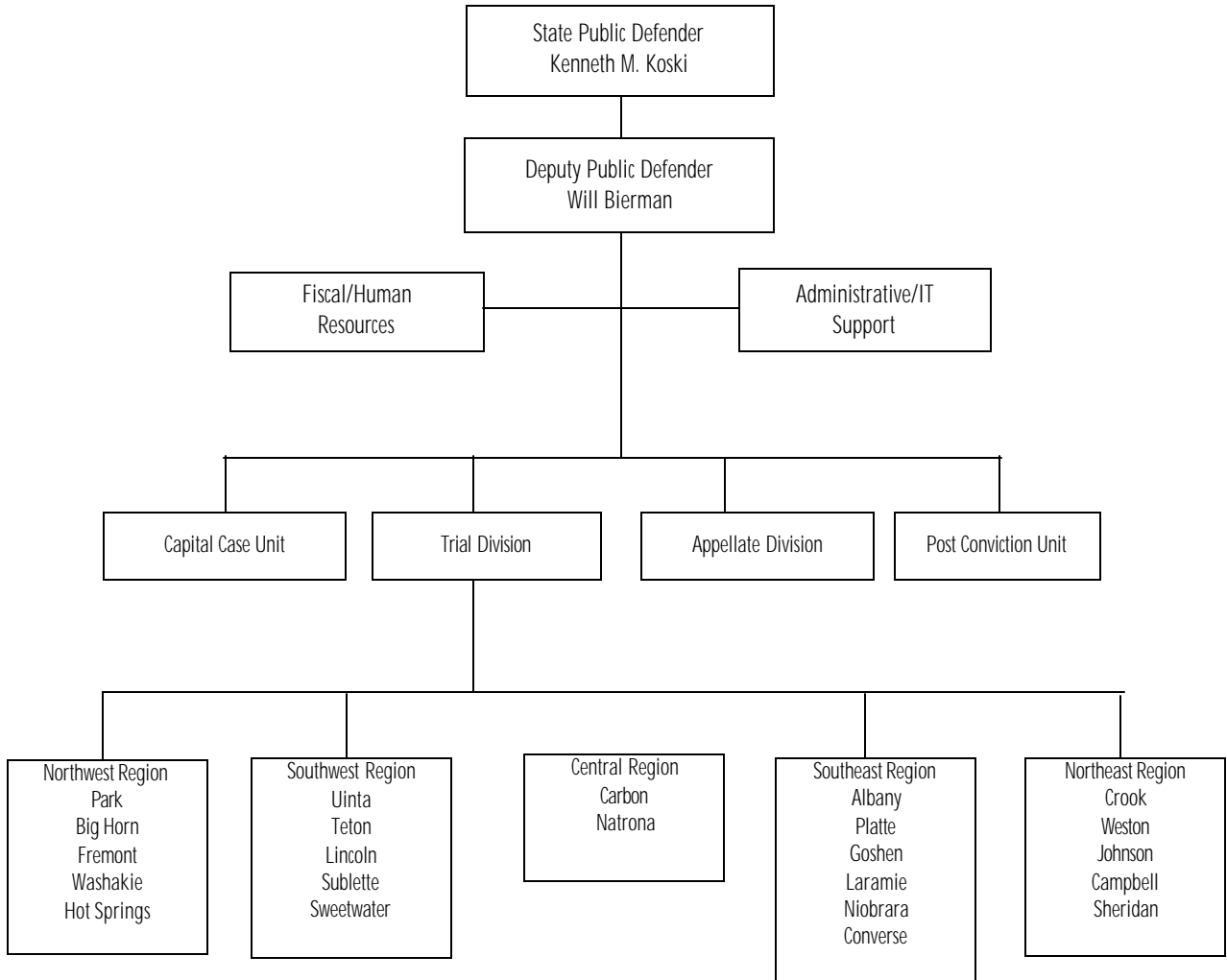
The agency continues to improve the connectivity among the 16 field offices. In FY03, T-1 lines were installed in Douglas, Evanston, Laramie, and Rawlins, thus providing high speed internet access to those field offices for legal research and connecting them to the statewide area network. The agency now has connectivity with eight of the field offices. In addition, in FY03, the agency implemented a new client database to be utilized by each field office. Development of the agency's website continues with additional legal forms, motions, and jury instructions being added to the employee only section of our website.

Strategic plan changes

On September 1, 2003, the agency adopted a new strategic plan, with new outcomes. The sole goal in the new strategic plan: The Wyoming Public Defender Program will provide effective assistance of counsel to our clients.

The agency proposes meeting this goal by 1) representing clients and conducting cases in accordance with constitutionally defined standards for effective assistance of counsel and in accordance with the Rules of Professional Conduct for Attorneys at Law; 2) maintaining trial attorney caseloads at 175 to 200 new trial-level cases per year per attorney or 25 appeals per year per attorney; 3) representing co-defendants pursuant to the guidelines established in *Asch v. State*, 2003 WY 18, 62 P.3d 945 (Wyo. 2003); 4) insuring classification parity and salary equity with prosecution and other governmental agency counterparts; and 5) limiting turnover to a maximum of 20 percent per year.

Public Defender organization chart



Public Service Commission

Mission and philosophy

The mission of the Public Service Commission is to protect the public interest of Wyoming utility consumers, while at the same time balancing the financial and operational interests of utility ratepayers, shareholders, member-owners and utility companies.

During FY03, the PSC received and docketed a total of 839 Utility filings and applications, (a 1 percent decrease in filings from the previous year). Of the 839 filings and applications, final Commission Orders were used to process 575 applications, and 230 were processed through administrative action. The PSC received: 87 certificates for authority to serve; 15 general rate case applications; 51 commodity cost changes (pass-on of deregulated wholesale costs); 224 tariff filings; 8 security issuances and other financial matters; 10 formal complaints resulting in orders; 82 PSC investigations; one general order; 90 contract cases; 230 rate schedule revisions of interexchange telecommunications resellers, and 41 new registrations to do business in Wyoming. Each of the PSC Orders was issued on or before the applicable statutory deadline.

The PSC initiated one General Order proceeding in Docket No. 90072-XO-03-22, where the commission established the funding requirement and assessment factor for the Wyoming Universal Service Fund for the time period 07/03 – 06/04. The commission set the assessment factor at one percent of gross intrastate retail revenues, which constitutes a decrease of three percent from the previous assessment factor of four percent. In this docket, the commission specifically established the statewide average local exchange telecommunications rate at \$27.24 per month. The statutory benchmark support level (130 percent of the statewide average rate) was established at \$35.42 per month. A protest filed with regard to this matter is currently pending before the commission.

The goal of the PSC is to regulate public utilities as directed by state and federal law. To accomplish this goal, the PSC has two objectives: A) The PSC will issue decisions based upon law and factual evidence with consideration given to the public interest and the financial and operational viability of utilities; and B) The PSC will regulate utility safety, reliability and quality of service pursuant to state and federal law; and will resolve complaints and ensure compliance with PSC Rules and applicable laws such that 90 percent of utility complaints are concluded within 60 days.

General information

Steve Ellenbecker, chairman
Steve Furtney, deputy chair
Kristin H. Lee, commissioner

Agency contact

Steve Oxley, secretary & chief counsel
307/777-5746
soxley@state.wy.us
David Mosier, deputy director
307/777-5709
dmosie@state.wy.us
Hansen Building, Suite 300,
2515 Warren Avenue
Cheyenne, WY, 82002
Fax Number 307-777-5700
Website: <http://psc.state.wy.us>

307/777-7427

Other locations

Does not apply

Year established or reorganized

Established 1915, reorganized 1919, 1963, 1968, 1991

Statutory references

Chapters 1, 2, 3, 6, 12, 15 and 16 of Title 37 of the Wyoming Statutes

Number of authorized personnel

33 full-time

Organization structure

Administration, Legal, Rates & Pricing,
Consumer Complaints, Facilities Engineering,
Universal Service Fund.

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 citizens of Wyoming.

Budget expenditures

Utility assessment funds	\$2,649,241
Federal funds	\$102,410
Total	\$2,751,651

Result of outcomes

The number and percentage of written PSC decisions over a three-year period which, after any allowed rehearing, are not successfully challenged on appeal to state or federal court.

Over the three-year period representing FY01, FY02 and FY03, the PSC decided by final written order a total of 1,752 cases (604 cases in FY01, 573 in FY02 and 575 in FY03). None of the 1,752 PSC decisions issued by the PSC in this time period were successfully challenged in the state courts. For the time period July 2000 through June 2003, four PSC decisions were appealed in which two were decided in favor of the PSC (1) *Sinclair v. PSC* and (2) *Tri County Telephone and TCT West v. PSC*, 11 P.3d 938 (October 5, 2002); and two decisions are pending.

Sinclair v PSC

The Wyoming Supreme Court, in *Sinclair Oil Corp. v. Wyoming PSC*, 63 P.3d 887 (Wyo. 2003), "affirmed the action of the PSC in granting Amoco's authority to abandon its crude oil gathering system."

Tri County Telephone and TCT West v. PSC

The Wyoming Supreme Court, in *Tri County Telephone and TCT West v. Wyoming PSC*, 11 P.3d 938 (October 5, 2002) "affirmed the action of the PSC in removing unlawfully filed price sheets from the Company's tariffs and price schedules."

DECISIONS CHALLENGED BUT NOT YET DECIDED
RT Communications v. PSC. The case was argued March 17, 2003, and the Supreme Court took it under advisement, but has not yet rendered an opinion.

PacifiCorp v. PSC. On August 8, 2003, PacifiCorp filed a Petition in 1st Judicial District Court Docket No 162-349, for review of a Commission Order issued July 15, 2003.

The average price of electricity per kwh in Wyoming for residential, commercial, and industrial customers as a percentage of the national average price per kwh.

Average Wyoming residential price of electricity:

7.04 cents/kwh

Average national residential price of electricity:

8.41 cents/kwh

Wyoming residential price as a percentage of the national average:

84 percent

Average Wyoming commercial price of electricity:

5.73 cents/kwh

Average national commercial price of electricity:

7.94 cents/kwh

Wyoming commercial price as a percentage of the national average:

72 percent

Average Wyoming industrial price of electricity:

3.57 cents/kwh

Average national industrial price of electricity:

4.83 cents/kwh

Wyoming industrial price as a percentage of the national average:

74 percent

Source: Rate information is obtained from the Energy Information Administration and may include missing state or rate class data that could skew the comparisons illustrated above.

The average price of natural gas per mcf in Wyoming for residential, commercial and industrial customers as a percentage of the national average price per mcf.

Average Wyoming residential price of natural gas:

\$6.09 /mcf

Average national residential price of natural gas:

\$8.69 /mcf

Wyoming residential price as a percentage of the national average:

70 percent

Average Wyoming commercial price of natural gas:

\$4.69 /mcf

Average national commercial price of natural gas:

\$6.73 /mcf

Wyoming commercial price as a percentage of the national average:

70 percent

Average Wyoming industrial price of natural gas:

\$4.44 /mcf

Average national industrial price of natural gas:

\$4.31 /mcf

Wyoming industrial price as a percentage of the national average:

103 percent

Source: Rate information is obtained from the Energy Information Administration and may include missing state or rate class data that could skew the comparisons illustrated above.

The percentage of Wyoming local service telephone lines, which are priced in compliance with the Wyoming Telecommunications Act of 1995 on the basis of TSLRIC provisions or on a valid TSLRIC waiver.

A total of 326,444 local exchange access lines for incumbent telephone companies exist in Wyoming as reported to the PSC by the telephone companies in their annual reports. In Fiscal Year 2003, a total of 321,786 access lines or 98.6 percent have prices that comply with the TSLRIC provisions; 4,384 access lines or 1.3 percent have been approved for TSLRIC pricing and are awaiting future implementation dates, and; 274 access lines or 0.1 percent have TSLRIC waivers in place as provided for in the Wyoming Telecommunications Act. The 274 access lines under waiver belong to Golden West Telephone and Project Telephone. Both of these telephone companies have the vast majority of their operations and customers in other states besides Wyoming. Therefore, 99.9 percent of the access lines in

Wyoming are priced in accordance with the TSLRIC pricing requirements of the Wyoming Telecommunications Act.

The percentage of eligible local telephone customers (based upon line count) who receive support payments from the Wyoming Universal Service Fund pursuant to provisions in the Wyoming Telecommunications Act of 1995.

In FY03, 100 percent of eligible Wyoming local telephone customers received support payments from the Wyoming Universal Service Fund. To be eligible, local service rates must exceed 130 percent of the statewide average local service rate after taking into consideration support from the federal Universal Service Fund. In FY03, the statewide average monthly rate for residential and business service was \$27.24. Therefore, to be eligible for support from the Wyoming Universal Service Fund, the local service rate must exceed \$35.42 after all other forms of support are considered. There are 270,634 local service access lines in Wyoming subject to the Wyoming Universal Service Fund (note that local service access lines used in the administration of the WUSF are fewer than the total access lines reported in A.4 above because the WUSF supports essential services as defined in W.S. § 37-15-103(a)(iv) whereas total access lines may include competitive or non-essential services). A total of 43,027 access lines or 15.9 percent of the access lines in Wyoming had a local service rate greater than 130 percent of the statewide average rate. After taking into consideration support from the federal Universal Service Fund, 27,843 local service access lines were eligible under Wyoming law and PSC rules to receive support from the Wyoming Universal Service Fund.

