



WYOMING GAME AND FISH DEPARTMENT

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Action Team Project:
Process and Strategy for
Securing
Long-Term Funding



Leadership Development I Action Team

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Proposed Plan to Secure WGFD Long-Term Alternative Funding

Abstract

Hunters and anglers have traditionally provided the bulk of financial support for state wildlife agencies, including the Wyoming Game and Fish Department (WGFD). As the diversity of responsibilities of the WGFD increase and hunter and angler participation decrease, it has become increasingly important that WGFD seek alternative funding sources. Recent legislative failure to increase hunting and fishing license fees (and thus WGFD funding) suggest that relative contribution of consumptive users of fish and wildlife to the funding of WGFD is approaching its maximum level. Participants in the 2012-2013 WGFD Leadership Development I program were tasked with providing a roadmap to pursuing alternative funding mechanisms. In order to guide WGFD in its efforts to achieve funding, our action team performed a thorough investigation of previous state agency attempts to achieve alternative funding. This investigation included a literature review, personal interviews, and a formal survey. Results of this investigation indicate that engaging the entire Department in the alternative funding effort is paramount to success. Demonstrating the need for alternative funding internally and, subsequently, externally will be critical. A strategic marketing effort should be conducted that begins hiring a full-time Marketing Specialist and advertising the value that wildlife and WGFD provide to the state of Wyoming and concludes with a formal campaign for legislative approval of alternative funding sources. The marketing, internal communication, and external communication campaigns need to have consistent messages and mechanisms to incorporate feedback. A regional approach that engages local leaders will be crucial in gaining public support. Specific funding mechanisms, personnel, timelines, strategies, and potential roadblocks to success of their implementation are discussed.

Introduction

Overview of the 2012-2013 LD1 Action Assignment and Sacred Cow Action Team

To overcome current and future challenges within and to the agency, the WGFD instituted the Leadership Development (LD) Program to prepare upcoming agency leadership through appropriate coursework and group participation in action team assignments. The LD class of 2012-2013 consisted of 18 participants separated into two teams of nine individuals with assistance provided by various agency personnel. Both teams were charged by the LD Steering Committee with the assignment of identifying the personnel, process, and timeline to secure long-term alternative funding for WGFD.

Our team, the Sacred Cow Action Team (SCAT), synergistically utilized information gleaned from LD1 coursework and individual leadership skills to facilitate team cohesion and attainment of our goal: develop a process and plan for achieving long-term, non-traditional funding for the WGFD. Our team built trust among one another by establishing and adhering to

a set of norms as well as empowering individuals to lead various aspects of the project. By respecting the opinions of one another (a SCAT norm), we consistently engaged in productive debate, avoided conflict, and remained committed to all facets of this project throughout its duration. Through individual and team commitment to this endeavor, we held one another accountable and ultimately produced definitive results in a dynamic environment.

To develop this atlas to long-term, non-traditional funding, SCAT used an adaptive bottom-up strategy to acquire information, and used this information to develop options and strategies for success. Specifically, SCAT 1) reviewed past attempts (successful and unsuccessful), processes, mechanisms, and lessons learned by other states and WGFD, 2) identified possible key stakeholders, 3) outlined internal and external outreach actions, plans, and timelines to accomplish goals, and 4) recommended specific personnel (internal and external) to carry this effort forward until successful completion.

Identifying the Need for Long Term Funding – How Did We Get Here?

Historically, all state wildlife & fisheries agencies have funded a majority of Department programs with the sale of consumptive licenses, tags, and stamps (IAFWA and EMI 2005). Many agencies, including Wyoming, co-evolved with stakeholder desires to provide additional goods (e.g., new species, populations, or areas to hunt, fish, or manage) and services (e.g., criminal forensics, public relations, research and development, GIS, biometry) to the public as well as other federal and state agencies (Blair 1987, Gabelhouse Jr. 2005, O’Hare 2006). By the late 1970’s, federal legislation that enacted a nationwide 10% excise tax on hunting and fishing equipment as well as boat fuel provided states with additional opportunities to fund novel and expanding agency programs through the competitive matching grants programs of Pittman-Robertson, Dingle-Johnson, and Wallop-Breaux (AFWA 2011, Jacobson et. al 2010). Most recently, management of non-game and/or federally threatened, sensitive, and endangered (TSE) species have become a statutory responsibility of most state agencies. The federal State Wildlife Grants (SWG) program instituted in 2001 provides a source of competitive matching funds for state agency non-game and TSE management programs, often referred to as “species of greatest conservation need” (SGCN, AFWA 2011), and in Wyoming, over 180 species of animals are listed as SGCN.

Despite opportunity for federal matching grants, many agencies have incurred substantial budget shortfalls resulting from the diminishing sale of hunting and fishing licenses, increasing overhead costs, and additional responsibilities (Jacobson et. al 2007). Several factors (e.g., weather, fuel prices, and changes in regulations) can impact license sales within a relatively short-term time frame (Southwick Associates 2012). In the long-term however, if the socioeconomic demography of the US continues to drift from consumptive to non-consumptive wildlife/fisheries users (Murdock et. al 1992) or other factors such as loss of access or habitat (e.g., urbanization) continue to proceed, any or all of these may further reduce future license sales. Increasing overhead costs are likely a result of supply/demand as well as inflation, all of which are beyond the control of the agency. Additional responsibilities such as management of

SGCN, aquatic invasive species (AIS), or zoonotic diseases further complicate budget allocation. To compensate for lost revenue state agencies must choose to, 1) cut personnel positions, or programs, 2) increase license fees, or 3) institute new license types or categories. Although there has been some reluctance by state agencies to change from the traditional model (Jacobson et. al 2007), this chronic, reactionary mechanism with limited temporary financial benefits has prompted many state agencies to explore and even implement alternative mechanisms of funding (e.g., tax, lottery, vehicle license plates; Jacobson et. al 2010).

For most agencies, identifying the need for funding can be as simple as recognizing an eminent budget shortfall by a particular deadline (IAFWA and EMI 2005, WAFWA 2011, Appendix A). The process of securing long-term alternative funding for WGFD begins with identifying the need for funding, and this includes recognition of impending budget shortfalls as well as several other key aspects of WGFD and its constituents. The identification and understanding of these key aspects will not only justify need for long-term alternative funding, but also provide a brief overview of WGFD and its history to ultimately facilitate development of key messages.

Past to Present: WGFD Funding, Mission, and Responsibilities

Since its birth as a Territory in 1868, Wyoming government and residents have strived to fund and steward its robust wildlife and fish populations. Initially, positions and structures (i.e., fish commissioners, their assistants, and hatcheries) were paid for entirely through legislative appropriations. Then in 1895, local game wardens were hired by the Fish Commissioner/State Game Warden and paid through county treasuries with monies generated from non-resident big game licenses. In 1899, Wyoming legislature hired its first State Game Warden, funding the position via the State Game Fund through the sale of what were known as gun licenses. In time, fish and wildlife populations swelled and additional licenses and license types were incorporated and generated additional revenues. Eventually, the Wyoming Game and Fish Commission (WGFC) and WGFD were conceived and grew, with the WGFC and WGFD receiving financial independence and broad executive authority after passage of a Legislative Act in 1937 (Blair 1987).

Similar to other agencies of other states, WGFC and WGFD would eventually utilize license revenues to leverage matching federal funds through programs such as Pittman-Robertson (enacted 1937), Dingell-Johnson (enacted 1950), Wallup-Breaux (enacted 1984), and most recently in 2001, State Wildlife Grants (SWG; AFWA 2011). Despite these additional federal funds, responsibilities and priorities for WGFD have consistently increased and thus motivated WGFD to repeatedly attempt to gain revenue from alternative sources (Blair 1987). After institution of the WY Permanent Mineral Severance Tax in 1975, WGFD made several attempts to engage legislature and establish a trust fund with a small percentage of this annual revenue (IAFWA and EMI 2005, WAFWA 2012). Attempts by WGFD to pass legislative bills related to a severance tax-based trust fund failed in 1981, 2000, 2002, and 2005. The 2005 effort resulted in formation of the Wyoming Wildlife Natural Resource Trust (WWNRT) – these funds

can be used on a wide variety of habitat-related projects but cannot be used to fund WGFD employee salaries. Past failures of WGFD-sponsored funding bills further emphasize need to secure long-term alternative funding, and discussion of these attempts could enhance key messages both internally and externally

WGFD is currently aware of an impending agency budget constraint, yet despite this knowledge, the agency and its employees must complete its mission: “Conserving Wildlife, Serving People”. Within Wyoming borders, this mission statement is a concise, well-known, and powerful message. Underlying principles to this statement include the connection of WGFD to the public, land, and all natural resources of Wyoming. The WGFD mission statement and these underlying principles, as well as the connection of the public with the land and natural resources, could be used as or would likely enhance key messages to demonstrate need for funding.

WGFD currently has several specific responsibilities and priorities to justify and, occasionally, mandate (e.g., damage, elk winter feedgrounds) the need for funding. Responsibilities of WGFD are promulgated by state statute while resultant WGFD priorities are derived from numerous agency strategic, habitat, management, action, and other plans (M. Nelson, personal communication). Through completion of goals and objectives within these statutes and plans, however, WGFD has achieved several successes such as not listing the greater sage grouse, no aquatic invasive species outbreaks, and many abundant game and non-game wildlife and fish populations (J. Kennedy, personal communication). A brief summary of highlighted agency responsibilities, priorities, and successes can be used to develop or enhance key messages to demonstrate need for funding.

Like many agencies, WGFD is currently supported by a diverse but somewhat skewed array of traditional funding sources. Sixty percent of WGFD’s revenues are provided by sportsmen and women via hunting and fishing licenses (e.g., application and license fees, preference point fees, and license recoupment), various stamps (e.g., Conservation, Elk Feedground, and Pheasant Management), as well as donations for Access Yes and interest on license and preference point accounts. Approximately 20% of revenues are derived through matching federal aid programs (e.g., Pittman-Robertson, Dingell-Johnson, Wallop-Breaux, SWG) and 15% from grants received (e.g., RMEF, TU, WWNRT) for various habitat mitigation/restoration/enhancement projects. The final 5% of WGFD funding is from legislatively appropriated general funds (WGFD 2012 Legislative Talking Points).

