

LB 9.2:6 15/2/2011

ASLAPR

ARIZONA STATE SENATE
RESEARCH STAFF



TO: JOINT LEGISLATIVE AUDIT
COMMITTEE

DATE: December 1, 2011

SUBJECT: Arizona Game & Fish Commission

TONY J. DEMARCO
LEGISLATIVE RESEARCH ANALYST
COMMITTEE ON NATURAL RESOURCES
& TRANSPORTATION
Telephone: (602) 9263171
Facsimile: (602) 9263833

Attached is the final report of the sunset review of the Arizona Game & Fish Commission and the Arizona Game & Fish Department, which was conducted by the Senate Natural Resources & Transportation and the House of Representatives Energy & Natural Resources Committee of Reference on October 17, 2011.

This report has been distributed to the following individuals and agencies:

Governor of the State of Arizona
The Honorable Janice K. Brewer

President of the Senate
Senator Steve Pierce

Speaker of the House of Representatives
Representative Andy Tobin

Senate Members
Senator John Nelson, CoChair
Senator Olivia Cajero Bedford
Senator Gail Griffin
Senator Jack Jackson Jr.
Senator Don Shooter

House Members
Rep. Kate Brophy McGee, CoChair
Representative Brenda Barton
Representative Karen Fann
Representative Macario Saldate
Representative Bruce Wheeler

Arizona Game & Fish Department
Office of the Auditor General
State Library, Archives & Public Records

Secretary of the Senate
Senate Republican Staff
Senate Democratic Staff
Senate Research Staff
Senate Resource Center

Chief Clerk
House Republican Staff
House Democratic Staff
House Research Staff

COMMITTEE OF REFERENCE REPORT:

ARIZONA GAME & FISH COMMISSION/ARIZONA GAME & FISH DEPARTMENT

Background

The Arizona Game & Fish Department (Department) and the Arizona Game & Fish Commission (Commission) were established by the Legislature in 1929. The Commission is responsible for developing policies and programs for wildlife management, including wildlife harvest regulations and public education. The Commission consists of five Governor-appointed members who serve staggered five-year terms, set policy and hire a Director to supervise the Department.

The Department is comprised of three main areas—Wildlife Management, Off-Highway Vehicle/Watercraft Management and Administration—and is responsible for carrying out the policies set by the Commission and assisting the Commission in completing its statutory responsibilities. These responsibilities include: developing broad policies and long range programs for wildlife management, preservation and harvest; establishing hunting, trapping and fishing rules and methods for taking wildlife; enforcing laws that protect wildlife; establishing programs for the management of nongame, endangered and threatened species; and providing educational programs for the public.

The Department does not receive any state General Fund monies. Sales of hunting and fishing licenses, tags and stamps as well as federal grants support game and sportfish management. Nongame programs receive funding through the Heritage Fund, which is derived from state lottery revenues.

Committee of Reference Sunset Review Practices

The Committee of Reference held one public hearing on Monday, October 17, 2011, to review the Department's response to sunset and agency factors as required by A.R.S. § 41-2954, subsections D and F, and to receive public testimony. There was no public testimony.

Committee of Reference Recommendation

The Committee of Reference recommended that the Arizona Game & Fish Commission and the Arizona Game & Fish Department be continued for ten years.

Attachments

1. Letter from Senator John Nelson requesting the Department's response to sunset and agency factors.
2. The Department's response to sunset and agency factors pursuant to A.R.S. § 41-2954, subsections D and F.
3. The Department's 2009-2010 Annual Report.
4. Meeting Notice.
5. Minutes of the Committee of Reference Meeting.



Arizona State Senate

June 2, 2011

Larry D. Voyles, Director
Arizona Game & Fish Department
5000 W. Carefree Highway
Phoenix, Arizona 85086-5000

Dear Director Voyles:

The sunset review process prescribed in Title 41, Chapter 27, Arizona Revised Statutes provides a system for the Legislature to evaluate the need to continue the existence of state agencies. During the sunset review process, an agency is reviewed by a legislative committee of reference. On completion of the sunset review, the committee of reference recommends to continue, revise, consolidate or terminate the agency.

The Joint Legislative Audit Committee has assigned the sunset review of the Arizona Game & Fish Department and the Arizona Game & Fish Commission to the committee of reference comprised of members of the Senate Natural Resources & Transportation Committee and the House of Representatives Energy & Natural Resources Committee.

Pursuant to A.R.S. § 41-2954 (attached), the committee of reference is required to consider certain sunset factors in deciding whether to recommend continuance, modification or termination of an agency. Note that Laws 2011, Chapter 176, effective July 20, 2011, made changes to the 12 statutory sunset factors. Among those changes were the addition of a thirteenth factor that all agencies are required to answer. Please provide your agency's response to the following 13 sunset factors that have been updated to reflect the new law:

1. The objective and purpose in establishing the agency and the extent to which the objective and purpose are met by private enterprises in other states.
2. The extent to which the agency has met its statutory objective and purpose and the efficiency with which it has operated.
3. The extent to which the agency serves the entire state rather than specific interests.
4. The extent to which rules adopted by the agency are consistent with the legislative mandate.
5. The extent to which the agency has encouraged input from the public before adopting its rules and the extent to which it has informed the public as to its actions and their expected impact on the public.

6. The extent to which the agency has been able to investigate and resolve complaints that are within its jurisdiction.

7. The extent to which the attorney general or any other applicable agency of state government has the authority to prosecute actions under the enabling legislation.

8. The extent to which agencies have addressed deficiencies in their enabling statutes that prevent them from fulfilling their statutory mandate.

9. The extent to which changes are necessary in the laws of the agency to adequately comply with the factors listed in this subsection.

10. The extent to which the termination of the agency would significantly affect the public health, safety or welfare.

11. The extent to which the level of regulation exercised by the agency compares to other states and is appropriate and whether less or more stringent levels of regulation would be appropriate.

12. The extent to which the agency has used private contractors in the performance of its duties as compared to other states and how more effective use of private contractors could be accomplished.

13. The extent to which the agency potentially creates unexpected negative consequences that might require additional review by the committee of reference, including increasing the price of goods, affecting the availability of services, limiting the abilities of individuals and businesses to operate efficiently and increasing the cost of government.

Additionally, please provide written responses to the following four agency factors that are also required by Arizona law:

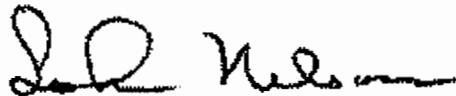
1. Identify the problem or the needs that the agency is intended to address.
2. State, to the extent practicable, in quantitative and qualitative terms, the objectives of the agency and its anticipated accomplishments.
3. Identify any other agencies having similar, conflicting or duplicative objectives, and an explanation of the manner in which the agency avoids duplication or conflict with other such agencies.
4. Assess the consequences of eliminating the agency or of consolidating it with another agency.

In addition to responding to the sunset and agency factors listed above, please provide the committee of reference with copies of your most recent annual report, if applicable. Your response should be received by August 22, 2011, so we may proceed with the sunset review and schedule the required public hearing. Please submit the requested information to:

Tony DeMarco
Arizona State Senate
1700 West Washington
Phoenix, Arizona 85007

Thank you for your time and cooperation. If you have any questions, please feel free to contact me at 602-926-5872 or Tony DeMarco, the Senate Natural Resources & Transportation Committee Research Analyst, at 602-926-3171.

Sincerely,

A handwritten signature in black ink, appearing to read "John Nelson". The signature is fluid and cursive, with the first name "John" being more prominent than the last name "Nelson".

John Nelson
State Senator
Chair, Senate Natural Resources & Transportation
Committee of Reference

Attachment

cc: Representative Kate Brophy McGee, COR Co-Chair
Diana Clay, House Energy & Natural Resources Analyst
Anthony Guiles, AGFD Government Affairs and Legislative Liaison
Jorge S. Canaca, AGFD Asst. Legislative Liaison/Government Affairs

41-2954. Committees of reference; membership; performance review reports; hearings; guidelines; recommendations; subpoena powers

A. Each standing committee of both legislative houses shall appoint a subcommittee of five members. Not more than three appointees of each house shall be of the same political party. The subcommittees shall jointly constitute a committee of reference in their respective subject matter areas.

B. After receipt of the preliminary sunset review report, the committee of reference shall hold at least one public hearing to receive testimony from the public and from the officials of the agency involved. The agency involved shall prepare a presentation for the first public meeting that addresses the elements of the written statement required by subsection F.

C. The committee of reference shall hold public hearings for the following purposes:

1. To determine the actual need of the agency to regulate or direct the particular activity.
2. To determine the extent to which the statutory requirements of the agency are necessary and are being met.
3. To receive testimony from the public as to the relationship of the agency with the public.
4. To receive testimony from the executive director or other head of the agency as to reasons for the continuation of the agency.

D. The committee of reference shall consider but not be limited to the following factors in determining the need for continuation or termination of each agency:

1. The objective and purpose in establishing the agency and the extent to which the objective and purpose are met by private enterprises in other states.
2. The extent to which the agency has met its statutory objective and purpose and the efficiency with which it has operated.
3. The extent to which the agency serves the entire state rather than specific interests.
4. The extent to which rules adopted by the agency are consistent with the legislative mandate.
5. The extent to which the agency has encouraged input from the public before adopting its rules and the extent to which it has informed the public as to its actions and their expected impact on the public.
6. The extent to which the agency has been able to investigate and resolve complaints that are within its jurisdiction.

7. The extent to which the attorney general or any other applicable agency of state government has the authority to prosecute actions under the enabling legislation.

8. The extent to which agencies have addressed deficiencies in their enabling statutes that prevent them from fulfilling their statutory mandate.

9. The extent to which changes are necessary in the laws of the agency to adequately comply with the factors listed in this subsection.

10. The extent to which the termination of the agency would significantly affect the public health, safety or welfare.

11. The extent to which the level of regulation exercised by the agency compares to other states and is appropriate and whether less or more stringent levels of regulation would be appropriate.

12. The extent to which the agency has used private contractors in the performance of its duties as compared to other states and how more effective use of private contractors could be accomplished.

13. The extent to which the agency potentially creates unexpected negative consequences that might require additional review by the committee of reference, including increasing the price of goods, affecting the availability of services, limiting the abilities of individuals and businesses to operate efficiently and increasing the cost of government.

E. The committee of reference shall deliver the final sunset review report of its recommendations to the committee, the president of the senate, the speaker of the house of representatives, the governor, the auditor general and the affected agency by December 1. Such recommendations shall include one of the following:

1. That the state agency be continued.
2. That the state agency be revised or consolidated.
3. That the state agency be terminated pursuant to this chapter.

F. The final sunset review report by the committee of reference shall also include a written statement prepared by the agency involved that contains:

1. An identification of the problem or the needs that the agency is intended to address.
2. A statement, to the extent practicable, in quantitative and qualitative terms, of the objectives of such agency and its anticipated accomplishments.
3. An identification of any other agencies having similar, conflicting or duplicate objectives, and an explanation of the manner in which the agency avoids duplication or conflict with other such agencies.

4. An assessment of the consequences of eliminating the agency or of consolidating it with another agency.

G. The committee shall oversee the preparation of any proposed legislation to implement the recommendations of the committees of reference and is responsible for the introduction of such legislation.

H. If an agency is continued, it is not necessary to reappoint any member of the governing board or commission of the agency. Such members are eligible to complete their original terms without reappointment or reconfirmation.

I. Each committee of reference shall have the power of legislative subpoena pursuant to chapter 7, article 4 of this title.



THE STATE OF ARIZONA
GAME AND FISH DEPARTMENT

5000 W. CAREFREE HIGHWAY
PHOENIX, AZ 85086-5000
(602) 942-3000 • WWW.AZGFD.GOV

GOVERNOR

JANICE K. BREWER

COMMISSIONERS

CHAIRMAN, ROBERT R. WOODHOUSE, ROLL

NORMAN W. FREEMAN, CHINO VALLEY

JACK F. HUSTED, SPRINGVILLE

J.W. HARRIS, TUCSON

ROBERT E. MANSELL, WINSLOW

DIRECTOR

LARRY D. VOYLES

DEPUTY DIRECTORS

GARY R. HOVATTER

BOB BROSCHEID



Mr. Tony DeMarco
Senate Natural Resources & Transportation
Committee Research Analyst
Arizona State Senate
1700 West Washington
Phoenix, Arizona 85007

Dear Mr. DeMarco:

As prescribed in Title 41, Chapter 27, Arizona Revised Statutes and pursuant to A.R.S. § 41-2954, the Arizona Game and Fish Department and the Arizona Game and Fish Commission submit to the Legislature's Committee of Reference the enclosed 2011 Sunset Review Report.

Sincerely,

Larry D. Voyles
Director

STATE OF ARIZONA
Janice K. Brewer, Governor

Arizona Game and Fish Commission

Robert R. Woodhouse, Commission Chair
Norman W. Freeman, Commission Vice-Chair
Jack F. Husted, Commissioner
John W. Harris, Commissioner
Robert E. Mansell, Commissioner

Arizona Game and Fish Department

Larry D. Voyles, Director
Gary R. Hovatter, Deputy Director
Bob Broscheid, Deputy Director



2011 Sunset Review Report

Prepared for the
Committee of Reference

August 22, 2011

Acknowledgments

The assistance of various personnel and workunits throughout the Arizona Game and Fish Department in preparing this report and conducting the activities reported herein is gratefully acknowledged.

Civil Rights Notification

The Arizona Game and Fish Department prohibits discrimination on the basis of race, color, sex, national origin, age, disability in its programs and activities. If anyone believes they have been discriminated against in any of the Department's programs or activities, including its employment practices, the individual may file a complaint alleging discrimination directly with the Arizona Game and Fish Department Director's Office, Arizona Game and Fish Department, 5000 W. Carefree Highway, Phoenix, Arizona 85086; (623) 236-7290, or U.S. Fish and Wildlife Service, 4040 N. Fairfax Drive, Ste. 130, Arlington, Virginia 22203. If you require this document in an alternative format please contact the Arizona Game and Fish Department Director's Office as listed above or by calling TTY at 1-800-367-8939.

The Arizona Game and Fish Department's Mission:

The Department's mission statement is, "To conserve, enhance, and restore Arizona's diverse wildlife resources and habitats through aggressive protection and management programs, and to provide wildlife resources and safe watercraft and off-highway vehicle recreation for the enjoyment, appreciation and use by present and future generations."

The Department's Vision:

Recognized and respected as the leader in progressive management and professional stewardship of wildlife for tomorrow.

The Department's Core Values:

We are an organization dedicated to excellence. The culture of the Arizona Game and Fish Department is one of stewardship, scientific integrity, continuous improvement, teamwork and partnerships. This culture is supported by six core values, which guide our behaviors and decisions: trust, reliability, empowerment, accountability, respect and civility.

1. The objective and purpose in establishing the agency and the extent to which the objective and purpose are met by private enterprises in other states.

In the early 1880s, the Territorial Legislature established the Arizona Fish Commission in response to growing concerns over the unrestricted depletion of wildlife. The Arizona Fish Commission initially consisted of three commissioners charged with enforcing the few existing conservation laws, as well as stocking desirable species of fish. At the time, the Territorial Legislature established fishing and hunting laws, as well as seasons and harvest limits. As these laws grew more complex, it became apparent that the State needed a specialized agency with the authority to establish hunting and fishing regulations and manage wildlife. Consequently, in 1929, the Legislature established the present-day Arizona Game and Fish Department (Department) and Commission.

Arizona Game and Fish Commission and Department Responsibilities

The Arizona Game and Fish Commission (Commission) is the oversight body responsible for setting regulations and policies designed to provide Arizona's citizens with quality hunting, fishing, and wildlife-related recreational activities. The Department implements the Commission's policies, and assists the Commission in fulfilling its statutory responsibilities, including:

- Developing broad policies and long-range programs for wildlife management, preservation, and harvest;
- Establishing hunting, trapping, and fishing rules and methods for taking wildlife;
- Enforcing laws that protect wildlife;
- Establishing programs for the management of nongame, endangered, and threatened wildlife; and
- Providing educational programs for the general public.
- The Commission and Department share a common mission:

“To conserve, enhance, and restore Arizona’s diverse wildlife resources and habitats through aggressive protection and management programs, and to provide wildlife resources and safe watercraft and off-highway vehicle recreation for the enjoyment, appreciation, and use by present and future generations.”

Organization and Staffing

The Commission is composed of five members appointed by the Governor pursuant to A.R.S. §38-211. Commissioners serve staggered five-year terms, set policy, and hire a director to supervise the Department and ensure that Commission policies are implemented. The Department is divided into three main program areas: Wildlife Management, Off Highway Vehicle/ Watercraft Management, and Administration.

17-231. General powers and duties of the commission

A. The commission shall:

1. Make rules and establish services it deems necessary to carry out the provisions and purposes of this title.

2. Establish broad policies and long-range programs for the management, preservation and harvest of wildlife.
3. Establish hunting, trapping and fishing rules and prescribe the manner and methods which may be used in taking wildlife.
4. Be responsible for the enforcement of laws for the protection of wildlife.
5. Prescribe grades, qualifications and salary schedules for department employees.
6. Provide for the assembling and distribution of information to the public relating to wildlife and activities of the department.
7. Prescribe rules for the expenditure, by or under the control of the director, of all funds arising from appropriation, licenses, gifts or other sources.
8. Exercise such powers and duties necessary to carry out fully the provisions of this title and in general exercise powers and duties which relate to adopting and carrying out policies of the department and control of its financial affairs.
9. Prescribe procedures for use of department personnel, facilities, equipment, supplies and other resources in assisting search or rescue operations on request of the director of the division of emergency management.
10. Cooperate with the Arizona-Mexico commission in the governor's office and with researchers at universities in this state to collect data and conduct projects in the United States and Mexico on issues that are within the scope of the department's duties and that relate to quality of life, trade and economic development in this state in a manner that will help the Arizona-Mexico commission to assess and enhance the economic competitiveness of this state and of the Arizona-Mexico region.

B. The commission may:

1. Conduct investigations, inquiries or hearings in the performance of its powers and duties.
2. Establish game management units or refuges for the preservation and management of wildlife.
3. Construct and operate game farms, fish hatcheries, fishing lakes or other facilities for or relating to the preservation or propagation of wildlife.
4. Expend funds to provide training in the safe handling and use of firearms and safe hunting practices.
5. Remove or permit to be removed from public or private waters fish which hinder or prevent propagation of game or food fish and dispose of such fish in such manner as it may designate.
6. Purchase, sell or barter wildlife for the purpose of stocking public or private lands and waters and take at any time in any manner wildlife for research, propagation and restocking purposes or for use at a game farm or fish hatchery and declare wildlife salable when in the public interest or the interest of conservation.
7. Enter into agreements with the federal government, with other states or political subdivisions of the state and with private organizations for the construction and operation of facilities and for management studies, measures or procedures for or relating to the preservation and propagation of wildlife and expend funds for carrying out such agreements.
8. Prescribe rules for the sale, trade, importation, exportation or possession of wildlife.
9. Expend monies for the purpose of producing publications relating to wildlife and activities of the department for sale to the public and establish the price to be paid for annual subscriptions and single copies of such publications. All monies received from the sale of such publications shall be deposited in the game and fish publications revolving fund.

10. Contract with any person or entity to design and produce artwork on terms which, in the commission's judgment, will produce an original and valuable work of art relating to wildlife or wildlife habitat.

11. Sell or distribute the artwork authorized under paragraph 10 of this subsection on such terms and for such price as it deems acceptable.

12. Consider the adverse and beneficial short-term and long-term economic impacts on resource-dependent communities, small businesses and the state of Arizona, of policies and programs for the management, preservation and harvest of wildlife by holding a public hearing to receive and consider written comments and public testimony from interested persons.

C. The commission shall confer and coordinate with the director of water resources with respect to the commission's activities, plans and negotiations relating to water development and use, restoration projects under the restoration acts pursuant to chapter 4, article 1 of this title, where water development and use are involved, the abatement of pollution injurious to wildlife and in the formulation of fish and wildlife aspects of the director of water resources' plans to develop and utilize water resources of the state and shall have jurisdiction over fish and wildlife resources and fish and wildlife activities of projects constructed for the state under or pursuant to the jurisdiction of the director of water resources.

D. The commission may enter into one or more agreements with a multi-county water conservation district and other parties for participation in the lower Colorado river multispecies conservation program under section 48-3713.03, including the collection and payment of any monies authorized by law for the purposes of the lower Colorado river multispecies conservation program.

The Department is unaware of any State that has delegated these stated primary objectives to private contractors. The key functions critical to the agency mission remain the sole responsibility of the Commission through the Department. The Department maintains that Law Enforcement actions relative to Title 17 remain the responsibility of the Department.

The Commission maintains the authority to use Department staff to engage in all biology and wildlife conservation strategies to ensure decisions relative to those strategies are made using unbiased scientific data and assumptions of appropriately qualified personnel.