The percentage of person-days inspecting natural gas utilities in comparison to the established target.

During FY03, the PSC facility engineers accomplished 147.1 person-days of field inspections of natural gas distribution systems, intrastate pipelines and other natural gas utility facilities. This was 102 percent of the established target of 144.3 person-days of field inspection of natural gas facilities. As a result of these inspections, the PSC issued 19 citations for natural gas safety code violations.

The percentage of person-days inspecting electric utilities in comparison to the established target.

During FY03, the PSC facility engineers accomplished 75.6 person-days of field inspections of electric distribution systems, electric transmission lines, substation facilities and other electric utility facilities. This was 121 percent of the established target of 62.6 person-days of field inspection of electric utility facilities. As a result of these inspections, the PSC issued 230 citations for electrical safety code violations.

The percentage of customer complaints resolved through an informal complaint resolution process.

In FY03, the PSC received and processed a total of 1,629 utility complaints. Seven customer complaints were formally docketed and two went to hearing before the Commission. Of the complaints received by the PSC, 238 concerned service issues; 519 involved billing and payment matters; 171 related to rates and tariffs; 129 pertained to slamming, cramming and held orders; 109 involved disconnection of service; 13 were related to construction problems; 23 concerned deposits; 1 involved safety violations; and 426 fell into "other" categories. There were 94 requests for information that were not adversarial in nature. On average, the Consumer Complaint Section handled 407 telephone calls from utility customers each month.

The type of utility complaint received and processed by the PSC under customer complaint output measure one is as follows:

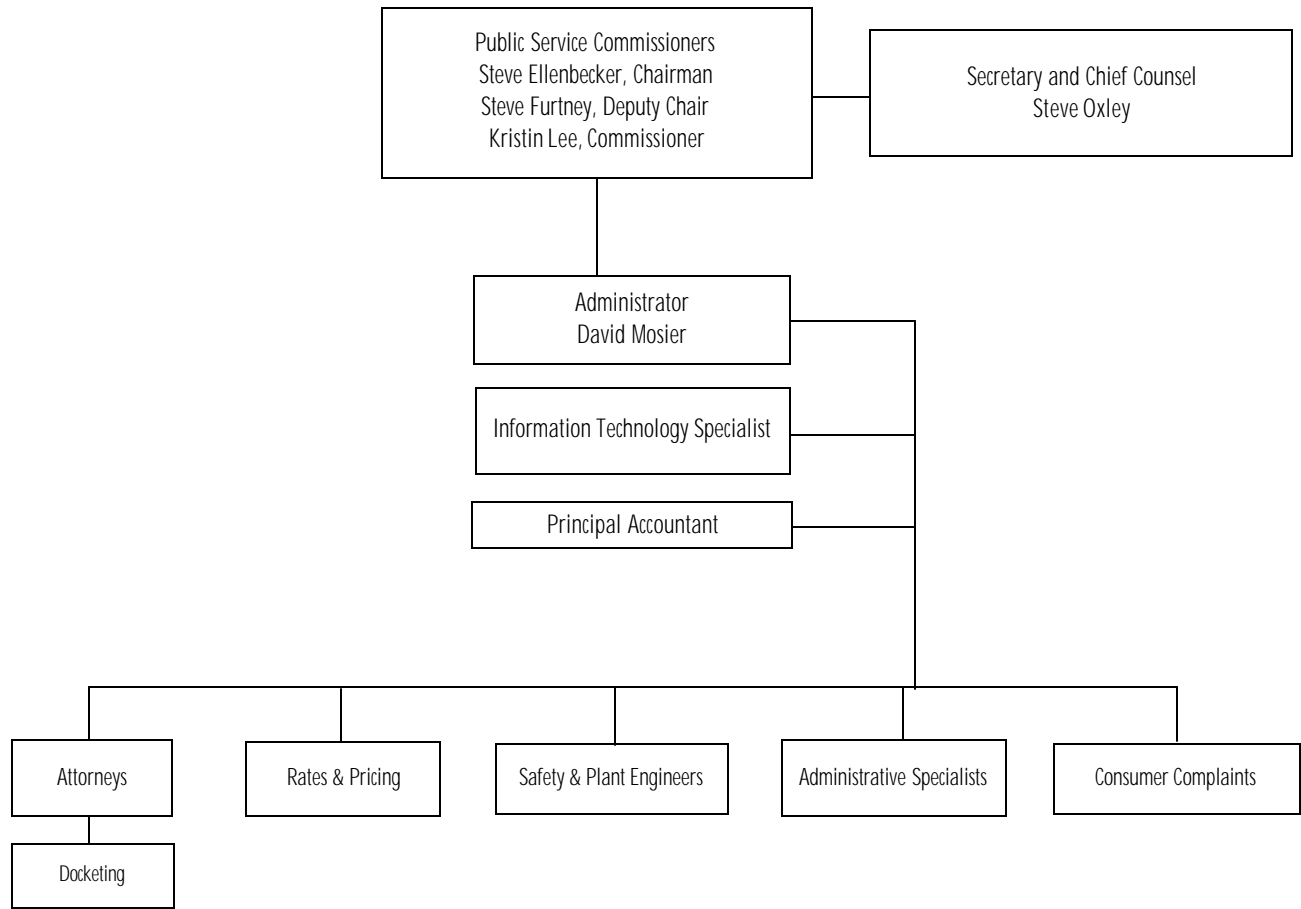
Customer Responsibility	333	22 %
Utility Error	779	47%
Informational	470	29%
Unresolved Complaints	<u>47</u>	<u>2%</u>
Total	1,629	100%

Customer complaint output measure two relates to the efficiency and productivity of the PSC in responding to consumer complaints. In FY03, the Consumer Complaint Section closed 1,363 complaints or 84 percent within 30 days of receipt. The number of complaints closed within 60 days of receipt was 1,491 or 92 percent and the number of complaints closed within 90 days was 1,582 or 97 percent.

Strategic Plan changes

The PSC may make minor revisions and refinements to its Strategic Plan in FY04 to more accurately measure the accomplishments of the Office of Consumer Advocate if the outcome measures in this Plan for the OCA indicate a need for revision.

Public Service Commission organization chart



Retirement System

Mission and philosophy

To administer the seven legislatively mandated retirement programs, the deferred compensation program 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

In a survey of fourteen statewide public retirement systems with available information, the Wyoming Retirement System's administrative costs were the lowest. The average administrative cost as a percentage of payroll was .25 percent or one quarter of one percent of the covered payroll of the systems. Wyoming's cost was .13 percent or one eighth of one percent of the covered payroll of the Wyoming Retirement System.

During 2002 and 2003 several staff and board members attended conferences and meetings dealing with retirement issues and education opportunities. The annual conferences of three organizations in which the system has membership were attended by staff and board members. The National Council on Teacher Retirement, National Association of State Retirement Administrators and National Association of Government Defined Contribution Administrators all provided education workshops and informative presentation during those meetings.

In an unbiased study provided by Buck Consultants comparing the benefit structure of the Wyoming Retirement System against eleven other statewide retirement systems and eleven other statewide teacher's retirement programs WRS placed in the top quartile and top third respectively in both comparisons. When considering both the cost of the program and the benefit package and comparing against the other systems WRS scores among the highest.

The Wyoming Retirement System (WRS) paid more than \$179 million in benefits during the year 2002 to over 16,139 retirees. The deferred compensation program also made \$16 million in distributions to members.

Retirement system staff worked diligently with the actuary, legislative aides, and members of the law enforcement community to create legislation establishing a new law enforcement retirement plan. This plan consolidated the six civil service police pension plans from Class

General information

Thomas Mann, director

Agency contact

Thomas Mann, director
Harry Wales, deputy director
Herschler Building, First Floor East
Cheyenne, WY 82002
tmann@state.wy.us
hwales@state.wy.us
Fax: 307/777-5995
<http://retirement.state.wy.us>

307/777-7691

Other locations

No other locations

Year established

1953

Statutory references

Public Employees Pension Plan - W.S. 9-3-401
Wyoming State Highway Patrol, Game and Fish Warden and Criminal Investigator Retirement Plan - W.S. 9-3-601
Volunteer Firemen's Pension Plan - W.S. 35-9-601
Paid Firemen's Pension Plan A - W.S. 15-5-201
Paid Firemen's Pension Plan B - W.S. 15-5-401
Wyoming Judicial Retirement Plan - W.S. 9-3-701
Wyoming Law Enforcement Retirement Plan - W.S. 9-3-401
Wyoming Deferred Compensation Program - W.S. 9-3-501

Number of authorized personnel

20 full-time

Organization structure

See organization chart

Clients served

General public employees, school district employees, university and community college employees, volunteer firemen, paid firemen, highway patrolmen, game and fish wardens, law enforcement officers, judges.

Budget information

Wyoming Retirement System	\$ 1,614,000
Wyoming Deferred Compensation Program	\$ 163,824

A cities around the state, including all law enforcement personnel from the big system, and established corrections officers, brand investigators and law academy instructors as law enforcement personnel. The system is had an effective date of July 1, 2002.

The board embarked on a massive review of the deferred compensation program. During the year they established an investment policy, reviewed the performance and appropriateness of the investment choices available to the members. As a result of this review, the board added several investment offerings and terminated or replaced several other investment offerings. The transition to the new offerings is ongoing and was completed during the fall of 2002.

WRS staff presented more than 40 retirement seminars to over 950 active and retired members of the system during the previous twelve months. These seminars included information on retirement, investments, and the new law enforcement program.

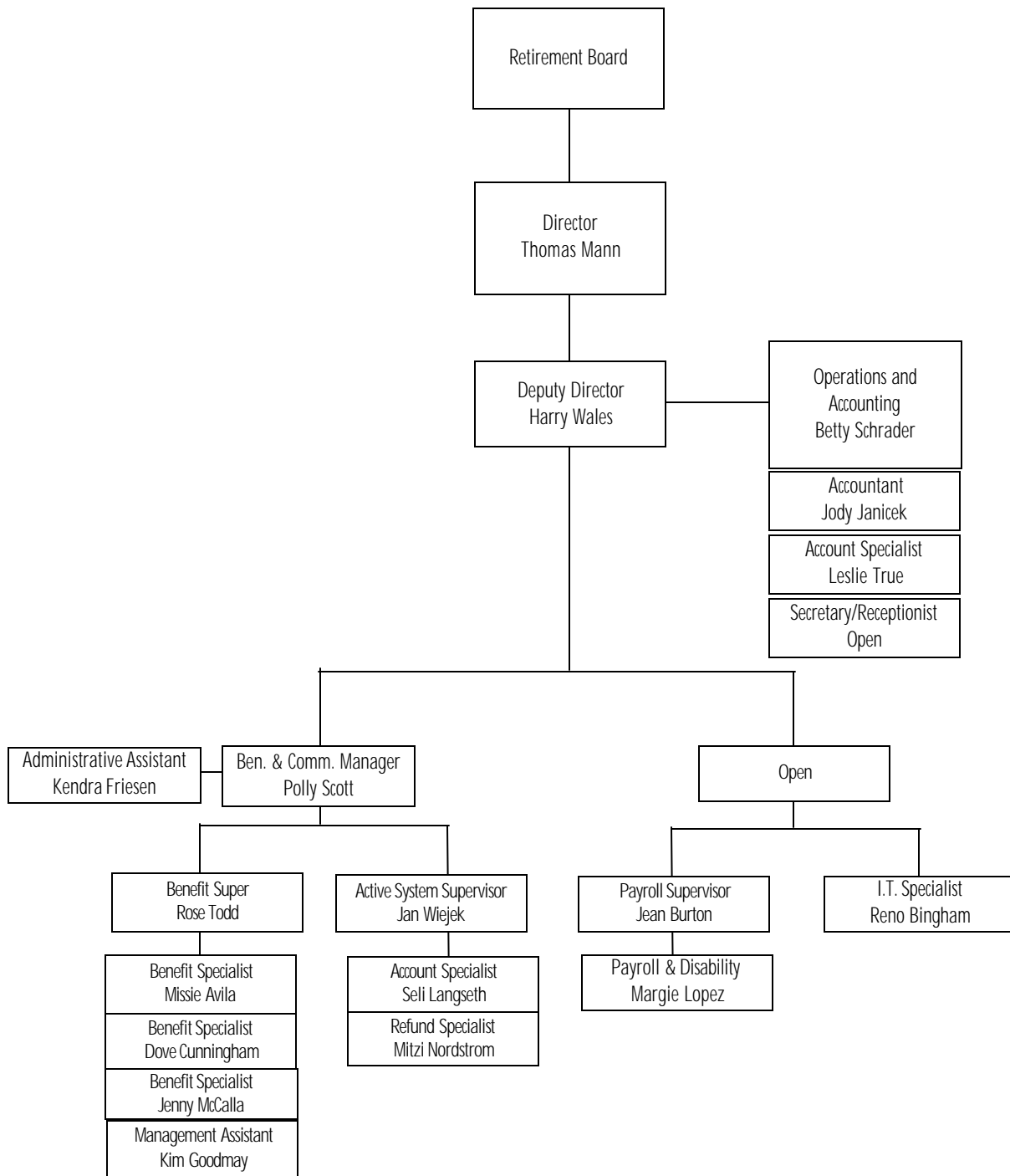
The board was honored by the National Association of Government Defined Contribution Administrators for its work since taking over the program from the State Treasurer's office in 2001. The board also put a current investment manager on the watch list per the investment policy adopted in 2002.