As of December 2012, WGFD had an annual operating budget of approximately \$77 million dollars. These monies are divided among six Divisions including the Director’s Office (i.e., Director and two Deputy Directors), Staff (i.e., Division Chiefs and Assistant Division Chiefs, some Program Coordinators), Fiscal, Wildlife, Fish, and Services. WGFD is often considered to be extremely fiscally efficient (R. Reynders, personal communication), ranking high among other agencies. WGFD efficiencies include a relatively small FTE staff (411) given the size of the state and wildlife/fish issues within Wyoming; and no liens as WGFD does not borrow funds. Despite the fiscal efficiency of WGFD, the possibility of increased future

spending is likely given inflation, increasing overhead costs (e.g., gasoline and utilities), and new responsibilities (e.g., brucellosis in elk of the Bighorn Mountains). Emphasizing the relatively small budget, high level of fiscal efficiency and likely increases in future costs/spending could enhance key messages.

Without Additional Funding, What Will Be Lost?

Although WGFD is already considered fiscally efficient by most agency standards, it has attempted to become even more efficient with approximately \$6.5 million in budget cuts following failure of 2013 legislative bills to increase and index license fees (J. Kennedy, personal communication). These cuts are needed to maintain fiscal solvency through 2015, and the losses to the public will be apparent. Specific cuts in FY2014 that will directly affect public recreation include several fish stocking operations, access (i.e., access easements), the Wyoming Hunting and Fishing Heritage EXPO, outreach camps, and most WGFD Publications.

The continued increase in WGFD budgetary cuts and lack of at least one long-term alternative funding source is not without impacts to the agency. Given the recent failure of short-term funding bills, it seems that the public has reached a social threshold for license fee increases (C. Case and L. Larsen, Wyoming Legislators, personal communications). Among many cuts, funding for habitat and research projects have been reduced and the opportunity to leverage matching funds from federal (e.g., Pittman-Robertson) or other (e.g., RMEF, WWNRT) entities is also diminished. If no long-term alternative funding source(s) are implemented in the near future, it is likely that WGFD positions or programs will be cut. Ultimately, without a new, long-term funding source, WGFD will be less able to adapt to future wildlife and/or fish issues. Emphasizing primary losses to the public resulting from budget cuts, as well as WGFD's diminished ability to adapt to change could enhance key messages.

Review of Past Attempts to Gain Alternative Funding

State wildlife agencies throughout the United States have pursued alternative funding with varying degrees of success. The WGFD can use these attempts to identify funding mechanisms and strategies that are likely to succeed, or doomed to fail in Wyoming. In order to guide WGFD in its push for alternative funding, SCAT conducted a thorough investigation of state agencies' (including WGFD) attempts to secure novel revenue sources. This investigation included a literature review, multiple conversations with long time agency personnel, and a formal survey. The survey was sent to state wildlife agencies in Arkansas, Missouri, Colorado, Idaho, Arizona, Minnesota, South Dakota, Florida, Virginia and Illinois. Of these 11 states, only Missouri, Florida, and Virginia responded to the survey. Results of this survey were combined with information from literature (Blair 1987; IAFWA and EMI 2005; NMDGF & NMEMRD 2004; WAFWA 2012). This information included the funding mechanism, factors involved in selecting the mechanism, lists of opponents and supporters, and agency personnel and effort required in the effort to obtain alternative funding. A complete summary of this information is

presented in Appendix A and key lessons and recommendations from this review are presented in further sections throughout document.

Potential Alternative Funding Mechanisms

While the choice of a mechanism for non-traditional funding is important, it will depend upon the availability of various financial and political opportunities that arise through discussions with the Governor, Legislature, WGFD, and other agencies. In this section, our objective is to provide options that may be used independently, or in combination, to provide WGFD with a source of non-traditional funding. This list is not comprehensive, as we cannot anticipate all potential opportunities that may arise in the future. However, this list provides a starting point for future discussions and a foundation for identifying possible mechanisms.

We have divided potential mechanisms into two categories: self-adjusting mechanisms and static mechanisms. Self-adjusting mechanisms are those sources that will increase with inflation and thus not require additional capital replenishment over time; most self-adjusting mechanisms are taxes. However, revenue from a tax could be capped at some amount by the legislature, and any future increases in revenue would thus require legislative approval.

Self-Adjusting Mechanisms

One alternative that has been mentioned frequently is revenue from an increase in the statewide sales tax. A portion of the statewide sales tax revenue has the potential to provide WGFD with sufficient additional revenue to supplement current funding sources into the future. Sales tax revenue for FY2012 in Wyoming was \$648.4 million from the statewide 4% tax (Wyoming Department of Revenue 2012). A 1/8 of 1% increase, or portion of the current revenue, would generate approximately \$20-25 million per year (Table 1). There would likely be opposition to an increased sales tax from many groups, but the WGFD may benefit from collaborating with one or more other state agencies to split a portion of the increased tax. States such as Minnesota, Missouri, and Arkansas have successfully acquired sales tax revenues that fund a large portion of their budgets (Appendix A).

The prospect of establishing a statewide lodging tax has been raised recently as a potential source of alternative funding. Currently, local governments may levy a tax of up to 4% on lodging, with revenue dispersed back to those governments. At least 90% of all revenue must be used for promoting travel and tourism in the local area where the tax was collected, with the remainder going to the local government. In 2012, the total revenue from this local lodging tax in Wyoming was \$13.4 million (Wyoming Department of Revenue 2012). However, there is currently no statewide lodging tax in Wyoming. Approximately \$579 million was spent on lodging in Wyoming in 2012 (Wyoming Tourism Office 2012). Therefore, the application of an additional 1% statewide lodging tax would generate approximately \$5.8 million per year (Table 1), which could supplement other forms of non-traditional funding the WGFD may acquire. The WGFD could possibly encounter opposition from lodging operators, but there also may be an

opportunity to partner with the Office of Tourism for mutual benefit. Wyoming's fish and wildlife resources contribute significantly to the state's travel and tourism economy, so allocating lodging tax revenue to fund the management of these resources would be a logical fit.

Another potential self-adjusting funding mechanism may be an excise tax on optics, camping gear, and other outdoor recreation gear. This source of funding would draw from all users of Wyoming's outdoor recreation opportunities and not just hunters and anglers. However, some hunters and anglers may see this as unfairly taxing hunters and anglers twice, since they already pay an excise tax on many hunting and fishing-related purchases. Alternatively, the Legislature could choose to divert tax revenues already collected from the sales of hunting, fishing, and other outdoor-related equipment to WGFD. The most recent (2006) U.S. Fish & Wildlife Service report on Wyoming's hunting, fishing, and wildlife-associated recreation states that \$42.4 million was spent on equipment used directly for hunting and fishing and another \$14.5 million was spent on auxiliary equipment like tents and specialized clothing. Assuming that this revenue has not declined in Wyoming since 2006 (expenditures have increased 5% nationwide since 2006), a tax diversion of 2% would conservatively generate \$1.1 million annually for the Department. Revenue generated by this kind of tax could be increased if other types of equipment (e.g., ORVs) were included. Again, while this amount of funding would be unlikely to provide funding necessary to meet all of the Department's upcoming financial needs, it could contribute to the collection of other potential sources.

In addition to other sources, Missouri also receives funding from a tax on all soda purchases statewide (Appendix A). Wyoming has tried repeatedly to implement a beer tax, but these efforts have met with consistent opposition. A "sin tax" on all alcohol or tobacco may provide funding to supplement revenue from another mechanism.

It has been suggested by Legislators to our Action Team that the WGFD consider the pursuit of revenue from an increase in the wind energy generation tax (C. Case and L. Larsen, Wyoming Legislators, personal communications). The current wind energy tax of one dollar per megawatt hour generated \$2.6 million in 2012. Of this, \$1.6 million went to the local county governments while the remainder was allocated to the state general fund. An increase in this rate could provide the WGFD with a significant funding source. The total amount would depend on the rate and the level of new wind energy production in Wyoming. Wind energy is a land-intensive source of energy generation and has the potential to significantly impact Wyoming's wildlife, especially high profile species like sage grouse. This source of funding may be considered a mitigation or impact fee by the public and therefore more palatable than other potential sources of revenue.

Static Mechanisms

There are several sources of funding that do not automatically adjust for increases in inflation, but may provide a valuable source of future funding. One is a share of the mineral severance tax. This pool of money is generated from taxes on extractive industries in Wyoming and allocated to various recipients throughout the state, mostly education-related. Approximately \$879 million was distributed from this tax in 2009. There is a maximum of \$155

million distributed to nine accounts, with the remainder going into the General Fund and Budget Reserve Account. Approximately \$180-200 million is put into General Fund each fiscal year and approximately the same into the Budget Reserve Account. A diversion of 5% of these General Fund appropriations to WGFD would raise approximately \$9-10 million annually (Table 1).

Although not likely to be immediately available to pursue (C. Case and L. Larsen, Wyoming Legislators, personal communications), proceeds from the newly-approved lottery may be another source of funding available to the WGFD in the future. While current disbursements from lottery profits are already allocated to local governments and schools, if proceeds turn out to be higher than currently projected, the WGFD could potentially acquire a portion of those funds as a non-traditional funding source. This source would not likely provide adequate funding for the WGFD's future financial needs, but it could be combined with another source of funding, such as those described above.

Yet another alternative source of funding could be the allocation of funds into a trust account large enough to provide the WGFD with sufficient interest revenues. This one-time trust account allocation would require a corpus large enough to provide all or part of the amount necessary to fund WGFD operations at a standard interest rate. The difficulty of acquiring such an allocation may vary greatly depending upon the financial status of Wyoming at the time of request and the source of the money.

Obtaining general fund appropriations for assistance with WGFD expenses such as health insurance, personnel costs, or statutory obligations such as damage claims, could relieve the WGFD budget of significant financial responsibilities and provide the flexibility necessary to utilize some of the above alternatives that may not provide sufficient funding without general fund resources.

This examination of potential alternative funding mechanisms is by no means an exhaustive list of all possible avenues. However, during the process of investigating prospective alternatives it became apparent that there are only a few sources of funding that could provide the WGFD with the funding necessary to fill all financial needs beyond current sources. If these large funding sources are not obtained, the WGFD will likely have to fill its alternative funding needs with multiple, smaller sources like a lodging tax, diversion of the sales tax on outdoor equipment, portion of a wind energy tax, or other unforeseen sources. While the work to obtain multiple alternative funding sources may be more logistically difficult initially and over time, it may be more politically plausible than obtaining one large source of funding immediately. However, the WGFD may be able to use the "sliding scale" argument in campaigning for funding, with a proportional source of funding from license fees on one side and alternative funding on the other (Figure 1). The higher the percentage of funding received from alternative sources, the lower license fees can remain in the future. This argument may appeal to the public and help persuade legislators to approve larger sources of alternative funding.