A.R.S. Title 5; Article 1

General Provisions

5-311. Powers and duties of the commission

A. The commission may:

1. Make rules and regulations required to carry out in the most effective manner all the provisions of this chapter.
2. Modify the equipment requirements in conformity with the provisions of the federal navigation laws or with the navigation regulations promulgated by the United States Coast Guard.
3. Prescribe additional equipment requirements not in conflict with federal navigation laws or regulations.
4. Provide for a uniform waterway marking system and establish, operate and maintain aids to navigation and regulatory markers on the waters of this state.

5. Make regulations for the registration and operation of watercraft.
 6. Prescribe regulations for the issuance of permits for motor boat races, regattas or other watercraft events.
 7. Administer the law enforcement and boating safety program on the state level, and accept federal grants for the purpose of boating safety and related enforcement.
- B. Regulations established under this section shall not be in conflict with those prescribed by the United States Coast Guard.

While the Department did not formally survey all 50 States, based on its expert knowledge there are no states that have completely relinquished authority and privatized watercraft registration and/or titling. However, there are many states that utilize other government agencies such as the Clerk of the Court, County Tax Assessor, and State Parks. Some have initiated online services for renewals. Those that use "Agents" or "Private Business" require them to be bonded. The paperwork and fees are sent to the state issuing authority for audit and approval.

The Department has seven regional offices that process watercraft transactions and issue the registration certificate and decals. There are also 70 watercraft agents that have the authority to issue 30-day temporary certificates for new watercraft. They can either enter the information on the Department's online system or use paper applications. All documents and associated evidence is mailed to the Phoenix office for review and approval before the registration certificate and decals are issued. The Department also has an online renewal system. In FY11, an average of 28 percent were renewed online or through the mail in this manner.

2. The extent to which the agency has met its statutory objective and purpose and the efficiency with which it has operated.

The Commission is composed of five members appointed by the Governor pursuant to A.R.S. §38-211 and is the oversight body responsible for setting regulations and policies designed to provide Arizona's citizens with quality hunting, fishing, and wildlife-related recreational activities. Commissioners serve staggered five-year terms, set policy, and hire a director to supervise the Department and ensure that Commission policies are implemented. The Department is divided into three main program areas: Wildlife Management, Off Highway Vehicle/ Watercraft Management, and Administration. The Department implements the Commission's policies, and assists the Commission in fulfilling its statutory responsibilities, including:

- Developing broad policies and long-range programs for wildlife management, preservation, and harvest;
- Establishing hunting, trapping, and fishing rules and methods for taking wildlife;
- Enforcing laws that protect wildlife;
- Establishing programs for the management of nongame, endangered, and threatened wildlife; and
- Providing educational programs for the general public.

Wildlife Management Program

The Department manages wildlife using the North American Model, which asserts that wildlife is held in public trust, not owned by any one person or entity, regardless of whether the animal is on public or private land or water.

Wildlife is managed based on the overall public good. The North American Model allows non-frivolous use of wildlife, and relies on scientific research-based management. It recognizes that wildlife cannot be managed along political boundaries, so cooperation across boundaries is a necessity. The North American Model also relies on laws and enforcement, and provides the public a voice in wildlife management decisions.

The goals of the Department's wildlife management program are: to conserve and preserve wildlife populations and habitats; to provide for compatible public uses, while avoiding adverse impacts to habitat and wildlife populations; to promote public health and safety; and to increase public awareness and understanding of wildlife resources. "Wildlife" means all wild mammals, wild birds and their nest or eggs, reptiles, amphibians, mollusks, crustaceans and fish, including their eggs or spawn.

Wildlife management is funded through fees charged to hunters, anglers, trappers and other wildlife users for licenses, permits, stamps and tags; a federal excise tax on some types of hunting and fishing equipment; the Arizona Heritage Fund (funded through the Arizona State Lottery); Wildlife Conservation Funds (from Tribal gaming revenue); a federal program for State Wildlife Grants; voluntary contributions to Arizona's Wildlife Checkoff on Arizona state income tax forms; and other sources.

The wildlife management program is divided into three subprograms: game management, nongame management and sportfish management. The success of these subprograms relies on other key project areas, including environmental/habitat evaluation, research activities, law enforcement, habitat development/modification, information and education, among others.

Off-highway Vehicle Program

The Arizona Game and Fish Department is the primary state agency for law enforcement, education and training related to off-highway vehicles.

To fulfill its statutory responsibility, the Department works to manage off-highway vehicles in a manner that protects Arizona's wildlife and wildlife resources; to educate people about responsible and ethical off-highway vehicle use opportunities; to manage off-highway vehicle recreation; and to encourage users of off-highway vehicles to operate in a manner that is safe, responsible and ethical.

To accomplish these, the Department concentrates on public information and education, law enforcement and habitat damage assessment. The Department relies on the Off-highway Vehicle Recreation Fund (administered jointly between the Department and Arizona State Parks) for these activities.

Watercraft Program

The Arizona Game and Fish Department is the primary agency coordinating watercraft law enforcement and boating safety for Arizona. The program’s purpose is to educate the boating public about safe use, facilitate watercraft recreation and promote safe and responsible watercraft recreation.

To accomplish these, the Department enforces watercraft laws, maintains aids to navigation, registers watercraft and provides information materials and education opportunities to the public. The Department relies primarily on watercraft registration fees and U.S. Coast Guard grant funding for these activities.

The Department provides approximately 25 percent of all operating under the influence arrests, 5 percent of all boat accident reporting, and 20 percent of all watercraft citations statewide. In addition, the Department is the administrative agency responsible for watercraft accident reporting in the state of Arizona. These reports are then compiled, tabulated and forwarded, per a Memorandum of Agreement, to the U.S. Coast Guard (USCG) for use in national statistics.

While boat accident numbers on Arizona waterways have annually ranked within the top ten in the nation in terms of total numbers of accidents and injuries, Arizona has seen a significant decline in boat accident numbers since 2001. From 2001 through 2010, total accidents declined from 327 reported accidents to 139 accidents, a drop of 58 percent. Similarly injuries have declined by 54 percent. Fatal accident data is more sawtooth and generally do not follow a similar pattern, but generally average out to approximately seven fatalities annually.

| Year | Total Accidents | Injuries | Fatalities |
|-------------|------------------------|-----------------|-------------------|
| 2001 | 327 | 161 | 7 |
| 2002 | 350 | 180 | 8 |
| 2003 | 289 | 140 | 7 |
| 2004 | 254 | 118 | 12 |
| 2005 | 266 | 161 | 5 |
| 2006 | 261 | 157 | 14 |
| 2007 | 220 | 118 | 8 |
| 2008 | 197 | 124 | 6 |
| 2009 | 179 | 78 | 2 |
| 2010 | 139 | 87 | 6 |

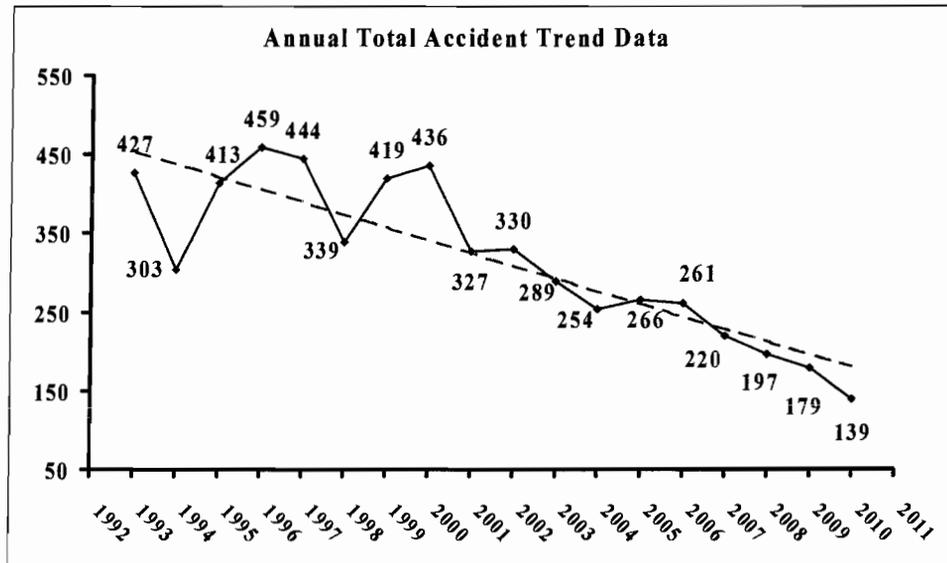


Chart 1: 19 Year Arizona Boat Accident Trend Data

The Department believes this significant statistical decline in accidents can be attributed to improved boating officer training, enhanced officer patrols, improved boating law enforcement partnerships, increased collaborative efforts, aggressive boating safety messaging, more diverse boating safety outreach campaigns, nationally-approved classroom and online boating education courses, as well as enhanced OUI laws, penalties and training.

Business Administration Program

The Business Administration Program supports the financial, physical and information systems infrastructure that allows the Department to accomplish its many goals. This program includes specific processes, strategies and objectives for the systematic management of the Department's financial and physical assets (facilities, information systems, infrastructure support, etc.), human resources, and outreach and marketing efforts. Business administration supports the entire Department, and as such is funded through all the Department's funding sources.

The Department uses internal auditing tools to help accomplish its objectives by applying a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, internal controls, and governance processes. An assessment of risk reviews the probability and impact of adverse conditions or events on a process, which could affect the Department's ability to compete and maintain financial strength, and the quality of its products and services. Audits evaluate all components within a risk-identified process and produce report recommendations for improvements. The results facilitate management's ability to provide the highest, most ethical level of procedural and fiscal governance.

Efficiencies implemented since the 2001 Sunset Review

- Integration and use of the State Accounting System to eliminate an internal system resulting in increased efficiency.
- In 2011, the Department will begin implementing the Employee Time Entry System eliminating the need to collect and process hundreds of timesheets every pay period.

- The Department began exclusively using the Fixed Asset System available with the State Accounting System and reduced effort and duplication.
- The Department established a Business and Finance Division to integrate all financial activities under a Chief Financial Officer.
- The Department has also implemented use of the purchasing card for certain contract vendors, saving time and effort in tracking purchase requisitions.
- In 2010, the Department became one of the selected State Agencies to begin using the ProcureAZ system, an automated purchasing system that interfaces with the State accounting system.

Watercraft

- In 2007, the Department implemented an electronic scanning process for document retention. This has allowed documents to be stored electronically and retrieved from a simple desktop application. This has reduced the time spent by Watercraft staff retrieving and faxing documents to the regional offices. All customer service representatives statewide have the software available to them to retrieve documents as needed.
 - In addition to this process, the Department has begun converting older reels of microfilmed documents to digital images that can be retrieved from the database.
- Online registration renewal began in 2004, which allowed customers to renew their watercraft registration from a personal computer and print out a 30-day temporary certificate. This allowed customers to complete their transaction easily and conveniently, and provided the added convenience of allowing them immediate use of their watercraft.
 - Changes were made to the watercraft renewal notices sent to customers. Customers receive an annual renewal notice for watercraft registration. Previously, the certificate was mailed to the customer, who then had to mail the form back to the Department with payment. The Watercraft section would validate the form and send the validated certificate back to the customer. A new form was created in a standard size that is much less costly to mail. Prior to the change in form, if the customer renewed their watercraft online, the Department would be required to mail out a validated certificate and decals, causing extra effort and expense.

Licensing

- In February 2009, the Department implemented online hunting and fishing license purchases. This allows customers to purchase their license from a personal computer and print their license at home. This service has allowed, on average, 5 percent of Department customers in 2010, and almost 9 percent so far in 2011, to purchase their licenses online. The Department believes this service will continue to grow as the public becomes more aware of the availability of this service.

- Online regulations are available to customers for all types of hunting opportunities. Customers with internet/computer access can easily find the most current department regulations from the Department's website. This allows instant access and does not require the customer to travel to a license dealer or a Department office.
- The Department began drop shipping the licenses, regulations, draw applications and application envelopes from the printer directly to the License dealers. This improved process cut out a middle step of repackaging and sorting all of the licenses in-house.
- In 2006, the Department closed all regional bank accounts and began having the regions use the state deposit account for processing all Department Deposits. This eliminated many steps of regional customer service supervisors of maintaining individual accounts, writing three checks every week to the Department for the various sales, and lowered the time it takes to record revenue.

Draw

- The Department is currently developing an online draw application system (set to deploy later this year). This will allow customers the convenience of submitting their big game draw application online from their personal computer. The Department receives applications from all over the country and currently all applications have to be mailed to the Department or dropped off at one of the seven statewide offices. This requires manual processing and is very labor intensive. With the advent of an online draw, a great portion of the manual process (and cost) of conducting the big game draw lottery will be reduced.
- The Draw section also began scanning draw applications for document retention. These documents are stored electronically and can be retrieved using the same desk top application as the Watercraft section uses. All Department customer service representatives statewide have access to the applications in order to answer questions from the public regarding their applications. When a customer has a question about his/her draw application, the file can be accessed immediately. The old process required a Customer Service Representative to access a microfilm machine and find the data.
- In 2009, the Department began accepting first-come, first-serve tag application at its front counters a week after the mail in deadline. This took some of the administrative burden off of the Draw section, as well as adding the convenience of customers simply visiting a Department office and obtaining a tag that same day, as compared to the traditional process of mailing in the application, then waiting to get a response back in the mail.
- In 2010, the Department began using Kelly Temporary Services to work as temporary draw processors. This enabled the Department to obtain higher quality workers at a cost savings to the Department.

Total Quality Leadership and Balanced Scorecards

Many processes and their efficiency have been reviewed using cross-functional teams. These teams are trained in various "Total Quality" techniques and skills to ensure recommendations are

data driven. One common technique utilized by teams is "benchmarking." Benchmarking is used to find the "best practices" and the application of those best practices through process improvement recommendations and implementation.

The Department also made a decision to utilize a balanced scorecard approach to ensure that it is balancing its approaches to management. Balanced scorecards were developed that focus on the entire agency, wildlife management, business administration, watercraft, and off-highway vehicles. The balanced scorecard approach incorporated goals and performance objectives into each of four areas: financial, internal processes, innovation and customer service. The Department also uses performance measures (tracked at various intervals) and metrics listed in these balanced scorecards to ensure that it is focusing on the right areas.

In addition, as part of Total Quality Leadership, the Department have used several "process and/or quality teams" to map, analyze and determine if specific processes within the agency are effective. At closure, each team produces a final report with recommendations to Executive Staff.

Employee Training Evolution

The Department's training and development program is moving forward with a focus on human performance technology and functional competencies to ensure sustained efficiency in job performance, risk reduction and development of the Department's human capital. On-going efforts include:

- Conducting training needs analysis.
- Converting training to computer-based application when content and audience are appropriate.
- Improving quality of tracking and reporting of training and development.
- Streamlining training for more direct impact on job performance with reduced cost.
- Developing both functional and leadership competencies at all organizational levels.
- Increasing safety training to reduce risk and liability.

Performance Measures

Performance measurements for efficiency are an on-going operational process. The Department collects data on organizational efficiency through the annual Hunt Guidelines Study, Hunt Results Study, Angler Creel Studies, and biennial omnibus trends survey. The Game and Fish Department also conducts studies on watercraft (2003), off-highway vehicles (2001), wildlife viewing (2011), and fisheries (2007). Each indicates that the Department is meeting the needs of Arizona, as well as identifies improvement areas.

Social Research

The voice of the citizen plays a major role in how the agency measures its effectiveness. Application of qualitative and quantitative social research techniques such as surveys, guided interviews, focus groups, and direct customer contacts provide the external customer data to evaluate the Department's effectiveness at many levels. Examples of these data collected and used as public inputs are: strategic planning (*2009 priorities survey, 2004 Comprehensive Wildlife Conservation Strategy Survey*), program evaluations (2003 Watercraft Survey, 2007 Statewide Fishing Survey), project evaluations (2005 Mexican Wolf Survey), product

evaluations (2011 *Wildlife Views* Survey), service evaluations (2005 Department Perceptions Study) and specific process evaluations (2006 Post-draw Hunting Survey). In addition to these customary studies, the Department has been involved with more anthropological studies such as its efforts to study Latino communities (2004 Hispanic Outdoor Recreation Survey, 2010 Wildlife Values of Latinos, 2010 Barriers to Latinos in Wildlife-related recreation), as well as interstate cooperative investigations (2005 Wildlife Values in the West).

In addition, the agency monitors and collects data that are indicators of agency effectiveness, such as customer participation in agency-related activities, public knowledge of the agency and its functions, and customer satisfaction with the agency overall (1992- 2010 Trend Surveys).

Factors affecting agency effectiveness, such as internal customer service among employees, are also collected and monitored on a routine basis. Examples of this are the 1998-2011 employee satisfaction surveys.

Comprehensive Management System

The Arizona Game and Fish Department is one of only five State Wildlife Management Agencies that operates utilizing a comprehensive management system (CMS) and that receives the majority of its Federal Aid funding through a Program Funding Option Grant (similar to block grants). This funding is derived from excise taxes on hunting and fishing supplies and equipment. A comprehensive management system requires an agency to fully develop and implement a four-part planning cycle. This cycle includes: inventory and scanning, strategic planning, operational planning/implementation, and evaluation of progress. The Department conducts both social and biological inventory and scanning, and uses this data to conduct gap analysis that goes into the development of its strategic planning documents.

Annual work plans are operational documents that detail what tasks and activities will be worked on in a given fiscal year. The annual performance reports (annual status and progress reports) are written based on the annual work plans and performance measure data for that given year. Project narratives are written to address a five (old version) or six (new version) year horizon. The completion reports assess the progress made of the entire course of the narrative. Deviations or variations from expected results, actual results, management recommendations and other information are all included as part of the completion report.

Operational Planning is another significant component of the Department's CMS. Operational Plans are written at several different levels in the Department. The broadest operational plan is the annual work plan or annual job statement. The most specific operational plans are being written by individual employees of the Field Operations Division focused on their specific work activities

Operational Plans are linked directly to project narratives, and in the future will be referencing specific portions of strategic plans that their objectives are being directed towards. The operational plans will help employees ensure self-effectiveness as they monitor progress towards meeting objectives.

Volunteer Hours

The Department maximizes its efficiency through the effective use of volunteer assistance on a variety of projects such as: Hunter Education, Aquatic Resource Education, Wildlife Center

Operations, Shooting Range Operations, Archery in the Schools, Scholastic Clay Target Program and many habitat and wildlife conservation efforts. Through the use of volunteer assistance, the Department reduces staffing costs and provides the community an educational opportunity to become involved with projects that support the mission of the Department and benefit wildlife conservation statewide. In addition, this wise use of volunteer resources results in approximately 28,000 volunteer hours that can be used as third party in-kind-match towards federally funded grants each year, which further promotes efficiency.

Partnerships

The Commission currently owns seven shooting facilities. The Department's statewide shooting range business model is based on three major criteria: *demand, land availability and funding*. The need for all three is necessary to have long-term success. The key factor for the success of the shooting range model is demand and whether there is support by a local organized group (club) willing to take the lead in the day-to-day management and operation of the range. Currently, six of the Commission-owned ranges are, or will be (once completed), operated by a local club through a lease agreement and under the direction of the Department. This model increases efficiency by allowing the Department to acquire land at a minimal cost, provide oversight of range design to meet safety and access requirements, while the construction, day-to-day operations and management is handled by the managing organization using local contractors.

Under the permit to lease, the club is allowed to collect user fees that are required to be reinvested in the development and operations of the range facility. On average, the clubs who operated Commission-owned ranges re-invest range funds after overhead and expenses, for new development, maintenance and upgrades into the properties. This model has proven to be successful in allowing the Department to provide opportunities throughout the state to meet the need of recreational shooters, on land that is available at a reasonable distance for public access and with a majority of the funding for operations being generated by the managing club.

Presently, the Department has 379 agreements in effect within the State of Arizona for cooperative fish and wildlife management. Under these types of agreements, the Department also works aggressively at the international, national, regional, and state level to work cooperatively with other state wildlife agencies on issues of significant interest and develop strategies to ensure the interests of the State of Arizona and the Department are met.

Budget Reform Act, Master List and Agency Strategic Plan

As with all Arizona State agencies, the Arizona Game and Fish Department participates in the Agency Strategic Planning as mandated by the Arizona Budget Reform Act. This strategic plan has evolved over time and is available through the State of Arizona Master List of State Government Programs. Data for the Goals and Performance Measures included in this plan come from a variety of sources including the Department's social research/responsive management data, annual performance reports, and biological data reported from the sub-programs and projects.

Challenges adversely impacting the efficiency of the Department are likely common to those of most public service agencies. These can be categorized as social and financial.

Challenges

Nearly everyone cares about wildlife. This is simultaneously a challenge and an opportunity. The challenge arises from the Department attempting to serve a broad constituency; one that represents a diverse array of attitudes, values, desired outcomes, and cultural backgrounds. Often those of one user-group are in direct opposition to another. For example, the attitudes, values, and desired outcomes of the hunter and angler constituency are often in opposition to the animal rightists. Those of the resource production industries (i.e. livestock, mining, or timber) often conflict with those of the resource preservationists. Conflicts even occur within subsets (bass anglers vs. trout anglers, or archery hunters vs. rifle hunters). Because the Department consciously identifies its most critical customer as the resident public, it eagerly embraces the challenge of serving a constituency diverse both in terms of their cultural background and the way they interact with wildlife.