Two staff members and four board members attended the National Association of Government Defined Contribution Administrators national conference. Several break out sessions provided education opportunities for the attendees and much was learned at the convention.

The Wyoming Retirement Board continued its efforts to reduce the costs of the Deferred Compensation Program by eliminating any insurance wrap charges on any existing funds being offered.

The Wyoming Retirement System continued administering the Prudential Life Insurance Program and has developed materials for presentation during retirement seminars around the state. The staff has continued to answer inquiries from public employers on social security issues.

Retirement System organization chart



School Facilities Commission

Mission and philosophy

The School Facilities Commission will provide an avenue for adequate educational facilities for all children in the state. The commission oversees all aspects of construction for school facilities per W.S. 21-15-108, 21-15-109 and 21-15-111 through 21-15-121.

The School Facilities Commission assists districts with the management of school facilities throughout the state. It is the commissions policy to treat each district equal under the law. The School Facilities Commission believes that we also have a responsibility to the residents and taxpayers of the state to build and maintain appropriate school facilities. The School Facilities Commission has an open door to all and we pledge to the people of Wyoming that we will conduct ourselves with the highest standards of ethics and accountability.

Results of outcomes

The School Facilities Commission was created by Enrolled Act 45 during the 2002 Special Legislative Session. The first employees were hired to begin establishing the agency in August of 2003; therefore no agency strategic plan was completed. However, it is important to note the progress that has been made in the School Facilities Commission in the past year. In July of 2002 the commission took over 8 pipeline projects from the Department of Education and presented an additional 6 projects for legislative funding in the 2003 Legislative Session. The commission also established Facility Design Guidelines, prototypical models for new school construction, Five Year Master Plan Guidelines and began Chapters 1 – 6 of their Rules and Regulations.

Strategic plan changes

Goals for the new strategic plan include: review buildings to ensure adequate education can be met; assist districts in providing appropriately designed educational facilities; assist district in developing a Five Year Plan and annual updates; assist the districts in necessary facility improvements; distribute funding and monitor districts annual major maintenance projects.

General information

Jim "Bubba" Shivler, director

Agency contact

Lannette Cress
1920 Thomes Avenue, Suite 300
Cheyenne, WY 82002
lcress@state.wy.us

307/777-8535

Other locations

Does no apply

Year established

Established July 1, 2002

Statutory references

W.S. 21-15-108, 21-15-109, 21-15-111 through 21-15-121

Number of authorized personnel

10

Organization structure

Does not apply

Clients served

48 Wyoming School Districts

Budget information

Operating Funds	\$4,235,799
Review & Analysis	\$5,650,000
Emergency Use	\$1,420,000
Capital Construction	*\$77,095,009
Major Maintenance	*\$55,095,484
2003 School Projects	\$39,092,947

*Transferred from Department of Education 12/02

Agency to which your group reports

School Facilities Commission

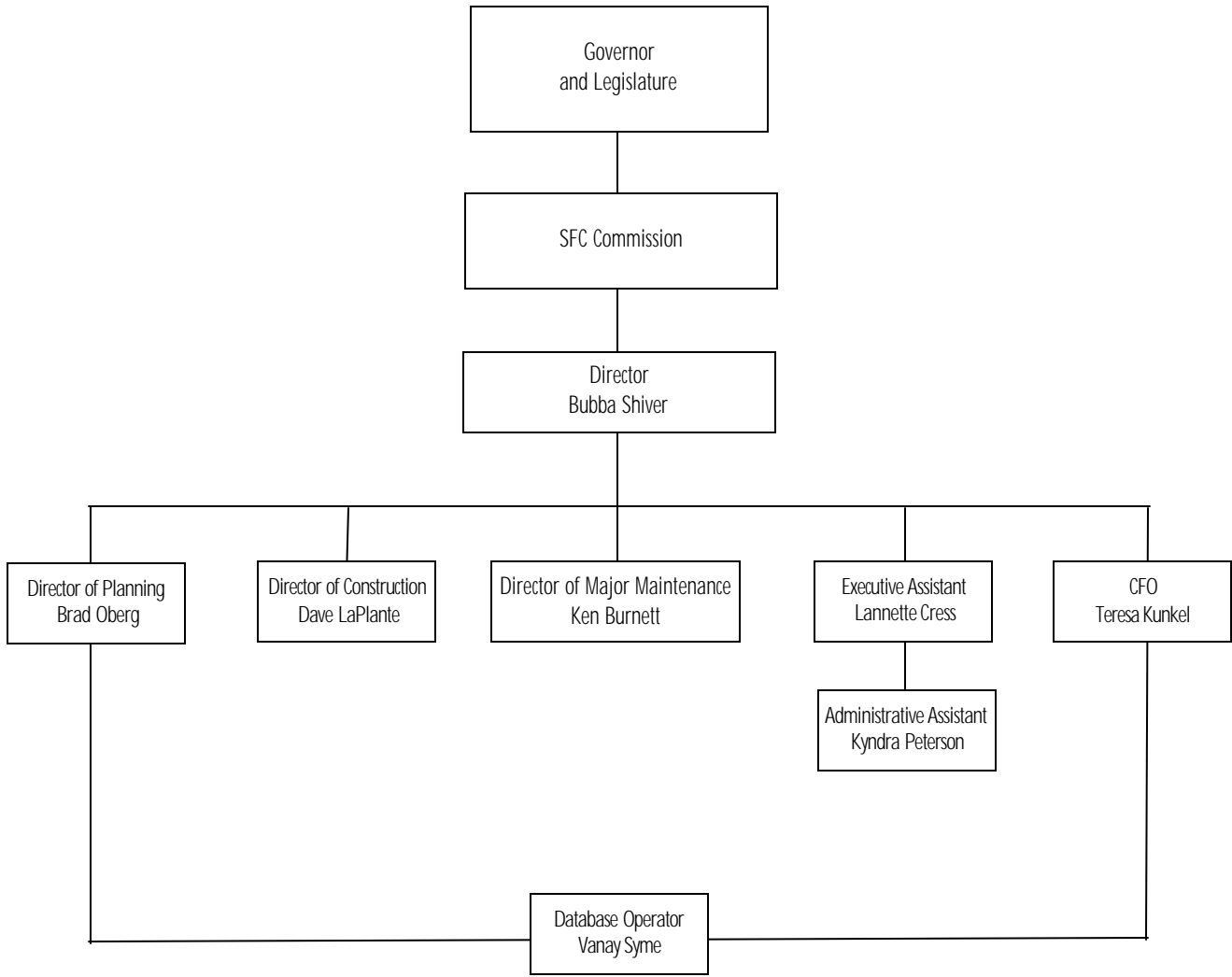
Number of members

Seven members comprised of the state superintendent of public instruction and six members who are Wyoming residents appointed as follows: one member of the state board of education; three members having knowledge and experience in the following areas: building and facility engineering, construction and operations; building design and specification; estimating, bidding and building construction (each appointed by the governor); two member having knowledge and experience in school facilities planning and management and the state educational program for public schools as required by law (each appointed by the state superintendent of public instruction)

Meeting frequency

The commission is required to meet not less than quarterly.

School Facilities Commission



Office of State Lands and Investments

Mission and philosophy

To provide timely, accurate and cost effective service to the Board of Land Commissioners, the State Loan and Investment Board, policymakers and the residents of Wyoming to facilitate wise and reasonable analytical decision making that will maximize the state's assets and resources in accordance with mandated authorities.

The philosophy of the Office of State Lands and Investments is to accomplish this mission through a commitment to fairness, integrity and accountability as we manage surface, mineral and forest resource issues under the jurisdiction of the Board of Land Commissioners in a timely manner to enhance trust land values for the state's beneficiaries; augment 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; promote partnerships with local and federal governments that will allow the state and its residents to actively become part of the decision-making process in the management of federal lands within Wyoming; provide grants, loans and technical assistance to strengthen community and rural infrastructures; encourage public participation in our actions and decisions; use technology to increase efficiency and accuracy; and use the expertise of our staff and provide a work environment in which they can grow professionally.

Strategic plan changes

The agency's strategic plan has been revised to provide the following goal and objectives:

Agency Goal

In compliance with our mandated authority, manage the assets and resources of the state and the trust in a manner that will provide the optimum benefit for the trust beneficiaries and Wyoming residents.

Objectives

Objective A: Manage state-owned mineral assets to optimize the extracted value while guarding the whole of the land asset base against adverse economic exposure.

Objective B: Process applications and administer leases, permits and easements on state trust land in an efficient and timely manner.

Objective C: Provide lending alternatives and support to Wyoming agriculture.

Objective D: Manage forested state lands to maximize long-term return on a sustainable basis.

General information

Lynne Boomgaarden, director

Agency contact

Susan Child

Herschler Building, 3rd Floor West

122 West 25th Street

Cheyenne, WY 82002-0600

schild@state.wy.us

307/777-3428

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

102 full-time

Organizational structure

Office of the Director and five divisions: Financial Programs and Management Services, Real Estate Management and Farm Loans, Mineral Leasing and Royalty Compliance, Office of 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

(Appropriated funds only)

General funds	\$5,609,572
Federal funds	3,382,439
Other	362,762
Total	\$9,354,773

Objective E: Cooperate with county fire wardens and rural fire departments to provide rural fire management to state and private lands and 260 incorporated and un-incorporated rural communities.

Objective F: Provide assistance to communities, private landowners, forest products industry and the general public in the establishment, protection and utilization of trees.

Objective G: Provide inmate training and work experience for fire suppression and service projects to communities, counties and agencies.

Objective H: Maximize investment earnings of state funds by monitoring changes in the investment market as they relate to the State Investment Policy Statement and through bond issuances as provided by statute.

Objective I: Facilitate financial assistance to incorporated communities, counties, school districts, special governmental entities and eligible private enterprises.

Financial Programs and Management Services Division and Office of Director

General information

Jeanne Norman, assistant director

Agency contact

Jeanne Norman
Herschler Bldg., 3rd Floor West
122 West 25th Street
Cheyenne, Wyoming 82002-0600
jnorma@state.wy.us

307-777-6644

Other locations

Does not apply

Year established

1984
Joint Powers Act Program, 1974; Mineral Royalty Grant Program, 1977; Clean Water State Revolving Fund, 1990; Drinking Water State Revolving Fund, 1998; 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, W.S. 16-1-301, W.S. 16-1-201

Authorized personnel

21 full-time

Organizational structure

Financial Programs and Management Services:
Assistant Director; Accounting Section; Information Technology Section; Investment Management Section; Government Grants and Loans Section
Office of the 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; and general public.

Results of outcomes

To maximize the return on the investment of state funds the board measures its investments against market, established indices or benchmarks. The board is required to review and evaluate the policy at least annually and each year the board reviews changes and updates. The policy statement was updated and significant changes made and approved at the October 3, 2002 board meeting, the annual compliance audit was reviewed by the board on September 30, 2002 and investment performance was reported and reviewed by the board for quarters ending September 30, 2002, December 31, 2002, March 31, 2003 and June 30, 2003 by R. V. Kuhns, it's investment manager. With respect to capital facility bonds, there were no new bonds issued this year.

This division transmitted all revenue collected by the agency and distributed to various permanent land income funds, land income funds and the general fund which totaled \$68,903,098. Of this amount, \$57,887,843 was distributed revenue from the 4.2 million acres of state-owned mineral estate and \$7,611,532 was distributed revenue from the 3.6 million acres of state-owned surface estate. In addition, this division serviced Joint Powers Act loan accounts and processed loan repayments totaling \$5,162,895 this year and processed payments totaling \$48,191,349 from farm, irrigation and ASC contracts.

This division also facilitates the board's processes to provide financial assistance to incorporated communities, counties, school districts, special governmental entities and eligible private enterprises to maximize the use of state's resources to benefit the residents of Wyoming. The division processed 144 Mineral Royalty Grant applications, 60 of which were approved for funding totaling \$17,478,059, and seven Joint Powers Act Loan applications totaling \$4,378,237 were processed and approved. In addition, the division coordinated one Abandoned Mine Land Grant applications totaling \$2,000,000 and processed 36 Transportation Enterprise Fund Grant applications, of which 22 were funded totaling \$986,234. There were no Aeronautics Joint Powers Act Loans this year.

