

WILDLIFE 20/20 • STRATEGIC PLAN

ARIZONA GAME AND FISH DEPARTMENT



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INTRODUCTION

Authority

Under the direction of the Arizona Game and Fish Commission, the Department has statutory authorities related to wildlife, watercraft and off-highway vehicles.

Wildlife: Arizona Revised Statutes Title 17 directs the responsibility for maintaining and managing the state's wildlife resources to the Arizona Game and Fish Commission and Department.

A.R.S. 17-102: Wildlife in Arizona is property of the state.

A.R.S. 17-231: Mandates the Commission, among other things, to:

- Establish programs for the management of wildlife.
- Establish hunting, trapping and fishing rules.
- Be responsible for enforcement of laws for the protection of wildlife.
- Share information about wildlife and activities of the Department.
- Adopt rules relating to Commission controlled shooting ranges.

A.R.S. 17-241: Mandates the Commission to acquire and dispose of lands and water rights.

A.R.S. 17-333: Mandates the Commission to set license classifications and fees.

Watercraft: Arizona Revised Statutes Title 5 directs the responsibility for watercraft recreation, safety and enforcement to the Commission.

Federal Boating Safety Act: Established Arizona Game and Fish Department as the lead State agency for recreational boating safety and law enforcement (1971).

A.R.S. 5-311: Through the Commission, the Department may administer the law enforcement and boating safety program on the state level.

Off-highway Vehicles: Arizona Revised Statutes Title 28-1176 established the Off-highway Vehicle Recreation Fund, which is apportioned between the Department and Arizona State Parks Department.

A.R.S. 28-1176: The Department shall use the Off-highway Vehicle recreation fund for programs related to safety, the environment and responsible use, and law enforcement activities for off-highway vehicle law enforcement.

A.R.S. 17-452: The Commission may close an area to motor vehicles and prohibit cross country travel to protect habitats unless specifically exempted in *A.R.S. 17-455*.

A.R.S. 17-456: The Department shall provide an informational and educational program on off-highway vehicle recreation and law enforcement of off-highway vehicle laws and enforcement to protect wildlife habitat.

Wildlife 20/20 is the Arizona Game and Fish Department's strategic plan and describes the Department's guiding principles and defines the Department's diverse roles and functions. It is intended to be a living document that conveys policy direction that the Arizona Game and Fish Commission has provided to the Department to guide work into the future.

All Arizonans have a stake in the continued health and diversity of wildlife populations and are encouraged to participate in ensuring wildlife for tomorrow. In developing the *Wildlife 20/20* plan, the Department welcomed public involvement. At the same time, the Department uses this plan to convey the short- and long-term nature of its mission to the public, including the conflicts inherent in managing resources for a public that is diverse in its needs and desires. The Department considers this plan to be an important communication tool for sharing the Department's goals and perspectives with customers, the public, partnering agencies, organizations and employees.

What is this Plan?

Wildlife 20/20 is built around two “Lines of Business;” Wildlife Conservation and Recreation. The lines of business are central to this plan, and are the driving force behind the Department’s operational plans and project implementation plans. *Wildlife 20/20* gives broad strategic guidance for all Department programs; though it does emphasize wildlife management, which is the Department’s primary focus. However, the Department does have other plans, such as operational, project implementation, wildlife areas, species, and other statewide plans including the Department’s Statewide Action Plan, which has a focus on species of greatest conservation need.

The Department’s operational plans translate strategies and objectives from the strategic plan into short-term plans that are linked to the annual budget process, and the implementation plans further refine operational plans and link operational strategies and objectives into annual activities tied to the Department’s annual budget.

WILDLIFE 20/20	
STRATEGIC PLAN	Provides a high-level perspective, but does not identify operational detail. This plan provides a broad overview of the Department’s varied responsibilities. Public articpation is invited. This is a living plan that will be reviewed no less than every three years.
OPERATIONAL PLAN	These plans are more specific and focus on a shorter time-frame than the strategic plan. Operational plans can provide budget direction needed to implement planned activities. Examples of operational plans include: Hunt Guidelines, Sport Fish Management, Law Enforcement, Shooting Ranges, Wildlife Area Plans, etc. Other plans (such as Arizona’s Statewide Wildlife Action Plan and species recovery plans) are incorporated into operational plans.
PROJECT PLANS	Provides guidance to all work units on the activities to be implemented by that work unit. These plans include planned budget and resources required to implement the activities. They are developed internally.





Organizing Principles

To understand the environment within which *Wildlife 20/20* will be implemented, it is important to understand the Department's mission and vision, as well as the principles that guide the Department's work.

The Arizona Game and Fish Department's Vision:

To be the national conservation leader supporting the continuation of the North American Model of Wildlife Conservation and Arizona's most trusted, respected and credible source for wildlife conservation products, services and information.

The Arizona Game and Fish Department's Mission:

To conserve Arizona's diverse wildlife resources and manage for safe, compatible outdoor recreation opportunities for current and future generations.

Critical Pillars of the Department's Credibility:

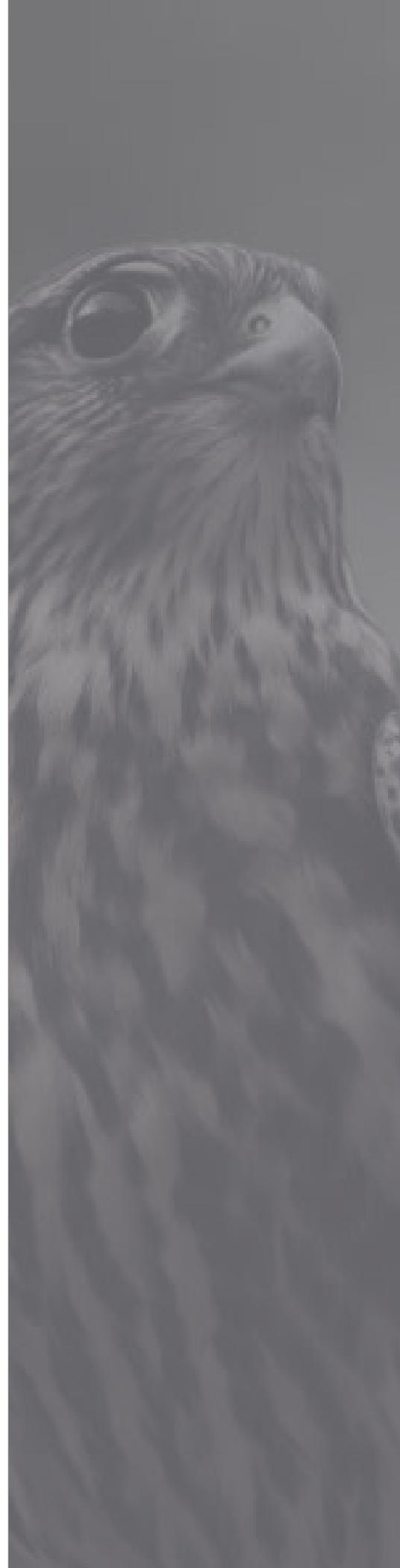
1. The quality of our workforce.
2. The quality of our knowledge and the competency of our processes.
3. The public's passion for wildlife.
4. The Commission system.

Core Values:

- **Credibility** – Competency leveraged by trust.
- **Respect** – Holding others in high esteem and modeling the same.
- **Integrity** – Do what is right the first time.
- **Passion** – Channeled and purposeful emotion.