Attempting to meet this dichotomous mandate from a bifurcated constituency generates issues in strategic and operational planning, implementation, conflict resolution, allocation of both natural and financial resources, and rule making. Social science data intended to inform Game and Fish's decision making process nearly always reflects the diversity of its constituency. Management's responses to public input are often more deliberate and complex due to the diverse customers the Department serves. Game and Fish's public and internal processes are often protracted and more expensive because of customer diversity. Increased time and expense in deciding issues impacts efficiency. However, this adversity is offset by improved effectiveness in serving a broader customer.

While increased funding could improve efficiency, financial-related causes of reduced efficiency go beyond limitations in funding amounts. For example, the Department's dedicated funding sources in themselves cause inefficiency. Each of these funding sources has limitations on eligible activities. Employees paid from dedicated funds are not entirely "interchangeable parts" of the organization. Such employees assigned in a time of dire need to work outside the eligible expenses of their funding source are either not available for the task, or if so assigned, create an inter-fund liability that must be repaid to the home fund immediately. This necessitates a rather complex array of cost accounting that affects every employee. Creating sufficient operational concerns in the minds of entry-level, field employees with the nuances of a complex time reporting system in itself, creates inefficiency. However, this inherent inefficiency is more than compensated for by the Department's improved effectiveness that results from operating without general funds, or by constraining employees to working within only their home fund.

Up until 2008, the Department submitted information to the Governor's Office regarding our contributions to the Governor's Strategic Vision/Plan for the State of Arizona. The Department continues to provide Legislative briefings and reports, some of which are mandated, such as the annual Off-Highway Vehicle Fund and Heritage Fund reports.

Habitat Evaluation and Protection

The Department used Heritage Habitat Evaluation and Protection funds to work with government and private entities on habitat projects and land and resource planning issues. Funded activities include:

- Collaborate, coordinate, and partner with federal, state, municipal, and other land and water management agencies as well as private landowners and law enforcement authorities, to ensure that the needs of wildlife and wildlife habitats are considered during long and short range planning, and during project implementation. Highlights include:
 - Cooperating agency status with Bureau of Land Management on six projects.
 - Cooperating agency status with Bureau of Reclamation on two projects.
 - Review and/or comment on 253 commercial and residential development plans.
 - Continued work with Arizona Department of Transportation and Federal Highway Administration to identify important movement corridors for wildlife, and reviewed numerous highway projects to develop mitigation measures to limit impacts to wildlife. Measures included infrastructure design and placement, wildlife crossings, culverts, and fencing.
 - Development of Wind Energy Guidelines.
 - Development of Solar Energy Guidelines.

- Develop policies, initiatives and/or plans to address invasive species through collaboration with federal, state and local agencies and non-profit organizations, and provide outreach to Department employees and external entities regarding invasive species.
 - Initiation, development, and implementation of the DRAFT Arizona Aquatic Invasive Species Management Plan for 2011.
 - Coordination and facilitation of the Arizona Invasive species Advisory Council.
 - Development and coordination of the 2009-10 “Don’t Move A Mussel” outreach campaign in Arizona..
 - Development, coordination and implementation of the current AGFD Aquatic Invasive Species Director’s Orders, per A.R.S. §17-255.

Heritage Urban

To minimize human-wildlife interaction and conflicts in urban areas, Heritage Urban funds are used to respond to and help in remediating human-wildlife conflicts in urban areas through customer service, partnerships with local governments, and educational programs and activities. During the reporting period, the Department worked with Navajo County officials to develop and enact a countywide ordinance to address public safety issues associated with provision of food to nuisance wildlife via direct means or inadvertently (such as by improper storage of household garbage).

Primary nuisance wildlife species are bears, coyotes and javelina. Subsequently, the town councils of Show Low and Pinetop-Lakeside, supported by both towns’ police departments, passed similar ordinances, which will assist in a uniform approach to public education and enforcement. The Department also conducted two training efforts about venomous animals for local businesses in Kingman.

The Department coordinated with the National Park Service and ADOT on signage for the Highway 93 bighorn sheep overpasses and with the City of Bullhead City and the Bureau of Land Management on a three-panel kiosk for the Colorado River Nature Center in Bullhead City. The Department conducted in-depth wildlife-viewing programs for the public in Arizona on a variety of subjects, including:

- Bald eagles, migratory birds, elk and Mexican wolves in Pinetop-Lakeside (attendance: about 150 people).
- Five bat-watching workshops in central Phoenix (attendance: more than 600 people).
- Bighorn sheep. One workshop was held in cooperation with the Steamboat Dolly at Canyon Lake (attendance: 75 people). Two additional desert bighorn sheep workshops were held in Kingman.
- Two black-footed ferret spotlighting events and an eight-part series of summer wildlife presentations in Kingman.

In addition, Heritage Urban funds were used to support the following efforts that help Arizona's economy through increasing outdoor recreation:

- Personnel collaborated with numerous communities to partner on annual nature festivals and related workshops, including Tres Rios Nature Festival, Payson Wildlife Fair, Verde Valley Birding and Nature Festival, Yuma Birding Festival, Southwest Wings, Woodland Wildlife Festival, Fall into the Wild Festival, Springerville-Eagar High Country Hummers Festival, Wings Over Willcox, Wings and Wildlife Festival, Kids' Day at Kingman Regional Medical Center, Public Lands Day at Colorado River Nature Center, and International Migratory Bird Day Celebration. The Department also hosted its annual Outdoor Expo. These activities allowed the respective rural and urban communities to realize economic benefits from wildlife recreation and related tourism.

Heritage Urban funds helped support law enforcement activities to protect urban fisheries, wildlife populations and habitat. Urban natural resource enforcement helps maintain safe, equitable allocation of natural resources, including angling, in urban areas.

Heritage Environmental Education

The Department conducts extensive public outreach at numerous fairs and festivals statewide to educate the public about Arizona's wildlife. Education and outreach opportunities included:

- Department staff and volunteers provided live wildlife education and hands-on learning experiences to more than 102,815 people at nearly 94 events, workshops, expos and fairs.
- Approximately 8,184 4th-grade students in 281 classrooms across Arizona received a live wildlife education program correlated to Arizona's Academic Content standards.
- Approximately 5,830 educators received training on and used Focus Wild Arizona's educational resources, potentially providing 168,000 K-12 students with wildlife education.
- 1,400 K-12 students and 600 chaperones participated in the department's Youth Day at the Outdoor Expo, where students gained hands-on experience in outdoor recreation and wildlife education activities.
- More than 4,200 K-12 students participated in hands-on wildlife education activities throughout the state through summer camps, classroom programs and field-based research events.
- Department staff serves on a variety of boards and committees that provide community support and resources throughout the state: State Testing chair for the Envirothon, Arizona Council for Social Studies board member, Be Outdoors Arizona Board member and the AIMS content and bias review committee.

- The Adobe Mountain Wildlife Center provided immediate triage and care for more than 1,000 sick, injured or orphaned wildlife brought into the facility.

Public Lands Access

The Department's Public Lands Access program works collaboratively to enhance opportunities for the public to enjoy wildlife and wildlife-related recreation by identifying and opening lands and waters that are closed to the public or that do not have sufficient access.

Heritage Access funds are used to complete a number of significant projects. The Department's Landowner Relations program completed nine recreational stewardship agreements with private landowners, using Heritage Access funds as match (25 percent) to receive additional federal funds (75 percent). In addition, the Department's Respect program worked with approximately 300 landowners, and the Department assisted with 36 Adopt-A-Ranch programs where volunteers partnered with the Department and private landowners to help ensure that recreationists respect private land. Adopt-A-Ranch programs involved 1,173 volunteers, who gave a total of 11,313 volunteer hours.

Some project examples include:

- Babbitt Ranches Access Extension located near Flagstaff: Heritage Access funds contributed \$50,000 toward this project in exchange for unlimited recreational access to three ranches in northern Arizona. This agreement ensured unlimited recreational access to nearly 1.5 million acres of land that could have been closed due to scattered private landholdings throughout the ranch. The Access funding was matched by \$125,000 of Arizona Department of Agriculture (ADA) grant funding and \$125,000 in landowner cash, to clean out 50 dirt tanks to improve water availability for wildlife on more than 500,000 acres of rangeland.
- D'Ambrose Pond located near Kingman: Heritage Access funds were provided in exchange for five years of fishing access for four youth fishing clinics per year to ponds stocked with sport fish. This project will help improve the Department's ability to provide a quality experience for young anglers and help encourage people to try fishing.
- Yellow Pine Ranch Access Project located southeast of Kingman: Heritage Access funds were used to work with the rancher to provide funding to upgrade a windmill to a solar pumping system, which will provide year-round water for wildlife and ensure recreational access to more than 45,000 acres managed by the Bureau of Land Management. The Access funding was matched by \$3,000 in landowner cash and in-kind efforts in exchange for two years of hunter access to the ranches.

Changing Demographics

In the past two decades, Arizona has rapidly changed. There is a large influx of people relocating to Arizona, and bringing with them their cultural heritage as well as their opinions and values about wildlife. Yet, as people move to Arizona, they bring with them their inexperience with wildlife, and do not assimilate into what was once a largely rural state. Thus, the residents of Arizona are demanding different wildlife-related services than in the past. While the Department once met the needs of largely hunters and anglers, there is now a majority of people who would prefer to view, photograph, or interact with wildlife rather than hunt or fish.

Occasionally, the actual activities of these user groups conflict, but more often the ideas of these user groups contradict. As the organization in charge of wildlife management, the Department labors to meet the divergent needs of all constituencies. It also has the challenge of determining how best to meet the needs and desires of ever growing Latino communities. Recently, a great deal of effort has gone into evaluating how Game and Fish needs to change its way of doing business to meet the needs of these changing demographics.

Because wildlife management was conceived in the 1960s in a time when most people participated in consumptive use of wildlife, most state wildlife agencies have formed around the traditions of hunting and angling, and Arizona is no exception. By convention, Department personnel have grown up hunting and angling in addition to specialized education and experience. Therefore, Game and Fish's demographics are not commensurate with Arizona's general population. Yet the Department has spent a great deal of time and effort in developing plans and actions to ensure that the population of Game and Fish employees more closely represents each gender and ethnicity in Arizona. Given the incursion of new, young graduates, the Department is growing more reflective of the population and will likely mirror Arizona's demographics in the next few decades. However, until then, the Department emphasizes tolerance and open-mindedness in leadership as well as personnel training.

3. The extent to which the agency serves the entire state rather than specific interests.

The Department manages the state's wildlife as a public trust. The Department receives no state general tax dollars. The Game and Fish Department and its programs are funded under a user-pay, user-benefit model. Therefore, the users benefit from the agency operations. However, all citizens of the state benefit from the Department's programs. Following is a general list of Game and Fish's customers and constituents that benefit from the products and services it provides:

Hunters

- Small game
- Big game
- Waterfowl
- Archery
- General
- Youth
- Champ (disabled)
- Pioneer
- Veteran
- Falconers
- Species specific
- Trophy
- Big Game Raffle
- Auction Tags
- Resident
- Non-resident
- Reptile collectors
- Industry

Anglers

- Warm water
- Cool water
- Cold water
- Fly Fishing
- Resident
- Non-resident
- Youth
- Pioneer
- Veteran
- Group Licenses
- Urban
- Group Disabled
- Industry

Trappers

- Recreational
- Nuisance/Depredation

Recreational Shooters/Shooting Ranges

- Industry
- Volunteers
- Hunters
- Contractors
- Government
- General Public
- Licensed Security Companies
- Self-Defense / CCW training providers
- Novice/beginner shooters
- Recreational shooters
- Specialty shooters
- Competitive shooters
- Olympic level shooters
- Law Enforcement
- Military
- Sportsmen's groups
- Corporate Groups
- Youth Organizations
- Communities and Municipalities
- Counties
- Federal Land Management Agencies

Wildlife Interaction/Conflict Customers

- Private Homeowners
- Landowners
- Businesses
- Golf Courses
- City/County Parks
- Homeowner Associations
- General Public

Special Licenses

- Zoo
- Wildlife Rehabilitation
- White Amur Stocking
- Aquatic Wildlife Stocking
- Wildlife Holding
- Wildlife Education
- Live Bait Dealers
- Private Game Farm
- Game Bird Shooting Preserve
- Scientific Collecting
- Wildlife Service
- Sport Falconry

Boaters

- Jet skis
- Sailboats
- Motor boats
- Kayakers
- Canoes
- Rafters
- Paddle Boarders
- Water skiers/wake boarders
- Watercraft Registrants

Outdoor Recreationists

- OHV Riders
- 4-Wheelers
- Hikers
- Bikers
- Campers
- Wildlife Viewers (bird watchers)
- Wildlife feeders (at home)
- Photographers

Natural Resource Industries

- Cattle Growers
- Agriculture
- Wool growers
- Timber
- Mining
- Sand and gravel
- Residential Developers
- Commercial Developers
- Energy Developers
- Aqua culturists
- Natural Resource Planners
- Natural Resource Consultants

Water Users/Managers

- Power and Electrical Companies
- Irrigation Districts
- Drinking Water Providers

Tourism Industry

- Tourists
- Hotel Managers
- Resorts
- Chambers of Commerce
- Arizona Office of Tourism

Businesses

- Manufactures
- Retailers
- License Dealers
- Boating Retailers and Manufacturers
- Guides
- Taxidermists
- Campgrounds
- Resorts
- Fee Fishing Operations

Government

- Commission
- Legislators/Elected officials
- U.S. Forest Service
- National Park Service
- U.S. Bureau of Land Management
- AZ Dept. of Environmental Quality
- AZ Dept. of Health Services
- Other State Fish and Wildlife Agencies
- Mexican Government
- U.S. Fish & Wildlife Service
- U.S. Bureau of Reclamation
- Arizona State Parks
- County Governments
- City Governments
- State Agencies
- Tribal Governments
- City, County, State and Federal Courts

Media

- Local, State and National
- Television, Print, Radio, On-line

Educational Institutions

- Elementary Schools
- Secondary Schools
- Charter Schools

Non-Governmental Organizations

(The Department currently engages or communicates with several hundred NGOs in AZ)

Youth Organizations

- Boy Scouts of America
- Girl Scouts of America
- 4-H
- Cub Scouts
- Brownies
- Big Brothers Big Sisters

Vendors and Contractors**License Agents & Dealers****Employment Applicants**

- Colleges
- Universities
- Home Schools

The Department serves the entire state in a variety of ways, across numerous programs and activities. Below is a list of examples demonstrating the extent to which Department serves that entire state rather than just specific interests:

Strategic Planning Process

The Department's planning process is designed to provide service to the State of Arizona and its citizens as directed in the Department's mission statement. The Strategic Plan reflects the management direction the Commission has provided to the Department, identifies the most important issues, and explains how the Department plans to deal with those issues.

The Strategic Plan provides guidance for all programs within the Department. It emphasizes wildlife management, which is the Department's primary focus, but also addresses off-highway vehicle and watercraft recreation beyond their impacts to wildlife resources, and administration of the Department. The plan was developed to be more accessible to the public, believing that people are more likely to get involved in the planning process if the plan itself is user-friendly. Programmatic approaches and day-to-day details are described in separate and subsequent operational and implementation plans.

The Department's intent to involve and serve the public can be demonstrated through the public survey of stakeholders that the Department conducted. In addition, a separate survey went out to the general public. The priorities that were identified by stakeholders and the general public were similar in nature. Department program managers are using the plan for managing outdoor recreation and to conserve and protect Arizona's wildlife legacy. This legacy is held in trust for use and appreciation by current and future generations of Arizonans and people who visit the state.

Outdoor Expo

The Department conducts an Annual Outdoor Expo at the Ben Avery Shooting Facility. The Expo is open to everyone with free admission and parking. The purpose of the Expo is to inform, educate, train and introduce the public through activities, demonstrations and exhibits of hunting, fishing, recreational shooting, archery, wildlife watching, off-highway vehicle and watercraft recreation, wildlife conservation, wildlife education, camping and other related outdoor activities that are available to all Arizonans and visitors. The Department partners with many organizations, including those from industry, retail, government and non-government to help exhibit and demonstrate the variety of outdoor opportunities in Arizona. In addition, the Department added a "Youth Day" to the Expo, which is open to all school children (public, private, charter and home school) in the state and features exhibits and demonstrations that support youth education. In 2011, the Department's Expo featured 189 exhibits and attracted approximately 42,000 visitors from all over the state during the three-day event.

Wildlife Education

The Department's award-winning wildlife education program is available free to educators and the public. This program promotes not only a sense of awareness and stewardship of the natural environment, but also uses the environment as a context for learning science, social studies, math and language arts. This program is available to educators and the general public, free of charge, through the Department's website and provides complete lesson plans aligned to the Arizona Academic Content standards, educator training and workshops, educational resources and presentations.

The Department delivers an educational program using live wildlife as the context for learning about animal adaptations to 4th grade classrooms throughout Arizona. This program began in 2006, and the Department has since provided this wildlife education presentation to over 40,868 4th grade students in 1,438 classrooms at 419 schools that are located within 12 counties throughout Arizona.

The Homeschool program, a component of Focus Wild Arizona, allows families to participate in field-based wildlife management opportunities while interacting with Department biologists. By providing a unique learning experience that cannot be replicated in a traditional classroom setting, the Homeschool program is encouraging Arizona's future wildlife stewards. Since March 2008, almost 1,000 people have participated in the events that have included bald eagle banding, elk collaring, desert tortoise surveys, and invasive species removal projects.

The Department's Adobe Mountain Wildlife Center serves as an animal triage facility, focusing on helping sick and injured wildlife in Arizona. The center was founded in May of 1983 and at

that time was the first of its kind. Over 1,000 sick or injured animals are brought to the facility annually. At any given time the Wildlife Center may be providing care for over 100 animals.

Staff and volunteers provide public wildlife education to over 100,000 Arizonans per year at events and in schools throughout Arizona. Approximately 5,800 educators receive training each year on Focus Wild Arizona's educational resources, potentially providing 168,000 K-12 students in Arizona with wildlife education.

Hunter Education

The Department's Hunter Education Program teaches youth and adults how to be safe, ethical and responsible hunters. This program provides classroom and online education courses to over 4,000 students each year on topics that include: hunting techniques, hunter responsibility and ethics, firearm safety, wildlife identification, landowner relations, survival and first aid and wildlife conservation and management. This program is a valuable tool that benefits not only the hunter education graduates, but all who enjoy experiencing the outdoors. Hunter education courses are available throughout the state.

Sportfish Education

The Department's statewide Sportfish Education program provides over 200 youth with aquatic education programs annually. It is an educational program, designed to promote awareness, appreciation and support for Arizona's recreational fishing opportunities. The Department conducts fishing clinics and classroom programs throughout the state of Arizona. This free program supplies all of the educational materials, rods, reels, bait and tackle for students and the general public to use. Classes are conducted in a safe environment and are especially designed for the beginning angler. They include tips on: selecting tackle, selecting bait, how to cast, where to fish, when to fish, rules and regulations, fishing safety and ethics, care of the catch and much more. This statewide program is designed to take advantage of the many fishable waters available in both rural and urban areas of the state, and annually teaches over 15,000 people how to fish throughout Arizona.

Archery in the Schools

The Arizona Archery in the Schools Program was designed to teach International style target archery either in the physical education class or as an after-school program. The core content covers archery history, safety, technique, equipment, mental concentration, core strengthening physical fitness and self-improvement. The Department currently has 148 schools teaching the curriculum statewide, which reaches an average of 30,000 students a year. These schools range from large inner city public schools to rural communities to Reservation boarding schools. The Department's Archery in the Schools Program is designed to enhance the lives of all youth in the state regardless of physical ability.

The role of the Department is to facilitate the Arizona Archery in the Schools Program. The state offers the program free of charge to interested schools and provides follow-up support. For an interested school to participate, they must contact the Department to set up a training date. After completing the eight hour training, the schools are permanently loaned \$3,000 worth of archery equipment to be used for all of their classes. As long as the schools are running the program with certified archery instructors, they may keep the equipment. Basic repairs are the responsibility of the instructors; major repairs are handled by the Department.

The Department supplies age appropriate curriculums that exceed both state and national standards in physical education, history and math. These curriculums are taught using positive language and examples only, a model that has been proven overwhelmingly successful. In 2004, and then again in 2008, Responsive Management Inc., surveyed Arizona as one of ten states adapting the National Archery in the Schools Program to fit their needs. The survey results showed: 84 percent of instructors agree that archery has improved their students' self-confidence; 78 percent of instructors agree that archery has improved student motivation; 74 percent of instructors agree that archery has improved student behavior; and, 64 percent of students say that the program has helped them to pay attention or focus better.

The Department recognizes that youth development programs succeed when there are opportunities to advance skills and socialize with others. As such, the Department provides four to six Fun Shoots around the state each school year. Students who place in the top five of their division or are on a team that places in the top three earn a bid to the National Archery in the Schools National Tournament in Louisville, KY. These students may compete for trophies, prizes and \$14,000 in scholarship monies, as well as a bid to the World Tournament held at the ESPN Sports Complex in Florida.