This year, nine Clean Water State Revolving Fund (CWSRF) loan applications were reviewed, processed and presented to the board. One hundred percent of the applications received were from communities for improvements to or construction of wastewater treatment facilities. Loan servicing was provided to 42 CWSRF loans including disbursing \$4,923,310 to communities and \$8,801,033 to the Department of Environmental Quality (DEQ) for the cleanup of leaking underground storage tanks. A total of \$10,065,288 in loan repayments was processed in the CWSRF. Also during this period seven new loan applications were reviewed, processed and presented to the board for loans totaling \$14,936,349 from the Drinking Water State Revolving Fund (DWSRF). One hundred percent of the loan applications received were from communities to fund improvements to or construction of water treatment facilities. Loan servicing was provided for 28 DWSRF loans, including disbursing \$18,776,876 in loan funds to communities and receiving \$205,387 in loan repayments.

This year no applications from state institutions were presented to the board for grants from the Omnibus Land Income Fund. The board also approved six applications for School District Bond Guarantees in the amount of \$19,005,000. There were no School District Capital Construction Account applications this year.

Strategic plan changes

There are no significant changes to the objectives and outcomes of this division.

Forestry Division

General information

Dan Perko, acting state forester

Agency contact

Bill Crapsier
1100 W. 22nd Street
Cheyenne, WY 82002
bcraps@state.wy.us

307/777-7586

Other locations

Buffalo, Casper, Douglas, Lyman, Newcastle, Pinedale, Riverton

Year established

1952

Statutory references

W.S. 8-4-102, 36-1-112, 36-1-401 through 404, 36-2-1080, 36-3-109

Authorized personnel

44 full-time

Organizational structure

Fire Management, Forest Management, Wyoming Conservation Camp Program

Clients Served

Forest, ranching and agriculture landowners, rural wildfire organizations, communities, counties and local governments, other state agencies, forestry and associated industry.

Results of outcomes

To manage forested state trust lands on a sustainable basis and maximize the long-term return to the trust, all forested trust lands are managed according to written prescription on a sustainable basis within identified forest product areas. No parcels of forested trust lands were inventoried nor were any management plans prepared. Pre-commercial thinning was completed on 371 acres while 752 acres were treated commercially generating \$765,770 of income. To maintain a forested trust land base within identified forest product market areas, the division identified 103 commercially forested parcels with legal access to the Land Board and its assignees. No land exchanges were finalized this year, however, efforts continue on a proposed land exchange with the Forest Service that would develop two blocks of forested state lands in exchange for all scattered parcels within the boundary of the Snowy Range and Sierra Madre portion of the Medicine Bow National Forest.

To provide Wyoming's rural lands and communities with well-trained and equipped fire prevention, mitigation and suppression resources and provide interagency resources, 1132 firefighters were trained in 48 separate training sessions and 2,648 rural firefighters and state personnel were trained to National Wildfire Coordinating Group standards.

Financial assistance was provided to Wyoming counties and rural fire departments through the State Fire Assistance Program, Volunteer Fire Assistance Program and Mineral Royalty Grant Program and appropriated funds. Forty-eight applications were received for federal grants under the Volunteer Fire Assistance Program and 41 were funded for a total of \$146,000. Recommendations were provided for 21 mineral royalty grant applications for fire apparatus and stations with \$2.65 million of grant money were board approved. Forty-six applications were received for \$157,597 of State Fire Assistance federal grant funds and \$185,000 of State appropriated funds from the 23 counties for fire preparedness, training and maintenance. A total of 135 applications were received.

The division also provided assistance to local communities in the implementation of the National Fire Plan (NFP) and 11 NFP grants were funded totaling \$411,105. Three hundred seventy acres of fuel treatment and 79 defensible space projects were completed, assistance was given to 43 NFP communities and fire hazard assessments were completed on 688 dwellings. Forty three fire prevention projects included public service announcements, meetings with groups to explain the NFP, mass mailings of educational materials on defensible spaces and homeowner actions to reduce fire susceptibility.

In order to maintain the values that Wyoming landowners, communities and state agencies identify with well-managed forests and trees in Wyoming, the division continues to actively pursue practices to achieve those ideals. A total of 209 forest stewardship plans covering 27,362 acres were prepared. The Stewardship Incentives Program had 30 approved practices in four counties with a total of \$31,474 of cost share on 34.6 acres. In addition, 350 conservation plantings resulted in 840,000 linear feet of planting on private lands.

The Urban and Community Forestry Program of the division provided technical assistance to prepare one comprehensive management plan on public property for the City of Greybull. The Community Forestry Council approved 27 grants throughout the state for a total of \$57,145 used to plant larger trees on public property, for education and production of various community Forestry publications. Thirty-two communities met Tree City USA qualifications.

The division continues to provide forest health technical assistance to cooperators and clients. Seven projects totaling \$49,951 were approved for insect and disease projects. Assistance was provided to 228 homeowners, municipalities and private forest landowners to identify and provide recommended treatment for insect and disease problems.

In cooperation with the Wyoming Department of Transportation and Wyoming Conservation Districts, twelve living snow fence grants for \$104,353.26 planted a total of 28,487 lineal feet of trees to protect 10,173 feet of State roadway in seven counties. An additional four projects in three counties installed 9,943 lineal feet of living snow fence at a cost of \$25,583 to protect 3,546 feet of County Road.

Inmates are trained in job skills that may provide potential job opportunities upon completion of their term while they complete conservation projects of value to Wyoming communities and residents during their incarceration in the Wyoming Honor Conservation Camp and the Wyoming Honor Farm. This year 110 inmates received training in chain saws use and fire fighting and used for crew assignments. The inmates completed 82 community projects and they received 28 wild fire and six prescribed burn assignments. Although no contracts were

completed this year, 324 cords of firewood, 200 tons of logs and 7,275 posts and poles were sold for \$49,125 and 114 pounds of ponderosa pine seed realized \$2,885 in income for a total of \$52,010. Crews also assisted in treatment of 376 forested acres for improved timber growth and/or to retain aspen stands.

Strategic plan changes

There are no significant changes to the objectives and outcomes of this division.

Mineral Leasing and Royalty Compliance Division

General information

Harold D. Kemp, assistant director

Agency contact

Harold D. Kemp, assistant director
Herschler Bldg., 3rd Floor West
122 West 25th Street
Cheyenne, Wyoming 82002-0600
hkemp@state.wy.us

307-777-6643

Other locations

Does not apply

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

Authorized personnel

17 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

In order to maintain a net income position from the development of state-owned minerals, and where authorized, from the state's share of the federal mineral estate within Wyoming, contemporary

with the prevailing economic climate within the extractive mineral industry, accurate and timely receipt of all bonuses, rents and royalties due for the grant and development of a property interest in state-owned non-renewable resources is coordinated by this division. The royalty compliance section performed desk audit reviews of all operating mineral leases this year using filed remittance advices, check detail information, Oil and Gas Commission electronic records comparison and our in-house electronic lease audit report. Seven special, more detailed "look-back" audits were performed for specific leases resulting in \$570,000 in additional royalty collections; and, a continuing pricing review/audit was maintained against valuation of oil in kind royalties. The oil in kind program has resulted in significant additional royalties over what could have been received on a cash basis. In addition, audits of timely payment issues were made resulting in some interest assessments being charged lessees, totaling \$881,000.

To maximize the existing state-owned mineral estate under lease for prospecting and development of multiple mineral commodities, the division's ongoing aggressive approach in a three tier fashion for mineral leasing resulted in 345 oil and gas lease issuances through holding three oil and gas competitive lease auctions, and another 63 leases issued over the counter after two attempts to market at auction.

In an endeavor to closely adhere to sub-surface resource development and administrative cost containment for both the agency and the lessees, while avoiding unnecessary waste in compliance with State oil and gas statutes, the division avoided the costs to both the state and industry related to premature well abandonments on 140 leases with one or more operating wells, through suspensions of operations grants and royalty rate reductions. The division reviewed information related to offset drilling and or production on three separate leases to determine potential for drainage utilizing the lessees in that effort. The division has been working with one of its larger royalty payers for a significant amount of time toward effecting change in their rendition of electronic royalty reporting vis-à-vis the division's reporting needs and requirements. Finally, the division has required three major producers of coal bed methane to escrow deduction amounts for what the division believes is a gas gathering charge, reported by them as transportation and thus, a deductible item from royalty.

Strategic plan changes

There are no significant changes to the objectives and outcomes of this division.

Office of Federal Land Policy Division

General information

N/A

Agency contact

Effective July 1, 2003, all duties, responsibilities and personnel of this division were transferred to the Governor's Planning Office.

Other locations

Does not apply

Year established

1995

Statutory reference

W.S. 9-1-207 et seq, Wyo. Executive Order 1995-1 as amended

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

State and local government agencies, state congressional offices, natural resource users

Results of outcomes

Through the governor, this division represents to the federal government Wyoming's long and short-term economic and environmental interest concerning federal issues affecting Wyoming's residents via unified and balanced state positions. To actively monitor federal agency activities affecting Wyoming and insure that federal agencies include state government in federal use management and planning processes, the division received and circulated 263 National Environmental Policy Act (NEPA) documents involving proposed federal actions to state clearinghouse and affected agencies, of which 216 were new federal actions and 47 were federal actions that were initiated previous to July 1, 2002. Two hundred thirty-seven state responses and positions were advanced to federal agencies, of which 149 were standard responses and 88 were more substantive and expanded responses. In addition, 60 state and/or federal issues of either interagency conflicts or agreements were identified and addressed. The division continues to actively pursue official cooperating agency status (CAS) under NEPA on issues of particular significance to Wyoming. Two cooperating agency status MOUs

were signed this year with federal agencies.

The division prepared and presented testimony, comments, position statements and drafted language on federal land and mineral activities on five occasions; maintained relationships via visits, letters and resolutions with Wyoming's Congressional delegation, the Western Governors' Association and professional organizations on 25 occasions; and met on 28 occasions with federal agencies to craft and negotiate various proposals and agreements in its effort to shape legislation and regulatory proposals affecting federal lands in Wyoming. To further communication and coordination with various individuals, interest and user groups' regarding land management issues affecting Wyoming, the division present 33 speeches, formal and informal presentations, letters on individual issues and the office's function in general. In total, the division initiated and attended issue-directed conferences and meetings on 279 occasions.

The division continues to facilitate local government participation in federal land use issues regarding multiple use of federal lands in Wyoming. The division is currently overseeing eight CAS projects (Atlantic Rim Coalbed Methane EIS, Jack Morrow Hills Coordinated Activity Plan, Medicine Bow National Forest Plan Revision, Bighorn National Forest Plan Revision, Black Hills National Forest Plan Amendment - Phase II, Powder River Basin EIS, Rawlins/Great Divide and Pinedale Resource Management Plan Revisions). The state of Wyoming has accepted CAS on all of the Bureau of Land Management's Resource Management Plans across the state. A Memorandum of Understanding inclusive of all BLM Resource Management Plan Revisions is being drafted at this time.

Strategic plan changes

Effective July 1, 2003, all duties, responsibilities and personnel of this division were transferred to the Governor's Planning Office.

Real Estate Management and Farm Loan Division

General information

James M. Whalen, assistant director

Agency contact

James M. Whalen, assistant director
Herschler Building, 3rd Floor West
122 West 25th Street
Cheyenne, WY 82002-0600
jwhale@state.wy.us

(307) 777-6638

Other locations

Lander District Office

Year established

Real Estate Management, 1890; Farm Loan Program, 1921; Irrigation Loan Program, 1955; Beginning Agricultural Producers Loan Program, 2002; Replacement Of Breeding Livestock Program, 2003

Statutory reference

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

Authorized personnel

14 full-time

Organizational structure

Assistant Director; Real Estate Management; Farm Loan Section; Lander Field Office, Land Inventory Section

Clients served

Wyoming residents including farmers, ranchers, school children, governmental agencies, businesses, real estate developers, utility companies, mineral industry

Results of outcomes

It is the division's responsibility to provide income/revenue for the Land Income Fund and Permanent Land Fund. By leasing land for multiple purposes, the division derived \$4,335,832 from grazing, agricultural and special use leasing programs, \$360,243 from temporary use permits issued, and \$963,013 from surface impact payments. Issuance of grants of easement on state land also generated an additional \$534,402 and land sales generated \$59,600. The division processed 441 grazing lease renewal applications, 13 special use lease applications, 271 assignments, 197 sublease agreements, 44 improvement applications, 488 surface impact payments, 165 temporary use permits, and 152 easements applications.

Development of current lease rates and permit fees requires an annual update of the grazing and agricultural fee formula. Through research provided by the Agricultural Statistics Service, new figures regarding parity ratio and private land lease rates are inserted into the formula and a new AUM (animal unit month) rate established. The AUM rate for the 2003 grazing lease renewals was \$4.04. In order to verify land types and condition of state land under lease and to develop more accurate production information, the appraisal staff concentrated efforts this year on inspections of 37 irrigated crop land leases and 64 dry land leases.