Core Competencies

- Implement conservation actions for both habitat and wildlife populations.
- Conduct biological and social inventories and research
- Promulgate regulations in support of the North American Model of Wildlife Conservation
- Enforce laws and regulations beyond the pavement
- Deploy products and services to diverse customers
- Partner across jurisdictions and other interests
- Inform and educate public regarding wildlife and recreation
- Understand and communicate with the public
- Increase value to customers through process improvement





ARIZONA GAME AND FISH

CORE VALUES

CREDIBILITY

RESPECT

INTEGRITY

PASSION



DEPARTMENT MISSION

To conserve Arizona's diverse wildlife resources and manage for safe, compatible outdoor recreation opportunities for current and future generations.

OUR PURPOSE

To make a difference for Arizona wildlife and the people who own it, while supporting our nation's democracy and economy.

CREDIBILITY



Competency leveraged by trust.

- We make sound **science-based** decisions.
- We are **truthful** and speak with facts.
- We champion **professionalism**.
- We develop **excellent** people and processes.
- We provide **leadership**.
- We embrace **collaboration and partnerships**.

RESPECT



Holding others in high esteem and modeling the same.

- We pledge to provide **world-class service**.
- We support **diversity** of thought and background.
- We are respectful and treat everyone **professionally**.
- We follow an inclusive and **transparent** public process.
- We strive to be **relevant** to all citizens.
- We promote **public involvement** in wildlife policy.
- We **invest** sportmen's and other contributor's dollars in an effective and efficient manner.

We manage wildlife in **trust for the public**.

We build **trust** and confidence with our customers and community through **honest** communication.

We foster an agile and **knowledgeable** workforce.

We practice **sound science**.

INTEGRITY



Do what is right the first time.

We recognize and appreciate the **public's passion for wildlife**.

We employ an engaged and **dedicated** workforce who are the foundation to our success.

We are **efficient** and operate at the **speed of business**, thriving on a culture of continuous improvement.

We reward **creativity and innovation**.

We embrace an **entrepreneurial spirit**.

We contribute to **local economies**, thus improving the quality of life for all Arizonans.

PASSION



Charismatic and purposeful emotion.

DEPARTMENT PROFILE

Arizona Game and Fish Commission

The Department carries out its mandates under policy direction of the five-member Arizona Game and Fish Commission (Commission). Commissioners are typically appointed to serve a 5-year term. Applicants interested in becoming a member of the Commission must be well informed on the subject of wildlife and the requirements for its conservation.

Additionally, in accordance with state statute the commission is required to maintain political balance, so no more than 3 members can be from any one political party. To spread representation throughout Arizona, no two members may be from the same county.

The Arizona Game and Fish Commission Appointment Recommendation Board (Board) interviews and recommends candidates for appointment to the Commission. The governor nominates a commissioner from the list submitted by the Board and with the consent of the senate appoints the selected member. The Department's Director is appointed by and reports to the Commission. During Commission meetings, public dialogue is encouraged.



Arizona Game and Fish Department

The Department is part of the executive branch of Arizona state government. State law mandates that the Department manage Arizona's wildlife resources, regulate watercraft use and enforce off-highway vehicle laws. The Department implements rules and policies; taking actions to conserve, preserve, and manage wildlife; enforcing laws that protect wildlife, public health and safety; providing information and safety education programs, and developing partnerships. Wildlife and habitat cross many boundaries and political subdivisions. The Department works in cooperation with sovereign tribes, local government, private land owners, other states and nations. The Department's structure is as follows:

Director's Office supports the Commission and oversees general operations of the Agency, including legal counsel and personnel matters.

Additionally, the Office approves budget recommendations, and agreements; and administers planning. It also coordinates development of rules, policies and procedures, and conducts risk management, loss prevention and internal audits.

Field Operations Division

comprises of six regional offices, the Law Enforcement Branch, and aviation services. The regional offices are in Pinetop, Flagstaff, Kingman, Yuma, Tucson and Mesa. The division implements program objectives that pertain to wildlife management, watercraft/off-highway vehicle (OHV) outreach and education, and law enforcement. Each regional office provides a full service Department facility to serve local communities. The Law Enforcement Branch provides program direction, assistance and administrative support.



Wildlife Management Division

comprises the Aquatic Wildlife, Terrestrial Wildlife, Habitat Evaluation and Lands, Wildlife Contracts and Research branches. The Aquatic Wildlife and Terrestrial Wildlife branches protect and manage Arizona's aquatic and terrestrial wildlife populations and their habitats, while also working to provide wildlife recreational opportunities for present and future generations. Wildlife Contracts, Research, and Habitat Evaluation and Lands branches inform and facilitate the conservation of wildlife and their habitats through the collection and development of the best available biological and social data and research for the current and future management of wildlife and habitat in Arizona.

Information, Education and

Recreation Division works with the legislature through government affairs and is also comprised by four branches. The Information Branch is responsible for public communication including website, social media, Arizona Wildlife Views TV and magazine, and media relations. The Education Branch is responsible for the Department's public education programs, including the coordination of classes in hunter safety, aquatic education, boating and OHV safety. The Education Branch also produces environmental education curriculum and resources for school children and adults and manages the Department's Wildlife Center. The Shooting Sports Branch develops, operates and supports

shooting ranges and recreational shooting programs statewide. The Wildlife Recreation Branch coordinates the Department's hunting and shooting retention, recruitment and reactivation efforts, manages the Department's Wildlife Viewing Program and supports the development of new customer engagement resources.

Support Services Division comprises five branches: The Development Branch is primarily responsible for water development, engineering, construction, boating access and facilities maintenance. The Information Systems Branch provides computer and network support, telephone systems, management of customer database, draw processing and new software development. The Procurement Branch procures contracts for and procures goods and services, provides fleet vehicle maintenance operations and Department mail services. The Budget and Accounting Branch manages the Department's budget by developing the Department's budget submission process, payroll and travel activities, accounts payable and receivable and manages contractual activities. The Customer Service and Sales Branch is responsible for policies and procedures that set the Department standard for providing world-class customer service, sales of licensing products, watercraft registration and draw processing.





THE PLANNING ENVIRONMENT

This strategic plan was developed in the context of current and anticipated conditions and trends in the natural and social environments that are expected to shape how the Department’s management actions into the future.

Arizona’s Wildlife

Arizona is rich in biological diversity, ranking among the top five states in the nation for the number of native bird, reptile and mammal species, and in the top ten for overall diversity of vertebrates. Many species have been present for a long time, while others have appeared only in recent years. Some non-native species were established intentionally, as is the case with rainbow trout, while others have arrived as unwelcome or invasive species, such as quagga mussels and yet others appeared as they expanded their range. A few species, like the Mexican gray wolf and California condor, were

extirpated in Arizona but have been re-established through reintroduction programs.