Heritage Grants

In 1990, Arizona voters approved the use of lottery dollars to help create the Heritage Fund. In 1992, the Arizona Game and Fish Department established the Heritage Fund "Grants" Program administered as part of the overall Heritage Fund Program. The Grants program was initially developed as a way to promote outreach in order to enhance important partnerships and generate fresh approaches in support of the agency mission. Since inception, the Department has awarded over \$13 million through the Heritage Fund grants program and has supported over 650 projects throughout the state. Since 2001, the Department has awarded over \$5 million through Heritage Grants to government agencies, schools, universities and other organizations in 14 counties throughout Arizona.

Commission Meetings

The Commission meetings are conducted in accordance with Arizona Public Meeting laws. The Department publicizes each meeting time, date and agenda on its website, through media and E-News notifications and physically posts the notifications at all Department Offices. In addition, the Department webcasts Commission meetings live allowing them to be viewed by anyone in the State or beyond. Anyone from the public may attend a Commission meeting in person and provide comment on any specific agenda item or any issue they desire under the "Call to the Public" agenda items. The Department webcasts Commission meetings at all regional offices where the public may also view the meeting and provide comment live via teleconferencing. Any person from the public may "petition" the Commission or request an agenda item on any issue as prescribed in R12-4-611. In addition, Commissioner's email addresses are available on the Department's website allowing all citizens direct access to the Commission.

Arizona Trends and Customer Surveys

Arizonans collectively own the state's wildlife. The Department has been entrusted as stewards to make informed decisions regarding wildlife as public trust. One of the mechanisms the Department uses to inform wildlife and management decision-making is to conduct trend and

customer surveys on a variety of topics and issues. These scientifically valid samples allow the Department to gather and assess the desires and preferences of all state residents. Although only 7 percent of Arizonans hunted and 15 percent fished in 2010, 24 percent and 47 percent hunted or fished (respectively) in the last two years. In addition to the historical constituency of hunters and anglers, the Department is heavily involved in wildlife viewing and photographing activities, off-highway vehicles, boating, and target shooting. When accounting for all of its products and services, the Department interacts with approximately 86 percent of Arizonans. However, the Department's products and services also benefit those who do not have direct contact with it by managing healthy, and balanced, wildlife and human habitats. Trend Survey data shows that a majority of Arizona residents feel the Arizona Game and Fish Department is the most credible source of information on wildlife related issues.

Statewide Shooting Range Development and Support

The Department continues to support the development of shooting ranges across Arizona to provide safe places for firearms use, education and training. The Department's investment in this arena benefits communities by providing a safe venue for recreational shooters, hunter education, law enforcement and other disciplines. These efforts also serve other segments of the public by ensuring there is access to safe shooting ranges, which minimizes the conflicts with other outdoor enthusiasts, landowners, homeowners and communities. The Department supports shooting range development by providing development funds and technical support. Since 1996, the Department has annually provided \$100,000 in grants to encourage and support the development and improvement of public shooting ranges. These funds are allocated through a competitive grant process and matched 1:1 by applicants. Since 2001, \$1 million has been administered in support of over 40 shooting ranges across Arizona. In addition, the Department has invested in improvements on Commission-owned ranges for safety, development, maintenance and operations, which have had a positive impact on shooting participation at these facilities located statewide, as well as the surrounding local economies. For instance, the Rio Salado Shooting Range in Mesa experienced a 20 percent increase in range use since 2009 and a 250 percent membership increase since 2005. Tucson Rifle Club has also seen a 20 percent increase in range use and a 30 percent membership increase since 2006. The Department also provides funding for range access projects on public shooting ranges to support public shooting range access improvements such as roads, ADA restrooms, sidewalks, shade canopies, etc.

In addition, the Department has provided shooting range technical assistance to several communities including Chino Valley, Payson, Prescott, Cottonwood, Fredonia, Buckeye, Clifton, Wickenburg, Duncan, Oro Valley, Pima County, Lake Havasu, San Manuel, Mammoth, and Yuma in the form of engineering, equipment, labor, environmental compliance, safety, operational and procedural plans, business plan development, master plan development and land acquisition/site location advice.

The Department has also made considerable investments in the infrastructure, development and management of the internationally-recognized Ben Avery Shooting Facility (BASF) since 2001. Many of the following improvements were made possible through partnerships, donations of funds, labor and materials, and revenues generated by range users. BASF improvements and developments include:

- Master Plan Process incorporated input from 320 user groups and the public
- Complete remodel of the Clay Target Center

- Development of a Hunter Education Complex
- Main Range Expansion to alleviate wait times
- FITA Archery Range improvements which hosted the 2008 Olympic Trials
- Archery Cub Range development to support youth education programs
- Infrastructure – roads, utilities, drainage, parking lots, safety berming and fencing
- In-door Archery and Airgun Range development to support youth programs and provide summer shooting opportunities
- Mounted Shooting Arena development
- Cowboy Action Range improvements
- DPS 300 Yd Range, 1000 Yd Range, Pistol A, B, and Rifle 1 Range Development
- Target Building development to support all ranges
- Bunker Trap development resulting in Regional Olympic Training Center designation
- ADA accessibility to ranges and construction of additional restrooms
- Biscuit Tank renovation to support fishing clinics and wildlife education efforts

Urban Wildlife Conflicts

Since 2005 (when records began being compiled in a statewide wildlife-conflict database), there have been over 12,000 documented human-wildlife interaction calls reported to the Department from all over Arizona. These calls ranged from bears, mountain lions, coyotes, bobcats, and javelina to skunks, birds, rodents and rabbits. The Department received these calls from every segment of the State’s diverse human population, and range from bears or mountain lions in a neighborhood, a coyote attack on a toddler, javelina destroying landscaping, to rodent infestation and baby birds falling out of the nest. Pursuant to the Department’s Wildlife Conflicts policy, most of these human-wildlife interactions only require providing “self help” information and education, while others require a wide-variety of Department responses based on public safety or welfare concerns. Department responses have also included site visits, public meetings with concerned citizens, HOA boards, Town Councils, police and animal control agencies, and on rare occasions, removal and destruction of aggressive, dangerous, or injured animals. Because nearly all of the 12,000-plus human-wildlife interactions occur in the state’s two main population centers, predominantly on residential property in Phoenix and Tucson, the calls are mainly from people who are not “traditional” wildlife customers. Many are typically those who do not, will not, or never have hunted or fished.

Geospatial Planning

The Department continually strives to provide its customers with up-to-date, data-rich, wildlife conservation information in an effort to better inform wildlife management efforts, project planners, and decision-makers throughout Arizona. The Department has various tools available including an Online Environmental Review Tool for Arizona’s sensitive and federally protected species; guidelines that include recommendations for incorporating wildlife conservation into planning; and, the Department’s Geospatial Planning Tool and Species and Habitat Conservation Guide.

The Department’s Geospatial Planning Tool (GPT) is an interactive, web-based geographic information system (GIS) tool that allows users to visualize and interpret geospatial data, including wildlife-specific data such as the Species and Habitat Conservation Guide. The GPT also allows users to view relationships between various data layers, query places of interest for information, and share project information with colleagues and partners. The Species and

Habitat Conservation Guide (SHCG) included within the GPT is intended to identify key habitats for wildlife conservation potential in Arizona at a landscape/statewide scale, ultimately guiding the Department's strategic wildlife goals and objectives. This analysis is also intended to provide useful, non-regulatory information to guide project planners and developers in the early stages of planning at a statewide, landscape-level.

The Department's GPT and associated wildlife information and products are intended to serve a variety of stakeholders throughout Arizona including, but not limited to, the following:

- City, county, and statewide planners
- Conservation groups
- Sportsmen's groups
- Non-governmental organizations
- Developers
- State government
- Federal government
- General public

Landowner Relations

The Department works to secure recreational access to and through private land holdings, as well as ensure recreational access for a variety of activities to land-locked National Forests and Bureau of Land Management (BLM) lands. Additionally, the Department works with partners to secure Federal Farm Bill funding for improving Arizona's natural landscapes and works to ensure that Arizona's forests, BLM lands, State Trust lands, and undeveloped private lands maintain the beauty that attracts visitors from all over the country. This program supports rural economies by securing funding from partners to hire local contractors to conduct projects that benefit wildlife. By maintaining recreational access and improving habitat for wildlife species, the Department ensures that local economies will benefit from hunters, anglers and wildlife enthusiasts staying in motels/ hotels, dining at local restaurants, buying gas, and purchasing other goods that provide a critical influx of revenue to rural communities.

Public Information

The Department makes use of a full array of communication methods to inform the public about key issues and Department activities.

Website - The Department manages a robust Internet website (www.azgfd.gov) that includes extensive information (tens of thousands of pages) on all aspects of the Department's mission. Each month the site receives an average of more than 360,000 unique visitors and nearly one million page views.

E-news - The Department maintains eight different e-newsletters which are available by e-mail to any member of the public on a free, opt-in, self-managed subscription basis. The different e-newsletters are: Wildlife News, Weekly Fishing Report, Hunting Highlights, Shooting Sports News, Endangered Species Update, Off-Highway Vehicle Update, Urban Fishing Bulletin, and Educators Update. There are more than 150,000 subscriptions (75,000 unique subscribers) to these products. People can subscribe through the website either at www.azgfd.gov/signup, by

filling out a subscription card obtained at Department offices or events, or by contacting the Department directly.

Arizona Wildlife Views magazine - The Department's award-winning *Arizona Wildlife Views* magazine currently has 18,000 subscribers with an additional 1,000 members of the public that receive complimentary copies. Articles in the bi-monthly magazine share all aspects of wildlife management and outdoor recreation activities.

Arizona Wildlife Views television show - *Arizona Wildlife Views TV* is an Emmy award-winning television show that airs on Phoenix PBS Channel 8 and more than 30 additional independent cable television outlets. Each season includes 13 shows, broken into different segments. Last season's (2010) Nielsen's on the Phoenix PBS station drew an average of 8,600 households viewing the program, with a high of 20,600 households. Nielsen considers the average household to have 2.5 people.

Social Media - The Department has enhanced its social media presence through Facebook, Twitter and YouTube. The Facebook page has more than 8,500 "likes" (fans), and Twitter posts have more than 5,200 followers. More than two million people have viewed online videos over YouTube since 2007.

Webcasts - The Department offers live webcasts of the public meetings of the Arizona Game and Fish Commission. In the past year, 3,518 viewers watched webcasts of the Commission meetings. The Department also webcasts other events of interest. Examples include a public meeting on revisions to the State Wildlife Action Plan; a public meeting on new rules designed to prevent the spread of aquatic invasive species, and seminars on deer hunting, predator management, and wild horse and burro management.

Media Relations - The Department actively engages with news media, both proactively to provide reporters and editors with story ideas, and reactively in response to media requests. The Department issues news releases and media advisories to about 525 media outlets in Arizona, as well as to national media.

Publications - The Department produces a wide array of regulations, brochures, pamphlets and other helpful information for the public on a variety of topics.

Law Enforcement

The Department's Law Enforcement Program's primary focus is to enforce Title 17, 28 and 5 laws and Commission Rules. The Law Enforcement Program also serves the state in many other ways. The world of wildlife law enforcement has evolved over the past several years as have the men and women that are charged with protecting these resources. During the course of patrols and special projects, the Department's officers routinely assist members of the public in every facet of law enforcement. This assistance takes the form of providing personal and emotional support to the victims of accidents; locating lost family members; protection from domestic terrorism activities; and, all duties associated with being a certified state peace officer. Department officers routinely assist other law enforcement agencies with tasks related to public safety during the course of their regular duties.

Since September 11, 2001, all natural resource law enforcement agencies have utilized their specialized skills to assist with homeland security issues. Since the State contains nearly 400 miles of border area shared with Mexico, Department officers are frequently called to assist the public by keeping them safe in danger areas.

Watchable Wildlife

The Watchable Wildlife Project (WWP) promotes wildlife conservation through managed wildlife viewing recreation. The goal is to get people outdoors and increase their awareness and appreciation of Arizona's wildlife so future generations can continue to enjoy it.

Over one million Arizona residents took trips statewide specifically to watch wildlife in 2006. The public played a supportive role in describing the WWP. The Department solicited public input on the wildlife viewing action plan through seven public meetings around the state (including a live webinar) and via statewide e-mail reviews. The respondents represented diverse groups, organizations and interests from urban and rural areas.

The WWP serves Arizona on numerous levels, including promoting the economic benefits of wildlife viewing recreation to the state, urban and rural communities, and businesses (\$1.2 billion total economic impact in 2006, with activity in every county). Statewide, the WWP is the important nexus between wildlife viewing as a healthy recreational activity and as an enjoyable and popular tourism attraction.

Off-Highway Vehicle Safety

The Department became involved with off-highway vehicle (OHV) recreation in 1989 when legislation was passed that gave the Commission the authority to approve and expend funds to identify habitat damage; provide information and education; and, enact laws to regulate OHV-related activities for the purpose of protecting Arizona's diverse wildlife habitats. Under the Department's stewardship, the Off-Highway Vehicle Program has developed into a "user pay" program developed to promote safe, ethical and responsible OHV use, while emphasizing protection of Arizona's unique environmental resources and vulnerable wildlife habitats. In 2008, new regulations coupled with a registration fee were adopted to provide better OHV management and protection of natural resources while maintaining user access. The OHV decal program provided funds that will be used to help ensure sustainable opportunities by bolstering grant programs that pay for maintenance and development of special use areas; signage; mitigation (restoration of damaged lands); education; and, enforcement. The Department recognizes the use of off-highway vehicles as a popular source of recreation by Arizonans. However, it is the Department's mission to recognize and minimize OHV impacts to wildlife and their habitats, and to protect them for the enjoyment, appreciation and use by present and future generations. To that end, the Department acts as a conduit for statewide OHV training and forums to address law enforcement, dust control, training, law and legal updates, decal issues, and overall programmatic topics.

Watercraft Safety

The Department's watercraft program is designed to promote the safe and responsible use of Arizona's waterways and watercraft recreation activities through proactive law enforcement and effective boating education efforts statewide. The Department uses watercraft law enforcement patrols, officer visibility, officer contact, and information and education programs to enhance

public awareness and knowledge of watercraft-related laws and regulations as a means of improving voluntary compliance. The Department provides statewide boating safety leadership and coordination with other law enforcement agencies. The Department is the state agency responsible for tracking and recording all recreational boating accidents. Further, the Department responded to recent state funding shortfalls in FY11 and FY12 by providing grants to the county sheriff's departments for operating under the influence interdiction efforts and boating safety through Interagency Grant Agreements (IGAs). The Department also provides watercraft law enforcement training to all cooperating law enforcement agencies regarding watercraft-related laws, regulations, and boat operation. The Department strives to provide the citizens of Arizona a boating safety workforce that is highly skilled and utilizes the most appropriate law enforcement and boating safety education techniques to accomplish its objectives. In addition, the Department provides watercraft law enforcement expertise, information, support, regulation and officer training as part of the Department's effort to minimize the potential for boat/watercraft borne spread of aquatic invasive species. By developing and maintaining strong interagency and organizational partnerships, the Department ensures that recreation plans, agreements and law enforcement operations effectively promote recreational boating opportunities; inform and educate the public on safe and responsible watercraft use; promote courtesy and ethical watercraft use; reduce user group conflicts; and, provide technical assistance to land management agencies on boating safety, boat accident data, and watercraft law enforcement matters.

The Department's involvement in these and other organizations allows Arizona to maintain influence, a meaningful leadership role, share its vision and contribute in significant ways to the development of water, paddling and boating safety education initiatives and programs statewide to a variety of water users. Additionally, this involvement leads to a positive economic impact statewide as anglers, boaters, paddlers and other water centric visitors from across the southwest and other locations worldwide come to Arizona to enjoy the scenic beauty and stunning waterways safely.

The Department's watercraft program is funded by watercraft registration fees and is augmented by federal entitlement grant funding authorized by the Boating Safety Act of 1971. Compliance with the Boating Safety Act requires the Department to ensure adequate boating safety for the State of Arizona and act as the centralized reporting agency for all watercraft-related accidents, reported to the United States Coast Guard.

Boating Education

The Arizona Game and Fish Department's Boating Safety Education Program is authorized by A.R.S. § 5-311(7). Annually the Department provides a classroom or online Boating Safety Education course to over 1,000 students in Arizona. In its continuing efforts to reduce the number of accidents within the State, the Department has launched additional statewide education initiatives including:

Boating Safety in the Schools - Public and private schools, especially those along the Colorado River are presently challenged with educational activities to present in the classroom during the last few weeks / days of school prior to summer vacation. The course offers an opportunity for the boating safety education work unit to present a National Association of State Boating Law Administrators-approved course tailored specifically for younger students, their teachers and

parents targeted to personal watercraft and other aspects of summer boating and water safety where no such program(s) exist today. The first course was presented in May, 2010 at Starline Elementary School in Lake Havasu City, and the program is slated for expansion to an additional three schools along the Colorado River.

Paddlesports Arizona - Paddlers (canoeing, kayaking, rafting, etc.) are widely recognized as the fastest growing segment of the boating population, and Arizona is no exception. The Department has partnered with Northern Arizona University, the Coast Guard Auxiliary, and Maricopa County Parks and Recreation to deliver a statewide, nationally-recognized paddlesports boating safety education program.

Boating Registration

A.R.S. 5-311 Duties and Powers of the Commission states that the commission may: “*Make regulations for the registration and operation of watercraft.*” A consistent numbering system administered in compliance with Coast Guard standards is applied consistently to all motorized watercraft in the State. This information can be used by all law enforcement agencies statewide and also serves as a single point of contact for watercraft registration concerns by the public statewide.

Special Tag Fund Administration

A.R.S. 17-346 and A.A.C. R12-4-120 enables the Commission to award up to three special big game license tags to nonprofit (IRS 501 (c) 3) organizations to benefit wildlife, provided 100 percent of the proceeds for the sales are returned to the Arizona Game and Fish Department. Proceeds from the sale of these tags are allocated to wildlife enhancement projects through a collaborative process that involves the wildlife conservation organizations that raise the money, the Commission, and the Arizona Habitat Partnership Committee.

Established by the Commission in 1992, the Arizona Elk Habitat Partnership Committee and affiliated Local Habitat Partnership Committees were created to reduce elk and livestock conflicts, and to promote partnerships through cooperative projects. In 1996, the program concept expanded beyond elk and livestock conflicts, and the program was renamed the Arizona Habitat Partnership Committee to better reflect an ecosystem approach to wildlife habitat management and related projects. Active Local Habitat Partnership Committees meet in Kingman, Payson, Prescott, Williams–Flagstaff, Winslow, Show Low, Springerville, Yuma, Safford, Tucson, and the Arizona Strip. The Forage Resource Study Group in Coconino County also participates as an affiliate member. The process owner for the Arizona Habitat Partnership Committee is the Coordinator as described below. The process owner for the Local Habitat Partnership Committees is the Department Regional Supervisor within the region of the committee. The goals and objectives of this committee include:

1. Encourage an atmosphere of partnership between wildlife managers, habitat managers, and public and private interests.
2. Establish local committees to ensure appropriate public involvement in identifying habitat and wildlife management opportunities and concerns and recommending actions and solutions through submittal of project proposals and providing local input to the Arizona Game and Fish Commission.

3. Identify the necessary funds to implement these solutions and develop local funding partners, which should include coordination with LRP Program (Landowner Relations Program) to maximize cost-share opportunities.
4. Ensure that private land and habitat issues are considered in elk herd management plans and other species management plans as they are developed.

Non-game and Sensitive Species Management

The State of Arizona ranks among the highest for its diversity of wildlife; third in the nation for the number of native bird species, second for reptiles, fifth for mammals, and eighth for overall vertebrate diversity. The Commission and Department are proud to serve the people of Arizona as the stewards of that diversity and recognize that these resources are a public trust, managed for the benefit of present and future generations. There are many factors that influence wildlife management that are beyond the department's control, such as human population growth, drought and wildfire. In addition, much of the habitat that wildlife relies on occurs on land managed by others. The Department depends on the cooperation of many partners to safeguard wildlife for future generations.

The purpose of the Nongame and Endangered Wildlife Management subprogram (NGEWM) is to protect, restore, preserve and maintain nongame and endangered wildlife as part of the natural diversity of Arizona, and to provide opportunities for the public to enjoy nongame and endangered wildlife. Nongame wildlife includes all wildlife except game mammals, game birds, furbearing animals, predatory animals and game fish.

The Department's NGEWM was established in 1983 to address the needs of these species and members of the public that are concerned about them for conservation, recreation, or other purposes. Much of Arizona's natural biological diversity is composed of nongame species, wildlife that is neither hunted nor fished in a traditional sense. However, the NGEWM also manages some species of wildlife that may be harvested, such as certain reptiles and amphibians. The NGEWM also focuses on wildlife that is imperiled, including those that are federally listed as endangered or threatened under the Endangered Species Act or otherwise protected by federal law. In addition, NGEWM administers Scientific Collecting Permits, which potentially allow for take of any species for scientific, educational, or public welfare purposes. Administrative oversight and the planning lead for NGEWM are vested in the Department's Nongame Branch located in Phoenix, but work units Department-wide, including all six regions, play a vital role.