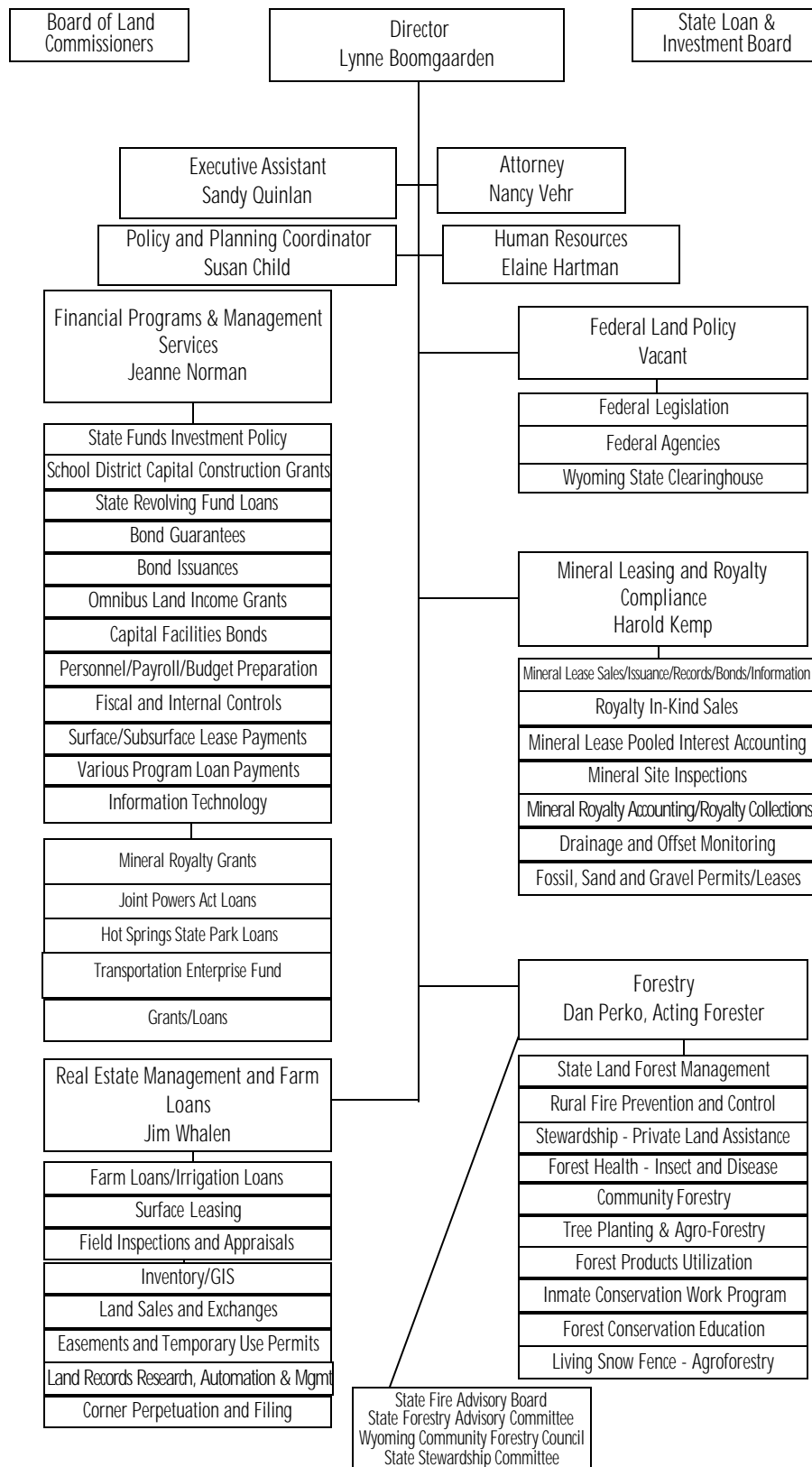
In addition to its state trust land obligations,

the division is responsible for maximizing the use of the Farm Loan Fund to benefit Wyoming residents. Nine farm loans and one irrigation loan were processed. The interest rates for both farm and irrigation loans remained the same. The legislature authorized two new farm loan programs effective July 1, 2003, the Beginning Agricultural Producers Loan Program and the Breeding Livestock Loan Program. Beginning Agricultural Producer loans are intended to assist beginning farmers and ranchers in establishing a production agricultural business. The Breeding Livestock Program allows for the purchase of breeding livestock when the governor has declared that drought conditions have existed in individual counties for not less than two immediate preceding years and if the governor declares that the conditions have abated.

Strategic plan changes

There are no significant changes to the objectives and outcomes of this division.

Office of State Lands and Investments organization chart



University of Wyoming

Mission and philosophy

The University of Wyoming aspires to be one of the nation's finest public land-grant research universities, dedicated to serving as a statewide resource for accessible and affordable higher education of the highest quality, rigorous scholarship, technology transfer, economic and community development, and responsible stewardship of our cultural, historical, and natural resources. In the exercise of our primary mission to teach and educate students, we seek to provide academic and co-curricular opportunities that will:

Expose students to the frontiers of scholarship and creative activity, and the complexities of an interdependent world; ensure individual interactions among students, faculty, and staff; nurture an environment that values and manifests diversity, free expression, academic freedom, personal integrity, and mutual respect; and promote opportunities for personal growth, physical health, athletic competition, and leadership development for all members of the university community.

As Wyoming's only university, we are committed to outreach and service that extend our human talent and technological capacity to serve the people in our communities, our state, the nation, and the world.

The primary vehicles for identifying the specific actions and resource allocations needed to achieve this complex mission are the university's *Academic Plan*, *Support Services Plan*, and *Capital Facilities Plan*, each revised periodically.

Results of outcomes

The *University of Wyoming Academic Plan, 1999-2004* is the university's strategic plan, the blueprint for the future of the institution. The planning process and the resource decisions made as a result support the academic mission. As one form of accountability, an *Academic Plan Report Card* is published annually to document the cumulative progress on the 168 action items in the plan. To date, the University of Wyoming has completely or partially addressed most of the 168 action items. Both the plan and the report card are posted on the Academic Affairs web site at <http://uwadmnweb.uwyo.edu/AcadAffairs/>. In this report, the outcomes are organized according to the four major goals of the *Academic Plan*: to increase enrollment and access, to enhance the quality and effectiveness of the curriculum, to focus for distinction, and to provide leadership for Wyoming's future.

Goal I, Enrollment and access

Among the university's core commitments are broad access to advanced education, a diverse and interna-

General information

Philip L. Dubois, president

Agency contact

Phillip B. Harris, vice president for budget and planning

University of Wyoming

P.O. Box 3982

Laramie, WY 82071-3434

pharris@uwyo.edu

307/766-5768

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, Sections 15 through 17; W.S. 21-16-201 and 21-16-202; W.S. 21-16-901 through 21-16-904; W.S. 21-17-101 through 21-17-450 (Note: Some of these statutes are among the many Wyoming statutes that are archaic, and are effectively addressed through other means. They remain in effect because the Legislature is not inclined to spend its limited time in session "cleaning up" statutes of this type)

Authorized personnel

N/A

Organization structure

Board of Trustees, President's Office, Academic Affairs, Administration, Budget and Planning, Governmental, Community and Legal Affairs, Information Technology, Institutional Advancement, Research and Student Affairs (see chart for details)

Clients served

Enrolled undergraduate, graduate and non-degree students, continuing education participants, high school students, alumni, business assistance clients, community assistance clients,

tional representation within our community, and full use of our facilities. Student recruitment, retention, timely graduation, and access to academic programs are of primary importance to the institution and the state. UW continues to make progress in recruiting and retention efforts. Increased collaboration with the community colleges in promoting the articulation agreements have resulted in increased transfer student enrollment at the university when students complete their associate programs from the Wyoming community colleges. UW also collaborated with the Wyoming community colleges for the first 3-D Conference (Diversity, Dialogue and Direction). The conference is designed to increase communication to improve our efforts in recruiting and retaining diverse students at UW and the community colleges. The conference was financially supported by the UW President's Advisory Committee on Minority and Women's Affairs (PACMWA) and the Daniels Fund. The Daniels Fund of Wyoming has also been instrumental in assisting with other enrollment initiatives including a summer pre-college program to increase college-going rates in Wyoming and to support the Office of Multicultural Affairs for retention efforts.

Increasingly, the university is expanding online service and support to incoming and current students. The web site is key to effective promotion of the university. This year UW hosted "Chat Nights" for prospective students to communicate online with current UW students. Through the Weeks of Welcome, during the first three weeks of the Fall Semester, UW assists new students with their transition into the university. Weeks of Welcome includes academic and social programming to help students make connections with faculty, staff, and other students.

Another retention initiative that has achieved positive outcomes is the A-Team. This interdisciplinary alcohol team was assembled to have a collaborative, multi-component, interdisciplinary approach to thoroughly address alcohol related issues.

Total student enrollments (standardized at the end of the fall semester) The total fall semester headcounts, including outreach and online students, increased to 12,766; the target is 13,000 students.

New-student enrollments (first-time, full-time freshmen and transfers) increased to 2,594.

Minority and international students comprised 10.6 percent of the student enrollment.

The third-semester retention rate for the freshman cohort entering in the fall of 2001 and retained until the fall of 2002 was 77.6 percent. (Standardized retention data are always delayed one-year.) National retention data for similar institutions fluctuate between 83 and 84 percent for 1994-99.

The six-year graduation rate for first-time, full-time freshmen matriculating in the fall of 1996 and graduating by the summer of FY02 increased to 54.3 percent. (Standardized six-year graduation rates

clients requesting information, agricultural assistance clients, research clients, health care patients, cultural programs patrons, athletics fans and other Wyoming residents

Budget information

(authorized by the Board of Trustees)

General fund Section I	\$123,601,169
Federal funds Section I	\$2,457,809
Federal funds Section II	\$37,099,447
Other Section I	\$53,499,671
Other Section II	\$66,747,244
Total	\$283,405,340

are always delayed one year.) National six-year graduation data for students entering similar institutions between 1989-94 range between 61 and 62 percent.

The six-year graduation rate for student athletes (entering in fall 1996 and graduating by the summer of 2002) was 44.6 percent compared to the overall student body, 54.3 percent.

In the FY02 ACT Student Opinion Survey, 81.9 percent of the students (n=930) expressed overall satisfaction with their University of Wyoming experience.

Student satisfaction with support services averaged 62.7 percent: admissions (67.5 percent), career planning (56.1 percent), financial aid (69.8 percent), job placement (41.8 percent), orientation (59.6 percent), personal counseling (63.5 percent), registration (71.8 percent), student health services (71.1 percent).

The average student satisfaction with administrative services was 55.0 percent: billing (68.2 percent), buildings and grounds (67.3 percent), bookstore (74.3 percent), food services (36.6 percent), parking (9.2 percent), safety (68.9 percent), staff attitude (60.5 percent).

The students reported 64.0 percent average satisfaction with the social and cultural environment: student government (29.5 percent), athletics facilities (68.4 percent), campus media (55.1 percent), cultural programs (76.4 percent), housing programs (53.1 percent), recreational programs (89.4 percent), social events (65.8 percent), student involvement (60.8 percent), and the student union (77.8 percent).

Attractive, up-to-date, safe facilities aid the recruitment and retention of students. The facilities will be important in marketing UW to potential students as well as supporting current students. Renovation of the Washakie Center, which provides dining and recreational services to the university's residential community, was completed in FY03. Construction has started on the Health Sciences project and this facility will be completed in the summer of 2005. During the upcoming year, construction will start on a new childcare facility and structural repairs will be made to War Memorial Stadium. Other projects within the *Capital Facilities Plan*, including renovations to the Classroom Building and design of the Information, Learning and Library Center are being planned and will proceed to construction as funds become available. In FY 03, the university received federal funding to assist with technology in a student success center and plans are underway to establish such a center in the Coe Library. Information Technology is also moving forward with plans to expand wireless connectivity on the campus to provide greater access to the campus network.

Goal II, Quality and effectiveness of the curriculum

UW is, at its core, an academic institution. As a land-grant institution, the university has a special commitment to promote liberal and practical educa-

tion in the arts, sciences, and professions. In spring 2002, the Faculty Senate took a significant step by approving a streamlined revision of the general education program (University Studies) for the undergraduate students. Implementation of that improved and updated general education program is underway fall 2003.

The effectiveness of each academic degree program in meeting its specific learning outcomes is identified as a high institutional priority as Academic Plan II is crafted. Assessment of student learning outcomes, identified by faculty with input from students and external constituencies, and the use of those outcomes when appropriate for program improvement as appropriate is an expectation for departmental and college academic plans. Implementation will be phased over several years.

Of the 27 University of Wyoming programs for which accreditation is sought from national accrediting bodies, 100 percent hold current accreditation (cumulative). The accredited programs include the business college, education college, engineering college, law college, dietetics, rangeland ecology and watershed management, the Wyoming State Veterinary Laboratory, chemistry, music education, clinical psychology, counseling, architectural engineering, chemical engineering, civil engineering, computer science, electrical engineering, mechanical engineering, dental hygiene, family practice in Casper and Cheyenne, nursing, pharmacy, kinesiology and health, communication disorders, and the social work bachelor's and master's programs. UW is also fully and unconditionally accredited by the Higher Learning Commission.