Figure 1. The percentage of WGFD funding received from license fees vs. alternative funding.
As the percentage of funding from alternative sources increases, the percentage of funding required from license fees declines.

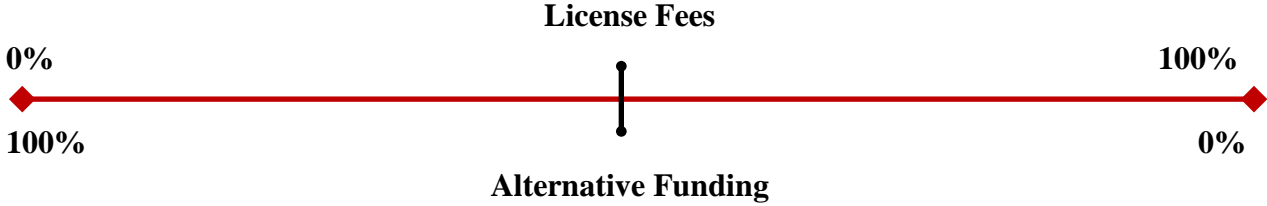


Table 1. Potential alternative funding mechanisms used by select states and agencies, potential funds generated, and pros and cons.

	Funding Mechanism	Funding generated	Examples	Pros and Cons
Self-adjusting	State sales tax	\$20-25 million at 1/8%	Minnesota, Missouri, Arkansas	Pros: Adjusts with inflation Cons: Additional tax
	Wind Energy Tax	Dependent upon rate and level of wind energy generation		Pros: Seen as ‘impact fee’. More support from Legislature. Cons: Unknown revenue potential. Resistance from energy industry.
	State Teaming with Wildlife	\$1.1 million for 2%	Virginia, Texas	Pros: Can tie into existing tax. In line with user pay system. Cons: May require continual approval by legislature (e.g., TX).
	Fuel Tax	\$120 million	WYDOT	Pros: May have legislative support. Cons: Legislation already appropriates funds to WYDOT.
	General Fund Appropriations	Cost of particular program	Certain programs in Wyoming, Colorado, etc.	Pros: Legislature has approved for certain programs. Could be expanded to damage claims or personnel costs. Cons: Will require continual approval by legislature. Not a long term funding solution.
	Statewide Lodging Tax	\$5.8 (1%)-11.6 (2%) million	Montana	Pros: Can be implemented during peak tourism season. Cons: Potential competition with counties and cities.
	“Sin Tax” – alcohol, tobacco, soda	\$668,000 for 3 cent increase on beer	Missouri	Pros: Tax on voluntary purchases of ‘luxury’ items that draws from both residents and non-residents Cons: Additional tax. Unlikely to provide sufficient funding alone. Revenue likely to be used for substance abuse programs.
Static	Lottery	\$6-10 million	Colorado, Missouri, Maine, Arizona	Pros: Solid precedence of other state’s programs. Voluntary program. Cons: Funds already appropriated to local governments and schools. May need to continually defend allocation of lottery revenue.
	Access fees on WGFC lands	\$1.1-1.3 million	Colorado, Idaho	Pros: User-based fee. Cons: May conflict with federal aid requirements.
	Severance Tax	\$9-10 million for 5% of General Fund diversion	Colorado (DNR)	Pros: Can reallocate existing tax. Potential large source of revenue Cons: Low current price of natural gas

Demonstrating the Need for Alternative Funding - Marketing

According to the National Shooting Sports Foundation's Hunting Heritage Partnership program (2008), marketing in government agencies is largely misunderstood. *Wildlife and the American Mind* states, "marketing is by far one of the most misused and most misunderstood terms within the fish and wildlife management profession. Marketing is a deliberate and orderly step-by-step process that begins with people and ends with programs, products, services and strategies" (Responsive Management 1998).

The WGFD does a excellent job of getting information to the public. Given the variety of media types, particularly web-based, the public has the ability to determine exactly what the WGFD is working on at almost any given moment. Since the inception of the Human Dimensions program within the WGFD, we have learned more about what the public wants from the WGFD and what they think about our programs. WGFD uses hunter surveys to gain insight into attitudes and hunter successes and the value of our interactions with them in the field. However, in light of the recent resounding defeat of the 2013 license fee increase in the legislature, it has become apparent that we need additional information on what the public thinks about the value of wildlife in the state as well as information on how much they understand about how wildlife is a major driver of the economics of this state. The most effective method of doing that is by adapting a true Marketing aspect to the WGFD's repertoire of tools available to communicate with the public.

Our action team recommends that the WGFD hire a full time, experienced Marketing Specialist (new FTE position) to guide the process for obtaining non-traditional funding. This person, along with our Human Dimensions program, who will conduct market research, will help the WGFD better communicate with our customers and help identify additional issues that are present that we are currently unaware exist. Table 2 describes the duties, responsibilities, and tasks for this new FTE position. SCAT realizes that adding positions at this juncture may be difficult for some employees to understand but the seriousness of this issue requires that the WGFD take on a more adaptive approach to the long term/non-traditional funding process. There are several advantages to bringing a new face and additional skill sets to help with marketing. The primary advantage is that a Marketing Specialist has the education and experience in the marketing field. Hiring someone new to WGFD will bring an unbiased assessment of our marketing needs. A Marketing Specialist will be able to see where we are deficient and chart a course that will help us achieve our goals; e.g. develop a business and strategic plan for long term, alternative funding.

Table 2. Duties and potential tasks of the Marketing Specialist

	Job duties	Potential tasks
1	Adopt a marketing paradigm	-Develop a WGFD marketing strategy -Infuse marketing into all positions, levels, and divisions -Develop a consistent marketing effort
2	Lead a team representing all levels of the agency	-Assist in WGFD culture change -Use bottom-up approach to adopt marketing paradigm -Work with regions to reach out to NGOs, legislators, and public
3	Develop the "Elevator Speech"	-Develop consistent, concise message for statewide delivery -Message can be used by supporters
4	Assist with facilitating regional focus group meetings	-See External Campaign
5	Work with the webmaster to develop the long-term funding web page	-Post relevant, correct information -Illustrate rising costs -Illustrate how wildlife benefits Wyoming's economy
6	Research customer wants and needs	-Work with Human Dimensions program to develop products, opportunities, and services for customers
7	Relay the developed message	-Work with WGFD publications, such as Wyoming Wildlife News and Wyoming Wildlife magazine
8	Message for traditional user groups	-Develop message to thank hunters and anglers for their support
9	Engage the public	-Seek interest in communities for hunting, fishing, and wildlife viewing -Use opportunities to relay importance of wildlife to Wyoming's economy
10	Public service announcements	-Develop free announcements for Wyoming television stations (S. Harsh, personal communication)
11	Coordinate marketing effort	-Work with Wyoming Tourism on wildlife opportunities (angling, hunting, viewing)
12	Justify wildlife management	- Work with Wyoming Tourism, Wyoming Lodging and Restaurant Association on the economics of wildlife to their industries
13	Harness marketing power in WGFD databases	-Seek customer information for marketing efforts -Seek assistance from other agencies
14	Develop WGFD blog	-Relay current, correct information -Work with WGFD employees for blog entries and replies -Utilize software to monitor other blog comments
15	Respond to positive and negative commentaries in Wyoming media outlets	-Correct misinformation being communicated -Thank supporters -Relay message in a positive and constructive manner
16	Develop list of entities to be contacted and appropriate media	-Identify entities (legislators, important meetings, groups) -Identify effective media types
17	Assist with hunter and angler recruitment	-As time allows, develop recruiting message

A Marketing Specialist would be responsible for leading the process to Brand the Agency (a great deal of progress has been made in this area in the last several years; for this campaign, an even more concerted effort needs to be put into this area) and the campaign. During the 2013 license fee increase campaign, the WGFD was extremely transparent; copious information was available to the legislature and public that explained our budgeting process, the efficiencies we have undertaken in the last several years, and the cuts we have voluntarily taken in the past. However, we recognized during this last legislative session, that the WGFD was inadequate at making this information concise and simple. Furthermore, WGFD did not illustrate the facts that “wildlife” is not only about hunting, fishing, and wildlife viewing but, that it is a lifestyle and a large economic driver in the state. It is the “why” many people live in this state, or choose to visit. Finally, WGFD did not demonstrate how cutting programs reduces the functionality and adaptability of WGFD. A marketing paradigm in our quest for alternative funding will increase effectiveness.

True marketing is not a one-time activity but a continuous process, and the expected outcome of a marketing program and marketing research is multifold. First, market research measures your reputation which will help guide the alternative funding progression and process. It also guides communication with current and potential customers, uncovers and identifies potential problems, creates benchmarks to track and evaluate progress and success, and would help us plan ahead and be proactive, possibly avoiding obstacles along the way. Marketing would allow us to get the public’s reactions to a new idea while it is still being developed which should enlighten any further ideas and opportunities that suit the public and ultimately decreases resistance to the final product. Once we have good research, we will be able to formulate a more effective and targeted marketing campaign that speaks directly to the people we are trying to reach in a way that interests them the most (Small Business Notes 2013).

The Wyoming Department of Transportation (WYDOT) has five marketing specialists spread throughout the state. Although it took eight years for WYDOT to successfully pass a fuel tax bill, they took a strategic, market-based approach to their campaign resulting in an additional \$120 million/year. Their approach was to get sweeping, broad-based support for the tax before going to the legislature. Having marketing personnel spread throughout the state allowed them to address and respond to specific marketing issues on a local level.

As with WYDOT, it will be important for the WGFD to develop a regional approach to our process for obtaining alternative funding. While the messages relayed throughout the state will remain the same, the manner in which they are relayed will be specifically tailored to the region and even the group being contacted. Results of marketing research and the local I&E Specialists in each region will be able to help with identifying which approach will work best. The media used for particular entities may also differ, depending on the information being relayed as the process progresses. Different avenues include; television, radio, newspapers, social networks (Facebook, Twitter, YouTube), the WGFD’s web site, reports/publications, word of mouth, posters, billboards, magazines, pamphlets, public meetings, personal contacts, postcards and/or community festivals (Appendix B).

While a majority of the alternative funding process needs to focus on in-state constituents, it is also important that we reach our out-of-state customers. From SCAT legislative consultation (C. Case and L. Larsen, Wyoming Legislators, personal communications), it was quite clear that out-of-state stakeholders did not support this increase; they contacted their local outfitters who contacted their legislators and they were strongly opposed to the increase.