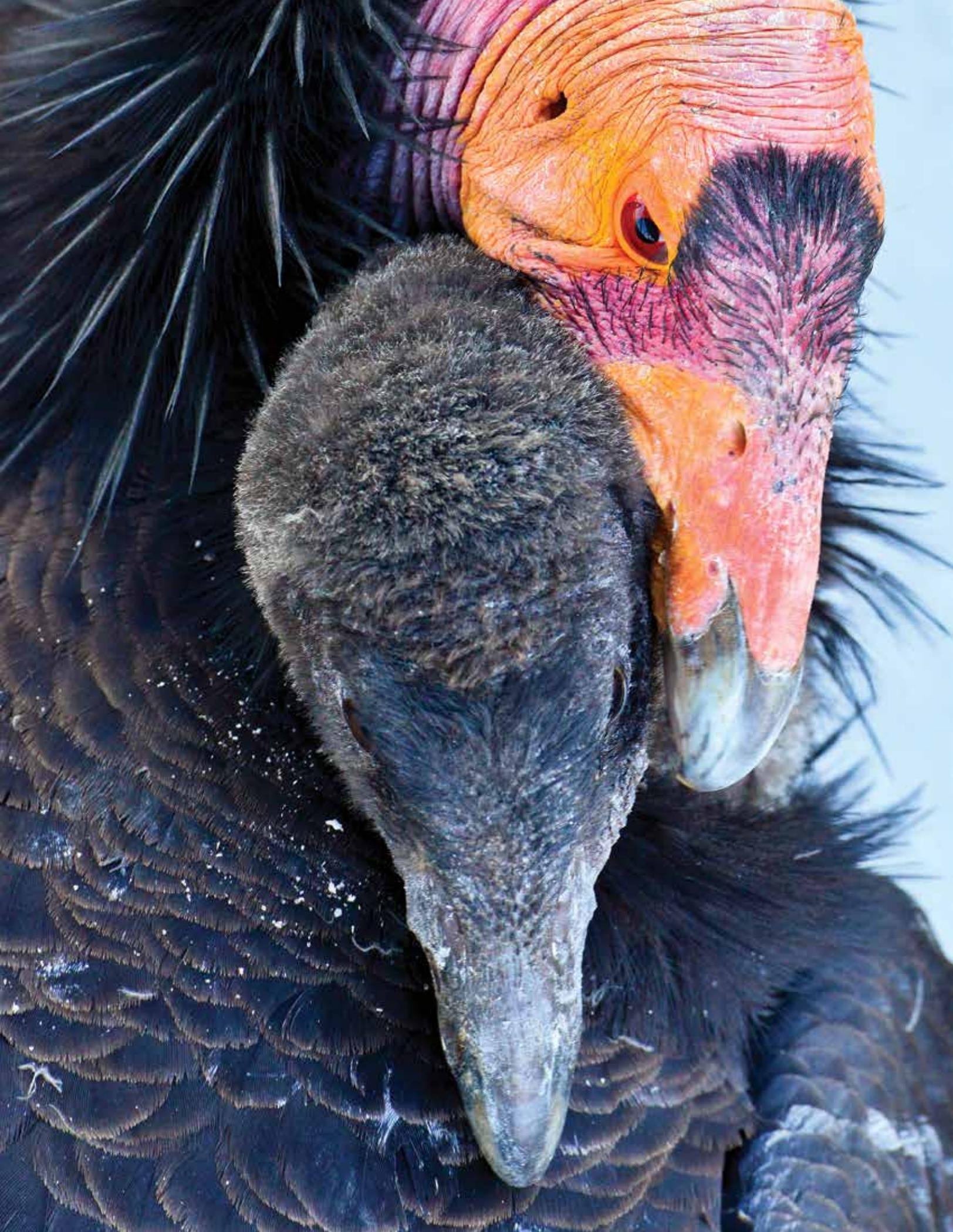
More information on Arizona’s wildlife resources can be found on the Department’s Web site, azgfd.gov, and in the Department’s “Statewide Wildlife Action Plan (SWAP) 2012-2022”. The SWAP provides a vision for managing Arizona’s wildlife and natural habitats. Its primary focus is identifying and managing the “wildlife and biotic communities of greatest conservation need.” It offers input into both the operational and implementation tiers of the Department’s planning process.

Arizona’s Habitats

The State of Arizona contains approximately 73 million acres. The state is diverse topographically, vegetatively and geologically. Elevations range from about 75 feet above sea level (near Yuma) to 12,643 feet (San Francisco Peaks near Flagstaff). Precipitation ranges from less than 3 inches to more than 30 inches per year, depending on elevation and location. Environments range from the hot, dry deserts of southern Arizona; through grasslands and woodlands in mid-elevations; continuing to cold, moist forests at higher elevations, and up to alpine tundra at the highest elevations.

The Commission and Department have management authority for all wildlife in the state, but share the management responsibility for habitat with many partners. A multitude of state, federal, tribal and local agencies and private landowners manage Arizona’s land areas. Arizona shares its borders with California, Nevada, Utah, New Mexico, Colorado and Mexico. The Department therefore partners with these entities on wildlife, land and water management projects to further its Mission.







Human Trends Affecting Wildlife

The ability of the Department to adequately represent current public interests is being tested by an ongoing societal shift in the way people value and interact with wildlife. The Department conserves game, sport fish and nongame wildlife species, primarily using revenues from discretionary spending of customers relating to hunting and fishing license sales. Participation in hunting and fishing has not kept pace with the growth of other forms of wildlife-related recreation, such as wildlife viewing. Although valuable and contributory to local economies, other forms of wildlife related activities provide little direct revenue for the Department. Tied to these trends is the increasing interest in providing input in how wildlife is

managed. People have many different preferences for wildlife-related programs and services. Greater diversity in viewpoints has contributed to increased conflict, as well as contradictory social values among stakeholders. Because of these dynamics, the Department will continue to endure challenges that affect funding and management authority through mechanisms such as legislation, ballot initiatives and public referenda.

Adding to the challenges are demographic changes that have led to greater ethnic diversity and a more urbanized society. Historically, wildlife conservation agencies have not been responsive to diverse ethnic groups which tend to be underrepresented in outdoor activities including wildlife-

related recreation pursuits. Given the growing influence of minorities (United States Census, 2010)¹, engaging those communities in the Department's management is important to Arizona's future. The long-term success of the Department is contingent upon its ability to reach and provide services for audiences that are diverse, both in terms of their cultural heritage as well as their wildlife-related interests.

Financial Information

The Department receives no Arizona general tax funds. Funding received by the Department to support wildlife management and recreation, shooting sports, watercraft and OHV management is linked to expenditures of the public's