The most recent available pass rates or scores on 10 key professional licensure examinations show that the UW pass rate or average is lower than the national pass rate or average on 55.6 percent of the exams. (Some of the comparator scores are not available for one or two years after the exams are taken. The accounting, engineering, and law exams are given several times each year; the data is from the exam which was taken for the first time by the greatest number of students.) The licensure exam results for UW students compared with national averages are as follows: UW accounting-spring first-timers (FY01), no UW students took the exam; clinical psychology students (FY01), 159.7 average score compared with 140.0 recommended nationally passing score; dental hygiene students (FY03), 100 percent pass rate compared with 96.1 percent nationally; engineering-spring takers (FY03), 73.0 percent pass rate compared with 84.0 percent nationally; family practice residency students (FY02), 100 percent pass rate compared with 96.0 percent nationally; law-summer multi-state takers (FY02), 144 average score compared with 141 nationally; nursing students (FY02), 85.0 percent pass rate compared with 87 percent nationally; pharmacy students (FY03), 90.7 percent pass rate compared with 96.7 percent nationally; speech-language audiology students (FY01), 100 percent

pass rate compared with 78.0 percent nationally; and speech-language pathology students (FY01), 73 percent pass rate compared with 79.2 percent nationally.

The ACT Student Opinion Survey reported 74.0 percent average student satisfaction academics: advisor information (61.1 percent) and availability (69.5 percent), class size (81.6 percent), classrooms (74.1 percent), computers (81.9 percent), course variety (70.8 percent), course content in major (75.3 percent), faculty attitude (80.6 percent) and availability (74.2 percent), instruction in major (74.9 percent), labs (65.4 percent), libraries (85.9 percent), study areas (71.5 percent), tests and grades (76.8 percent), tutoring (65.7 percent).

Goal III, Focusing for distinction along institutional themes

Excellence in academics is UW's prime objective, and efforts have been made to enhance the current strength the university already has in specific disciplines. Central themes and institutional directions have been identified and reinforced with resources and incentives. A new dean of the Graduate School was appointed, who will assume new responsibilities which reflect the university's commitment to provide interdisciplinary graduate programs and strengthen instruction and research within selected areas of distinction. Eleven faculty positions were allocated to four central areas of strength: environment and natural resources, life sciences, materials sciences, and computational sciences.

In addition, UW faculty members have continued to receive national recognition for their research accomplishments to make the university a research institution of international standing. In FY03, UW reached a new record in external funding, \$54 million.

The university's achievements are part of the focus of the UW web site, news releases, and the *UWyo Magazine*. Friends and alumni have registered their approval of the direction the university is moving with their financial support to enhance specific programs. Athletics is a part of university life and statewide support, so outcomes in that area are important to consider.

The university received \$54.0 million in external funding for FY03.

The total research dollars per tenure-track faculty (excluding financial aid funding) was \$79,289. In FY98, this number was \$58,451.

The Research Product Center has heightened the level of technology transfer, with 18 provisional patent applications filed (USPTO); 21 utility patent applications filed (US, foreign or PCT); 5 patents issued; and 2 option, license or assignment agreements signed that convey rights to university-owned patents.

With strong fundraising efforts, \$30.2 million in private gifts and pledges were made to the university in FY03.

The number of contributors reached a new record, with 24,556 donors participating.

The athletics record was very good in men's basketball and women's track, but those programs were the only two of our 16 athletics teams finishing in the top half of the Mountain West Conference. A draft Strategic Plan for Intercollegiate Athletics has been completed and can be seen at <http://uwadmn-web.uwyo.edu/UW/athleticsplan/>

Goal IV, Leadership for Wyoming's future

The demand for outreach hinges on the aspirations of Wyoming's citizens and their interest in lifelong learning. The university faculty and staff serve the residents of the State of Wyoming and provide leadership through courses offered throughout the state, research projects, conferences, cultural program outreach, and informational presentations. In addition, UW has spearheaded three significant initiatives, which provide leadership to the state.

The Institute for Environment and Natural Resources, with leaders from the nation serving on this board, continues to provide a basis for consensus building based on discussion, openness, and scientific information.

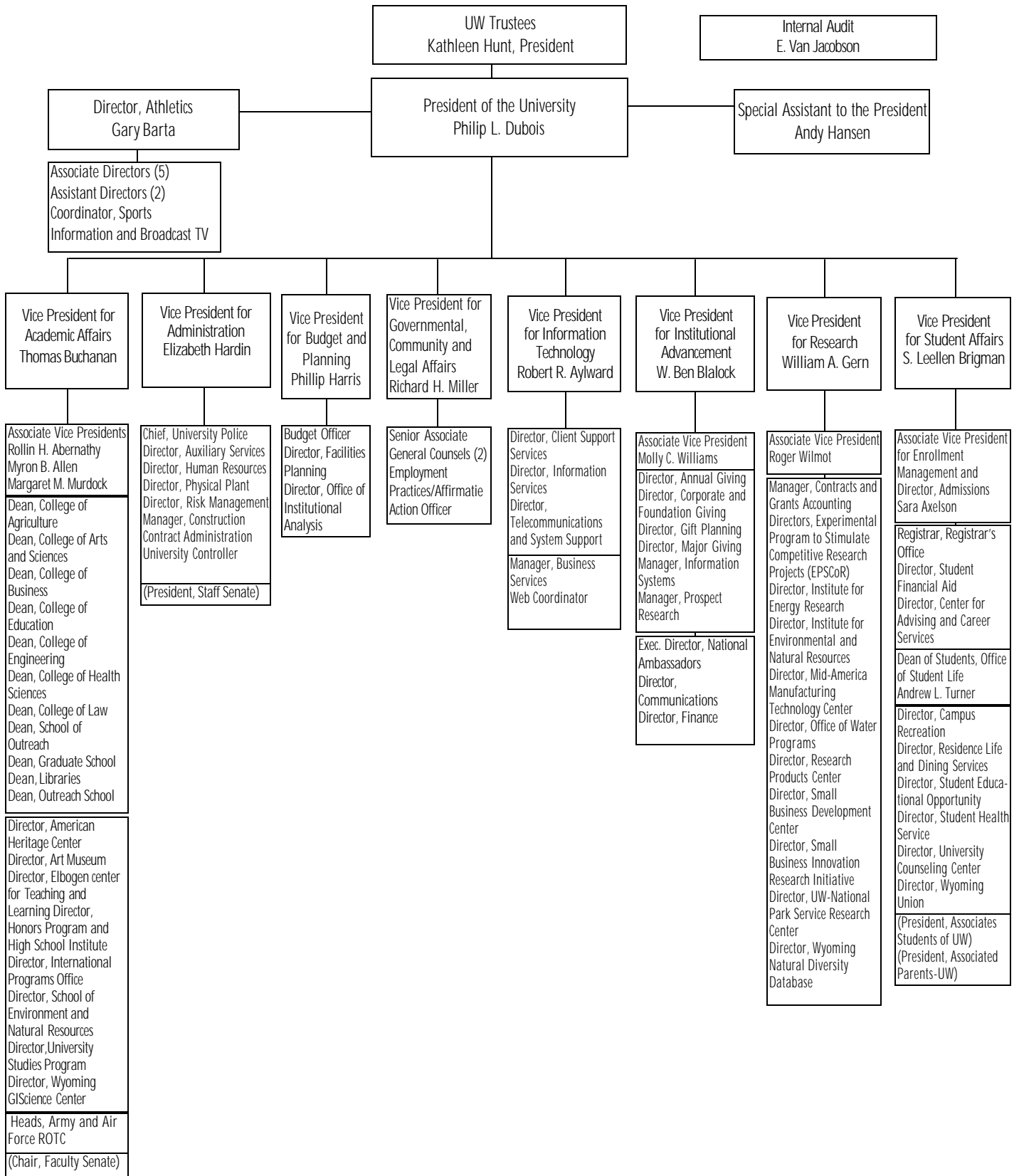
Leadership Wyoming, a partnership between the University of Wyoming and the Wyoming Heritage Foundation, graduated its third class. Leadership Wyoming has graduated 118 participants since its inception, and an alumni group has been organized.

The creation of a public policy institute is being discussed with the Governor and the Legislature including efforts to establish a Government Research Liaison Office to work with policy makers.

Strategic plan changes

There will be no changes in the *UW Academic Plan* until the next plan is published in the summer of 2004. The *Academic Plan* is supplemented by the *Support Services Plan*, and the *Capital Facilities Plan*. At UW, the planning process is continual and cyclic. The revised outcome measures included in this report will be used again next year.

University of Wyoming organization chart



Water Development Office

Mission and philosophy

The Wyoming Water Development Program was founded on the sound philosophy of utilizing a portion of the financial resources the state receives from the development and use of its non-renewable resources, such as coal, oil, and gas, to develop a renewable resource, water. Water development is achieved by providing and rehabilitating the infrastructure necessary to deliver water to Wyoming residents in an economical and environmentally responsible manner and thereby preserving Wyoming's water entitlements for its future. Further, sound water planning serves to promote the effective and efficient use of available water resources.

The Wyoming Water Development Commission 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 managing Wyoming's water investment portfolio.

Results of outcomes

During FY03, the Water Development Office completed 32 planning projects and 22 construction projects. The balance of funds remaining after the projects were constructed was \$3,499,126. These funds reverted to the appropriate water development account. The reverted funds were then available for re-appropriation by the legislature. Applications for 22 new projects were reviewed and, through the legislative process, 20 new projects were accepted into the program.

Water Development Account I and II loans generated revenue of \$3,945,275 in principal payments and \$3,361,577 in interest payments. All 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 the statewide water planning process. This is a dynamic, intensive effort that will produce river basin plans for every basin in the state. The process will be repeated every five to seven years, which will serve to maintain the accuracy of this information. 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 initial effort of preparing river basin plans for the entire state will be complete once the Platte River Basin Plan is finished in 2005. The Bear, Green, Northeast, Powder/Tongue, Wind/Bighorn, and

General information

L. Michael Besson, director
Wyoming Water Development Office

Agency contact

Mike Besson
6920 Yellowtail Road
Cheyenne, WY 82002
Lbesso@state.wy.us

777-7626

Other locations

Does not apply

Year established and reorganized

Established in 1979 and reorganized in 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

Authorized personnel

22 full-time employees

Organization 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 districts, counties, and state agencies.

Budget information

Water Development Account I	\$2,005,586
Total	\$2,005,586

Snake/Salt River Basin Plans are now available on the web at <http://waterplan.state.wy.us>

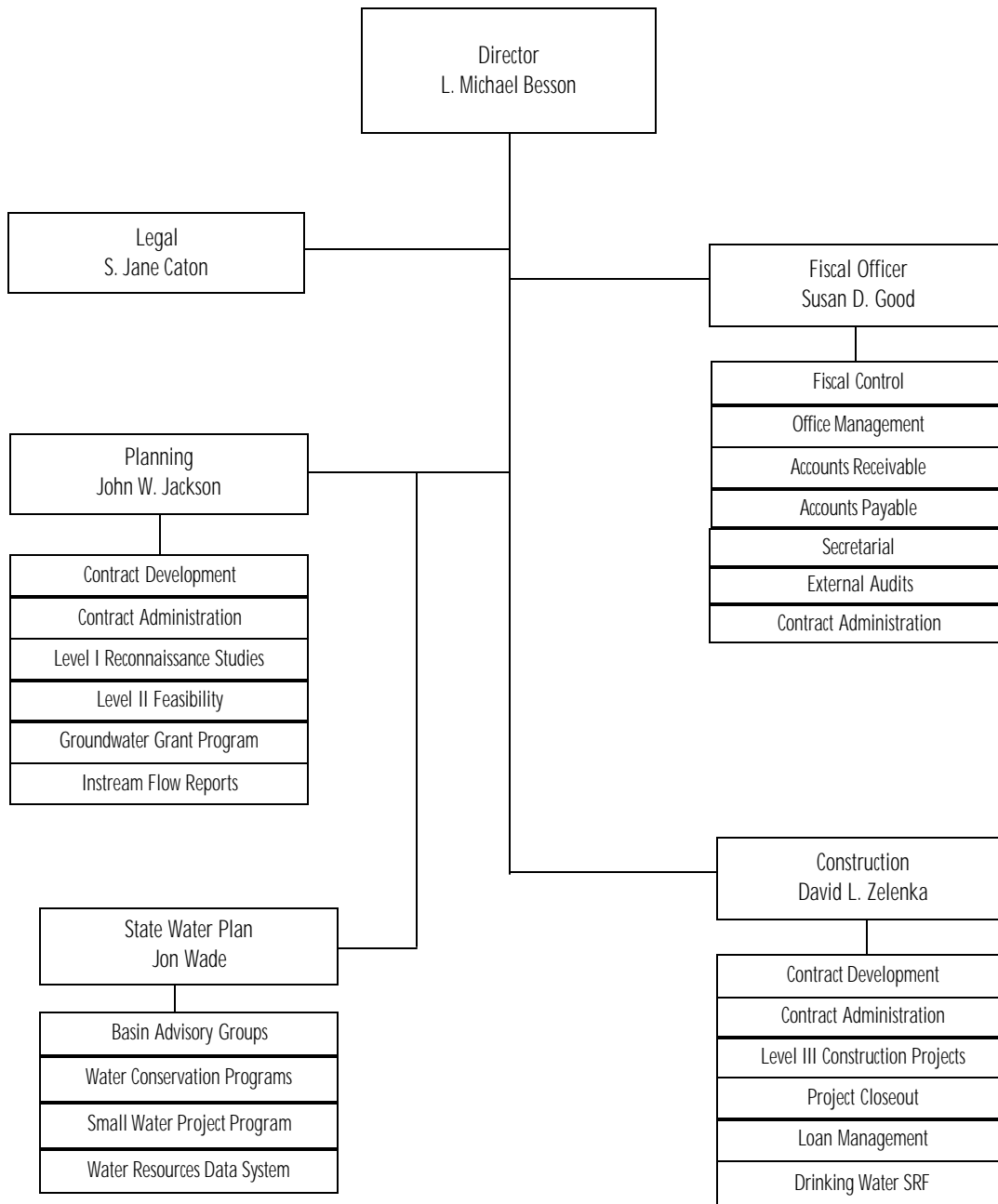
The WWDC is conducting an extensive public outreach effort as part of the river basin planning process, including formation of basin advisory groups (BAGs), presentations to interest groups, informational presentations and displays at conferences, etc. The BAGs serve as an information exchange mechanism 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 website is maintained to provide a quick and accurate mechanism whereby river basin plans and other information can be provided to the general public, BAGs, agencies, and others. Recently, activity on the website has been around 2000 accesses per day, with a steady upward trend in usage since its creation over four years ago. The website is 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 Wyoming Board of Barber Examiners to ascertain that only qualified individuals are licensed to practice, and that all sanitary and shop licensing rules set forth by statute are adhered to; thereby, insuring public health and well being.