For any agency, it is always appropriate to know how the agency measures up and what the public is thinking. Market research reveals where the agency stands, and then according to the results, facilitates action to change agency and especially public perceptions. While the WGFD has much data from different sources (e.g., human dimension surveys and hunter surveys), proper analysis of these and possibly other data can increase the value of the information and ultimately assists with the goals of the obtaining alternate funding. The WGFD needs every advantage possible to secure alternate funding; the future of wildlife, wild places and this agency is at stake.

Demonstrating the Need for Alternative Funding – Internal Communication

To ultimately demonstrate to the public, legislature, or any other stakeholder that WGFD needs long-term alternative funding, the entire agency must be initially educated, motivated, and prepared with a unified understanding of the budget crisis and its origin, direct impacts to the agency and public, and vision of how to resolve the issue (IAFWA and EMI 2005). Demonstrating need for funding within WGFD requires that the agency have 1) certain agency-related information (e.g., responsibilities, goods/services provided and lost, urgency of budget shortfall), 2) specific key messages and possibly media regarding these information, and 3) certain personnel and strategies to develop and disseminate this information clearly and effectively (Kolus et al 2000, Appendix A). In this section, we suggest actions, items, personnel, and timelines that are likely achievable and appropriate to help WGFD successfully demonstrate the need for long-term alternative funding.

Develop Internal Need for Funding Team (NFT)

To provide a foundation of experienced and understanding personnel aimed at helping WGFD successfully demonstrate the need for long-term alternative funding, SCAT suggests development of an internal Need for Funding Team (NFT). From developing trust to achieving results, the primary goals of the NFT (Table 3) are based on the drivers of successful teams (Slade 2010), and will likely facilitate strong team cohesion and success.

Table 3. Primary goals and suggested actions to achieve team cohesion and success among NFT and WGFD

	Goals	Suggested Actions
1	Build Trust	Normalize and Empower NFT and WGFD Personnel
2	Minimize Conflict	Encourage Productive Debate among NFT and WGFD
3	Gain Committal	Develop a Tangible Unified Vision Among NFT for WGFD
4	Minimize Need for Accountability	Ensure NFT and WGFD Remain Committed and Passionate
5	Achieve Results	Prioritize and Declare to WGFD the Predicted Outcomes for NFT
6	Encourage Adaptability	NFT and WGFD Remain Flexible, Alert, and Open – Legislative and WGFD Priorities Will Likely Change

We suggest that the predicted outcomes (i.e., objectives) of the NFT should be prioritized chronologically as: 1) Develop a consistent, concise, and unified message (e.g., talking points), 2) Demonstrate the need for long-term alternative funding through dissemination of key messages at specific venues, and possibly 3) foster trust and understanding among WGFD personnel, work units, and Divisions. Although the goals, objectives, personnel, and timeline of this team are somewhat specific, SCAT recommends that throughout this process the NFT remain flexible, alert, and especially open to the process (*see Missouri, Appendix A*) as a result of likely changes in legislative and WGFD priorities.

SCAT suggests that the team could be comprised of WGFD personnel including 1) Marketing Specialist, 2) Director’s Office, 3) Assistant Division Chiefs, 4) and two volunteer inter-divisional (e.g., fisheries and services) members from each region with strong emphasis on participants from the Short-Term Funding Team and 2012-2013 LD1 Action Teams. Enrollment of NFT members could be accomplished in two to three weeks with formation of the NFT complete by 31 May 2013.

Develop a Consistent, Concise, and Unified Message

The first objective of the NFT would be development of a consistent and concise message to unify NFT and WGFD personnel with a common vision. We suggest that this message would benefit from incorporating several aspects of WGFD such as our 1) mission, 2) responsibilities, 3) urgent fiscal crisis, 4) past, current, and future fiscal efficiency, 5) benefits lost to the public as well as WGFD, and 6) the ultimate declaration that WGFD will pursue one or more long-term alternative funding sources (Table 4).

Table 4. Suggested key aspects and supplementary information to facilitate development of a consistent, concise, and unified message that demonstrates the need of WGFD to pursue and secure long-term alternative funding

	Key Aspect	Supplemental Information
1	WGFD Mission Statement	- WGFD Connection with Public, Land, Resources - Fostering Public Connection with Land and Resources
2	WGFD Responsibilities, Priorities, & Mgmt Successes	- Responsibilities – State Statue - Priorities – Mgmt/Action Plans - Mgmt Successes – Avoid ESA Listings & AIS, Abundant Game/Non-Game Fish & Wildlife Populations
3	WGFD Fiscal Crisis	- Dependency on License Revenues – Failures of Past Alternative Funding Bills, - Social Threshold – Failure of 2013 Fee Increase & Adjustment Bills - Urgent WGFD Budget Shortfall(s) & Deadline(s)
4	Fiscal Efficiency of WGFD	- Compare to Other States – FTE vs. Responsibilities, No Liens - Increased Efficiency – FY13/14 Budget Cuts - <i>Corpus</i> in Regression – Possible Future Cuts
5	Major Goods/Services Lost to Public	- Fish Stocking, Access Easements, EXPO & Other Outreach Camps, WGFD Publications
6	WGFD Pursuit of Alternative Funding	- Communicate details of how WGFD is aggressively seeking novel funding sources

We suggest that the NFT could develop this initial message by 14 June 2013. We also stress that the NFT remain flexible and be prepared to change this message depending on legislative and WGFD priorities in an uncertain future.

Communicate the Need for Long-Term Alternative Funding to WGFD

Following development of the consistent, concise, and unified (i.e., key) message, NFT will then engage the second objective, demonstrating need for alternative funding to WGFD. To accomplish this objective, they will need to disseminate the key message to WGFD personnel. Important considerations for internal communications include: 1) keep information short, concise, and unified (e.g., use talking points), 2) as with recent video-conferences, continue to keep the tone of the message urgent, confident, and flexible, and 3) not only are messengers educating and motivating but also preparing employees how the funding loss affects a) their agency, b) the public, c) the need to remain alert and open to new information, and d) the ultimate need to pursue one or more alternative funding source(s). We suggest specific personnel (NFT members and additional WGFD employees/Divisions), venues, purpose of

venues, and dates that are likely appropriate to disseminate the key message clearly, efficiently, and successfully (Table 5).

Table 5. Suggested venues, purpose of venues, WGFD personnel, and dates to disseminate key message to WGFD personnel

	Venue	Purpose	Personnel	Date
1	Mandatory State-Wide Video Conference	- Disseminate Initial Key Message (Msg) to All WGFD Personnel - Disseminate Revised Key Msg As Needed	- Director's Office	- 17 June 2013 - As Needed
2	Web Site	- Create Internal Funding Data Base (e.g., NAL) to Post & Receive NFT Member Updates - Utilize Services' New Media Calendar to Coordinate Dissemination of Revised Msg as Needed	- IT Section, NFT Members - Services, Regional NFT Members	- 1 July 2013 and As Needed
3	All Region Meetings	- Disseminate Initial Key Msg - Disseminate Revised Key Msg As Needed	- Director's Office and/or Staff	- Next Available - As Needed
4	Supervisor & Coordinator Meetings	- Disseminate Initial Key Msg - Disseminate Revised Key Msg as Needed	- Director's Office or Staff - Regional NFT Members	- Next Available - As Needed
5	Regional Leadership Team Meetings	- Disseminate Revised Key Msg as Needed	- Regional NFT Members	- Next Available and As Needed

Foster Trust and Understanding among WGFD Personnel, Work Units, and Divisions

To further promote trust, team building, as well as a clear understanding of the need for funding among WGFD personnel, work units, and Divisions, SCAT suggests that the third objective for the NFT involve two specific types of activities: 1) presentations by NFT and other WGFD employees that detail highlights (e.g., duties, source and constraints of funding) of their position and work units as well as how they enhance functionality of other personnel, work units, and Divisions, and 2) hands-on activities (i.e., job-shadowing) to promote inter-Divisional trust and understanding of job duties. To accomplish these activities, we suggest specific venues, personnel, and timelines (Table 6). Ultimately, these two types of activities will prepare WGFD employees for later campaign assistance by putting a face on WGFD in the minds of its employees and helping all of WGFD to define, reiterate, or possibly enhance the agency “brand”.

Table 6. Venues, activities, personnel and dates to foster inter-divisional trust and understanding among WGFD

	Venue	Activities	Personnel	Date
1	All Region Meetings	- Personnel & Work Unit Presentation	- NFT - Regional Personnel	- Next Available - As Needed
2	Supervisor/Coordinator Meetings	- Personnel & Work Unit Presentation	- NFT - Regional Personnel	- Next Available - As Needed
3	Regional Leadership Team Meetings	- Personnel & Work Unit Presentation	- NFT - Regional Personnel	- Next Available - As Needed
4	Job-Shadowing	- Hands-On Field &/or Office Participation	- NFT - All WGFD Personnel	-Summer 2013 -Summer 2013 & As Needed

Demonstrating the Need for Alternative Funding – The Campaign

The Merriam-Webster Dictionary defines a campaign as a connected series of operations designed to bring about a particular result. We believe a campaign which involves marketing, public involvement, and personnel engagement is critical to any future funding opportunities. Table 7 highlights the process, timeline, and personnel involved in the campaign for alternative funding mentioned in the upcoming sections. Although our proposed campaign process is structured to build up for legislative activities in 2015 (Table 7), it is expected that further legislative initiatives will be needed in years to come.