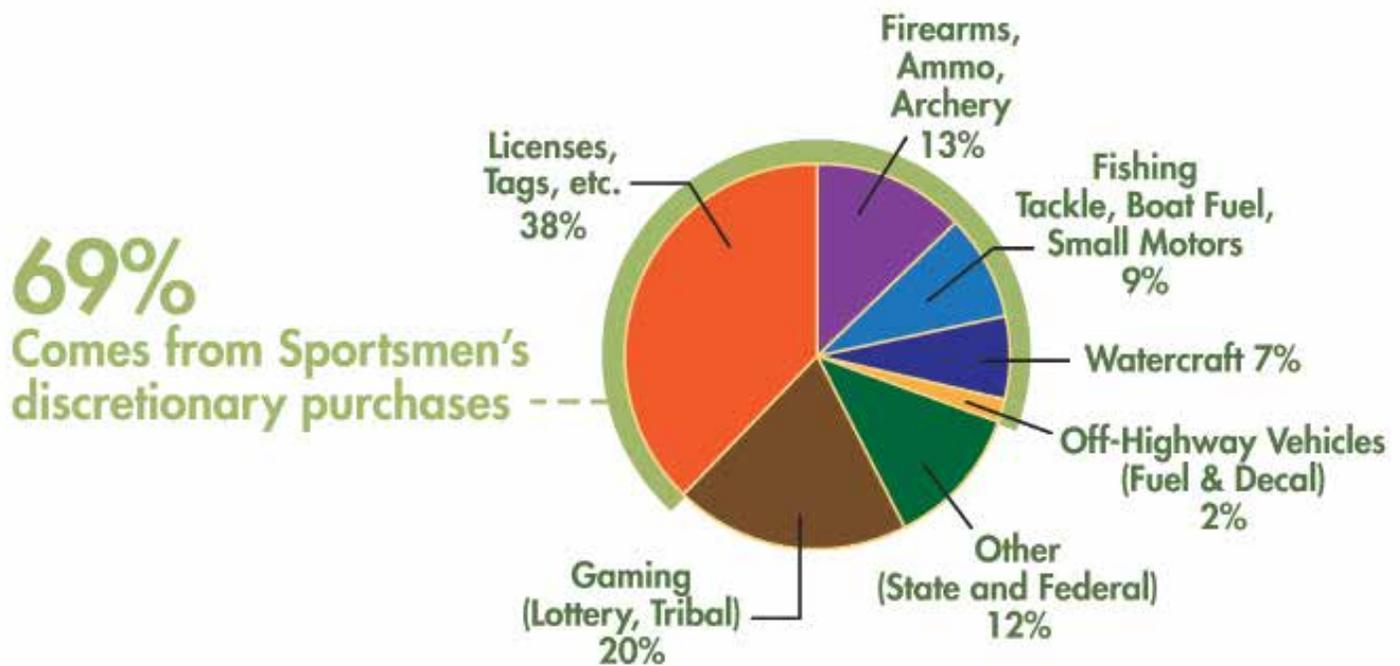
discretionary spending. Revenues, whether from the purchase of licenses, tags or stamps, lottery tickets, gaming, watercraft registrations or OHV decals are a result of discretionary purchases by the public. The Department must manage operations consistent with revenue.

Wildlife conservation is important to U.S. residents. More than 90 million U.S. residents (16 years old and older) participated in some form of wildlife-related recreation in the most recent report¹. Wildlife recreation accounts for approximately 1% of the National Gross Domestic Product, or \$145 billion. In Arizona, there were 2.1 million residents who recreated in

a wildlife-associated activity. Therefore wildlife conservation directly impacts 1 of 3 Arizonans (32%). In the most recently available data, 637,000 residents fished, 269,000 hunted, and 1.6 million participated in wildlife watching (about half making trips for the specific purpose of wildlife watching). Annually, anglers have direct economic expenditures of \$755 million, hunters spend \$338 million and wildlife viewers spend \$936 million in Arizona. The total economic benefit of hunting and fishing equates to an inflation adjusted \$1.56 billion^{2,3}, or \$4.2 million a day. Hunting and fishing annually contribute \$69 million^{2,3}

to the state tax fund. Fishing directly supported 14,500 jobs and anglers; hunting supported 6,700 jobs, many impacting rural economies. OHV recreation had an economic impact of \$5.6 billion, supported nearly 37,000 jobs, and contributed \$245 million to annual state tax revenues^{3,4}.

1 U.S. Department of the Interior, U.S. Fish and Wildlife Service, and U.S. Department of Commerce, U.S. Census Bureau. 2011 National Survey of Fishing, Hunting, and Wildlife-Associated Recreation.
 2 Congressional Sportsmen's Foundation. "Hunting and Fishing: Bright Stars of the American Economy ~ A force as big as all outdoors" (2007).
 3 The estimates reported are inflation adjusted to account for the variable spending power of the dollar.
 4 J. Silberman. (2003.) The Economic Importance of Off-Highway Vehicle Recreation. Arizona State University-West. School of Management.



Almost 100 percent of the agency's funding comes from discretionary purchases.

Issues Affecting the Department

To retain existing customers and recruit new ones, the Department is focused on continuous improvement. Setting targets, tracking performance and employing necessary counter measures to close gaps are tools that allow the Department to protect public trust assets, ensure fiscal accountability, improve compliance with appropriate laws and regulations, all while protecting employees and customer health and safety to effectively maximize value to customers while minimizing waste.

The Department must also be responsive to sometimes conflicting constituent desires, and must balance those desires with science-based management decisions and available financial resources. Arizona has the highest wildlife diversity of any inland state (over 800 are native). Conserving and restoring wildlife diversity, on a landscape shared with humans, is fraught with controversy, legal implications and social barriers. Some Department wildlife management programs focus on identifying threats and stressors and reducing their effects. Ultimately, the Department aims to keep common species common and to conserve and restore imperiled species in the public trust.

To be successful, wildlife populations and their terrestrial and aquatic communities need to be managed in concert with the environment, watersheds and available water resources. As a community, game,

sport fish and nongame wildlife are all dependent upon the quality and integrity of habitat; as such they must be managed in concert with each other as interrelated public trust resources.

Arizona's human population continues to grow at a rate greater than the national average, which creates challenges for wildlife management and conservation including: loss, degradation and fragmentation of habitat; land and water rights and use conflicts, introduction and expansion of invasive species; increased frequency and intensity of wildland fires;

and increased recreation demands on the landscape. Other challenges include long-term drought, wildlife diseases, predator-prey interactions, climate changes and invasive species. All of these factors may place further pressures on Arizona's wildlife.

Although Arizona's population is growing, revenue used for wildlife management is not keeping pace with management needs. Fewer people are purchasing fishing and hunting licenses, which provides a significant amount of funding for managing all wildlife, both





game and nongame. There is a growing need to develop better mechanisms for those that don't hunt or fish to directly support wildlife management.

Along with the significant population growth, Arizona's demographics are changing; the population is getting younger, more urban and less connected to outdoors. However, many people still enjoy wildlife and other outdoor recreation. Shooting sports, both firearms and archery, are becoming more popular. Firearm ownership and the demand for recreational shooting opportunities has increased, exceeding the current availability of shooting ranges in some areas of Arizona. Securing lands for new shooting ranges, or maintaining existing ranges presents many challenges.

Although the number of watercraft registered in Arizona has been declining, recreational paddlesports have increased. Non-motorized paddle-sport craft do not require registration, whereas, registration fees support nearly all of the Department's watercraft enforcement, administration and education efforts. The long-term drought has affected boating recreation, lake levels fluctuate with precipitation, available run-off, and municipal and agricultural water demands. The fluctuating water levels result in challenges accessing the water from launch facilities, changes in navigational hazards (submerged boulders for example) and fewer acres of surface water to accommodate boaters on popular lakes.







Off-highway vehicles (OHV) are used by hunters, some anglers, and by people who simply enjoy driving them. Although a requirement to purchase a decal to display on OHVs being used on public lands was enacted a few years prior to this plan, funding to manage OHVs and ensure protection of wildlife habitat and enforce public safety laws is not adequate. OHV statutes also do not enable a nonresident OHV user to purchase a decal and support the program. Arizona's many land management agencies have different rules and policies governing OHV use, and finding areas for OHVs recreation can be difficult.

Public land managers have a responsibility to the people of Arizona to ensure continued opportunities for multiple-use recreational activities. As federal lands are converted to special use lands such as Wilderness and National Monuments, the multi-use mandate no longer applies and those lands permanently lose multiple-use provisions, resulting in the net loss of wildlife resources, wildlife-related recreational opportunities and associated economic benefits. Any proposed special land use designation must analyze the cumulative impacts of further loss of public lands that provide for multiple-use and wildlife-related recreational and economic opportunities.

While the Commission supports multiple-use on public lands, certain land and water uses conflict with wildlife and other outdoor recreation. Some

types of recreation may reduce the quality of habitat available for wildlife. Additionally, some private landowners deny access across their privately owned land which has resulted in challenges for the public to access public lands.