Results of outcomes

The board inspected 89 shops and licensed 138 barbers. Numbers are still diminishing in the barber profession. The board has addressed the problem with untimely renewals by contracting the renewal and notice process out. With no staff it was difficult to stay on top this problem.

Strategic plan changes

The strategic plan stays the same, to continue to draft legislation to bring requirements up to date with current language to allow a more open door license availability for barbers wanting to come from another state to work in Wyoming.

General information

Lloyd Koerwitz, president
J.H. Merritt, vice president
Robert Anderson, secretary/treasurer

Agency contact

Betty Abernethy
2515 Warren Ave. Ste. 302
P.O. Box 2598
Cheyenne, WY 82003
babern@state.wy.us

307/777-2572

Year established

1931

Statutory references

W.S. 33-7-101 through 33-7-314

Number of authorized personnel

N/A

Organization structure

Board of Barber Examiners

Clients served

Licensed barbers and barbershops

Agency to which group reports

Department of Administration and Information

Number of members

Three

Budget information

\$16,370

Meeting frequency

At least one annual meeting and examinations twice a year if needed.

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 through a means of assuring that services are provided by competent individuals and firms.

Results of outcomes

Drafted and filed amendments to two chapters of the agency's regulations.

Acted as liaison with other national representatives to insure statutes and regulations are comparable to national standards.

Conducted numerous investigations as a result of complaints filed, involved in monitoring national current events in the accounting industry.

Significantly enhanced the web site [Http://CPABoard.State.Wy.Us](http://CPABoard.State.Wy.Us) which allows access to all statutes and rules, in draft and final stage; access to the database of all licensed individuals and firms; current register of individuals and firms; current newsletter; application forms can be downloaded; consumer information, and instructions to apply for licensure and examination are all available on the site.

Published two informational newsletters.

Created an informational brochure for public distribution to explain accounting regulation in Wyoming.

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

Same as above
2020 Carey, Suite 100
Cheyenne, WY 82002-0610

307-777-7551

Other locations

None

Year established

1975

Statutory references

W.S. 33-3-101 - W. S. 33-3-201

Authorized personnel

Two full time

Organization structure

Licensing Board, Administration & Information

Clients served

Certified Public Accountants, CPA firms, examination candidates, the general public

Budget information

Objective - Administration \$236,596
6/30/03

Agency to which group reports

Department of Administration and Information

Number of members

Five

Meeting frequency

Board meets three or four times each year; they also hold four or five conference calls.

Board of Cosmetology

Mission and philosophy

The Wyoming Board of Cosmetology develops rules setting uniform and reasonable standards of competency for the practice and teaching of cosmetology; administers board examinations; inspects establishments for proper licensure and sanitation; initiates and conducts investigations, hearings and proceedings concerning violations of the Cosmetology Act and rules and regulations of the board; applies disciplinary action when necessary; determines fees; and employs and executive director and additional staff as may be necessary.

Results of outcomes

The board administered six board examinations, where by 182 candidates were tested, and inspected 650 salons and nine schools.

The board investigated three formal complaints with no formal action taken at this time.

The board published three newsletters that were sent to all licensed salons with the most current information on consumer safety and issues of concern to both licensees and consumers.

The board continues to face the same problems with 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 violations of sanitation rules. The board is working on legislative changes to help this process as well as update terminology and requirements to meet the current market needs.

Strategic plan changes

The strategic plan will stay basically the same, to find better solutions to the need for consumer education as well as ways to better ensure consumer safety and welfare.

General information

Betty M. Abernethy, executive director

Agency contact

Betty Abernethy
2515 Warren Avenue, Suite 302
Cheyenne, Wyo. 82002
babern@state.wy.us

(307)777-3534

Year established

1939

Statutory references

W.S. 33-12-119 through 33-12-140

Number of authorized personnel

One full-time, one part-time

Organization structure

Board of Cosmetology

Clients served

Licensed cosmetologists, manicurists, estheticians, schools and salons

Agency to which group reports

Department of Administration and Information

Number of members

Five

Budget information

\$149,581

Meeting frequency

Four each year required by law; normally a minimum of six held each year.

Board of Insurance Agents Examiners

Mission and philosophy

Formulate general policy concerning the scope, content, procedure and conduct of examinations administered to applicants for insurance licenses. 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

Dick Boettcher, president

Agency contact

Geri Nalder, licensing supervisor
Herschler Building, Third Floor East
122 West 25th Street
Cheyenne, WY 82002
gnalde@state.wy.us

(307) 777-7344

Other locations

Does not apply

Year established

1961

Statutory references

W.S. 26-10-101 et seq.

Number of authorized personnel

Does not apply

Organization structure

The board is made up of six members, including at least one life insurance producer, one general lines insurance producer, one producer of a domestic insurer, one title insurance producer, and one franchised automobile dealer. The Insurance Commissioner is an ex-officio member.

Clients served

Insurance licensees

Budget information

\$3,705

Agency to which group reports

Wyoming Insurance Department

Number of members

Six

Meeting frequency

At least once per year

Board of Medicine

Mission and philosophy

Responsible for determining the qualifications and fitness 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 or who cannot safely and skillfully practice to return to practice after treatment, remediation and monitoring.

Results of outcomes

Maintain daily licensing and regulatory services for physicians and physician assistants.

The board's goal to help invigorate the state's economy was accomplished by the licensing of 2284 physicians, including 168 new licensees and 2227 renewing their licenses and the licensing of 158 physician assistants, including 10 new licensees and 158 renewing their licenses.

Due to the continuing unavailability of medical care in many areas of the state and integration of Wyoming's rural health care needs with rapidly expanding electronic delivery of medical care, the board maintains a contract with the Federation of State Medical Boards to utilize their Credentialing Verification Service (FCVS) to avoid duplication in securing documents, thereby expediting licensing and enhancing portability of licenses across state lines.

The board's objective to enhance the quality of life in Wyoming was accomplished by the docketing and investigating of 39 disciplinary actions.

The board's strategy to continue to improve the quality of professional services provided by licensees to the public was accomplished by the completion of a nonprofit corporation to identify, monitor and assist to return to productive practice physicians and physician assistants who suffer chemical impairment and extensive behavioral problems.

To achieve public awareness of the board's existence and functions, the board advertised in statewide health tabs, maintained a standardized complaint form, maintained a web site that allows access to all statutes and rules, access to the database of all licensed physicians and physician assistants in Wyoming, allows access to downloadable application forms, 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.

General information

Carole Shotwell, executive secretary

Agency contact

Carole Shotwell, executive secretary
211 West 19th Street 2nd Floor
Cheyenne WY 82002

wyomedical@wyomedicalboard.org

307/778-7053

Other locations

Does not apply

Year established

1905

Statutory references

W.S. 33-26-101 et. seq.

Number of authorized personnel

Three full-time employees, one at-will employee
Eight board members - four M.D., one D.O., one PA and two lay members
Five physician assistant advisory council members

Organization structure

Eight member board appointed by governor to four year terms
PA Advisory council members are appointed by the board

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 \$577,357

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.

Agency to which group reports

Governor and the Department of Administration and Information

Number of members

Eight board members

Five physician assistant advisory council members

Meeting frequency

Three per year on the first Thursday, Friday and Saturday in the months of February, June and October, three regularly scheduled contested case hearings and telephone conference calls on an as-needed basis. President and secretary hold monthly conference calls to screen complaints.

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 of nursing, nursing education, nursing practice, and disciplinary standards. The Board of Nursing's responsibility is to implement a cost-effective and efficient system of regulation which meet the consumer 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 one 1,241 licensee/certificate holders which includes 234 advanced practitioners of nursing, 5,104 registered professional nurses, 1,073 licensed practical nurses, and 4,830 certified nursing assistants in Wyoming as of June 30, 2003.

The board licensed by endorsement 14 advanced practice nurses, 285 registered professional nurses, 57 licensed practical nurses and 112 certified nursing assistants; re-licensed 40 registered professional nurses, 13 licensed practical nurses and 28 certified nursing assistants; reactivated the licenses of 10 registered professional nurses and five licensed practical nurses; verified the licenses to other states of 338 registered professional nurses, 44 licensed practical nurses and 99 certified nursing assistants. The board also issued temporary permits to 280 registered professional nurses, 136 licensed practical nurses, seven certified nursing assistant, 189 graduate registered nurses, 123 graduate practical nurses, and three graduate nursing assistants.

The board examined 194 candidates for registered nurse licensure (85.96 percent pass rate; national pass rate: 88.87 percent, 112 candidates for practical nurse licensure (92.23 percent pass rate; national pass rate 86.57 percent), and 1122 candidates for nursing assistant certification (88.79 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 practical nursing and was less than the national mean performance for registered professional nurses.

The board renewed the licenses of 4467 registered professional nurses, 207 advanced practice nurses, 851 licensed practical nurses and 3231 certified nursing assistants during the renewal period which ended December 31, 2002.

General information

Cheryl L. Koski, executive director

Agency contact

Cheryl L. Koski, MN, RN, CS
2020 Carey Ave., Suite 110, Cheyenne, WY. 82002
ckoski@state.wy.us

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

307/777-6121

Other locations

None

Year established and reorganized

1909

Statutory references

WS 33-21-119 thru WS 33-21-156

Number of authorized personnel

Seven full-time

Organization structure

Governor, Administration and Information,
Board of Nursing, Executive Director, Assistant
Executive Director, Board of Nursing Staff

Clients served

General Public; Registered Nurses (RN's);
Advanced Practice Nurses (APN's); Licensed
Practical Nurses (LPN's); Certified Nursing
Assistants (CNA's); Nurse Aide Training
Programs; Nursing Education Programs; Health
Care Facilities

Budget information

General funds	\$0
Federal funds	\$0
Agency funds	\$605,093.50
TOTAL	\$605,093.50

Agency which group reports to

Administration and Information

Number of members

Seven

Meeting frequency

At least quarterly; generally four to six times per year for four days.

The board enforced the education and training standards for 13 in-state nursing education programs across the state which includes 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 with practical nursing exit options and one site visit to an associate degree nursing program. All three programs were granted full approval for a period of eight years. The board also approved two out-of-state nursing education programs to provide clinical nursing education training in Wyoming.

The board monitored the education and training standards for 47 nurse aide training programs. This includes 37 NATCEP programs in long term care, five in high schools, 10 in community colleges (includes out reach sites), one in state facilities, and two free standing programs. The board visited and approved/reapproved all 47 nurse aide training programs this past year. Twenty four programs were approved for two years and 14 were approved for one year. Five programs cannot admit students until compliance with federal regulations is met.

The board processed and conducted investigations on 94 cases this past year against registered professional nurses, licensed practical nurses and certified nursing assistants/nurse aides for violation of the Wyoming Nurse Practice Act and/or the board Administrative Rules and Regulations. These cases included 29 complaints, 63 applications for licensure/certification and two failure to disclose. The board dismissed three disciplinary cases, issued 34 advisory letters, placed conditions on one license, accepted the voluntary surrender of two licenses, revoked 4 licenses/certifications, issued two letters of reprimand, approved the licensure/certification of eight applicants, and denied 16 applications for licensure/certification. The board conducted 12 administrative contested case hearings.

The board issued 10 advisory opinions related to nursing and nursing practice issues, answered six written practice inquiries and 10 surveys. All advisory opinions have been placed on the board's website.

The Board of Nursing continues to contract with the Wyoming Professional Assistance Program 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 32 registered professional nurses in the program, of which two are in reciprocal agreements with other states. Nine of these nurses are board Ordered into the program (8 RNs and one LPN).

The board has been working to enter into full service nurse aide testing with Promissor. Conversion to a full service contract should be complete by September 1, 2003. This will assist in expediting the processing and testing of examination applicants for certification as a nursing assistant.