Table 7. Process, timeline, and personnel involved in the campaign for alternative funding

	Venue	Purpose	Personnel	Date
1	Interview Process	- <i>Hire a Marketing Specialist</i>	-Director's Office	- By May 31st
2	Face-to-face personal contacts	- <i>Putting a Face on the Agency</i> -Demonstrating "who we are, what we do"	-All WGFD personnel	-Immediately after job shadowing/ RLT
3	Face-to face personal contacts Media	- <i>Internal campaign</i> - <i>Engaging the Public</i> -Continue to brand the agency -Answer Initial Key Msg questions that may arise	-Regional NFT Members -Director's Office and Staff -All WGFD personnel	-17 June 2013 -As Needed
4	Face-to-face personal contacts	- <i>Meet with and mobilize the traditional base</i>	-Regional NFT Members -Director's Office and Staff	-June 2013 -As Needed
5	Face-to-face personal contacts Media Web	- <i>Regional campaign</i> -Disseminate funding information regionally -Coordinate with Marketing Specialist -Monitor and comment on regional media -Develop a regional system to meet with legislators -Develop a regional system to meet with opposition -Develop a regional focus group for public participation -Appoint a regional focus group lead/ facilitator	-Regional NFT Members -Director's Office and Staff -Marketing Specialist	-Mid July 2013
6	Local Focus group meetings	- <i>Regional Focus groups</i> -Engage local leaders and encourage public participation	-Regional NFT Members -Director's Office and Staff -Regional Facilitator	-August 2013 -Meeting several times (at least 6) over the next year
7	Local Summit Venue	- <i>Regional Summit</i> -Kick-off for possible funding mechanisms.	-Regional NFT Members -Director's Office and Staff -Local Focus Groups -Public -Regional Personnel	-Spring/ Summer 2014
8	Centralized Summit Venue	- <i>State Wide Summit</i> -Bring regional summit outcomes together -Develop a strong coalition	- Regional NFT Members -Director's Office and Staff -Local Focus Groups -Public	-Summer/Fall 2014

Putting a Face on the Agency

The face of our agency is defined simply as “who we are, what we do”. If the public does not understand what we do, and possibly why we do it, then they will not understand why WGFD seeks additional funding and may not support a campaign for alternative funding. WGFD personnel need to make a concerted effort to put a face on the WGFD, and this process will take time and a tremendous amount of employee involvement. Furthermore, it is important that this endeavor have a recognizable, marketable brand as soon as possible. Although WGFD already has a recognizable brand, we do not market it well. With help from the Marketing Specialist as well as a committed and focused agency, WGFD will be able to effectively talk to people inside and outside of Wyoming about our daily job duties, as well as touch base on all different programs WGFD has to offer.

The initiative and process to “Put a Face on the Agency” will involve all WGFD employees. Wyoming has a relatively small population, so each WGFD-public contact is important and can be extremely influential. Possibly the most effective way to put a face on WGFD is via face-to-face personal contacts with the public (E. Keszler, personal communication, Appendix B). There are several methods in which the Department can mobilize personnel to get out in the field and show the public who we are and what we do. A few ideas are suggested below.

- Simply talking to people one on one about their job.
- Attending meetings of various organizations, interact with the public on their time, and engaging them in meaningful conversations. Simply building good relationships.
- Staffing booths at local events with information about the WGFD, and answering questions.
- Holding public information meeting.
- Inviting people to join us in the field.

Currently, SCAT has recognized two examples of this initiative already. For example, the Fish Division has written into the Performance Management Initiative (PMI) of each employee a goal to spend five percent of their time (i.e., eight hours per month) doing purposeful and planned contacts with the various publics in Wyoming to publicize the accomplishments of WGFD. Also, the Lander Regional Office has taken an initiative to answer the public’s questions immediately (J. Hunter, Personal Communication). Regional personnel coordinated with their front desk personnel and prepared them with appropriate response materials, so that they have the necessary information to answer questions accurately and simply. Certainly, these are not the only two examples out there, but these efforts do show a positive move towards putting “a face on the agency”.

In order for all employees to move forward with this task they need to have the correct information to deliver. Employees should be prepared with talking points and succinct

information about the different programs our agency has to offer. This method can have a significant impact on the public's opinion on why we do the things we do. We believe people will further appreciate the WGFD and our need for long-term alternative funding when they learn who we are and what we do. All employees should be mobilized and required to spend a portion of their time on this public outreach effort. The stakeholder groups contacted in the outreach effort should be as broad as possible. A list of potential groups to be contacted is provided in Appendix C.

Engaging the Public

The successful efforts of other state agencies have often involved an evaluation of current programs, often with information from public opinion surveys or analyses by private or university consultants. These evaluations of the public have been used to gauge satisfaction with existing state agency programs, identify desires that are not being addressed, and to evaluate support for various funding mechanisms (Appendix A; E. Keszler, personal communication).

Despite surveys to address particular public desires (e.g., hunter satisfaction), WGFD has not yet assessed public satisfaction with particular agency programs or long-term alternative funding mechanisms and use of resulting funds. Reviewing the efforts of other states that have secured significant non-traditional funding, can identify likely campaign challenges to WGFD. The primary need for funding that was identified by the public of states like Arkansas and Missouri was for acquisition of land, but these states have limited public land, particularly when compared to Wyoming. Although we are likely to have support for current access programs, it is unlikely that there will be significant support for Department acquisition of lands in Wyoming where about 50 percent of land is federally owned and accessible. Ballot initiatives were common in other states, but this approach is unlikely to succeed in Wyoming given the associated requirements. Other states also have larger populations and urban centers, and therefore, greater potential to generate significant revenue from sources like taxes on outdoor equipment.

Wyoming's abundant public land, need for legislative support (vs. public ballot initiative), and low population base will require a different approach. We believe a face-to-face approach will be the most effective method for garnering the necessary public support for non-traditional funding (Appendix A.; E. Keszler, personal communication).

Successful funding initiatives in other states have demonstrated that this effort will likely take significant time and money. We are hopeful that the efforts of 2012 and recent publicity surrounding Department funding cuts in fiscal years 2013-2015, will provide momentum needed to quickly engage the public in calendar year 2013.

The WGFD's 2011-2012 Leadership Development I action team, Engaging the Public, researched how the WGFD could further the Department's public communication efforts. The team compiled a report to help guide the WGFD in the pursuit of increased public involvement and knowledge. The executive summary statement from that report states:

The Wyoming Game and Fish Department (WGFD) must integrate biology with the interests, concerns, and wants of its diverse constituency when considering wildlife management actions. Traditional methods of collecting constituent input have become increasingly ineffective at gathering constructive comments across the spectrum of hunters, anglers, and other sportspersons. We recommend several actions that could better engage our constituents in wildlife management decisions while fostering improved relations with sporting publics and increasing overall support for the Department (Blajszczak et al. 2012).

The WGFD has implemented several of the suggestions for increased public engagement outlined in the 2011-2012 Engaging the Public report. The report provides many more critical aspects to public involvement that must continue to be pursued and implemented in order for future growth in a supportive and involved WGFD constituency base. There must be a constant and continual effort from the WGFD to build solid, trusting relationships with all people who can relate to the value of Wyoming's wildlife and its wild places.

The 2013 Wyoming Legislative session provided the WGFD with some key insight into how the public views WGFD. The WGFD's push for securing necessary funding to maintain current levels of service for Wyoming's wildlife and its people through license fees failed due in large part to public and legislative opposition. Although there was support for the agency in the state, the failure of the Department to gain any future funding other than that from the voluntary Hunting License Raffle (HB0037) is eye opening. The 2013 Legislative session demonstrates the WGFD is either lacking in the marketing of their goods and services or a cultural change has occurred in which the value of wildlife and wild places has shifted. The insight gained from the 2013 session did provide the agency with the knowledge that our consumptive user customer base has strong feelings for continuing hunting and fishing heritage, but that the burden to fund a majority of the WGFD's budget is not solely on them.

"I didn't even know about the PLPW or Walk-In Areas or where they are located. I will look into it before the next time I come out. The deer herds in the west of Colony Area were way down but the numbers in the south of Alva were up from 2 years ago but were not up as high as 4 years ago. The dry weather and cougar problems were the cause in the Colony Area. Thanks for letting me comment and keep up the great job your doing in Wyoming; I wish Michigan had ½ the concern you all have in Wyoming! I'll be back if you let me!" 2012 NR Deer Hunter.

"If tags go up in price next year a whopping 21%, I will not buy any more tags and would probably stop hunting in Wyoming. Seems more and more a guy's gotta be rich to make it all come together. No success again and again mixed with a 21% increase? No Thanks." 2012 NR Deer Hunter

“I understand that Wyoming non-resident deer license prices may increase to over \$500 next year. If that is the case, I will more than likely no longer hunt deer in Wyoming. I spent well over \$1000 on food, lodging, entertainment, etc. while staying in Cody; consider that in your decision to raise prices and what the loss of revenue to the local economy will be if others decide to no longer hunt in WY.” 2012 NR Deer Hunter

A sportsperson’s coalition comprised of 12 non-government organizations wrote a letter in support of the WGFD pursuit of funding through HB0037 and SB0032, demonstrating the support that the WGFD needs additional funding to continue services at the current level. This coalition of reputable wildlife organizations including Wyoming Wildlife Federation, Wyoming Federation of Union Sportsmen, Wyoming Outdoor Council and Safari Club International (Central Wyoming), and eight others have expressed their support for funding for quality wildlife management in Wyoming because they as users and contributors to wildlife conservation understand the vast importance of the resources (Kilpatrick et al. 2012).

The key behind great support as represented in the Wildlife Organization support letter is that the message of support must be solid throughout these organizations. The WGFD must work with supporters to engage their constituents to the point of voicing individual support for Wyoming’s wildlife and the agencies that work to manage them.

It was demonstrated in the 2013 Legislative session that the grass roots supporters for wildlife funding were lacking. Organized vocal opposition to 2013 funding proposals can attribute to the primary means of stopping the funding revenue needed to maintain the WGFD’s current level of service. It is important to note that the opposition to HB0136 and SB0032 did not represent a lack of support for Wyoming wildlife, but a more an opposition to the user-pay funding model. Alternative funding methods must be utilized to provide for Wyoming’s lifestyle of wildlife and wild places.

Meet With and Mobilize the Traditional Base

In order to build a coalition capable of garnering legislative support, we propose a plan to: 1) garner the support of our traditional funding base of hunters and anglers, 2) educate, 3) gather feedback, and 4) mobilize supporters.

An early step in the alternative funding campaign should be to acknowledge the historical support of our traditional funding base. During the summer of 2013, field employees should attend meetings of sporting groups (RMEF, BOW, Outfitters Association, TU, etc.) and voice our appreciation for their long-term support for wildlife management in Wyoming and to ask for their continued support as we begin a concerted effort to secure multiple long-term sources of nontraditional funding for the Department. We should use this opportunity to explain how WGFD is organized, our current sources of funding, and how we spend license dollars. We should answer questions and explain that we are embarking on a major initiative to identify a source of non-traditional funding. We should take these opportunities to get contact information for anyone interested in getting out in the field with our employees or in participating in a

regional focus group (see Regional Focus Groups). We might also survey the members of these organizations, asking which current WGFD programs they are most willing to support with their license dollars.

We have not done an adequate job of acknowledging all of the work that has been funded by our traditional hunting and angling constituents. A concerted effort should be made to publicize these accomplishments and the source of funding (license sales and PR and DJ funds) that made them possible. A key talking point in all public contacts should be that hunters and anglers have always paid the bills, but it is time to find a way for all those that appreciate and benefit from wildlife to help contribute to conservation and management.