Implementation of the Department's Mission, values and competencies demand a professional and well-trained work force that reflects the diversity of Arizona. Full-time employees fall into four main categories: Biologist, Law Enforcement Officers, Managers/Professional Support and Administrative Staff. Field staff, performing law enforcement and biological activities, make up 62 percent of the workforce, illustrating the Department's commitment to on-the-ground conservation activities. To manage operations consistent with revenue, temporary workforce (part-time employees, interns and volunteers) play an important role in helping the Department meet the goals and objectives to manage wildlife and provide wildlife recreational opportunity for current and future generations.



DEPARTMENT-WIDE GOALS AND STRATEGIES

- Maintain State's authority for conserving wildlife.
- Develop entrepreneurial business models to secure adequate funding to support conservation and manage recreation.
- Leverage partnerships with business, industry and non-profit organizations to increase conservation capacity, funding and recreation.
- Provide law enforcement to enhance wildlife conservation and public safety.
- Encourage the stewardship of public lands for conservation of wildlife, habitat and responsible recreation.
- Secure and manage land and water for conservation and recreation.
- Expand alliance with business and industry to support conservation and recreation.
- Communicate the value of hunting, fishing, wildlife and other outdoor related recreation to state and local economies.
- Provide information and education regarding wildlife and recreation.
- Make data-driven decisions.



WILDLIFE CONSERVATION LINE OF BUSINESS

The Wildlife Line of Business is subdivided into two programmatic areas: Aquatic Wildlife and Terrestrial Wildlife. These programmatic areas share some common issues and goals.

Goals and Strategies

Wildlife Enhancement conserves Arizona's diverse wildlife resources by managing for sustainable populations and maximizing wildlife-related recreational opportunity

Wildlife Planning ensures the Department has conservation strategies in place for all state trust species to inform conservation and/or mitigation needs associated with any activity that could impact wildlife and wildlife habitat.

Wildlife Data and Technology enables the Department to continuously collect and supplement the most comprehensive, current and accessible wildlife related data to inform wildlife planning and management decisions for Arizona. The Department develops cutting edge technological tools necessary to provide value-added data products.

Habitat Protection creates an extensive network of interconnected crucial wildlife habitats (intact natural areas with functional ecosystems necessary for supporting wildlife) across public, state and private lands, are provided for, in order to prevent genetic isolation and mitigate for habitat shifts/impacts as necessary to support sustainable populations and recreational opportunity.

Habitat Restoration efforts will ensure no net loss of wildlife habitat and create maximum functional lift for wildlife by aggressively implementing landscape scale habitat restoration to the maximum extent financially feasible and where possible by leveraging partnerships and volunteers.

Access to public lands; safeguarding for all recreational access. The Department is recognized as a national leader in securing recreational access through creative partnerships for the mutual benefit of the public, land management agencies and private landowners.

Technical Expertise of the Department enables aggressive pursuit of protections for State Trust species and the habitats they depend on. The Department is the expert on Wildlife Management in Arizona and will provide expertise to partners and customers to influence conservation in the State of Arizona to ensure sustainable populations of wildlife for current and future generations.





WILDLIFE CONSERVATION LINE OF BUSINESS

Terrestrial Wildlife Objectives

Charged with conserving and enhancing Arizona's diverse wildlife resources, the Terrestrial Wildlife program actively manages wildlife populations and their habitats. This active management is enabled through best available science fostered through close collaboration and partnerships with private landowners, federal land management agencies and a variety of political jurisdictions. These partnerships allow the Department to manage and implement habitat improvements, species translocations, invasive species controls, providing reasonable access and wildlife recreation on behalf of and for all Arizonans.

Terrestrial Wildlife Goals

- Use the most comprehensive and current wildlife data and science to inform wildlife planning and management decisions for Arizona.
- Manage all wildlife species to maintain biological diversity and reduce unnecessary regulatory burden.
- Expand voluntary partnerships with private entities, businesses and industry to support conservation and recreation.

Terrestrial Wildlife Objectives:

- Enhance wildlife habitat, including securing habitat connectivity.
- Integrate Comprehensive Game Management Planning and Statewide Wildlife Action Planning efforts.

- Manage game populations to meet the objectives established within hunt guidelines.
- Conserve species of greatest conservation need and mitigate the level of federal regulatory impacts to Arizona.
- Promote and improve habitat and wildlife conservation on private lands.
- Improve access opportunities.
- Promote responsible recreational use of lands.

Terrestrial Wildlife Strategies:

- Implement comprehensive game management through landscape level planning.
- Translocate, transplant or stock wildlife.
- Incorporate spatial analysis into traditional survey methods.
- Implement population and habitat enhancements to benefit wildlife.
- Implement actions to maintain or improve populations for Species of Greatest Conservation Need (SCGN) to avert federal protections.
- Monitor and investigate wildlife health issues in identified populations or priority areas.

- Implement priority actions in species recovery plans, conservation agreements, management plans, and statewide wildlife action plan strategies.
- Deploy voluntary, innovative and incentive-based tools to engage partners, businesses and industry in conservation of species.
- Coordinate with Department programs and essential functions to implement recreational access partnerships with private and governmental landowners.
- Identify critical areas of access; use diverse techniques to maintain or enhance access to these areas.
- Enhance relationships and partnerships with landowners to maintain and improve access.
- Enhance relationships and partnerships with landowners to improve and enhance wildlife habitat on private land.



WILDLIFE CONSERVATION LINE OF BUSINESS

Aquatic Wildlife Program

The Aquatic Wildlife program protects and manages Arizona's aquatic wildlife populations and their habitats, while also working to provide sport fish opportunities for present and future generations. Aquatic wildlife resources are managed through sound science and data driven decisions and are fostered through collaboration and partnerships with private landowners, federal land management agencies and a variety of political jurisdictions. These partnerships allow the Department to manage and implement habitat improvements, species translocations, invasive species controls and sport fish recreation on behalf of and for all Arizonans.

Aquatic Wildlife Goals:

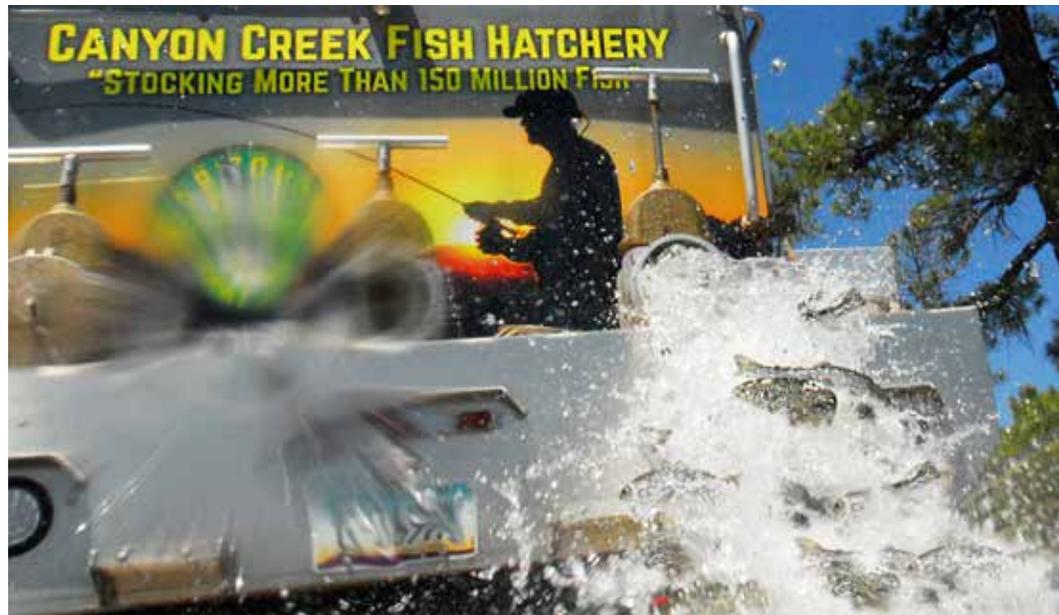
- Use the most comprehensive and current wildlife data and science to inform aquatic wildlife planning and management decisions for Arizona.
- Balance sport fish recreation with native aquatic resource conservation.
- Implement watershed scale planning and management.
- Enhance aquatic wildlife ecosystems.
- Expand voluntary partnerships with business and industry to support conservation and recreation.