Most native species in Arizona are still abundant and offer tremendous recreational opportunities, whether through harvest or observation. However, some species are not abundant, and many are increasingly threatened by habitat degradation, disease, introduced species and climate change. The role of the NGEWM is to manage all nongame and endangered wildlife in Arizona, preferably using a landscape approach to maximize the benefits of management activities for multiple species.

The NGEWM uses a series of conservation tools and activities as part of its management practices. Many of these tools are connected to the Endangered Species Act (ESA), as amended in 1973. These include but are not limited to: use of Section 6 funds for species recovery; development and implementation of species' Recovery Plans; development and use of Candidate Conservation Agreements with Assurances; and, Safe Harbor Agreements. Additional resources

and partnerships exist due to the development of the statewide State Wildlife Action Plans that also make the state eligible for State Wildlife Grants (SWG).

One example of this type of activity is the Department's bald eagle management program. The bald eagle management program began in academia in the 1970s, and has grown into a state-led conservation partnership among 25 federal, state, and local agencies, Native American tribes, and private organizations. This partnership oversees, and the NGEWM implements, six projects to study and conserve the bald eagle population in Arizona. The most notable program implemented by the NGEWM is the Arizona Bald Eagle Nestwatch Program. This program monitors bald eagle breeding areas near the highest recreation areas so that proactive management can be implemented to allow recreation and successful breeding to occur. In addition, the Department helps implement seasonal closures to limit recreation around the immediate nest areas, survey the breeding success for the statewide population, search for new breeding areas annually, conduct a mark-recapture study to identify population demographics, and monitor threats to the population. It is working: The bald eagle population has grown from 11 breeding areas in 1978 to 62 in 2011. The bald eagle has been removed from the Endangered Species Act and responsibility for the species management now resides with the states.

Highway Mitigation Project

Highways and other roads are a predominant threat to the persistence of wildlife in Arizona, the U.S. and most terrestrial species in the world. Implications of direct mortality and habitat fragmentation have dire results on many populations and pose a serious safety concern for motorists. In Arizona, the Department is working with ADOT, FHWA, and various other partners to lead the way in investigating this multi-faceted challenge. A genetic study was conducted to ascertain the degree of isolation and potential danger associated with the barrier effect of highways on pronghorn antelope throughout northern Arizona. Across the state, recent and current projects use video surveillance, vehicle collision records, and animal movement data (from GPS collars) to consider the effectiveness of underpasses and crosswalks for elk and deer (SR 260 near Payson); underpasses for bighorn sheep (SR 68); overpasses for bighorn sheep (US 93 by the Hoover Dam); culverts for smaller fauna (around Tucson); and, fencing for species from tortoises to elk (SR 87 east of Phoenix; I-17 south of Flagstaff).

Other studies are aimed at the incorporation of appropriate mitigations in future roadway improvements. With GPS data showing wildlife movements, recommendations on effective locations for mitigating structures and the extent of support funnel fencing have been made for pronghorn antelope, elk, and deer on SR 64 (between Williams and Grand Canyon); pronghorn along US 89 (north of Flagstaff); elk along I-17 (south of Flagstaff); and, bighorn sheep along US 191 (around Morenci). Similar projects are upcoming or underway for elk around I-40 (from Williams to Winona) and along SR 260 (from Heber to Show Low). Some studies are even looking to assist with alignments of new roadways, such as the Great Western Extension (from Prescott Valley to Chino Valley), in consideration of pronghorn movements.

Zoonotic Disease Monitoring/Response

Through the activities of the Wildlife Health Program, the Department contributes to the protection of public and domestic livestock health for the citizens of Arizona. The Wildlife Health Program conducts sampling for zoonotic diseases such as West Nile virus, enteropathogenic *Escherichia coli*, salmonella, and rabies. The program also surveys for the

presence of livestock diseases such as avian influenza, and bluetongue virus. Investigation of wildlife mortality events includes diagnostic testing for diseases which can affect livestock and people, in addition to wildlife. The results of the Department's disease surveillance efforts are regularly communicated with the Arizona Department of Health Services and the Arizona Department of Agriculture Animal Services Division. When a common disease interest occurs, the Department coordinates and cooperates with these state agencies as well as any federal resources involved in the response and management efforts.

4-FRI Initiative

The Four Forest Restoration Initiative (4FRI) is an ambitious, 20-year effort encompassing one million acres of national forest lands across northern Arizona. Overall goals are to reduce risk of catastrophic wildfire and associated impacts to local communities and natural resources; restore forest health; improve wildlife habitat; and, develop a sustainable forest products industry to offset cost of forest treatments (e.g., thinning) and benefit local economies. The Department has played a lead role in 4FRI since its inception. Along with other core stakeholders, Game and Fish developed a collaborative, consensus approach for landscape-scale restoration, resolving issues that previously led to numerous appeals and litigation of projects on U.S. Forest Service (USFS) lands. Department staff provided extensive direct support to USFS and the 4FRI stakeholder group, assisting with required environmental analysis (National Environmental Policy Act) and providing scientific information used for designing forest treatments and monitoring their effects.

Wildfire Response and Assistance

For the last ten years, officers and biologists from the Department have assisted the land management agencies (primarily, U.S. Forest Service and Bureau of Land Management) when large fires (greater than 100 acres) have burned by scouting and locating areas of concern from a wildlife management standpoint and relating those concerns to the land management agencies. At times, Department officers have assisted fire fighting resources on access into difficult terrain areas so that firefighters could begin work on the fires. On very large fires with extended fire fighting attack, officers have assisted agencies with fire camp security and notification/evacuation of populated areas in the path of the fire. On two of the state's largest fires (Rodeo-Chediski of 2002 at 468,000+ acres and the Wallow Fire of 2011 at 530,000+ acres), the Department was recognized by the communities and the U.S. Forest Service for its contributions and immediate response to a need for law enforcement assistance. On the Wallow Fire alone, 72 officers worked more than 400 days assisting fire teams with planning efforts on battling the fire; securing the evacuated towns of Springerville, Eagar, Greer, Alpine and Nutrioso; and, assisting with the security of fire camps. In addition, regional supervisors and Department biologists worked with the land management agencies on rehabilitation efforts after the fires. Department employees have participated on the BAER (Burned Area Emergency Rehabilitation) teams with considerations for wildlife habitats and population, watershed needs and access for hunters and recreationists. The Department's coordination and assistance role with land management agencies on large fires will only grow in the future. In addition, during the recent Wallow Fire, the Department deployed its wildlife rehabilitation staff to Eagar to support the local community with a triage unit to respond to injured and orphaned wildlife reports.

Dam Operations and Maintenance

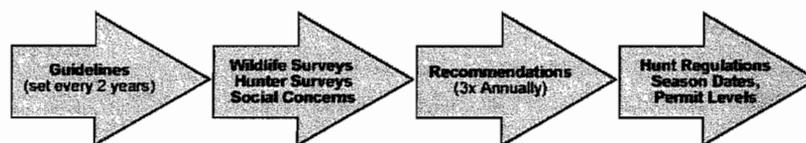
The Department owns and is responsible for the operation and maintenance of 37 dams across the state, 29 of which are considered jurisdictional, meaning they are of significant size or create a threshold reservoir capacity to fall under compliance requirements of the Arizona Department of Water Resources, Dams Safety Division. These dams range from 6 to 80 feet in height with reservoir capacities of up to 9,000 acre feet. AGFD dams and associated reservoirs are critical to its statewide fisheries program and provide a broad spectrum of easily accessible recreational opportunities including fishing, boating, camping, and watchable wildlife activities. Associated with these activities is a corresponding and significant economic benefit as many of these lakes are a popular attraction that draw large numbers of Arizonans from the metro areas, stimulating the economy of many small towns in rural Arizona. Without AGFD's trained staff and operational budgets, the continued viability of these facilities would be severely compromised. The Department maintains compliance with ADWR standards on all dams to ensure safety for residents and dwellings that reside downstream.

Hunt Guidelines and Permit Public Process

The Department follows a multi-tiered process for setting hunting season structures, hunting season dates, hunt permit allocations, and other controlling elements for regulating hunting of game animals.

The Department's Game Branch is responsible for this task, and their mission is to protect and manage game wildlife populations and their habitats to maintain the natural diversity of Arizona, and to provide game wildlife-oriented recreation opportunities for present and future generations. This is done by using science-based methods to assure wildlife is managed within the biological limits of each species. Management strategies are also developed to consider social acceptability and responsibilities. The process includes:

- Hunt guidelines, which are set every two years;
- Survey & field data - hunter harvest reporting and game surveys, which are collected annually;
- Hunt recommendations, which are revised three times annually;
- Commission Orders - approved by the Commission and published in the hunting regulations.



While this is no simple task, a guiding principle requires continually refining the process through better science-based management and extensive public involvement. The public process used by the Department to develop this system contributed to a "Showcase in Excellence Award" in 2008 from the Arizona Quality Alliance, the organization that recognizes total quality management principles and organizational excellence.

Public involvement is critical for two reasons. In North America, wildlife is held in the public's trust and belongs to all citizens, unlike in other countries where access is restricted by financial or social class. Law regulates hunting and that too is a public process. Both are core principles of the North American Wildlife Conservation Model, founded by hunters and conservationists more than 100 years ago.

This process starts with hunt guidelines. Every two years, on odd numbered years, the Department revises the guidelines for the Commission to approve. Public's input is encouraged at several points in the process, including:

- 11 public meetings held around the state
- Media releases guiding the public to web postings of guidelines
- Soliciting email and written comments on draft guidelines
- Opinion surveys of public meeting attendees, web access to the same survey, and a random survey of license buyers
- Guidelines are ultimately approved by the Commission in a public meeting at which the public may participate in person or through webcast access at each of the six regional offices.

The hunt guidelines provide social and biological parameters that make up the “recipes” used by wildlife managers to formulate the annual hunt recommendations (season dates, permits allocated and related factors) in which the public participates.

| GUIDELINES PROCESS TIMELINE & PUBLIC INVOLVEMENT (every two years - during odd numbered years, 2009, 2011, 2013.....) | |
|--|--|
| Anytime | Collect and compile comments from the public for the next guideline review. |
| April | Formally solicit public input via news releases, website and publications. |
| May | Formally solicit public input via news releases, website and publications. |
| June | Present draft guidelines at public meetings statewide. |
| July | Compile public input from meetings and finalize guidelines for executive staff review. |
| August | Release final draft guidelines to the public and Commission for review. |
| September | Final draft presented to the Commission for adoption of guidelines at its public meeting. Public input is permitted via blue slip. |
| October | Final Commission-approved hunt guidelines posted on the Department's website. |

Hunt Recommendations

With the guidelines in place, and survey data in hand, wildlife managers and game specialists propose the permit allocations on a unit-by-unit basis resulting in the proposed hunt recommendations. After the public comment period and once approved by the Commission, the recommendations are incorporated into the hunting regulations. This is done three times a year, starting with the main fall Arizona Hunting and Trapping Regulations, followed by the spring turkey, javelina, buffalo and bear supplement, and finally the pronghorn antelope and elk supplement. Each of these regulations contains all of the information needed to apply for a hunt permit tag through the draw; know what hunts are over-the-counter nonpermit tags; determine open areas and season dates; and, youth hunting opportunities. Public meetings are held prior to finalizing the hunt recommendations that are provided to the Game Branch, and then a public open house is held in each region prior to Commission action to provide the public with information about the Department's recommendations.

| FALL HUNTING REGULATION RECOMMENDATIONS (Set at the April Commission meeting) <i>Deer, fall turkey, fall javelina, bighorn sheep, fall buffalo, fall bear, mountain lion</i> | |
|---|---|
| February | Department regional staff formulate recommendations based on game surveys, hunter questionnaire data, and the hunt guideline package. |
| March | Regionally-hosted public meetings to solicit public comment; meetings announced through news releases, website and other Department communications. |
| Late March | Release final draft recommendations to the public and Commission for review. |
| Early April | Regionally-hosted public open houses for public review and hear reasoning for recommendations (not designed as public input mechanism) |
| Mid-April | Final recommendations presented to the Commission for approval; public input is permitted via blue slip. |
| Late April | Final Commission-approved recommendations incorporated into the Arizona Hunting and Trapping Regulations and posted on the Department's website. |
| Mid-May | Arizona Hunting and Trapping Regulations available at Department offices and license dealers statewide. |
| June | Application deadline is the second Tuesday of June. |

| SPRING HUNTING REGULATION RECOMMENDATIONS (Set at the August Commission meeting) <i>Spring turkey, spring javelina, spring buffalo and spring bear</i> | |
|---|--|
| June | Department regional staff formulate recommendations based on game surveys, hunter questionnaire data and the hunt guideline package. |
| Late July | Release final draft recommendations to the public and Commission for review. |
| Late July/Early August | *Regionally-hosted public open houses for public review and hear reasoning for recommendations (not designed as public input mechanism). |
| Early August | Final recommendations presented to the Commission for approval; public input is permitted via blue slip. |
| Late August | Final Commission-approved recommendations incorporated into the spring regulation supplement and posted on the Department's website. |
| Mid-September | Spring regulation hunt draw information booklet available at Department offices and license dealers statewide. |
| October | Application deadline is the second Tuesday of October. |
| | *Note: To date public meetings have not been offered for the spring recommendations. |

| PRONGHORN ANTELOPE AND ELK HUNTING REGULATION RECOMMENDATIONS (Set at the December Commission meeting) <i>Pronghorn Antelope and Elk Hunts</i> | |
|---|--|
| September | Department regional staff formulate recommendations based on game surveys, hunter questionnaire data and the hunt guideline package. |
| October | Regionally-hosted public meetings to solicit public comment; meetings announced through news release, website and other Department communications. |
| November | Release final draft recommendations to the public and Commission for review. |
| December | Regionally-hosted public open houses for public review and hear reasoning for recommendations (not designed as public input mechanism) |
| Early Dec. | Final recommendations presented to the Commission for approval; public input is permitted via blue slip. |
| Late December | Final Commission-approved hunt guidelines posted on the Department's website. |
| Mid January | Pronghorn and elk regulation hunt draw information booklet available at Department offices and license dealers statewide. |
| February | Application deadline is the second Tuesday of February. |

Fish Hatchery and Stocking

Naturally-reproducing populations of native and non-native sportfish, particularly trout within state waters, are often insufficient to sustain angler demand. Therefore, it is crucial to produce and stock fish in order to meet sportfish management goals and angler demand, as well as produce native fish for mitigation efforts. Purchasing and importing trout is neither cost effective nor reliable, or of sufficient frequency to sustain demand. Fish hatcheries are therefore a crucial element in producing and stocking trout in Arizona. Currently, the Department operates six fish hatcheries that service the entire state. Trout stocking is currently proposed for 145 separate waters across Arizona. Trout stocking provides a major contribution to tourism, particularly in small communities, and helps fuel an industry that exceeds \$1 billion in statewide economic impact.

Urban Fishing Program

The nationally-recognized Arizona Urban Fishing Program (UFP) offers close, convenient and accessible fishing recreation for anglers of all ages, backgrounds and abilities. The UFP is a partnership with 11 large municipalities to intensively and consistently stock quality fish throughout the year into 21 city park lakes. Over 62,000 anglers participate in the UFP, annually generating 680,000 recreational days and contributing \$6.8 million in direct economic benefit.

Condor Recovery

The California condor was one of the first species listed under the Endangered Species Act. Thanks to recovery efforts including propagation and reintroduction programs, condor numbers have risen from 22 birds in 1982 to approximately 400 today. The condor reintroduction program in Arizona plays a key role in recovering this iconic species. Condor releases

commenced in 1996 in Arizona and the population is now up to 70 birds. Tourists travel from around the country in hopes of seeing the nation's largest bird (9½ foot wing-span) fly over them at the Grand Canyon. Residents of Arizona are proud to have this rare and unique bird in their "backyard," and many travel hundreds of miles just to see them. Because of this factor, the condor program is considered beneficial to the economy of northern Arizona. The Department understands people's fascination with condors and has responded with an extensive statewide outreach program. The public is invited to view a condor release each year. After almost 15 years, these releases still attract up to 200 people annually (many from the Phoenix area over a four hour drive away). Educational booths at fairs and presentations about the condor program are also very popular with Arizona residents. Each year, the Department staffs a condor booth at six to ten fairs and expos statewide. Condor talks are also presented to various public groups throughout the state (including elementary through college-aged school groups, environmental groups, sporting groups, professional groups, retiree groups, campers, and anyone from the general public who requests a presentation). The Department provides 30 to 50 condor presentations each year, mostly by invitation. Thanks to these and other outreach efforts, the condor program reaches 15,000 to 20,000 Arizona residents each year.

Community Outreach

The Department provides information, outreach and educational presentations to over 500,000 Arizonan's each year through events, activities, speaker requests, expos, county and state fairs, classroom presentations, civic group meetings, etc., within communities throughout Arizona. Some examples of annual events/activities that the Department supports include:

- AGFD Expo
- AZ State Fair
- International Sportsmen's Expo
- National Hunting and Fishing Day
- Adobe Wildlife Center Open House
- Payson Wildlife Fair
- Kingman Wildlife Fair
- Freeman Farms Event
- Yuma Nature Fair
- Luke A.F.B. Youth Fair
- Becoming an Outdoors Woman
- Boy Scouts Camporee
- Bowhunter Happening
- Wapiti Weekend
- Hispanic Women's Conference

Sportsmen's Organization Grants

The Department offers \$75,000 in competitive grants to sportsmen's groups on an annual basis. The purpose of this grant program is to provide funding necessary for non-profit groups to help introduce people to Arizona's outdoors. To be eligible for funding, projects must promote or facilitate hunter, angler, shooter or trapper recruitment or retention. The projects funded by this grant are open to anyone in the state of Arizona, but are focused on helping residents learn how to hunt, fish, trap, camp and view wildlife. Research compiled by the Association of Fish and Wildlife highlights significant health, learning and lifestyle benefits to people who engage in outdoor-related recreation. This program adds to the quality of life for Arizonans statewide.

Native Trout Recovery

The Department's native trout recovery program works to conserve, protect, and enhance Apache trout and Gila trout populations and their associated habitats. The Apache trout is officially designated as Arizona's state fish, and its present and historical range is found only in the headwaters of the White, Black and Little Colorado Rivers above 5,900-foot elevation in east-central Arizona. The Gila trout is primarily found in New Mexico, but in Arizona there are

currently three recovery populations, and the first documented Arizona sport fishery for Gila trout at the Frye Mesa Reservoir near Safford, which attracts fly-fishing enthusiasts. A large part of this recovery program relies on the passion, persistence, and partnerships with other government agencies, Tribes, angling clubs, and the general public. The dedication of these partnerships reflects the uniqueness of Apache trout and Gila trout, the native “southwestern” trout species, and typically gains state and national attention for its importance to their recovery and conservation, and their value as recreational sportfish species.

Front Counter and Dealer Services

The Department has seven offices statewide to service the needs of our customers. All Department offices process license sales, register watercraft, provide Department publications and answer general questions regarding the Department and wildlife. Additionally, customer service representatives are available to answer questions by telephone during normal business hours. These offices display all current regulations available to the public.

There are currently approximately 320 license dealers statewide, as well as online license sales. License dealers sell licenses directly to customers and provide copies of the current regulations. Through the presence of license dealers and online sales, customers can purchase a license almost anywhere. The licensing section of the Department issues licenses, reconciles sales and deposits funds due to the Department from every dealer statewide.

4. The extent to which rules adopted by the agency are consistent with the legislative mandate.

The Department has sufficient authority to promulgate rules and regulations. Authority is granted through A.R.S. §§ 5-311, 17-201, 17-231, 17-234. Rules and regulations are published in the Commission Rules, Commission Orders, Arizona Hunting and Fishing Regulations, Arizona Reptile and Amphibian Regulations, Arizona Migratory Bird Regulations, and Arizona Trapping Regulations.

The following laws have been enacted over the past ten years (2002-2011) and are consistent with the Department’s legislative mandate. These laws are also further described in Sunset Factor 8.

HB2358: wildlife; guides; wasted meat (Chapter 282, Laws 2011)

- The Department’s current rules are not in conflict with the legislative mandate, and the Department is able to comply with the mandate without rulemaking.
- The Department intends to pursue rulemaking to amend rules within 12 A.A.C. 4 Game and Fish Commission to incorporate the legislation, but is unable to at this time due to the rulemaking moratorium, which is in effect from January 22, 2009 until June 30, 2012.

HB2396: game and fish; trophies; enforcement (Chapter 113E, Laws 2011)

- The Department’s current rules are not in conflict with the legislative mandate. However, the Department is able to comply with only a portion of the mandate without rulemaking.