Regional Campaigns

Within each of the WGFD's eight regions, a leadership structure needs to be developed to oversee the long-term alternative funding campaign process regionally. We recommend allowing each region the flexibility to design their own structure given regional dynamics and personnel strengths. For example, some regions may choose to have the Regional Fisheries and Wildlife Supervisors take on this role, while other regions may choose to have the Regional Leadership Team in charge. The suggested duties of the Regional Funding Leadership include the following:

- Coordinate with Marketing Specialist and NFT.
- Develop a regional system to meet with legislators.
- Develop a regional system to meet with county commissioners.
- Develop a regional system to meet with opposition.
- Develop a regional focus group for public participation.
- Appoint a regional focus group lead/facilitator.

The Regional Funding Leadership will need to create a system for meeting with all legislators and county commissioners in their region, recognizing that some regions will have more legislators and commissioners than others. The goal of meeting with legislators and commissioners is to introduce the responsibilities and services provided by WGFD employees in their districts. It will also provide a valuable opportunity for Department employees to learn about the legislative process. Another critical step in meeting with legislators is to ask them to identify ten most vocal constituents they heard from during the 2013 legislative session regarding the license fee increase.

The Regional Funding Leadership will also need to develop a process to meet with vocal opposition to WGFD within their regions. These could be groups or individuals that were opposed to the 2013 license fee increase or others who are often opposed to WGFD activities. Those in opposition could be identified from legislator meetings and regional personnel. In meeting with those in opposition it will be vitally important to listen to their concerns and suggestions. It will also be crucial to relay to those in opposition the funding issues facing the WGFD and to try to obtain their understanding. The opposition may never fully support the WGFD, but these individuals or groups may agree to reduce their opposition.

Regional Focus Groups

“It’s been our history that unless we do a good job developing internal enthusiasm, then we have no chance getting through the Legislature,” Walt Gasson, WGFD Policy Coordinator, 2004.

“What is important to someone in Jackson is different than what’s important to someone in the Big Horn Basin,” Chris Burkett, WGFD Strategic Management Coordinator. Burkett claims tying the funding back to an individual level may increase support. 2004.

When pursuing long-term alternative funding sources several key components have been identified to build support and involvement. The question of “Where is the funding going?” and “How is it my problem?” are common questions that must be addressed and ironed-out with public input. In the search for additional WGFD funding from alternative non-user-pay sources the Department must become invested in educating and involving constituents that have not been historically targeted as a customer base.

Other states have employed a concerted public education effort, followed by a survey or surveys to gauge public opinions regarding current and future agency direction and funding needs. We recommend a regional focus group system which will engage local leaders and encourage public participation in regards to the WGFD funding structure and future funding needs. Focus groups are useful for hearing a wide diversity of opinions and can help when the issue is strategically or politically important (Qualitative Researcher 2013). Regional Funding Leadership will actively seek and organize volunteers that represent a diverse cross-section of the public in their regions to participate in a regional focus group.

These focus groups, if carefully crafted, should represent the views of the public in a region. Each regional focus group should have representation by hunters and anglers, farmers and ranchers, local business owners, county commissioners, non-consumptive users, and non-governmental organizations. Ideally, the focus group members should be leaders of their respective groups, so that they can disseminate the information they learn to the groups they represent. Although we do not recommend legislator participation in these groups, we do think it is vitally important that local legislators be informed of meetings so that they may attend to listen to their constituents.

The lead for each regional focus group needs to be a WGFD employee who is trained as a facilitator. The University of Wyoming’s Ruckelshaus Institute has facilitator training courses starting at \$375 for a two-day course. It will be important to recognize the time commitment a WGFD employee will need to commit as a regional focus group lead. The focus group may require at least 20% of their time each month, so their other work duties will have to be adjusted.

Each focus group would hold a series of meetings throughout 2014. The meetings will rotate throughout communities in a region, and each focus group will determine their meeting schedule. The goals of the regional focus groups are to educate the public, gather their feedback, and plan for the Department's future. The following is a suggested list of items each focus group should work toward:

- Review WGFD organizational structure and personnel
- Review of funding sources and budget
- Review of programs and expenditures, including those by statute
- Use a dominoes exercise as a hands-on tool for understanding our budget and statutory programs. A set number of dominoes would represent the Department budget and a set number of dominoes would represent the statutory requirements of the Department. This hands-on exercise may help illustrate the Department budget.
- Reasons for budget shortfall
- Feedback – Are we doing things we shouldn't be doing?
- Feedback – Are there things we should be doing that aren't being done?
- Potential alternative funding mechanisms and gauge support for mechanisms

Regional Summits

Following the year-long work produced by the regional focus groups, each region should hold a regional funding summit. The summits would be open to the general public and all legislators, and would represent an initial kick-off for possible funding mechanisms. Each summit would give the focus groups an opportunity to present the information they learned to the public. It is expected that the local focus groups would have recommendations for potential funding mechanisms for funding WGFD, as well as future directions for the Department. Recognizing that each regional focus group may have different outcomes, it will be important to key in on the common threads throughout the state.

State Summit

Following the regional summits, there will be a need to bring the regional focus groups together to present their regional summit outcomes. The state summit should be open to the general public and all legislators, and will represent the kick-off for possible funding mechanisms to be pursued during the 2015 legislative session and beyond. The ultimate goal of the state summit will be to help unify a strong, broad-based coalition to support and promote long-term alternative funding mechanism(s).

The WGFD NFT members and regional facilitators will help facilitate the summit, but ideally if a strong, passionate champion for long-term alternative funding (non-WGFD) has emerged then this person(s) should help orchestrate the state summit. It would be beneficial to

hold the state summit in a central location (e.g., Casper or Riverton), but the regional focus groups should help with making the location decision.

The coalition for long-term alternative funding will need to be informed that active, vocal involvement by WGFD personnel will need to take a back seat as the campaign for long-term alternative funding moves forward. The WGFD will continue to provide information and assist with any potential obstacles. The coalition will be expected to volunteer their time to actively lobby for legislation for long-term alternative funding for WGFD. They may need to raise funds, collaborate with other groups for potential support, work with the media, speak or attend meetings (e.g., city council, county commissioner, volunteer groups), and contact legislators.

It is SCAT's expectation that a process that uses a regional focus to gain support for WGFD and its need for long-term alternative funding will have the best success. SCAT believes that a diverse, passionate, and engaged public will be the most successful at securing long-term alternative funding for WGFD. Ultimately, the process for securing long-term alternative funding will be time-consuming for WGFD, but with "all hands on deck" the WGFD has the opportunity to sustain all wildlife in Wyoming for future generations.

SCAT Conclusions and Recommendations

- Create a new FTE position to hire a professional marketing specialist. This person should have a background in advertising and marketing, preferably in the natural resource management field.
- Establish an internal Need for Funding Team (NFT) to disseminate information about the need for and efforts to obtain alternative funding. The NFT should be made up of upper level staff, members of the funding team, and possibly members of the 2012-2013 LD1 action teams.
- Develop and communicate a consistent message about WGFD's need for alternative funding both internally and externally. This message should emphasize WGFD's broad responsibilities, success stories, our fiscal efficiency, and the contribution of wildlife to the culture and economy of Wyoming
- Develop a regional focus group system which will engage local leaders and encourage public participation in regards to the WGFD funding structure and future funding needs.
- Following regional focus group meetings, arrange for regional summits and state summit to gather public recommendations for long-term funding mechanisms and coalition building.
- Involve everyone in WGFD.
- Engage opposition constructively.
- Acknowledge current funding sources/groups (hunters and anglers). Advertise the benefits that a more diverse funding portfolio will have to both consumptive and non-consumptive user groups by using the "sliding scale approach".

- Remain adaptable and responsive in the search for long-term alternative funding sources. Small, uncapped revenue sources can become larger over time.
- Diversifying funding sources will provide WGFD with a more stable budget.
- Empower the public.
- Remain flexible and open to change.
- Develop regional structure to meet with legislators, county commissioners, opposition, and the general public.

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Appendices

Appendix A. Factors (including personnel and time required to complete, or personnel acquired from agency growth, when available) among several states that have and have not successfully secured a form of long-term alternative funding. Factors were derived from questions asked on an alternative funding survey distributed by SCAT to eight of the following 22 states. Information for states without survey results (*) was derived from Blair (1987), IAFWA & EMI (2005), NMDGF & NMEMRD (2004), and WAFWA (2012).

State	Mechanisms(s)	Factors to Identify & Choose Mechanism	Forms of Outreach & Communication	General Public or Agency Choice of Mechanism?	Proponents & Opponents	Alterations to Agency Structure	Attempts to Divert Funds?	Most Critical Actions & Timing
<u>Missouri</u>	1/8 of 1% Sales Tax, All Soda Purchases Statewide	Many Studies, Research, 2 Petitions	Mag. Articles, Regional Meetings, A/V Products, Postcards, etc.	Public Group - Citizens Committee for Conservation	(Opp) Soda Industry, Farm Groups, Land Owner Groups	Broad Expansion	Yes, Initially Constant, Currently During Legislative Sess.	Communication & Strategies, Open to Process, Trust Instinct
<i>Personnel Required or Acquired</i>		University, Consultant, Director, Staff	Agency Outreach & Communication Staff	Public, Director, Staff, Magazine Staff	Printed Word, Sportsmen, Celebrities	Lands Dept. (Acquired)	Assistant Director	Trusted People, Everyone
<i>Time Required</i>		Substantial	Extremely Busy		Substantial		Constant (Legislative Session)	
<u>Florida</u>	Private Grants & Contracts, Statutory 5-yr License Fee Increase, Documentary Stamp Tax, General Fund, Fuel Tax, Boat Registration, Fuel Excise Trust Fund, Motor Vehicle Title Fee, Specialty License Plate, Speeding Fines, Land Mgmt. Revenues, Trust Fund Interest, Land Mitigation Revenues, Donations, Surplus Property Sale, Other	Funding Shortfalls	Public Workshops, Commission Meetings, Reports	Generally Agency Initiated	Unknown	Unknown	Diminished General Funds Over Time	Partnering with Legislature
<i>Personnel Required or Acquired</i>		Unknown	Unknown	Executive Director, Commissioners	Unknown		Unknown	
<i>Time Required</i>		Unknown	Unknown	Unknown	Unknown		Unknown	