Aquatic Wildlife Objectives:

- Optimize angling opportunity through diversity of sport fish species and stocking locations.
- Meet fish population survey and creel survey needs on the priority waters per management plan guidance.
- Increase public recognition and support of the Department's role as the leader in aquatic wildlife management.
- Monitor and investigate limnologic, productivity and environmental conditions on the priority waters per management plan guidance.
- Improve population status of Endangered Species Act listed, Candidate or priority SGCN.

Aquatic Wildlife Strategies:

- Continue development and implementation of multi-species, watershed-based aquatic wildlife management plans.
- Implement aquatic habitat improvement projects.
- Implement new eradication, containment and prevention projects for undesirable and/or invasive species.
- Implement priority actions in species recovery plans, conservation agreements, management plans and statewide wildlife action plan strategies.
- Continue development and enhancement of comprehensive aquatic wildlife databases.





RECREATION LINE OF BUSINESS

The Recreation Line of Business is subdivided into four programmatic areas: Wildlife Recreation, Shooting Sports, Watercraft Recreation and Off-Highway Vehicle Recreation. These programmatic areas share some common issues and goals.

Goals and Strategies

- Manage recreation using science-informed decisions considering biological sciences, social sciences and state and local economies.
- Ensure reasonable public access.
- Provide safe, ethical, responsible and diverse outdoor recreation opportunities.
- Diversify and broaden the Department's customer base.
- Increase public awareness of the social, human health and economic benefits of wildlife and outdoor related recreation.
- Ensure broad-based public input in developing and managing wildlife and outdoor-related recreation opportunities.

Wildlife Recreation Program

Wildlife Recreation program works to increase hunter and angler participation. The Wildlife Recreation program leads the Department in facilitating sustainable models of mentorship to participants of the recruitment, retention and reactivation "R3" phases of hunter and angler participation. These models adapt traditional agency efforts to the needs of a changing society.

Wildlife Recreation Goals

- Increase participation in hunting, fishing, shooting, wildlife viewing and other wildlife recreation.
- Promote the user-pay, user-benefit strategy to expand support for wildlife conservation and recreation.
- Provide diverse hunting and fishing opportunities to meet customer demand.
- Expand wildlife viewing opportunities.

Wildlife Recreation Objectives

- Maintain public support for hunting and fishing.
- Manage a financially self-sustaining wildlife viewing program.
- Increase the number of licensed hunters and anglers.
- Establish a wildlife related recreational opportunity within reasonable proximity of each Arizonan.

Wildlife Recreation Strategies

- Encourage partner-hosted wildlife recreation events.
- Foster a diverse constituency that values wildlife and wildlife related recreation.
- Pursue funding to enhance wildlife viewing opportunities.
- Evaluate, and refine hunter, angler and wildlife viewer recruitment and retention practices.

- Cross-promote other wildlife recreation opportunities to customers who participate in Department programs.
- Encourage independent participation by youth and families after participating in Department sport fishing, hunting and wildlife recreation introductory camps or programs.
- Identify and reduce the barriers to participation in wildlife-related recreation.
- Increase programs designed to facilitate public participation in low-cost wildlife-related recreation.
- Improve communication with the public through emergent technology.
- Reduce obstacles for participation by process improvement and communicating license simplification structure and regulations.



RECREATION LINE OF BUSINESS

Shooting Sports Program

The Shooting Sports program supports the development and operation of safe, professionally managed shooting facilities and programs that will provide quality experiences for a variety of shooting activities and events for present and future generations. Efforts aim to ensure the Department is recognized and respected as the leader in shooting range management, and that the agency provides shooting sports opportunities in Arizona.

Shooting Sports Goals

- Administer a shooting sports line of business that demonstrates returns on investments.
- Meet customer needs and expectations.
- Build public and political support for shooting programs and ranges.
- Build mutually-beneficial partnerships with shooting sports industry and communities.

Shooting Sports Objectives

- Manage or support all Commission-owned shooting ranges.
- Provide Americans with Disabilities Act (ADA) compliant range facilities at all Commission-owned shooting ranges.
- Maintain, develop, or support public shooting ranges within reasonable proximity of urban centers.

- Operate the Ben Avery Shooting Facility (BASF) as a financially self-sustaining range.
- Increase the percentage of Arizonans who participate in recreational shooting.

Shooting Sports Strategies

- Provide introductory through advanced shooting opportunities at Commissioned-owned ranges.
- Enhance range facilities to accommodate growth in various shooting disciplines.
- Recruit new customers to the shooting sports through introductory events.
- Build partnerships with industry, communities and organized shooting groups to enhance the long-term viability of shooting sports.

- Offer grants for the development and improvement of shooting ranges throughout Arizona.
- Incorporate ADA standards at Commissioned-owned ranges.
- Employ best management practices for environmental stewardship and compliance at Commission-owned ranges.
- Work with partners to develop and implement a plan for responsible dispersed recreational shooting on public lands.



RECREATION LINE OF BUSINESS

Watercraft Recreation Program

The Department's Watercraft recreation program encapsulates the efforts of boating safety education, outreach, navigational aids, public access, emergency response and law enforcement to accomplish the Department's mission through a combination of state and federal funding. The Watercraft program ensures the public has a safe and enjoyable recreational boating experience by augmenting other Department programmatic efforts designed to minimize the loss of life, personal injury and property damage while cooperating and coordinating efforts with the United States Coast Guard, and local county and state partners.

Watercraft Goals

- Meet future customer's registration and recreation needs.
- Administer a watercraft program that demonstrates returns on investments and meets future customer needs.
- Encourage safe and responsible watercraft recreation.
- Public partnerships supporting watercraft recreation.

Watercraft Objectives

- Increase annual boating safety education course attendance.
- Decrease the number of reported accidents.

- Increase the number of watercraft customers that utilize the online registration renewal system.
- Improve boating access and launch areas impacted by lower water levels.

Watercraft Strategies

- Manage watercraft recreation based on public safety, biological, social and economic sciences.
- Increase public awareness of safe, responsible and ethical use of watercraft.

- Expand watercraft safety education to include emerging types of watercraft recreation.
- Use technology and partnerships to streamline the watercraft registration processes.
- Cross promote boating opportunities with fishing opportunities.
- Build partnerships to achieve watercraft objectives and promote intergovernmental regulatory consistency and management.





RECREATION LINE OF BUSINESS

Off-Highway Vehicle Recreation Program

The Off-Highway Vehicle program promotes safe, ethical and responsible OHV use that minimizes impacts to wildlife resources. Collaborating to enhance OHV recreation and access statewide by providing effective information, education and law enforcement program.