- The Department filed a Notice of Exempt Rulemaking for R12-4-517 with the Secretary of State's office on May 24, 2011. The notice contained an immediate effective date.
- The Department is unable to pursue rulemaking at this time due to the rulemaking moratorium. However, the Department submitted a request to pursue rulemaking to amend R12-4-304 to the Governor's office on May 16, 2011.

HB2623: landowner prohibition of hunting; posting (Chapter 202, Laws 2011)

- The Department's current rules are not in conflict with the legislative mandate, and the Department is able to comply with the mandate without rulemaking.

SB1334: hunting within city limits (Chapter 349, Laws 2011)

- The Department intends to pursue rulemaking to implement SB1334, but is unable to at this time due to the rulemaking moratorium, which is in effect from January 22, 2009 until June 30, 2012.
- The Department submitted a request to pursue rulemaking to amend rules within 12 A.A.A. 4 Game and Fish Commission to the Governor's office on July 7, 2011.

HB2601: eagle scouts; hunting & fishing license (Chapter 216, Laws 2010)

- The Department's request to pursue rulemaking to implement HB2601 was approved by the Governor's office on August 19, 2010.
- The Department completed the rulemaking process, and the Governor's Regulatory Review Council (GRRC) granted the Department's request to establish an immediate effective date of July 12, 2011. A new rule, R12-4-205 establishes application requirements and R12-4-102 is amended to establish a \$5 fee for the class F hunting/fishing combination license.

HB2157: wildlife; aquatic invasive species (Chapter 77, Laws 2009)

- The Department's request to pursue regular and emergency rulemaking to implement HB2157 was approved by the Governor's office on August 19, 2010.
- The Attorney General filed the Notice of Emergency Rulemaking with the Secretary of state's office on June 2, 2011, which is effective immediately.
- The Department filed a Notice of Proposed Rulemaking with the Secretary of State's

office on May 17, 2011. The Department anticipates filing a Notice of Final Rulemaking with GRRC by December 2011.

HB2251: game and fish omnibus (Chapter 37, Laws 2008)

- The Department's current rules are not in conflict with the legislative mandate. However, the Department is able to comply with only a portion of the mandate without rulemaking.
- The Department intends to pursue rulemaking to amend rules within 12 A.A.C. 4 Game

and Fish Commission, but is unable to at this time due to the rulemaking moratorium, which is in effect from January 22, 2009 until June 30, 2012.

HB2643: DUI, OUI, restaurant liquor licenses (Chapter 256, Laws 2008)

- The Department's current rules are not in conflict with the legislative mandate, and the Department is able to enforce the mandate without rulemaking.

SB1167: off-highway vehicles; user fee (Chapter 294, Laws 2008)

- The Department's current rules are not in conflict with the legislative mandate. However, the Department is able to comply with only a portion of the mandate without rulemaking.
- The Department filed a Notice of Final Rulemaking with GRRC on December 18, 2008. The final rulemaking was pulled from the February 3, 2008 GRRC agenda and has been on hold with the council since that time.
- The Department intends to pursue rulemaking to amend rules within 12 A.A.C. 4 Game and Fish Commission, but is unable to at this time due to the rulemaking moratorium, which is in effect from January 22, 2009 until June 30, 2012.

HB 2116: big game permits; grandchildren (Chapter 5, Laws 2007)

- The Department's current rules are not in conflict with the legislative mandate, and the Department is able to comply with the mandate without rulemaking.
- The Department's request to pursue rulemaking was approved by the Governor's office on May 20, 2011. The Department anticipates filing a Notice of Final Rulemaking with GRRC by December 2011.

HB 2117: big game permits; transfers (Chapter 66, Laws, 2007)

- The Department's current rules are not in conflict with the legislative mandate, and the Department is able to comply with the mandate without rulemaking.
- The Department's request to pursue rulemaking was approved by the Governor's office on May 20, 2011. The Department anticipates filing a Notice of Final Rulemaking with GRRC by December 2011.

HB 2129: illegal hunting; penalties (Chapter 238, Laws 2006)

- The Department's current rules are in conflict with the legislative mandate. However, the Department is able to enforce the mandate without rulemaking.
- The Department intends to pursue rulemaking to amend rules within 12 A.A.C. 4 Game and Fish Commission, but is unable to at this time due to the rulemaking moratorium, which is in effect from January 22, 2009 until June 30, 2012.

HB2130: game and fish; hunter harassment (Chapter 128, Laws 2006)

- The Department's current rules are not in conflict with the legislative mandate, and the Department is able to comply with the mandate without rulemaking.

HB2127: Big game permits; compassionate transfer (Chapter 10, Laws 2005)

- The Department completed the rulemaking process amending R12-4-121 to allow a person to transfer his or her big game permit to a qualified organization for use by a minor child who has a life threatening medical condition, effective March 11, 2006.

HB2643: Lower Colorado River multispecies; conservation (Chapter 78, Laws 2005)

- The Department's current rules are not in conflict with the legislative mandate, and the Department is able to comply with the mandate without rulemaking.

SB1271: Schools; Arizona gun safety program (Chapter 58, Laws 2005)

- The Department's current rules are not in conflict with the legislative mandate, and the Department is able to comply with the mandate without rulemaking.

SB1365: game and fish; fees (Chapter 318, Laws 2005)

- The Department's current rules are not in conflict with the legislative mandate, and the Department is able to comply with the mandate without rulemaking.
- The Department completed the rulemaking process amending R12-4-102 to increase specific hunting and fishing license fees and establish new types of licenses, effective March 11, 2006.

HB2158: Shooting Range Preservation (Chapter 112, Laws 2004)

- The Department's current rules are not in conflict with the legislative mandate, and the Department is able to comply with the mandate without rulemaking.

SB1282: Wildlife Diseases; Agency Orders (Chapter 183, Laws 2003)

- The Department's current rules are not in conflict with the legislative mandate, and the Department is able to comply with the mandate without rulemaking.

SB1283: Watercraft; Boating While Intoxicated (Chapter 207, Laws 2003)

- The Department's current rules are not in conflict with the legislative mandate, and the Department is able to comply with the mandate without rulemaking.

HB2048: Game and Fish Commission (Chapter 12, Laws 2002)

- The Department's current rules are not in conflict with the legislative mandate, and the Department is able to comply with the mandate without rulemaking.

SB1008: Shooting Ranges (Chapter 222, Laws 2002)

- The Department's current rules are not in conflict with the legislative mandate, and the Department is able to comply with the mandate without rulemaking.

SB1366: Watercraft; extreme DUI (Chapter 225, Laws 2002)

- The Department's current rules are not in conflict with the legislative mandate, and the Department is able to comply with the mandate without rulemaking.

SB1367: Hunting Licenses (Chapter 315, Laws 2002)

- The Department completed the rulemaking process amending R12-4-605 to include knowingly applying for a permit or license as fraud, effective July 6, 2004.

SB1370: Fishing Tournament Penalties (Chapter 103, Laws 2002)

- The Department's current rules are not in conflict with the legislative mandate, and the Department is able to comply with the mandate without rulemaking.

All other rules and regulations necessary for the Department's regulatory and law enforcement needs, to the best of our knowledge, have been fully promulgated. As needs change, rules and regulations will also change to meet those needs. Examples of this would be the Department's current five year reviews of Article 5 and 7; Article 4 Rules (Non-substantive Changes) RI2-4-402, RI2-4-409, RI2-4-413, RI2-4-418, RI2-4-420, RI2-4-421, RI2-4-423, RI2-4-424; Article 4 Rules (Substantive Changes) RI2-4-401, RI2-4-405, RI2-4-406, RI2-4-407, RI2-4-410, RI2-4-425.

5. The extent to which the agency has encouraged input from the public before adopting its rules and the extent to which it has informed the public as to its actions and their expected impact on the public.

The agency encourages public input throughout the rulemaking process and uses a variety of items to encourage participation and feedback from constituents. The "Inside AZGFD" portion of the Department's internet website includes a section devoted to the rulemaking process. This site provides an overview of the rules process and information for submitting comments regarding agency rules. The site contains several downloads related to the rule process, including the AGFD laws and rules book; the annual agency regulatory agenda, which provides an update regarding the progress of each agency article; information on submitting a petition for rule change; information for submitting written comments to the agency; and, a list of agency contacts. Links to external resources involved with the rules process are also provided, including the Arizona Administrative Code and Register and the Governor's Regulatory Review Council.

The agency has an electronic "rulemaking" mailbox, dedicated to receiving public comments related to rules. Any comments submitted to this mailbox, or received via other methods, are kept on record and considered by the agency during the appropriate rule review or rulemaking period. The agency also maintains a mailing list of constituents interested in rulemaking activities, and provides postcard and electronic notification of upcoming rules items to these individuals in the medium they have selected.

The petition process, outlined under Article 6 Rules of Practice before the Commission, provides additional guidance for commenting on agency rules. The Commission evaluates and provides direction for all petitions received by the Department and rulemakings presented by the Department at a scheduled public meeting. Agendas for these meetings are noticed to the public in accordance with Arizona's open meeting laws and are webcast electronically for individuals to view online or at regional offices. Constituents also have the opportunity to visit regional offices and submit electronic "blue cards" to provide input at the meetings from remote locations. In

addition, the Department has organized special meetings or traveling roads shows to inform the public of proposed changes when high interest topics occur (such as implementing the 10 percent cap rule, providing information on aquatic invasive species issues, and collecting input on fees). The agency utilizes a variety of media methods to inform the public about the actions it takes and their expected impact.

The Department offers several e-news subscription products that communicate agency information, changes and impacts of Department decisions. These include Wildlife News, Fishing Report, Urban Fishing Bulletin, Hunting Highlights, Shooting Sports News, Off-Highway Vehicle Update, Endangered Species Update, and the Educators Update. Approximately 75,000 users currently subscribe to these items, which are free to any member of the public on an opt-in, self-managed subscription basis. The Department also maintains a Facebook page, which contains news releases and refers people to topical items of interest. The “What’s New” section of the Department’s internet website contains additional information of public interest. Information posted to the “What’s New” section also goes out as tweets on Twitter.

The printed hunting and fishing regulations books contain an “alerts” section to inform the public of pertinent changes and includes references to modified rules and statutes. The agency laws and rules book is also published and available online in a downloadable format or for purchase at front counters. The agency has the ability to target specific topics of interest and help educate the public about their impacts. Specialized printed products that have been generated in the past include customized posters for license dealers to display, informing the public about fee changes, and aquatic invasive species brochures and pamphlets. Webcasts with an option for on-demand viewing have also been utilized for larger issues. A recent example was webcasts used to inform constituents in high-use areas about aquatic invasive species concerns and new protocols to prevent transporting them by boats or trailers. The agency’s news magazine, *Wildlife Views*, is also used to communicate specialized topics of interest.

6. The extent to which the agency has been able to investigate and resolve complaints that are within its jurisdiction.

The Department accepts and addresses citizen complaints through a variety of means. Department Policy C.1.10 is a mechanism by which the Department takes complaints regarding employees. The Department has also taken complaints through the “send comments” link on the Department’s website since January 2008. Since its inception, this feature has taken hundreds of questions, complaints and comments of varying degrees from the Department’s constituent base. The protocol has been to respond to the comments with an initial contact within four working days. In many cases, those initial responses occurred much sooner than the four day response deadline.

In October 2001, the Department created an Executive Assistant (ombudsman) position in support of Director’s staff and the public. This position serves in a multi-faceted capacity that includes being a main point of contact to help with resolve public complaints and help external constituents with problems they have regarding the Department and its programs. This

individual coordinates regularly with all entities, including non-governmental organizations, other government agency personnel (including Governor's and State Ombudsman staff), Arizona Game and Fish Commission, and all other regular constituents on any and all customer issues/concerns.

All Department employees are expected to act on any complaint that is shared with them. In the course of their duties, employees may learn of a constituency issue either by phone, in-person or in writing via email or regular correspondence. If the employee is unable to handle the complaint at their level, they share the information appropriately with their chain-of-command to ensure the issue is addressed. The Department makes a concerted effort in answering all of these with a call-back, email or in many cases a formal written response. In many cases, depending on the situation, Department staff is tasked with addressing the complainant one-on-one, or in a group or other fashion to better understand the problem and offer solutions, depending on the issue. An example of putting major effort into addressing a public issue that potentially affected all citizens of Arizona can be seen in how the Department handled the "Sabino Canyon" mountain lion issue in 2004/2005. After this situation occurred, the Department held public meetings in Phoenix, Flagstaff and Tucson in an effort to gather public input from all interested citizens. That public process helped create the Mountain Lion Handling Protocol the Department operates under, which was broadly accepted by all. This approach has allowed the Department to make management decisions regarding mountain lions and their interactions with the state's citizens ever since.

The Commission also takes complaints via the website link on the Commission page, in person, over the phone and also at public meetings that occur almost monthly throughout the year. At meetings, this is allowable through the public "blue-card" speaker request for items not on a publicly noticed agenda. Most scheduled Commission meeting agenda items relate to ongoing management issues that the Department and Commission address regularly with its constituency.

Over the years, the Department has spent a considerable amount of time and effort in training new employees on the importance of addressing customer concerns by including a customer service component during initial training. During this training, it is stressed that all employees are responsible for ensuring that all complaints are addressed and striving to resolve them at the lowest possible level.

Complaints involving wildlife violations, including big game and commercial violations, are reported, tracked and managed through the Operation Game Thief (OGT) 24-hour violation telephone hotline managed by the Department's Law Enforcement Branch. The OGT program continues to be one of the most successful programs of its type in the nation. In 2010, the OGT program fielded 732 calls, 252 of which were big game related. A total of more than \$15,000 in reward money was paid to 32 reporting parties in 2010. Also in 2010, interest by many of the Department's constituent groups to sponsor additional reward amounts boosted the program's effectiveness. Additionally, Safari Club International donated \$25,000 in 2009 to the OGT program for purchase of an OGT trailer that is used at patrol camps and other outreach events.

7. The extent to which the attorney general or any other applicable agency of state government has the authority to prosecute actions under the enabling legislation.

The Department and Commission are currently represented by two full-time Assistant Attorney Generals who act as the Department and Commission’s legal advisors in the interpretation and enforcement of the provisions of A.R.S. Title 17 (Game and Fish Laws), A.R.S. Title 5, Ch. 3 (Boating and Water Sports laws), A.R.S. Title 28 (Off-Highway Vehicle laws), and A.A.C. Title 12, Chapter 4 (Game and Fish Commission Rules). A.R.S. §17-103 directs the county attorneys to prosecute and defend all criminal and civil actions arising under Title 17. The county attorneys also prosecute criminal actions involving off-highway vehicle and boating violations. Examples of prosecutable actions include such offenses as poaching, misuse of firearms while taking wildlife, boating or operating an off-highway vehicle while intoxicated, and illegal cross-country vehicle travel. Additionally, other law enforcement jurisdictions (e.g. cities) have the authority under A.R.S. Title 17 to enforce and prosecute game and fish laws pursuant to A.R.S. §17-104.

A.R.S. §17-340 vests the Commission with the authority to revoke or suspend wildlife taking privileges for persons convicted of violating game and fish laws and rules, and under the Wildlife Violator Compact, A.R.S. §17-502, the Commission may also suspend the hunting license of any Arizona resident who has failed to comply with the terms of a wildlife citation issued by another member state. The Commission is also authorized to bring a civil action for damages in the name of the state against persons for the loss of wildlife as a result of an unlawful taking, A.R.S. §17-314.

8. The extent to which the agency has addressed deficiencies in the enabling statutes that prevent it from fulfilling its statutory mandate.

Several legislative changes, many initiated by the Department, and enacted over the past ten years have enabled the Department to better carry out its mission.

| Table 1. AGFD Proposed legislation 2002-2011 | |
|---|-------------------------|
| 2011 | |
| HB2358: wildlife; guides; wasted meat | Chapter 282, Laws 2011 |
| HB2396: game and fish; trophies; enforcement | Chapter 113E, Laws 2011 |
| HB2623: landowner prohibition of hunting; posting | Chapter 202, Laws 2011 |
| SB1334: hunting within city limits | Chapter 349, Laws 2011 |
| 2010 | |
| HB2601: eagle scouts; hunting & fishing license | Chapter 216, Laws 2010 |
| 2009 | |
| HB2157: wildlife; aquatic invasive species | Chapter 77, Laws 2009 |
| 2008 | |
| HB2251: game and fish omnibus | Chapter 37, Laws 2008 |
| HB2643: DUI, OUI, restaurant liquor licenses | Chapter 256, Laws 2008 |
| SB1167: off-highway vehicles; user fee | Chapter 294, Laws 2008 |

| Table 1. AGFD Proposed legislation 2002-2011 (Continued) | |
|---|------------------------|
| 2007 | |
| HB2116: big game permits; grandchildren | Chapter 5, Laws 2007 |
| HB2117: big game permits; transfers | Chapter 66, Laws 2007 |
| 2006 | |
| HB2129: illegal hunting; penalties | Chapter 238, Laws 2006 |
| HB2130: game and fish; hunter harassment | Chapter 128, Laws 2006 |
| 2005 | |
| HB2127: big game permits; compassionate transfer | Chapter 10, Laws 2005 |
| HB2643: Lower Colorado River multispecies; conservation | Chapter 78, Laws 2005 |
| SB1271: schools; Arizona gun safety program | Chapter 58, Laws 2005 |
| SB1365: game and fish; fees | Chapter 318, Laws 2005 |
| 2004 | |
| HB2158: shooting range preservation | Chapter 112, Laws 2004 |
| 2003 | |
| SB1282: wildlife diseases; agency orders | Chapter 183, Laws 2003 |
| SB1283: watercraft; boating while intoxicated | Chapter 207, Laws 2003 |
| 2002 | |
| HB2048: game and fish commission | Chapter 12, Laws 2002 |
| SB1008: shooting ranges | Chapter 222, Laws 2002 |
| SB1366: watercraft; extreme DUI | Chapter 225, Laws 2002 |
| SB1367: hunting licenses | Chapter 315, Laws 2002 |
| SB1370: fishing tournament penalties | Chapter 103, Laws 2002 |

HB2358: wildlife; guides; wasted meat (Chapter 282, Laws 2011)

A person's hunting or fishing license may be revoked or suspended for up to five years for taking game and knowingly permitting an edible portion to go to waste, or for acting as a guide without being licensed. Also modifies the definition of "guide" for the purposes of licensure by the Game and Fish Commission.

HB2396: game and fish; trophies; enforcement (Chapter 113E, Laws 2011)

Statute governing the penalties associated with illegal taking of wildlife is rewritten to specify that a person who is assessed civil damages for illegally taking wildlife is prohibited from applying for or obtaining a hunting license while an action for damages is still pending or until all damages are paid in full. Also, all employees and volunteers at the Game and Fish Department who have contact with children or vulnerable adults must have a valid fingerprint clearance card. The Game and Fish Commission is exempt from rule-making requirements for one year to revise its rules pertaining to watercraft engine restrictions (to allow Boy Scouts to use canoes on Rose Canyon Lake) and the lawful methods of taking wildlife.

HB2623: landowner prohibition of hunting; posting (Chapter 202, Laws 2011)

Criminal trespassing charges may be brought against a person who is hunting on posted private land only if the posted notices contain the words "no trespassing" or the person either remains unlawfully on the land after a reasonable request to leave by the owner or other authorized person or if the person knowingly disregards notices prohibiting trespass at the person's entry point to the property.

SB1334: hunting within city limits (Chapter 349, Laws 2011)

Political subdivisions are prohibited from enacting any ordinance or regulation limiting the lawful taking of wildlife during open season as established by the Game and Fish Commission, unless the ordinance is consistent with rules adopted by the Commission. Further, municipalities are permitted to adopt an ordinance prohibiting the discharge of a weapon within one-quarter mile of an occupied structure.

HB2601: eagle scouts; hunting & fishing license (Chapter 216, Laws 2010)

The provisions will permit individuals who have earned the Eagle Scout or Gold Award to obtain an honorary youth class F hunting/fishing combination license for a minimal fee. This license will be available to persons under 21 years of age, upon establishment of the minimal fee in Commission Rule. The Department's internal implementation process for this measure is already underway.

HB2157: wildlife; aquatic invasive species (Chapter 77, Laws 2009)

The director of the Game and Fish Department is authorized to establish an aquatic invasive species program to establish a list of aquatic invasive species and take steps to eradicate or abate their spread. The program establishes prohibitions against possessing, importing, placing or releasing an aquatic invasive species in this state. Watercraft or any equipment that has been in waters where aquatic invasive species are located must be decontaminated or not allowed to enter Arizona waters for 30 days. Violators are subject to a fine of up to \$500; intentional violation is a class 2 (mid-level) misdemeanor. Exemptions exist for the owners of canals or other water delivery systems, water treatment facilities, drainage facilities, aquariums and stock ponds.

HB2251: game and fish omnibus (Chapter 37, Laws 2008)

Various changes to statutes relating to game and fish, including rewriting language pertaining to voluntary and mandatory training courses offered by the Game and Fish Commission; expanding the types of licenses a child is permitted to hold that will enable the child to take big game on the permit or tag granted to the child's parent/guardian or grandparent. Also establishes an apprentice hunting license valid for two days. The license is granted to a mentor with certain limitations (an apprentice is limited to one such license per year; a mentor may not apply for more than two apprentice licenses per year). Punishments for violation of regulations related to licensed guides are rewritten to state that a first time violation may result in a 5-year suspension of the right of the person to secure a guide license; a second violation increases the suspension to 10 years; a third may result in a permanent denial of license. Removes migratory birds from the list of game permitted to be taken by holders of certain classes of license.