GOAL A: Maximize effectiveness in public protection and service.

OBJECTIVE A1: Remain current on standards and issues related to nursing practice, education, and discipline.

OBJECTIVE A2: Educate the public regarding the practice and regulation of nursing and nursing education.

OBJECTIVE A3: Modify and improve outreach and public service efforts to address the increasing diversity and changing needs of the population (e.g. aging population, increased diversity of language and culture).

OBJECTIVE A4: Evaluate effectiveness of all WY Board of Nursing programs through ongoing systematic program evaluation.

OBJECTIVE A5: Coordinate activities with other governmental agencies to improve public protection and service.

GOAL B: Create an environment that promotes success in order to better serve the public.

OBJECTIVE B1: Increase communication across all levels.

OBJECTIVE B2: Create an environment that is supportive of productivity and satisfaction.

OBJECTIVE B3: Continue to evaluate the organizational structure to ensure that it serves the mission and goals of the board.

OBJECTIVE B4: Continually review statutes and update regulations to ensure public protection and prevent unnecessary regulatory burden.

GOAL C: Take a leadership role in structuring 21st century health care related to all levels of nursing, nursing education and nursing practice and disciplinary standards.

OBJECTIVE C1: Actively participate in shaping health care policy on behalf of consumers of services.

OBJECTIVE C2: Ensure that nurses are prepared to be competent for their role in a changing health care delivery system.

OBJECTIVE C3: Educate the public regarding the evolving trends and issues impacting nursing, nursing education, nursing practice and regulations at all levels.

Agency outcome measures (Indicators) are the number of registered professional nurses (RN's), licensed practical nurses (LPN's), advanced practice nurses (APN's) and certified nursing assistants (CNA's) licensed by examination, endorsement, renewal, relicensure, and reactivation ; number of nursing education and nurse aide training programs that meet prescribed education standards , graduates of approved nursing education and nurse aide training programs, and percent passing NCLEX and nurse aide examination; number of advisory opinions published in relation to nursing and nursing practice issues; number of disciplinary cases, investigations, and hearings conducted.

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 20 complaints during this time period, of which 18 were against licensed outfitters. Of these complaints, six were unfounded, five were mild, three were moderate, and six were of a severe nature. The total number of complaints equals .06 percent of all licensed outfitters. There has been a decrease in the number of complaints filed and disciplinary actions taken each year.

A total of 367 outfitters provided hunts for deer, antelope, elk, black bear, moose, sheep, mountain goat and mountain lion for 9,721 clients; of which 7,267 were successful.

The "Memorandum of Understanding" (MOU) between 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; the National Park Service; the U.S. Fish & Wildlife Service and the Wyoming Game & Fish Commission has streamlined the issuance of licenses and investigations of fraudulent activity.

Board investigators spent 1,941 hours during the past year on investigations, in-service training, court appearances, and covert operations.

There is a continuing problem with licensed outfitters who cover the illegal activities of others. County prosecuting attorneys are not always eager to take on illegal outfitter cases.

Strategic plan changes

Our 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. We plan to enforce the board's statutes and rules and regulations in a more forceful manner, especially in regards to the "Code of Ethics".

General information

Jane E. Flagg, occupational licensing administrator

Agency contact

Jane E. Flagg
1950 Bluegrass Circle, Suite 280
Cheyenne, WY 82002
jflagg@state.wy.us

307-777-5323

Other locations

Glenrock, Mountain View

Year established

1989

Statutory references

W.S. 23-2-406 through 23-2-418 & W.S. 33-1-201

Authorized personnel

Four full-time

Organization structure

Department of Administration and Information,
Wyoming State Board of Outfitters and
Professional Guides

Clients served

Outfitters, Guides, Hunters, Public-at-Large

Budget information

Fund 551 \$318,774

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 \$76,143.22 was distributed to owners and breeders of Wyoming-bred horses. The number of Wyoming-bred horses participating in races has increased due to racing incentives.

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.

General information

Frank R. Lamb, executive director

Agency contact

Janet Cathcart
2515 Warren Avenue, Suite 301
Cheyenne, Wyo. 82002
jcathc@state.wy.us

307/777-5887

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

Organization 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, nonresident pharmacies, and licensing/inspection of resident pharmacies. By the same statute, the board licenses manufacturers, distributors, wholesalers who ship prescription drugs into, out of, or within the state, 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, which the board of Pharmacy has responsibilities for.

Results of outcomes

The following statistics relate to licensing/investigative actions taken by the board during this reporting period.

Pharmacists licensed	997
Pharmacists newly licensed	43
Pharmacy technicians licensed	299
Pharmacy technicians newly licensed	53
Multi-state pharmacy jurisprudence exams certified	41
Resident pharmacies licensed	134
Resident pharmacies newly licensed	9
Nonresident pharmacies licensed	276
Nonresident pharmacies newly licensed	59

General information

James T. Carder, executive director

Agency contact

James T. Carder, executive director
1720 S. Poplar St. Suite # 4
Casper, Wyoming 82601
wypharma@werccs.com
<http://pharmacyboard.state.wy.us>

307/234-0294

Other locations

None

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

Five full-time employees

Organization 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

Licensing Board (060) \$ 339,251

Agency to which group reports

Department of Administration and Information

Number of members

Board Members (3) - RPh
Ex-Officio Board Members (3) - MD, DDS, DVM

Meeting frequency

A minimum of three meetings per year

Controlled substance registrations, practitioners	2170
Manufacturers, distributors/wholesalers (prescription drugs and oxygen)	559
Controlled substance manufacturers, distributors/wholesalers	206
Retail/institutional pharmacy inspections	146
Distributor/wholesaler inspections	1
Investigations conducted	42
Administrative sanctions	5

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 forged prescriptions.

The board adopted new/amended rules in October 2002 (02-3) and January 2003 (03-1). The new/amended rules may be viewed on the board's web page <http://pharmacyboard.state.wy.us>

Strategic plan changes

The board will continue reviewing board rules and regulations and anticipates at least one rule-making notice during the next twelve months. The board will seek federal funds to implement a prescription drug monitoring program as authorized during the 2003 General Session of the Wyoming Legislature.

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 residents 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 33,000 (August 2003) active files for teachers, substitutes, administrators, coaches, auxiliary professional services and other certified or permitted personnel. The board has made a strong commitment to alternative certification, while assisting school districts in shortage areas for teachers and coaches. During 2002-2003 the board granted 30 temporary permits, 149 transitional endorsements, 166 collaboration certificates, 16 internship permits, nine long-term substitute permits, and four exception certificates. This represents four percent of the total teaching population in Wyoming.

In support of Senate Enrolled Act 33 and with a subsidy grant from the National Board for Professional Teaching Standards (NBPTS), the PTSB administered support for teachers seeking national board certification. The PTSB continues to sponsor the subsidy grant and facilitate with the teachers going through national board certification. To date, thirty-four Wyoming teachers have received NBPTS certification, including the nine teachers who received certification November 2002.

The PTSB is a member of a partnership between the University of Wyoming College of Education, Wyoming School-University Partnership, and Wyoming Department of Education in a federal grant program. With monies from the last year of the grant, committees worked to complete the alignment of teacher standards with student standards. The project was finished with the approval of new standards for professional education, the core standards which every teacher must meet. Also, training for alternative certification assessors was continued

General information

Linda L. Stowers, director

Agency contact

Linda Stowers
1920 Thomes Suite 400
Cheyenne, WY 82002
e-mail: lstowe@state.wy.us

307-777-7291

Other locations

Does not apply

Year established

1993

Statutory references

Wyoming Statute 21-2-801 and 21-2-802

Authorized personnel

Six full-time

Organization structure

Does not apply

Clients served

Teachers, administrators, auxiliary professional services, substitute teachers, coaches, and permitted individuals.

Budget information

Fund 111 \$422,517

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.

with the development of a training compact disc. This will allow training to continue upon completion of the financial support of the grant.

The PTSB entered into a new partnership with Transition to Teaching Program at Montana State University-Bozeman. This federal grant is giving financial assistance to Wyoming teachers, who are teaching in high needs school districts while taking course work for full certification. There are nine enrollments in the program for the 2003-2004 school year.

The PTSB adopted new renewal requirements for certification. Teachers must show professional development activities in at least three of eight areas. These areas correlate with the school districts professional development plans, presented to the Wyoming Department of Education. As required for compliance to the federal No Child Left Behind regulations, the PTSB adopted testing for teachers new to the profession. The tests are selected and the time line for implementation is approved.

The PTSB continues to evaluate and approve workshops and school district staff development plans for renewal credits, review and investigate reports of FBI and state criminal background checks, evaluate and monitor teacher education programs, and remains a member of the National Clearinghouse and Interstate Compact for reciprocity with other states.

Strategic plan changes

The PTSB will continue the work to meet the 2002 ESEA Federal Legislation, No Child Left Behind, which includes defining Wyoming's criteria for "highly qualified" and assuring all Wyoming teachers meet these criteria. The PTSB staff is revamping the database to make it compatible with web reporting, such as electronic notifications with school districts. The University of Wyoming is developing new endorsement programs in industrial arts, library media, director, early childhood and post-bachelor certification program, which will require approval by the PTSB.

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 our programs of education, licensing and industry regulation, 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 was able to maintain same day service to industry and public for requested services.

More than 338 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 assisted attendees in fulfilling their roles as regulators in the protection of the public in real estate transactions.

Complaints against real estate licensees increased to 42 and complaints against real estate appraisers decreased to eight.

Eleven real estate brokers were disciplined. One license was revoked; three licenses were surrendered permanently in lieu of disciplinary action; and seven brokers were reprimanded. Three real estate salespeople were reprimanded with one salesperson license surrendered permanently in lieu of disciplinary action. One certified general real estate appraiser was reprimanded. Cease and Desist orders were issued to eight companies for attempting to conduct real estate in Wyoming without a license.

Strategic plan changes

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;
Ex Officio, Certified Real Estate Appraiser Board.

Agency contact

Barbara A. Blaker, administrative assistant
2020 Carey Avenue, Suite 100, Cheyenne, WY
82002

bblake@state.wy.us; <http://realestate.state.wy.us>

307/777-7141

Other locations

Does not apply

Year established

Real Estate Commission - January 6, 1930
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, five real estate commissioners,
five appraiser board members

Organization 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

\$414,307

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 Professional Engineers and Professional 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 un-licensed practice of engineering and land surveying, and to promote excellence in the practice of these regulated professions.

Results of outcomes

The board participates 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 annually, 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 or societies.

General information

Christine Turk, executive director

Agency contact

Christine Turk
Pioneer Bldg., 2424 Pioneer Ave., Ste 400
Cheyenne, WY
wyoeppls@wyoming.com

307/777-6155

Other locations

Does not apply

Year established

1907

Statutory reference

§33-29-114 through §33-29-149

Number of authorized personnel

Three staff, one attorney general representative

Organizational structure

Does not apply

Clients served

Professional Engineers and Professional Land Surveyors

Budget information

Earmarked \$56,211

Agency to which your group reports

Department of the State Engineer

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 FY03, the board had licensed 3,495 professional geologists (some are now deceased and others have not renewed their licenses). At the end of FY03, there were 2,903 active professional geologists and 64 active geologists-in-training. Since its inception in 1991, a total of 4,189 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 FY03, the board staff mailed one application packet while the number of applications downloaded from the board's web site is unknown; received 39 applications for licensure; proctored 45 national examinations; processed 58 verification of licensure requests from other states; granted licensure to 28 geologists, 14 by examination, and 14 by comity; and granted certifications to eight geologists-in-training. The board distributed rosters (printed and on CD), bulletins and consumer pamphlets to licensees, state agencies, county libraries and other parties.

General information

Geri L. Allen, executive director

Agency contact

Geri L. Allen, executive director

1465 N 4th Street, Suite 109

Laramie WY 82072-2066

E-mail: wbpge@state.wy.us

Web site: <http://wbpgeweb.uwyo.edu>

307/742-1118

Other locations

None

Year established

1991

Statutory references

W.S. 33-41-101 through W.S. 33-41-121

Authorized personnel

One full-time; one part-time

Organization structure

Does not apply

Clients served

General public, licensees, Wyoming state and local governments, business and industry, and the geologic profession as a whole.

Budget information

Earmarked funds \$107,995

Agency to which group reports

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 FY03, the number of states using the ASBOG examinations rose to 29. Continued contacts made on the national level have expanded the number of working alliances beneficial to the board.

Although the majority of the geologists licensed as professional geologists in Wyoming reside out-of-state, there are approximately 362 licensed professional geologists who do currently live in Wyoming. Of those residing outside Wyoming, many have worked in Wyoming in the past, and all anticipate working in the state at some time in the future.

Strategic plan changes

As a licensing board the Board of Professional Geologists is not subject to the strategic plan requirements.

The board focus for FY03, will be to further expand public awareness and access through continued development of its web site and e-government options, through publishing bulletins and through broader disbursement of its revised consumer pamphlet. The board will pursue 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 act on any complaints received referencing violations of the Wyoming Geologists Practice Act as well as for violations based on professional disciplinary actions taken in other jurisdictions.