Off-highway Vehicle Goals

- Minimize impacts to wildlife resources from OHV use.
- Promote safe, ethical and responsible use of OHVs.
- Collaborate to enhance OHV recreation and access statewide.

Off-highway Vehicle Objectives

- Improve compliance with OHV operator helmet and eye protection compliance.
- Maintain public satisfaction with Department's management of OHVs.
- Increase compliance with OHV decal requirements.

Off-highway Vehicle Strategies

- Increase public application of safe, responsible and ethical OHV use.
- Build partnerships to achieve OHV objectives and promote intergovernmental regulatory consistency and management.
- Collaborate with land management agencies to standardize OHV rules and use.
- Conduct outreach events to promote safe, responsible and ethical OHV use.



ESSENTIAL FUNCTIONS

Essential functions are required to sustain and support the lines of business. The essential functions span the entire Department and all of its management decisions and actions. Essential functions include: Law Enforcement, Habitat Conservation, Governance and Finance, Customer Service and Sales, Education, Public Affairs, Resources and Logistics, Development and Facilities, Human Resources and Research.

Law Enforcement

The Department's law enforcement program protects the state's wildlife resources, promotes safe and responsible off-highway vehicle and watercraft recreation and supports the Department's lines of business. As the state's second largest statewide law enforcement agency the Department's officers are charged with law enforcement beyond the pavement, ensuring public safety in the outdoors and the sustainable use of wildlife resources.

Law Enforcement Goals:

- Protect Arizona's wildlife resources through proactive and responsive law enforcement efforts.
- Safeguard the public through effective law enforcement practices.
- Provide leadership as the nation's premier wildlife, watercraft and OHV law enforcement authority.

Law Enforcement Objectives:

- Maintain an effective statewide communications system.
- Deploy law enforcement resources beyond the pavement.
- Expand law enforcement capacity within existing resources.
- Seek alternative funding sources to enhance law enforcement field presence.
- Increase officer field presence.
- Utilize the latest technology to enhance officer safety and investigate wildlife crimes.

Law Enforcement Strategies:

- Continuous upgrade and enhancement of the Department's statewide communications network.
- Conduct special operations projects to address repeat offenders.
- Seek new opportunities to work collaboratively to promote wildlife conservation, safe and responsible watercraft and off-highway vehicle use and the protection of wildlife resources.

- Use targeted enforcement projects to improve compliance with wildlife, watercraft, OHV and invasive species laws and regulation and to develop defensible compliance data.
- Develop and implement subject matter teams to investigate large scale wildlife crime and wildlife attacks on humans.
- Provide current, timely and relevant training to all Department officers.



ICE



ESSENTIAL FUNCTIONS

Habitat Conservation

The conservation of quality habitat is essential in maintaining abundant and thriving wildlife populations. The Department's Habitat Evaluation and Lands program provides essential functions to inform and facilitate conservation of wildlife habitats to ensure long-term well-being of the State's resources by holding the Department, partners and other agencies to the highest standards of environmental assessment while developing the best data possible to accomplish assessments of human activities impact on wildlife resources.

Habitat Conservation Goals:

- Conserve habitats to promote abundant and thriving wildlife populations.
- Maintain expertise in all applicable state and federal environmental laws and regulations.
- Secure habitat connectivity to enhance wildlife conservation.

Habitat Conservation Objectives:

- Ensure active conservation of wildlife, and maintain the Department's jurisdiction and relevance to the public.
- Develop and maintain the nation's best data systems to communicate wildlife resource information and needs.

Habitat Conservation Strategies:

- Maintain an enhanced statewide Geospatial representation of crucial habitats and wildlife resources.
- Seek to avoid, minimize or mitigate impacts to wildlife resources.
- Comply with environmental laws on all Department projects.
- Actively conserve statewide wildlife corridors and habitats through partnerships, policy and direct conservation actions.
- Coordinate with federal land management agencies to maintain multiple-use on public lands and the ability to actively manage habitat and wildlife resources.
- Develop plans, recommendations and guidelines for mitigating losses or for enhancement of fish and wildlife populations and their habitats.





ESSENTIAL FUNCTIONS

Governance and Finance



Responsible for setting the Department’s legislative policy, legal counsel, statute and rule review, financial obligations including but not limited to payroll, accounts payable, accounts receivable, fixed assets, grant administration, budget monitoring and budget development of a variety of funding sources and their eligible use.

Governance and Finance Goals:

- Enhance the Department’s viability and relevance for wildlife conservation and outdoor recreation.
- Be fiscally responsible.
- Seek adequate and diverse funding to fulfill the Department’s Mission.
- Enhance and protect the Department’s ability to conserve and manage wildlife resources and outdoor recreation.

Governance and Finance Objectives:

- Promote practices, policies, legislation, laws, regulations and legal strategies that enhance and protect the Department’s ability to conserve and manage wildlife resources and outdoor recreation.
- Ensure fund balances are adequate to address long- and short-term contingencies.
- Ensure budgets are responsive to public and agency needs.
- Seek additional sources of funding that involve the Department’s diverse constituencies and beneficiaries.
- Maximize financial agility.

Governance and Finance Strategies:

- Draft direction, policies, legislation, laws, regulations and legal strategies to enhance and protect the Department’s ability to conserve and manage wildlife resources and outdoor recreation.
- Ensure compliance with eligibility of expenditures by fund.
- Foster a culture of individual fiscal responsibility and accountability.
- Use knowledge of fund eligibilities to enhance financial agility.
- Research potential new sources of funding.
- Improve systems to enhance monitoring of budget and expenditures, and to ensure transparency.

ESSENTIAL FUNCTIONS

Customer Service and Sales

The Department's Customer Service and Sales delivers value-added services to customers with the highest level of quality. The Department strives to not only meet commitments and customers' expectations but to exceed them on every level by delivering exceptional value.

Customer Service and Sales Goal

- Provide world-class customer service to achieve lasting customer relationships.

Customer Service and Sales Objectives

- Enhance a culture of individual responsibility to provide world-class customer service.

- Anticipate needs and exceed customer expectations.

Customer Service and Sales Strategies:

- Implement a variety of methods to provide products and services to customers.
- Model expected behaviors and encourage employees to provide world-class customer service.
- Establish competencies and standards of customer service reflecting expected behaviors to be pleasant, respectful, responsive and accountable.
- Use customer feedback to enhance customer service.
- Benchmark customer service best practices across industries to ensure world-class customer service.



ESSENTIAL FUNCTIONS

Education

Providing educational outreach to inform and engage the public is achieved through the coordination of environmental education curriculum and resources for school children and adults; managing the Department’s Wildlife Center and providing public education programs, including classes for hunter safety, aquatic education, boating and OHV safety.

Education Goals:

- Promote safe, ethical and responsible wildlife-related and outdoor recreation.
- Enhance the public’s understanding and appreciation of wildlife conservation.
- Increase public engagement in wildlife-related and other outdoor recreation.

Education Objectives:

- Increase frequency and availability of Department education courses.
- Provide the Department’s wildlife related curriculum to Arizona schools including the concepts of the North American Model of Wildlife Conservation.
- Plan, design and construct the Wildlife Education Center at the Department’s Headquarters.