State	Mechanisms(s)	Factors to Identify & Choose Mechanism	Forms of Outreach & Communication	General Public or Agency Choice of Mechanism?	Proponents & Opponents	Alterations to Agency Structure	Attempts to Divert Funds?	Most Critical Actions & Timing
<u>Missouri</u>	1/8 of 1% Sales Tax, All Soda Purchases Statewide	Many Studies, Research, 2 Petitions	Mag. Articles, Regional Meetings, A/V Products, Postcards, etc.	Public Group - Citizens Committee for Conservation	(Opp) Soda Industry, Farm Groups, Land Owner Groups	Broad Expansion	Yes, Initially Constant, Currently During Legislative Sess.	Communication & Strategies, Open to Process, Trust Instinct
<i>Personnel Required or Acquired</i>		University, Consultant, Director, Staff	Agency Outreach & Communication Staff	Public, Director, Staff, Magazine Staff	Printed Word, Sportsmen, Celebrities	Lands Dept. (Acquired)	Assistant Director	Trusted People, Everyone
<i>Time Required</i>		Substantial	Extremely Busy		Substantial		Constant (Legislative Session)	
<u>Florida</u>	Private Grants & Contracts, Statutory 5-yr License Fee Increase, Documentary Stamp Tax, General Fund, Fuel Tax, Boat Registration, Fuel Excise Trust Fund, Motor Vehicle Title Fee, Specialty License Plate, Speeding Fines, Land Mgmt. Revenues, Trust Fund Interest, Land Mitigation Revenues, Donations, Surplus Property Sale, Other	Funding Shortfalls	Public Workshops, Commission Meetings, Reports	Generally Agency Initiated	Unknown	Unknown	Diminished General Funds Over Time	Partnering with Legislature
<i>Personnel Required or Acquired</i>		Unknown	Unknown	Executive Director, Commissioners	Unknown		Unknown	
<i>Time Required</i>		Unknown	Unknown	Unknown	Unknown		Unknown	

<u>State</u>	<u>Mechanisms(s)</u>	<u>Factors to Identify & Choose Mechanism</u>	<u>Forms of Outreach & Communication</u>	<u>General Public or Agency Choice of Mechanism?</u>	<u>Proponents & Opponents</u>	<u>Alterations to Agency Structure</u>	<u>Attempts to Divert Funds?</u>	<u>Most Critical Actions & Timing</u>
<u>Virginia</u>	2% Tax on Hunting, Angling, & Watching Gear, License Plates, Non-Game Check-Off, (Do Not Recommend Agency Land Access Fee)	1 st to Have Check-Off, One of 1 st to Have License Plates, Observe – Research Other St. & Fed. Agencies, Studies	Hundreds of Presentations at Meetings of Partners, NGOs, and Others, Magazine Articles, (Face-to-Face Communication Best)	Agency Developed a Variety of Alternative Funding Ideas and Presented to Agency Board and Public	(Pro) Bird Clubs, Sportsman's Groups, Conservation NGO's, Hundreds of Statewide & Local Organizations, Most of Legislature; (Opp) Non-Motonized Boat Groups	Growth of Watchable Wildlife, Non-Game, Endangered Species, Outdoor & Angling Education, BOW Programs	(Early) Governor, General Assembly, Other St. Agencies, Dept. of Planning & Budget (Transfer Delay), Legislative Cap	Public Opinion Survey of Future Programs, Independent Confirmation of Budget Crisis by VA Dept. of Planning and Budget, Staff Dedication & Credibility w/ Legislature, Research of Funding Options and Sources Nationwide, Retrospective Public Survey of New Funding Use, "Full Court Press" of Communication with Broad Array of Constituents
<i>Personnel Required or Acquired</i>		Every Senior Mgr. and All Field Personnel, External Consultants	Staff (Chief of Fisheries), Joint Legislative Review Committee,	[Agency] Board (Final Determination), Staff	[Agency] Board, Staff, All Field Personnel,	(Acquired) Watchable Wildlife Program (3 Staff Members), Outdoor Education Program (3 Staff Members), Angling Ed & BOW, Non-Game & Endangered Programs	Executive Director, Staff, Chief Operating Officer, Legislative & Policy Mgr., Director of Finance, Accounting Mgr.	
<i>Time Required</i>		Hard to Gather Info, 5Years (2% Tax)	3500-4500 Hours, 1997-1998	Many Hours Beyond Normal Duties (75-80% of All Time)	See Above		3 weeks [per person] per year	

<u>State</u>	<u>Mechanisms(s)</u>	<u>Factors to Identify & Choose Mechanism</u>	<u>Forms of Outreach & Communication</u>	<u>General Public or Agency Choice of Mechanism?</u>	<u>Proponents & Opponents</u>	<u>Alterations to Agency Structure</u>	<u>Attempts to Divert Funds?</u>	<u>Most Critical Actions & Timing</u>
<u>Arizona*</u>	Lottery Revenues, Tribal Gaming Revenues, Tax Check-Off, Gen. Fund	Voter Polls, Presentations to Local Business & Civic Groups	Presentations, Newspaper Editorial Support	Voter Polls (unsure if to determine mechanism or new funding use)	(Pro) Gubernatorial Candidates, TNC, AZ Heritage Tag Alliance, (Opp) AZ Cattle Growers Assoc., AZ Farm Bureau	G&F Habitat Purchases & Mgmt.	Legislature, Annually	Not Allowing Opp Time to Organize, Closed-Door Development of Mechanism
<i>Personnel Required or Acquired</i>							AZ Heritage Fund Conservation Alliance	AGFC, AZ G&F Exec. Staff, TNC, AZ Heritage Fund Conservation Alliance, Voters
<u>Alaska*</u>	Wildlife Viewing Pass (F)	Wanted Non-Resident and Non-Consumptive User Funded Mechanism	Minimal, Governor Introduced Bill Quickly	Governor Introduced to Legislature	(Pro) Governor, (Opp) Cruise Line Industry, Conservative Hunting Groups			
<i>Personnel Required or Acquired</i>		Governor	Governor					
<i>Time Required</i>			2-3 Months Prep Work					
<u>Arkansas*</u>	1/8 of 1% Sales Tax, Real Estate Transfer Tax	Improved Relations Between G&F and Legislature	Grass-Roots Publicity, County Specific Promotional Materials, High-Profile Promotion by Governor	[Public]	(Pro) Governor, Legislature, Public, (Opp) Anti-Gov't Groups, Anti-Tax Publics	Habitat Purchase & Mgmt., Endangered Spp Programs, Nat Resource Mgmt., Cult. Heritage Programs	None	Creation of Funding Study Committee & Their Work with Governor & Legislature, Creation of Natural State Committee (Campaign)
<i>Personnel Required or Acquired</i>			Natural State Committee	G&F, Legislature	Funding Study Committee			
<i>Time Required</i>	12 Years							

State	Mechanisms(s)	Factors to Identify & Choose Mechanism	Forms of Outreach & Communication	General Public or Agency Choice of Mechanism?	Proponents & Opponents	Alterations to Agency Structure	Attempts to Divert Funds?	Most Critical Actions & Timing
<u>California*</u>	General Obligation Bond				(Pro) Voters	Land Purchases, Wildlife & Fish Habitats		
<u>Colorado*</u>	1/4 of 50% of Lottery Revenues, Severance Tax Trust Fund, Tax Check-off (recent participation decline), Habitat Stamp, General Fund		Extensive Fundraising Efforts		(Pro), Governor, Voters, Legislature, Business Community, (Opp) Anti-Gambling Groups	Endangered, At-Risk, Non-Game, & Aquatic Nuisance Spp Mgmt., Non-Game and Game Spp Education and Habitat Protection		Hiring Legal and Public Relation Experts, Creation of Citizens for Great Outdoor Colorado (active volunteer base)
<i>Time Required</i>	5 Years							
<u>Georgia*</u>	License Plate, Real Estate Transfer Fee (F)	Proposed When Key Legislative Opponents Were Leaving (Transfer Fee)	Public Survey of License Design, Targeted Public Marketing Campaigns, >1\$mil Budget (Transfer Fee)		(Pro License Plate) Specific Legislators, Governor, (Pro Transfer Fee) Legislature, GA Wildlife Federation, (Opp), GA Assoc. of Realtors & Homebuilders		None (Fear of Future Competing License Plates)	Agency Director Worked with Individual Counties on Idea, Donating \$1/plate to Each County
<i>Personnel Required or Acquired</i>			GA Wildlife Foundation (Trans Fee)		Staff			Director, [County Commissioners, License Plate Vendors
<i>Time Required</i>	1-2 Years							
<u>Hawaii*</u>	Day-Use Fees, Camping Use Fees, Liquid Fuel Tax, License Plate (F), Public Lands Development Corporation					Growth of Trails and Access Programs, Creation of Public Lands Development Corporation,		

<u>State</u>	<u>Mechanisms(s)</u>	<u>Factors to Identify & Choose Mechanism</u>	<u>Forms of Outreach & Communication</u>	<u>General Public or Agency Choice of Mechanism?</u>	<u>Proponents & Opponents</u>	<u>Alterations to Agency Structure</u>	<u>Attempts to Divert Funds?</u>	<u>Most Critical Actions & Timing</u>
<u>Idaho*</u>	License Plates, Tax Check-Off, Sales Tax (F), Access Fee (F), Technical Services Fee (F), License Indexing (F)	Wildlife Summit	Wildlife Summit	Wildlife Summit		Wildlife Diversity Program, Non-Game Mgmt., Parks and Rec, Wildlife Disease Lab, Livestock Disease Control Fund		
<u>Maine*</u>	Lottery	Public Polls to ID New Funding Source	Legislative Survey, Public Polls, Grass-Roots Petitioning	General Public and Legislature	(Pro) Governor, Legislature, General Public, (Opp) Anti-Gambling Groups			
<i>Personnel Required or Acquired</i>			Sportsman's Alliance of Maine, ME Audubon Society					
<i>Time Required</i>	1 Year							
<u>Minnesota*</u>	Lottery, Tax Check-Off	Choice and Bill Introduction (Check-off)	None – MDMR Uninformed of Idea Until Bill Passed	Legislature	(Pro) Legislature, (Opp) MN Dept. of Revenue	(Lottery) Wildlife Habitat Purchases, Fish Habitat Improvement, Wetland Restoration, Healthy Forests, Conservation Education, (Check-Off) Non-Game Program		
<i>Personnel Required or Acquired</i>		Senator						
<i>Time Required</i>	<1 Year (Check-off)							