HB2643: DUI, OUI, restaurant liquor licenses (Chapter 256, Laws 2008)

Makes numerous changes in DUI and OUI (Operating a Boat Under the Influence) statutes, including making penalties for OUI the same as for DUI. The driver's license of a person whose license was suspended or revoked for an alcohol or drug-related offense may be reinstated only after completion of court-ordered alcohol or drug screening. A judge's discretion to reduce jail time for certain first or second offense DUIs is deleted. The sunset date of the program whereby the Department of Liquor License and Control may annually approve up to 15 special liquor licenses for restaurants that do not meet the requirement that food sales account for at least 40

percent of gross revenues is extended five years to June 30, 2013, from June 30, 2008. Adds a provision requiring that 5 percent of the annual liquor license fee paid by a restaurant whose gross proceeds from non-alcohol related sales do not comply with statutory minimums be deposited in the DUI Abatement Fund.

SB1167: off-highway vehicles; user fee (Chapter 294, Laws 2008)

Changes in various statutes related to operation and regulation of off-highway vehicles, including a requirement that off-highway vehicles display a sticker (or indicia) issued by the Department of Transportation, which shall establish a fee for the indicia. Seventy percent of revenue derived from the sale of indicia is deposited in the Off-Highway Vehicle Registration (OHVR) Fund, and 30 percent goes to the Highway User Revenue Fund. Monies in the OHVR Fund are re-allocated as follows: 5 percent to the State Land Department to mitigate the impact of vehicles on its land and 35 percent (formerly 30 percent) for programs related to the safe and environmentally responsible use of off-highway vehicles. The share distributed to state parks is reduced to 60 percent from 70 percent with a 12 percent cap (formerly 18 percent) to fund staff support to administer the fund. The list of permitted uses of monies in the fund by the Parks Board is expanded. Off-highway vehicles must have stipulated equipment (brakes, headlights spark arrestor, safety flag, etc.), and minors operating an off-highway vehicle must wear helmets. It is a Class 3 (lowest) misdemeanor to drive an off-highway vehicle in a manner that damages the environment or where it is prohibited by rule, regulation, ordinance or code. Violations not otherwise classified are considered civil traffic violations. New license plates to be designed by the Department of Transportation will replace current plates, and the \$8 fee is no longer valid for the life of the vehicle. Off-highway vehicles are subject to a vehicle license tax of \$3 instead of the regular VLT rate.

HB 2116: big game permits; grandchildren (Chapter 5, Laws 2007)

The list of persons who may transfer a big game permit is expanded to include grandparents who may transfer a permit to a minor grandchild. The minor must be accompanied in the field by the transferring grandparent or the minor's parent or guardian.

HB 2117: big game permits; transfers (Chapter 66, Laws, 2007)

The list of people to whom a holder of a big game permit may transfer the permit is expanded to include a minor child with a permanent physical "disability." If the child is younger than 14, the child must complete the hunter education course offered by the Game and Fish Department. A definition of "disability" is added, stating it refers to a permanent physical impairment that "substantially" limits one or more of the child's "major life activities," requiring assistance by a person or mechanical device for mobility.

HB 2129: illegal hunting; penalties (Chapter 238, Laws 2006)

Minimum fines for illegal taking of wildlife are increased. The Commission may permanently revoke or suspend for a period of five years or more a person's hunting privileges for repeat violations, unlawful taking of trophy (defined) or endangered species or taking three times the established limit. The Commission may initiate proceedings to intercept a violator's state tax refund to pay the fine, and the bill creates a tiered civil assessment and revocation system based on the number of convictions an individual has for unlawful take or wounding of wildlife. The maximum balance in the Wildlife Theft Prevention Fund is no longer limited to \$50,000. A

petty offense for feeding wildlife in the counties of Maricopa and Pima is created. Tree squirrels, birds, title 17 authorized actions and normal livestock and agricultural activities are exempt.

HB2130: game and fish; hunter harassment (Chapter 128, Laws 2006)

The Game and Fish Commission is not required to designate specific hunt areas. The list of actions that constitute interference with rights of hunters (a Class 2 misdemeanor) is expanded to include items such as making or attempting to make physical contact with a person lawfully taking wildlife, interjecting oneself into the line of fire, disturbing real property intended for use in a hunt, and using loud noises, gestures, scents or any other "natural or artificial visual, aural, olfactory or physical stimuli" to disrupt or annoy a hunter.

HB2127: Big game permits; compassionate transfer (Chapter 10, Laws 2005)

Allows a person to transfer his or her big game permit to a qualified organization for use by a minor child who has a life threatening medical condition. Allows the Commission to determine the manner and conditions of the transfer and use of the permit or tag.

HB2643: Lower Colorado River multispecies; conservation (Chapter 78, Laws 2005)

Allows the Game and Fish Commission to assess additional watercraft registration fees to be collected solely for the purpose of funding the Multi-Species Conservation Project (MSCP). The Commission may also impose and collect surcharges on special-use permits used on the Colorado River. The amount is to be determined by the Commission and the surcharges may only be used for the MSCP. The Multi-County Water Conservation Board shall manage the funds collected for the MSCP or designate a private financial institution or the State Treasurer as a fiscal agent. The MSCP is the cooperative effort to provide the basis for compliance with the Endangered Species Act of 1973.

SB1271: Schools; Arizona gun safety program (Chapter 58, Laws 2005)

Requires the Arizona Game and Fish Commission, the Department of Public Safety and private firearms organizations to develop a one-semester course in firearms marksmanship to be called the "Arizona Gun Safety Program Course" for school districts and charter schools to offer as an elective course. The course must include instruction on gun safety and basic operation, history of firearms, marksmanship, the role of firearms in preserving peace and freedom, the constitutional roots of the right to keep and bear arms, instruction on use of clay targets, practice time at a range, and demonstration of firearms competence. Instructors must be certified by the Game and Fish Department.

SB1365: game and fish; fees (Chapter 318, Laws 2005)

Increases the statutory maximum fee the Commission may set for hunting and fishing licenses and permits and establishes new types of licenses, including a family hunting license and super conservation licenses for hunting, fishing and a combination. Increases the number of big game tags a person may hold, from two to three. Also, increases watercraft registration fees which will become effective beginning September 1, 2005. Prohibits the sale of bighorn sheep parts, except those confiscated by or donated to the Department. Because this bill increases net state revenues, two-thirds majority is required for passage.

HB2158: Shooting Range Preservation (Chapter 112, Laws 2004)

The land-use plan for Phoenix must include protection from encroaching development for the Ben Avery Shooting Range (state-owned range inside or adjacent to municipal boundaries before Jan 1, 2004). The Game and Fish Commission shall forward the legal description of the shooting range to the city attorney. For each property within one half mile of the shooting range, the city must record (among other items) the legal description of the range, a notice that the subject property is located within one-half mile of the range, that it may be subject to increased noise, and that there are restrictions on the uses of the property. The Game and Fish Commission cannot close the range without approval of the Governor.

SB1282: Wildlife Diseases; Agency Orders (Chapter 183, Laws 2003)

In dealing with suspected or documented wildlife diseases in free-ranging or captive wildlife, the Game and Fish director is authorized to issue orders for establishing quarantines; destroying infected wildlife; controlling the movement of wildlife, carcasses or parts; and require persons with wildlife pursuant to a state license to submit the animals for testing. Includes authority to take custody of wildlife and carry out search warrants. Provides rulemaking exemption for related orders.

SB1283: Watercraft; Boating While Intoxicated (Chapter 207, Laws 2003)

Enhances the penalties for a person suspected of operating a motorized watercraft under the influence (OUI) of drugs or alcohol who refuses to take an alcohol or drug analysis test. The legal blood alcohol content (BAC) for the operation of a motorized watercraft is 0.08. A person who has a BAC of 0.15 or higher would be in violation of A.R.S. §5-397 operating or in actual physical control of a motorized watercraft while under the extreme influence of intoxicating liquor; trial by jury; sentencing; classification; definition. SB1283 will increase the fine imposed in A.R.S. §5-395.03 from \$300 to \$750.

HB2048: Game and Fish Commission (Chapter 12, Laws 2002)

The single sunset date for the Arizona Game and Fish Department, Game and Fish Commission and Game and Fish Department director is extended ten years, to July 1, 2012. The legislature will continue the Arizona Game and Fish Commission, department and director to manage wildlife as provided by law.

SB1008: Shooting Ranges (Chapter 222, Laws 2002)

Defines outdoor shooting ranges, establishes sound standards and uniform operating procedures for nighttime outdoor shooting. These new standards will be used to establish a legal defense against civil liability regarding sound pollution. Hours of operation are established for residential area shooting ranges, in exception of use by military or law enforcement training with prior notice given to the public. Shooting ranges in operation by July 1, 2002 must comply with provisions by July 1, 2003.

SB1366: Watercraft; extreme DUI (Chapter 225, Laws 2002)

Defines "extreme OUI" as having an alcohol concentration of 0.15 or more within two hours of operating or being in actual physical control of a motorized watercraft. Makes it a Class 1 misdemeanor to operate or be in actual physical control of a motorized watercraft while under

the extreme influence of alcohol, and establishes legal proceedings. Requires reimbursement of incarceration costs from violators.

SB1367: Hunting Licenses (Chapter 315, Laws 2002)

The statute barring application for or obtaining a license or permit by fraud is expanded to include knowingly applying for a permit or license as fraud. To apply for a license or permit by fraud is elevated from a Class 3 misdemeanor to a Class 2. The Commission may deny violators the right to secure another license for a period not to exceed five years.

SB1370: Fishing Tournament Penalties (Chapter 103, Laws 2002)

Clean-up legislation that repeals the section from statute that makes it a violation to conduct a fishing event or contest on public waters without a permit from the Department. The Department has no responsibility to fishing events or contests that require an entrant to register and that award prizes, points or money.

9. The extent to which changes are necessary in the laws of the agency to adequately comply with the factors listed in the Sunset Laws.

At this point in time, no changes are necessary in the laws of the Department to adequately comply with the factors listed in the Sunset Laws.

10. The Extent to which the termination of the agency would significantly affect the public health, safety, or welfare.

Public Health

The Department has a limited but important role in assuring public health. Principle areas of involvement would be related to zoonotic diseases, vector control, and Special Local Needs registration of pesticides.

Some forms of wildlife can serve as reservoirs for disease agents that can be passed to and infect humans. The Department works with the Arizona Department of Health Services, Arizona State Veterinarian, and USDA-APHIS on zoonotic diseases, including but not limited to rabies. The Department provides the wildlife expertise for its partner agencies, and holds the regulatory authority to restrict possession of wildlife. Where wildlife may serve as a reservoir for a disease agent, it is critical that State act to regulate, and where necessary restrict the possession of live wildlife by the public to avoid disease transmission.

The Department works with state and county authorities where biological measures may be used to control disease vectors. As a regulatory authority for the acquisition, possession, and stocking of wildlife, the Department works with local authorities to determine prudent and appropriate uses of wildlife as vector control strategies.

Pesticides have long been important tools for controlling pest species, some of which may serve as vectors or reservoirs for disease agents. The Department works directly with the Arizona

Department of Agriculture in the review of special local needs registrations for pesticides. As an example, a recent modification in federal pesticide labels for rodenticides made it impossible to use them for the control of pack rats. Pack rat nests can be common locations for breeding aggregations of conenose bugs, which can transmit Chagas disease. The Department worked with the Department of Agriculture to develop an Arizona-specific label for several rodenticides that would allow for their use on pack rat nests, while minimizing the effects of their use on protected birds of prey.

Termination of the Agency would impair Arizona's interdiction of zoonotic diseases.

Public Safety

The Arizona Game and Fish Department is a police agency. Its officers, wildlife managers, and law enforcement specialists are fully commissioned Arizona Peace Officers. Many of the Department's officers work from their homes, largely in rural communities, where they work collaboratively and interactively with county and local officers. The principle functions and focus of department officers is enforcement of wildlife, watercraft safety, and off-highway vehicle laws.

Wildlife managers patrol almost all of Arizona, from the most remote corners of the state's wildlands to urban areas. Wildlife managers are a significant public safety presence in Arizona's back country particularly in association with providing for public safety while the public is recreating out-of-doors hunting and fishing, enjoying water-based recreation, and riding off-highway vehicles.

Wildlife managers respond to concerns from the public about actual or potential conflicts between humans and wildlife. Some of those conflicts may be associated with encounters with dangerous animals, particularly lions, bears, and other large predators. Wildlife managers work with local communities to establish local policies and procedures that minimize the potential for dangerous wildlife incursions into human spaces; minimize the potential for negative or dangerous interactions between wildlife and people; and, in appropriate instances, the removal of offending wildlife when they present a human safety risk.

The Department coordinates watercraft safety enforcement on all Arizona waters and works closely with county Sheriff's Offices, sister state agencies, and federal land management agencies to coordinate a statewide network of public safety for water-based recreation. This network includes conveying leadership, training, rule-making, training, and in some instances, funding to enforcement partners. Watercraft regulation and education are primarily public safety issues. In the absence of the Department, these public safety activities would have to be assumed by other agencies on a uniform statewide basis in order to prevent public chaos on the state's waterways.

Enforcement of watercraft laws, with a particular focus on OUI, is critical to prevent injuries and fatalities on state waterways. The regulatory, enforcement, information and education activities simply cannot be eliminated without a direct negative impact to the Arizona public's safety.

Similarly, off-highway vehicle regulation, enforcement and education involve direct impacts relative to public safety and environmental conditions. The activities cannot simply be eliminated. If the Arizona Game and Fish Department were eliminated, other state agencies

would have to assume the off-highway vehicle regulation, enforcement, information and education, and activities.

Public safety associated with hunting, fishing, water-based recreation, OHV recreation, and public shooting sports activities could not be ensured if the Department was terminated. Public safety in rural and urban communities associated with public interactions with wildlife could not be assured in the absence of the Department.

Wildlife Associated Recreation Contributes to the States Economy and Public Welfare

Elimination of the Department or any of its primary functions would have a long lasting and devastating impact on Arizona economy, Arizona's wildlife resources, Arizona sportsmen and women, and Arizona outdoor recreationalists. Without the agency Arizona's public trust to manage and sustain wildlife populations cannot be carried out.

The impact to Arizona business should hunting or fishing and wildlife management programs no longer be available to the citizens of Arizona would be catastrophic. Nationally, wildlife recreation is one of the most popular forms of recreation. In 2005, more than 87 million Americans participated in hunting, fishing, or wildlife watching. The popularity of wildlife-associated recreation makes it big business in Arizona. Estimates from 2006 indicate that nearly 1.9 million people participated in some form of wildlife-associated recreation in Arizona, and the economic output in Arizona related to hunting, fishing and wildlife watching was approximately \$3.2 billion based on figures from the USFWS, the Association of Fish and Wildlife Agencies, and Southwick and Associates.

A 2002 analysis commissioned by the Arizona Game and Fish Commission and conducted by Dr. Jonathan Silberman of Arizona State University quantified and placed into context the contributions of hunting and fishing recreation for the state, and more importantly for each of our Counties. The impact of wildlife-associated recreational activity is often most important in Arizona's rural economies. Dr. Silberman's report concluded that hunting and fishing related recreation alone generated more than 17,000 jobs in Arizona, created household income for Arizonans of more than \$300 million, and generated more than \$58 million in State tax revenues.

| | (IN MILLIONS) | | | | |
|------------|------------------------------|--------------------------------|-------------------------|--------------------|--------------------|
| | Full-time and Part-time Jobs | Fishing & Hunting Expenditures | Total Multiplier Effect | Salaries and Wages | State Tax Revenues |
| ARIZONA | 17,190 | \$958.5 | \$1,340.0 | \$314.0 | \$58.2 |
| APACHE | 1,010 | \$62.7 | \$72.0 | \$8.9 | \$3.4 |
| COCHISE | 194 | \$12.7 | \$15.2 | \$2.4 | \$0.7 |
| COCONINO | 1,860 | \$101.2 | \$124.9 | \$22.3 | \$6.0 |
| GILA | 769 | \$39.4 | \$46.8 | \$7.5 | \$1.8 |
| GRAHAM | 124 | \$7.3 | \$8.7 | \$1.4 | \$0.4 |
| GREENLEE | 20 | \$2.5 | \$2.7 | \$0.3 | \$0.04 |
| LA PAZ | 232 | \$17.8 | \$20.9 | \$4.1 | \$0.8 |
| MARICOPA | 5,382 | \$409.1 | \$515.0 | \$103.0 | \$21.1 |
| MOHAVE | 1,682 | \$79.9 | \$99.0 | \$17.7 | \$3.9 |
| NAVAJO | 543 | \$33.3 | \$38.3 | \$5.0 | \$1.3 |
| PIMA | 1,187 | \$84.5 | \$105.0 | \$18.3 | \$5.4 |
| PINAL | 296 | \$20.0 | \$22.9 | \$3.8 | \$0.9 |
| SANTA CRUZ | 216 | \$13.9 | \$16.7 | \$2.7 | \$0.9 |
| YAVAPAI | 811 | \$40.0 | \$49.9 | \$9.8 | \$2.3 |
| YUMA | 689 | \$34.2 | \$42.0 | \$7.8 | \$1.8 |

Economic impacts can also be measured at regional or local levels. A large portion of wildlife recreation occurs in rural areas.

Without the Department, necessary conservation, management, research and biological programs would be eliminated. The vagaries of climate, precipitation, and vegetation, as well as predator/prey relationships and zoonotic diseases, that affect wildlife populations could not be studied and controlled. The ability to effectively manage Arizona's wildlife would be lost. In addition, without department law enforcement personnel patrolling Arizona's lands, poaching could become rampant; urbanized communities would be exposed to unwanted gunfire; and, wildlife habitats would be destroyed.

Elimination of the Department would also mean the loss of over \$10 million in federal funds for Game and Fish programs. Without the Game and Fish matching funds, these federal dollars would be lost and the impact would be enormous. Valuable hunter and angler education programs would be discontinued, as would wildlife publications and magazines. Shooting ranges, buffalo ranches, and hatcheries would close. Roads, boating docks and ramps, parking facilities, rest areas, wildlife viewing areas, wildlife watering holes, and wildlife hunting and fishing areas would not be maintained and could be closed.

Eliminating management of wildlife populations could lead to either overabundance or extinction. Neither outcome is viewed as desirable by society. Elk, pronghorn antelope, turkey, and bighorn sheep were all extirpated, or nearly so, from Arizona at one time. The Department's programs have restored all these populations to healthy and sustainable levels, and continue to focus on restoration and management of wildlife resources both common and rare. Regulated hunting and fishing, as well as wildlife watching, provides sustainable outdoor recreation for a growing Arizona population.

Specific to the Sport Fish Subprogram, elimination of the agency would result in termination of management programs that produce coldwater fishing resources for the state (trout hatchery program); termination of management programs that regulate and control the harvest of fishes in the state leading to the decline of quality and satisfaction on the part of the angling public; termination of regulation of the spread of non-native fishes within the state resulting in exacerbated challenges for the recovery of native species in the state.

From the perspective of the Habitat Program, elimination of the agency would result in the following:

- Loss of the state's Heritage Data Management System, which is relied upon by state and federal resource management agencies, local governments, and consultants working for private sector business concerns,
- Elimination of land and water rights acquisition specifically for the benefit of wildlife and wildlife habitat,
- In many cases, the loss of a professional wildlife biologist's assessment of project impacts on fish and wildlife resources,
- Loss of GIS and GeoSpatial analysis as a tool to help manage wildlife resources and resolve resource management conflicts with the siting of new developments on public lands,

- Loss of participation by the state agency responsible for fish and wildlife management in all land management decision-making processes, and
- Loss of access and opportunities to use and enjoy wildlife resources.

11. The extent to which the level of regulation exercised by the agency compares to other states and is appropriate and whether less or more stringent levels of regulation would be appropriate.

All Regulations

The Department's regulatory programs are necessary to carry out its legislative mandate. The Department does not believe it is appropriate to reduce the scope of its regulatory programs. Pursuant to its normal regulatory review cycle, the Department, with Commission oversight, reviews pertinent rules, orders, and regulations through a public input process. Additionally, as public need or request arises, the Department, as directed by the Commission, may initiate the rulemaking process or may seek to amend orders or regulations. As part of this process, the Department has worked to simplify, streamline and enhance existing regulations and rules to meet public and resource needs.

The Department regularly assesses customer need and desire in order to gauge and improve customer service and public safety. Public input has been the basis for the Department to further activities to simplify and clarify regulations (e.g. hunt regulation and brochure format changes), increase communication and education (both externally and internally) regarding regulations, and enhance and prioritize law enforcement presence and activities toward specific needs (e.g. OUI checkpoints for watercraft enforcement and additional enforcement of off-highway vehicle regulations to protect wildlife resources and enhance public safety).