Education Strategies:

- Provide hunter education courses and field days to meet customer needs throughout Arizona.
- Implement approaches to increase the number of sport fish education programs provided throughout Arizona.
- Expand availability of watercraft and OHV education courses through a variety of methodologies.
- Develop and deploy Arizona standards based wildlife curriculum to Arizona schools and home school students.
- Distribute educational material to enhance understanding of wildlife conservation and increase awareness of “orphaned” wildlife issues.
- Provide additional opportunities to engage the public through educational outreach.





ESSENTIAL FUNCTIONS

Public Affairs

The Department employs a robust Public Affairs strategy to get people engaged in outdoor recreation, reducing human-wildlife conflicts and improving public safety to ultimately build support for the Department's mission. Working on a national and local level through legislative outreach, community engagement, print, social and electronic media, using public affairs the Department tells the story in compelling ways to raise issues of importance, start conversations with the public and shape public perceptions.

Public Affairs Goals:

- Build a well-informed, diverse and engaged public that supports and values wildlife conservation and the Department's mission.
- Ensure the Department is recognized as the credible source for information on wildlife, and outdoor and wildlife-related recreation.

Public Affairs Objectives:

- Increase awareness of the Department's authority to manage wildlife.
- Provide accurate, timely information.
- Improve communication with under-represented demographic segments.
- Encourage diverse participation in outdoor and wildlife-related recreation.

- Promote core concepts of the North American Model of Wildlife Conservation, emphasizing the "user-pay, user-benefit" construct which allows wildlife to be managed for the benefit of all citizens.

Public Affairs Strategies:

- Use all available methods and technologies to communicate with the public.
- Improve targeted demographic communication products and services.

- Develop and implement evolving social media vehicles for communications.
- Communicate Commission decisions in an effective, balanced and timely manner.
- Upgrade the Department's internal and external websites.
- Provide information to reduce the frequency and seriousness of human-wildlife conflicts.





ESSENTIAL FUNCTIONS

Resources and Logistics

The Department must maintain and develop technological infrastructure to ensure safe use by employees and the public. Technological infrastructure includes the Department’s integrated business enterprise, science analysis, productivity and digital communication systems.

Resources and Logistics Goals:

- Provide equipment, resources and technology necessary to achieve the Department’s mission.
- Ensure the safety and functionality of Department resources and equipment.
- Deliver reliable technology and systems.
- Develop standards to safeguard and protect technological and intellectual properties.

Resources and Logistics Objectives:

- Provide the technological platforms to meet public expectations and increase Department effectiveness.
- Improve and diversify methods to meet needs.

- Deploy fully-functioning enterprise architecture.
- Enhance technology to increase the efficiency and productivity of the Department’s workforce.

Resources and Logistics Strategies:

- Implement a fully integrated customer management system.
- Provide the necessary technology to ensure the productivity and safety of employees.

- Standardize and simplify technology resources.
- Ensure the integrity, security and standardization of the digital architecture and systems.



ESSENTIAL FUNCTIONS

Development and Facilities

Development and Facilities administers statewide support for the enhancement and management of lands or waters as habitat for sport fish and wildlife populations. This includes providing the public with recreational opportunities by supporting the day to day operation, development and maintenance of Commission-owned buildings, lands and infrastructure.

Development and Facilities Goals:

- Provide the stewardship and management oversight necessary for long term preservation and growth of the Department's facilities and infrastructure through an active capital improvement and renewal planning process.

Development and Facilities Objectives:

- Administer a facilities condition assessment program employing a data driven approach to effectively identify, prioritize, budget and schedule specific maintenance, repair, renewal and replacement requirements that extend the life and retain the usable condition of the Department's principal facilities and associated infrastructure.
- Minimize deferred maintenance through sound fiscal planning.
- Ensure that capital projects implemented by the Department meet professional design, engineering and construction practices and comply with standard specifications, applicable



building codes, local ordinances and federal guidelines including ADA.

- Incorporate mission and brand focused design guidelines to standardize capital improvements and major renovations of Department facilities.
- Inspect and evaluate Department dams pursuant to Arizona Department of Water Resources Dams Safety Division requirements to determine if safety deficiencies exist, develop and implement actions to eliminate deficiencies.

Development and Facilities Strategies:

- Perform scheduled building assessment inspections to maintain accurate, up-to-date information in the Department's facility inventory and assessment database.

- Develop and execute the Department's annual capital improvement plan.
- Develop and execute the Department's annual building renewal plan.
- Maintain an established benchmark condition index value for the Department's principal facilities.
- Maintain Wildlife Water Development Implementation Schedule to implement new construction and redevelopments prioritized by regional personnel along with all maintenance/water haul requests.
- Update and execute the Department's two-year revolving boating facilities plan to construct, renovate, improve and maintain public boating access facilities.
- Perform routine maintenance inspections and implement preventative maintenance actions to mitigate potential safety deficiencies.

ESSENTIAL FUNCTIONS

Human Resources

To accomplish the goals of the Agency's lines of business, Human Resources facilitates the recruitment and hiring of a highly qualified workforce. Human Resources guides the Department in the recruitment of all full-time, part-time, temporary and volunteer workers. Human Resources also helps the Department navigate directives from the Arizona Department of Administration (ADOA) and maintain optimal workforce capacity to deliver products and services to customers. Efforts in organizational development and professional training ensure that the Agency is equipped with the workforce necessary to meet the political, social, economic and technological challenges of the changing business landscape.

Human Resources Goals:

- Cultivate an engaged, diverse, agile and highly productive workforce (employees and volunteers) to accomplish current and future Agency objectives.

Human Resource Objectives:

- Recruit workers that are a good fit for the positions that accomplish Agency objectives.
- Retain those workers who are vital to the accomplishment of Agency objectives.
- Enhance the knowledge, skills and abilities of workers to reach their highest potential for accomplishing Agency objectives.
- Maintain continuity of workforce to effectively execute business strategy (i.e., forecasting workforce needs and being ready for the future).

Human Resource Strategies:

- Recruit new staff with the skills and abilities that will meet the Department's needs.
- Facilitate development of succession strategies to prepare future leaders for management and leadership across the Department.
- Implement relevant compensation and rewards strategies outlined in ADOA Guidelines.
- Standardize the Department's volunteer process and training.





ESSENTIAL FUNCTIONS

Research

The Department relies on the best available biological and social research to support the sound management and professional stewardship of Arizona's fish and wildlife resources. The Department's management decisions are often complex, have potentially large implications for the State's wildlife resources, and are often under high scrutiny by the public and multiple stakeholders. At the same time, the importance of data-driven management is increasing as the State's wildlife resources face increasing challenges from population growth and habitat conversion. Research serves as the lead source of scientific information, both internally and externally, provides scientific and technical expertise, and maintains the credibility of the Department's science.

Research Goals:

- Inform management decisions through robust and credible biological and social data collection and research.
- Be a leader in biological and social science through credible research.
- Ensure the State's authority to manage wildlife by maintaining the public's trust.

Research Objectives:

- Address the Department's programmatic management information needs.

- Provide research findings, scientific expertise, guidance and training to inform management decisions and activities.
- Build and maintain research partnerships, outside funding and a high level of expertise within the Department to maximize research productivity and quality.

Research Strategies:

- Maintain and refine processes to identify and prioritize management information needs.
- Conduct robust research and communicate results.
- Establish best procedures for sharing research results and expertise.
- Develop and expand partnerships to increase research and science capacity and to provide synergistic research collaborations.
- Assess future capacity and expertise needs, and develop plans for attaining these resources.
- Employ an entrepreneurial model to enhance the Department's research capabilities and services.
- Enhance the Department's capacity by actively pursuing alternative funding opportunities that support the Department's Mission.





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