State	Mechanisms(s)	Factors to Identify & Choose Mechanism	Forms of Outreach & Communication	General Public or Agency Choice of Mechanism?	Proponents & Opponents	Alterations to Agency Structure	Attempts to Divert Funds?	Most Critical Actions & Timing
<u>Nevada</u> *	Energy Development Fee, Wildlife Trust Fund (Donations), Gen Obligation Bond	Partnership with NV Mining Assoc., Reduce Mining-Related Wildlife Mortality	Use of Key Legislative Relations, NV Wildlife Commission Public Process, Credibility of NV Mining Assoc. in Media and Legislature		(Pro) Conservation Community, Governor, Legislature, NV Mining Assoc., (Opp) None	Energy Development Permit Review, Habitat Conservation, Mgmt., & Projects, Spp Monitoring		
<i>Personnel Required or Acquired</i>								
<i>Time Required</i>	~ 4 Years (Energy Development Fee)							
<u>New Mexico</u> *	Tax Check-off, License Plates, Co. & City Gen Obligation Bonds or Mill Levies	Studies, Need for Broad-Based Revenue Source, Public Surveys			(Pro) Public, NM Forestry Division,	Non-Game Conservation, Local Land & Habitat Purchases		
<i>Personnel Required or Acquired</i>		TNC, Animal Protect. Of NM, Trust for Public Land						
<u>Oklahoma</u> *	Non-Hunting/Fishing Access Pass, License Plates, Alternative Enterprises				(Pro) Conservation Groups			
<u>Oregon</u> *	Habitat Stamp, Wildlife Area Parking Permit, Lottery					Implement State Wildlife Action Plan, Habitat Restoration, Enhancement, & Purchase, Wildlife Area Maintenance		

<u>State</u>	<u>Mechanisms(s)</u>	<u>Factors to Identify & Choose Mechanism</u>	<u>Forms of Outreach & Communication</u>	<u>General Public or Agency Choice of Mechanism?</u>	<u>Proponents & Opponents</u>	<u>Alterations to Agency Structure</u>	<u>Attempts to Divert Funds?</u>	<u>Most Critical Actions & Timing</u>
<u>Pennsylvania*</u>	License Plate (recently declining revenues)		Brochure and Strategic Distribution (AAA Offices, Liquor Stores, St. Parks), Multiple Media Events, TV & Radio Interviews, Newspaper Ads		(Pro) [Legislature], Public (post-hoc), (Opp) None Early, Law Enforcement Later (Plate ID Difficulty)	Wildlife Resources Conservation Program – Wildlife Diversity Projects		Bill Attached as Amendment to Avoid Competition- Addition of Other Plates, Large Post-hoc Publicity Campaign
<i>Personnel Required or Acquired</i>						7 Member WRCP Board (Acquired)		
<i>Time Required</i>	< 6 Months							
<u>Texas*</u>	Outdoor Equipment Sales Tax, General Obligation Bond		Legislative Lobbying by Influential Businessmen		(Pro Tax) Legislature, TX Outdoor Recreation Assoc., Lt. Governor, Senate Finance Committee Chair, (Opp) Some House Members & Voters	Improve WMAs, Hatcheries	(Sales Tax) Legislative Cap and Control (TPWD must submit budget request)	Convincing Demonstration of Funding Need, Strategic Selection of Mechanism, Businessmen Lobbying, TPWD's Flexibility with Bill Specifics
<i>Personnel Required or Acquired</i>			TPWD Exec Director and Chairman of Oversight Commission					
<i>Time Required</i>	~ 3 Years							
<u>Utah*</u>	General Funds, License Plates, Tax Check-Off (recent revenue decline), Donations, Non-Hunt/Fish WMA Access Fee (discontinued), Oil/Gas Proceeds		Multimedia Marketing for Fishing: Billboards, TV, Radio, Direct Mail		(Pro) Corporations, Private Individuals	Damage, Invasive Spp Prevention, Non-Game & Sensitive Spp Mgmt., Conservation Easements		Successful Implementation of Strategies, Non-Consumptive User Financial & Political Support
<i>Personnel Required or Acquired</i>						4 [habitat protection] Biologists (Acquired)		UDWR, UT Wildlife Foundation, UT Wildlife in Need, UT Division of Oil & Gas, Non-Hunters & Anglers

State	Mechanisms(s)	Factors to Identify & Choose Mechanism	Forms of Outreach & Communication	General Public or Agency Choice of Mechanism?	Proponents & Opponents	Alterations to Agency Structure	Attempts to Divert Funds?	Most Critical Actions & Timing
<u>Washington*</u>	License Plates (2 types), 1/8 of 1% Sales Tax (F), Gen Fund, Trust Land Transfer Fund	Public Demand of Non-Game Mgmt., 90% of Statutory Responsibility is Non-Game			(Pro) Hunters, Anglers, Conservation and Environment Communities, Legislature (Opp) Governor Veto	Wildlife Diversity Division, Non-Game, Protected, Rare, and End. Spp, Specialized Habitat Mgmt. (Terrestrial & Aquatic), Wildlife Habitat Purchases		
<u>Wyoming*</u>	Wildlife Trust Fund (Severance Tax) mid-late 1970's (F), early-mid 2000's (F), General Funds	Multiple Public Surveys, Legislative Interim Studies	15 Public Meetings (early 2000's)		(Pro) Public, Commission (Opp) [Politicians]	Budget & Program Reductions (early 1990's), Growth of Capital Construction, Vet Services, Sage Grouse Planning & Protection, Wolf Mgmt., and Non-Game Programs		
<i>Personnel Required or Acquired</i>			Staff, Regional Personnel					

Appendices

Appendix B. Different media types and entities reached.

Media Type	Entity					
	WGFD	Governor	Legislature	Commission	NGOs	General Public
TV						X
Radio						X
Facebook						X
Twitter						X
YouTube						X
Internet/Website						X
Reports	X					
Word of Mouth	X	X	X	X		
Posters						X
Billboards						X
Newspaper Ads/Articles						X
Magazine Ads/Articles						X
Pamphlets						X
Postcards						X
Public Meetings						X
Commission Meetings				X		
Season-Setting Meetings						X
Videoconference	X					
Sup/Coord Meetings	X					
ARMs	X					
RLTs	X					
Community Festivals						X
Formal Personal Contact	X	X	X	X	X	X
Informal Personal Contact	X		X	X	X	X

Proposed FY14 Budget:

Regional I&E (news, public participation, and conservation education on a regional basis): \$49,749

Media/Customer Outreach (news, video, TV, radio, and graphic design statewide): \$47,800

Publications (Wyoming Wildlife magazine, Wyoming Wildlife News, Calendar): \$249,562

Customer Service (phone center and website): \$13,207

Appendix C. Potential stakeholders in alternative funding for WGFD.

Group Name	Type	Supporter	Opponent
Landowners-especially in difficult access areas	Agricultural	Y	Y
Wyoming Association of Conservation Districts	Agricultural	Y	Y
Wyoming Stock Growers Association	Agricultural		Y
Wyoming Wool Growers Association	Agricultural		Y
Oil and gas companies	Energy		Y
Petroleum Association of Wyoming	Energy		Y
Wyoming Mining Association	Energy		Y
Bureau of Land Management (BLM)	Government/Political	Y	
Chambers of Commerce	Government/Political	Y	Y
City Council members	Government/Political	Y	Y
County Commissioners	Government/Political	Y	Y
County Predator Boards	Government/Political	Y	Y
County Tourism Boards	Government/Political	Y	Y
Department of Transportation (DOT)	Government/Political	Y	Y
Indian Tribes	Government/Political	Y	Y
Joint Minerals, Business, and Economic Development Comm.	Government/Political	Y	Y
Natural Resources Conservation Service (NRCS)	Government/Political	Y	
Travel, Recreation and Wildlife (TRW)	Government/Political	Y	Y
University of Wyoming	Government/Political	Y	
US Fish & Wildlife Services (USFWS)	Government/Political	Y	
Wyoming Department of Agriculture	Government/Political	Y	Y
Wyoming Department of Environmental Quality (DEQ)	Government/Political	Y	
Wyoming Natural Diversity Database (WYNDD)	Government/Political	Y	
Wyoming Office of State Land and Investments (OSLI)	Government/Political	Y	
Wyoming Tourism Office	Government/Political	Y	Y
Wyoming Weed and Pest Council	Government/Political	Y	
Wyoming Wildlife Natural Resource Trust	Government/Political	Y	
American Ornithologist's Union	Professional	Y	
Colorado/Wyoming Chapter American Fisheries Society	Professional	Y	
Cooper Ornithological Society	Professional	Y	
Society of Range Management (SRM)	Professional	Y	
Wyoming Chapter of the Wildlife Society	Professional	Y	
Wyoming Education Association	Professional	Y	
Wyoming Restaurant and Lodging Assn.	Professional	Y	Y
Wyoming Retail Assn.	Professional	Y	Y

Group Name	Type	Supporter	Opponent
Wyoming Travel Industry Coalition	Professional	Y	Y
Bowhunters of Wyoming (BOW)	Sportsperson	Y	
Ducks Unlimited	Sportsperson	Y	
National Rifle Association (NRA)	Sportsperson	Y	
North Platte Walleyes Unlimited	Sportsperson	Y	
Pheasants Forever	Sportsperson	Y	
Rocky Mountain Elk Foundation	Sportsperson	Y	
Sportsperson for Fish & Wildlife (SFW)	Sportsperson	Y	
The Mule Deer Foundation	Sportsperson	Y	
Trout Unlimited	Sportsperson	Y	
Wild Turkey Federation	Sportsperson	Y	
Wyoming Association of Taxidermy Artists	Sportsperson	Y	
Wyoming Fly Casters Club	Sportsperson	Y	
Wyoming Outfitters and Guides Association (WYOGA)	Sportsperson	Y	Y
Wyoming Trappers Association	Sportsperson	Y	Y
Wyoming Wild Sheep Foundation	Sportsperson	Y	
Issak Walton League, Wyoming Division	Sportsperson/Conservation	Y	
License selling agents	Sportsperson/Conservation	Y	Y
Local residents	Sportsperson/Conservation	Y	Y
Sporting goods store owners	Sportsperson/Conservation	Y	Y
Wyoming Wildlife Federation	Sportsperson/Conservation	Y	
Greater Wyoming Valley Audubon Society	Conservation	Y	
Greater Yellowstone Coalition	Conservation	Y	
The Conservation Fund	Conservation	Y	
The Nature Conservancy	Conservation	Y	
Wyoming Outdoor Council	Conservation	Y	