In summary, there is no apparent reason for the Commission or Department to reduce its regulatory scope. There is a need, based on public input and request, for the Commission and Department to continue its current regulatory scope, although modifications to specific regulations may be recommended. Finally, the Department is not currently aware of any more efficient or cost-effective alternatives to the Department's current regulatory framework.

- a. Wildlife regulations: Although the Department's regulatory framework is appropriate to carry out the Department's legislative mandate, the structure is complex and may hinder some potential customers from purchasing a license or participating in hunting, fishing or trapping. This does not include special licenses for other wildlife related activities, such as taxidermy licenses, live bait dealers licenses, private hobby licenses, etc.

Unlike some other states, especially those in the Midwest and East, Arizona's demand for hunting exceeds the supply. Therefore, regulations are required to limit harvest opportunities to ensure healthy wildlife populations now and into the future. At the same time, the Department strives to maximize opportunities for everyone interested in hunting and fishing. Regulations are also required regarding the possession of live wildlife, as many species of wildlife endemic to Arizona or other parts of the globe can threaten public safety, healthy environments, and native wildlife populations. Some states have had more liberal live

wildlife possession regulations, and many of those are now struggling with illegally released live wildlife. This includes the intentional and non-intentional release of various simians (monkeys and apes), and large carnivores (lions, bears and tigers). Although some simians can legally be possessed in Arizona, the state does have regulations that do not allow privately possessed simians to be carried in public places.

The Department's framework includes the following types of licenses:

Hunting, fishing, and trapping: These licenses, along with associated permits, stamps and tags allow for the take of wildlife and include:

- Hunting and Fishing Licenses
- Big Game Tags
- Pioneer License
- Disabled Veterans License
- Crossbow Permit
- Challenged Hunter Access\Mobility Permit
- Trapping License
- Hunting and Fishing Stamps and Special Use Permits
- Big Game Salvage Permit

Other wildlife-related activities: These licenses and permits allow for activities that support or are auxiliary to wildlife recreation and include:

- Falconer License
- Guide License
- Minnow Dealer's License
- Private Game Farm License
- Shooting Preserve License
- Field Trial License
- Field Trial Training Permit
- License Dealer's License
- Fur Dealer's License
- Taxidermist License
- Depredation Tag

Wildlife conservation and welfare: These licenses and permits allow for the taking, possession, and transportation of live wildlife for purposes that are generally intended to benefit wildlife or the public and include:

- Aquatic Wildlife Stocking Permit
- Wildlife Holding Permit
- Scientific Collecting Permit
- Wildlife Hobby License
- Zoo License
- Wildlife Service License
- Wildlife Rehabilitation License
- White Amur Stocking License

- b. Watercraft regulations: The Department's watercraft regulations are adequate for helping to meet its legislative mandate. Watercraft registration sets forth procedures for registering motorized watercraft in the State. It allows a legal owner to register a boat, with controls intended to prevent a stolen boat from being registered by another. Most other state wildlife agencies responsible for watercraft recreation and enforcement charge the same fee to both residents and non-residents.

Some states, in addition to requiring registration of watercraft, also require titling of watercraft, similar to on-road motor vehicles. Arizona currently does not title watercraft.

- c. Off-highway vehicle regulations: The Department's off-highway vehicle regulations are adequate for helping to meet the Department's legislative mandate to protect wildlife

resources and public safety. Off-highway vehicle law enforcement funding has benefited from a 2010 requirement that recreational OHVs display an special indicia, which currently costs \$25 annually per OHV. The Off-Highway Vehicle Recreation Fund (OHVRF) comes from 0.55 percent of 1 percent of the total taxes on motor vehicle fuels and 70 percent of the fee for the \$25 indicia. The other 30 percent goes to the Arizona Highway User Revenue Fund. The Department receives 35 percent of the OHVRF, meaning it receives \$6.125 for the sale of each OHV indicia. OHV funds are used to support seven OHV officers for the purposes of enforcing regulations and implementing the Department's legislative mandate.

12. The extent to which the agency has used private contractors in the performance of its duties as compared to other states and how more effective use of private contractors could be accomplished.

The nature of Game and Fish's activities allows for the use of private-sector contractors. In fact, in order to accomplish its mission, the Department partners with or contracts for a wide variety of services with the private sector. As a result, many of the products and services that the Department provides to the citizens of Arizona are provided through mechanisms involving the assistance of the private sector. In fact, if the Department's ability to acquire these services were eliminated, it would be difficult to achieve the mission-related goals and objectives.

Many services in the private sector are extremely beneficial to the Department in relation to reducing the time it takes to provide a given product or service, and the cost savings that can be realized through the competitive bid process. The ability to use the private sector to augment full-time staff gives the Department the ability to implement projects and activities for which there is neither adequate time nor justification to hire personnel to accomplish the planning and development of the actions. Examples of the types of services the Department obtains through the private sector are as follows:

Archeology/Cultural Resource Services - A professional archeologist must evaluate each action undertaken by the agency that may impact cultural resources. Currently, the Department does not have an archeologist on-staff and, therefore, contracts for all cultural resource surveys and any mitigating measures that may be required.

Copier Maintenance - All services in this area are provided by outside vendors.

Custodial/Janitorial and Landscaping Services - All services of this nature are provided by the private sector.

Cyclic Facilities Maintenance - All significant actions accomplished in this venue can easily be accomplished by the private sector. Activities include well and pump maintenance and replacement, building refurbishment, septic systems replacement, electrical system maintenance, carpentry, plumbing and painting.

Engineering and Land Surveys - The Department routinely utilizes "on-call" contractors that provide expertise in these two professional fields. The Department does not currently employ a certified land surveyor.

Fleet Maintenance and Repairs - The Department utilizes local private contractors to perform minor routine maintenance for local vehicles. The Department has also realized efficiencies by partnering with ADOT to operate the Fleet Auto Shop at the Phoenix Headquarters location. This is our largest category of expenditure with private contractors.

Heavy Equipment Repair - Due to the physical size of this equipment type, the majority of these repairs are completed by outside shops.

License Dealers - Hunting and fishing licenses are sold throughout the state at over 350 locations. Each of these license dealers represents a private sector partner. The Department is currently contracting for services to develop programs for Internet sales and is working on expanding its electronic capabilities.

Major Construction - Contract vendors accomplish all major construction projects, including architectural design. Each project is bid based on the geographic location and architectural rendering. These types of expenditures encompass highly skilled, technical organizations to accomplish the desired outcome.

Printing and Publications - The Department's printing and publication products are provided through competitively solicited contracts. The Department evaluates each publication to determine the most economical production method prior to solicitation. The printing category is a well-publicized and highly-competitive area.

Professional Biologists - The Department frequently contracts with universities and private organizations for specialized technical services for support activities, including preparation of environmental clearance documents, guide services, wildlife capture and trapping services.

Security System Monitoring - Currently, all Department fire and security systems are monitored by outside contract vendors.

Other services procured from private firms include:

- Subscription Fulfillment Services
- Auditing
- Training
- Lab Testing and Analysis
- Medical Evaluations and Screening
- Fish for the urban lakes program
- Fish Eggs
- Helicopter Flight Services
- Aircraft Repair and Major Maintenance
- Graphic Arts
- Editing and Writing
- Appraisals
- Veterinary Services
- Marketing Services
- Aquatic Education Outreach

Based on the experience of the Department, there are many service capabilities in the private sector that are of great benefit. The Department has found these services to be cost effective in two major areas. The first involves the use of skilled labor and manpower for short-term periods or to accomplish a specific desired outcome. In the second instance, contracting with the private sector has allowed the Game and Fish Department to secure the services of specialized functions for which in-house expertise does not exist.

The vast majority of funding for Game and Fish programs is associated with user revenues. As a result, the Game and Fish Commission is extremely cognizant of the need to be fiscally conservative. The Department has been granted the broadest procurement authority by the Department of Administration that is available. With this authority, the Department has made a concerted effort to use its delegated responsibility in order to secure the most effective services that are available. In addition, as a function of its Total Quality approach to business management, the Department analyzes all processes that produce the agency's goods and services. The Department's continuous improvement model requires that each step in every process be subjected to a time/cost/value assessment. As a function of the time/cost/value assessment, it is determined if the desired outcome can be accomplished in less time or for less money. Should the assessment's finding indicate that the Department's customers would be better served through the use of private-sector contractors, it will implement the required process improvement or, if required, seek the authority to do so.

13. The extent to which the agency potentially creates unexpected negative consequences that might require additional review by the committee of reference, including increasing the price of goods, affecting the availability of services, limiting the abilities of individuals and businesses to operate efficiently and increasing the cost of government.

As Arizona's second largest state-level law enforcement agency and the agency statutorily mandated to support, promote, and enforce laws and regulations related to hunting, fishing, shooting sports and ranges, watercraft safety, OHV operations, and outdoor recreation in general, the Department is required to impose on the state's citizens the will of the legislature and Governor as expressed in the laws, rules and regulations they and the Commission promulgate. However, concerns about the agency's ability to operate efficiently and needlessly increasing the cost of government are negligible due to the fact that, almost uniquely in state government, the Arizona Game and Fish Department is a self-funded, user-pay-user-benefit agency with no claim on or access to state general fund/tax revenues. The agency operates almost entirely on a classic business model that seeks price points for all of the services provided that cover costs while delivering value at a price customers are willing to pay. Unlike general fund agencies whose revenues are derived from the taxing authority of government, none of the services the Department provides are essential and, therefore, every dollar received starts with a discretionary decision by a customer, (e.g., no one is compelled to hunt, fish, use a boat, ride an OHV, put a quarter in a slot machine for the benefit of the Wildlife Conservation Fund, or buy a lottery ticket to support the Heritage Fund).

Factor #1: Identify the problem of the needs that the agency is intended to address.

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: Most wildlife in Arizona is the property of the state.

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

- Establish policies and programs for the management, preservation and harvest of wildlife.
- Establish hunting, trapping and fishing rules and prescribe the manner and methods that may be used in taking wildlife.
- Enforce laws for the protection of wildlife and wildlife habitat.
- Develop and distribute information about wildlife and activities of the Department.

Watercraft:

A.R.S. 5-311 directs the responsibility for watercraft recreation, safety and enforcement to the Commission. Through the Commission, the Department may:

- Make rules and regulations required to carry out in the most effective manner all the provisions of this chapter.
- Administer the law enforcement and boating safety program on the state level, and accept federal grants for boating safety and related enforcement.

Off-highway Vehicles:

A.R.S. 28-1176 establishes the Off-highway Vehicle Recreation Fund, which is apportioned between the Department and Arizona State Parks Department.

A.R.S. 17-4: With its portion of the fund, the Department shall:

- Provide an informational and educational program on off-highway vehicle recreation and law enforcement activities relating to state off-highway vehicle laws and enforcement to protect wildlife habitat.

Factor #2: State, to the extent practicable, in quantitative and qualitative terms, the objectives of the agency and its anticipated accomplishments.

The objectives fundamental to the Department’s success are encapsulated within its mission statement. To bring about these strategic objectives, the Department has several enabling objectives for each program.

Enabling Objectives: Sportfish

- Protect, maintain, and enhance the quality, abundance, availability, and diversity of sportfishing opportunities while contributing to the recovery of Arizona's native fishes.
- Develop integrated, watershed-based fisheries management approaches for watersheds in Arizona and identify reaches or zones for management of sportfishes and native fishes.
- Increase public awareness of Arizona's sportfishing resources and opportunities.

Enabling Objectives: Game

- Maintain, enhance and restore (where appropriate) populations of game wildlife to provide for recreation opportunities.
- Minimize adverse impacts to wildlife and wildlife resources, and strive to resolve human/wildlife conflicts.
- Increase public awareness of Arizona's game wildlife, its management and hunting and viewing opportunities.

Enabling Objectives: Nongame

- Maintain and restore the natural diversity of Arizona's nongame and endangered wildlife.
- Increase the public's awareness of nongame and endangered fish and wildlife.

Enabling Objectives: Watercraft

- Provide watercraft -law enforcement needed to ensure that the boating public IS provided with a safe and enjoyable watercraft recreation experience.
- Provide the public with a federally approved watercraft numbering system.
- Provide the boating public with comprehensive boating-safety-training education and associated materials in order to allow them to maximize safety and boating enjoyment of the state's waterways.

Enabling Objectives: Off-Highway Vehicles

- Provide OHV users, nonusers and land agencies with information on habitat protection, safe OHV use and available OHV use areas.
- Provide OHV users with an OHV safety training and habitat protection education program.
- Provide the OHV user with a safe and enjoyable outdoor recreation experience and to protect wildlife habitat through a law enforcement program.

Enabling Objectives: Shooting Sports

- Provide socially compatible shooting range facilities by demonstrating sound environmental stewardship and compliance.
- Create satisfied shooters and customer loyalty to maintain revenue streams and public support of shooting ranges.
- Promote the continued viability and acceptance of shooting sports and hunting and re-enforce the link between hunting and shooting sports by providing Department outreach materials at ranges, displaying Wildlife Restoration messages, hosting hunter education classes, providing sight in services, and warm up shoots for small game seasons.

The Department is in the middle of reviewing its strategic plan. Therefore, anticipated accomplishments will be thoroughly vetted through that process, and presented in the December 2011 Commission meeting.

Factor #3: Identify any other agencies having similar, conflicting, or duplicative objectives, and an explanation of the manner in which the agency avoids duplication or conflict with other such agencies.

In Arizona, no other state agency has similar or duplicative objectives to those of the Arizona Game and Fish Department. The powers and duties of the Department are vested in ARS 17-231. The Department's approach to achieving its statutory mandate and other requirements is to work efficiently and cooperatively with other land and resource management agencies. Whereas the Department manages the fish and wildlife resources in the state, it also recognizes that other state and federal agencies have the mandate to manage the land and water resources in which the wildlife depends upon.

The primary mechanism for avoiding duplication and conflict is solidified in the development of Master Memorandums of Understanding and other agreements that clearly define statutory authorities and identify mutual objectives. These agreements not only identify specific authorities and missions, but also mutual goals, objectives and methods for resolving disputes.

Presently, the Department has 379 agreements in effect within the State of Arizona for cooperative fish and wildlife management.

Under these types of agreements, the Department also works aggressively at the international, national, regional, and state level to work cooperatively with other state wildlife agencies on issues of significant interest and develop strategies to ensure the interests of the State of Arizona and the Department are met. Since fish and wildlife resources are not restricted by land tenure, and state and international boundaries, representing the interests of the State of Arizona and the Department's authority is achieved through direct involvement in national-level associations (such as the Association of Fish and Wildlife Agencies), regional-level associations (such as the Western Association of Fish and Wildlife Agencies and Western Governors Association) and state/local organizations (such as Arizona Cattlegrowers Association, Arizona County Governments Association, Natural Resources Conservation Districts, Habitat Partnership Committees). The Department also works with the various Indian Tribes, Department of Defense installations and quasi-governmental water and utility entities to resolve issues and seek opportunities to cooperate on numerous fish and wildlife management projects.

Factor #4: Assess the consequences of eliminating the agency or of consolidating it with another agency.

Eliminating the Arizona Game and Fish Department would leave the State's wildlife resources and its habitats vulnerable to unmanaged exploitation and undesirable change. The Arizona quality of life, with its diverse wildlife species base that attracts many people to the state, would cease to exist as we know it. Management activities for wildlife benefit both the hunter as well as the non-hunting wildlife user. Even though the consumptive user funds most of the current wildlife management activities in the state, all people in Arizona benefit. Since the management of the State's wildlife is held in the public trust, the State would find it necessary to have an agency to manage fish and wildlife, even if there were no fishing or hunting. Deregulation of wildlife use, in total or in part, in Arizona would be very unpopular. Elimination or consolidation of the Department would abdicate wildlife management in large part to federal agencies less focused on the well being of Arizonans.

Among the strengths of Arizona's approaches to wildlife management, and one of the pillars of credibility that Arizonans place in the management of their resources is the Game and Fish Commission system of governance. A separate Commission providing policy direction to the Game and Fish Department provides focused resource management that is responsive to public that we serve. In other states, consolidation of the wildlife management role and function of state government under the auspices of a broader resources organization has often resulted in:

- Diversion of license sale revenues from wildlife management, jeopardizing millions of dollars in federal matching fund programs that require dedication of license revenues to wildlife management,
- Reallocation and diversion of assets acquired with Federal Assistance in Sport Fish and Wildlife Restoration funds, and most importantly,
- Degradation of public confidence in wildlife resource management.

Arizona Game and Fish Department 2009-2010 Annual Report





Larry D. Voyles

DIRECTOR'S MESSAGE

Arizonans have time and again demonstrated their passion for wildlife. More than 80 years ago, hunters, anglers and wildlife enthusiasts were the driving forces in creating the state's Game and Fish Commission system, which established the Arizona Game and Fish Commission and Department and put in place today's science-based system of wildlife management and conservation. Twenty years ago, voters overwhelmingly passed the initiative that created the Heritage Fund, which provides a portion of lottery ticket sales to the Department for conservation purposes. Game and Fish receives no Arizona tax dollars, and this critical funding source has provided benefits to the state in the form of native species conservation, public access to recreational opportunities, and economic benefits to local communities.

Arizona's citizenry is indeed passionate about wildlife. It is also a diverse citizenry with differing values, desires and opinions on how wildlife and habitat should be managed and conserved. Those differences sometimes escalate into conflict between interests that quite frankly have more in common than they realize. Disagreement is going to occur; however, we must all work to ensure that conflict does not become a drain on finite resources that could be better used toward on-the-ground conservation efforts. As our state continues to grow, our diverse individuals and groups must look to the values they share to find common ground for the betterment of wildlife.

Fortunately, there are many instances of groups doing just that by coming together to achieve conservation success. You'll read about a number of Department accomplishments in this annual report. Many of those successes would not have been possible without collaborative conservation with other partners. We are working on a number of fronts with federal land managers, state and local entities, nongovernmental organizations and private landowners on projects that address wildlife conservation, habitat, and access to recreational opportunities. Successfully taking advantage of these opportunities can be a win-win for our state by conserving resources for the public while sustaining wildlife-related recreation, a significant economic driver in our state.

It's important to also look at where we're heading. Among my goals for the future are a revamped Department planning process that integrates a number of current initiatives and is linked to budget and priorities; development of GIS-based conservation tools that will inform and influence the impact of development on wildlife and habitat; development of a wildlife recreation action plan to recruit and retain hunters, anglers, wildlife viewers and other outdoor recreationists; and continuing to effectively manage and protect the Department's funding sources which have enabled this agency to forge an entrepreneurial model that has provided a foundation of fiscal responsibility and success during these tough economic times. We look forward to working together with all of you over the coming year and beyond.

A handwritten signature in cursive script that reads "Larry D. Voyles".

Larry D. Voyles

Director



ACCOMPLISHMENTS

Heritage Fund celebrates 20 years of conserving Arizona's wildlife

If you voted in Arizona in 1990, chances are you voted in favor of the initiative that created the Heritage Fund. Arizonans showed their overwhelming support for wildlife by passing the measure by a 2-to-1 ratio. For the past 20 years the Heritage Fund has made a difference not just to wildlife conservation efforts, but also to the state's economy, public access, environmental education and outdoor recreation. Just some of the notable accomplishments of the Arizona Game and Fish Department's Heritage dollars over the past two decades include: contributing to local economies through the awarding of more than 640 grants totaling nearly \$13 million dollars across all of Arizona's counties; supporting the award-winning and nationally-recognized Bald Eagle Nestwatch Program, which has been key in helping the state's bald eagle population grow more than 600 percent over the past 30 years; securing public recreational access to more than 2 million acres in the state; reintroducing

black-footed ferrets, California condors and black-tailed prairie dogs, which had disappeared from the state; recovering threatened Apache trout to allow fishing opportunities for this native species; and, supporting representation of Arizona's interests with regard to wildlife conservation, land use and water policy decisions. The Heritage Fund comes from a portion of Arizona Lottery ticket sales.

Hunters and anglers make huge economic contribution to Arizona

Many people may not realize it, but hunting and fishing make a significant economic contribution to our state. Annual expenditures by more than 160,000 hunters and 420,000 anglers (residents and nonresidents) toward equipment and trip expenses are about \$1.1 billion a year, benefitting retailers and local communities through jobs and tax revenues. Wildlife conservation benefits, too. The purchase of hunting and fishing licenses helps fund wildlife management and recreational opportunities, as does the purchase of certain hunting and fishing gear, which provides

The Heritage Fund has been a key source of support for successfully increasing Arizona's bald eagle population.



New OHV law enforcement officers are helping better manage growing off-highway vehicle use in Arizona.

federal funding through an excise tax that is redistributed to the states through the Wildlife and Sport Fish Restoration programs. These programs are a unique partnership between the federal government, state agencies, private industry, and hunters and anglers.

New OHV officers deployed in the field

Game and Fish has been in the process of hiring, training or deploying new officers dedicated to enforcement of the new off-highway vehicle (OHV) laws, as authorized by OHV legislation enacted in 2008. The Department currently has two of these officers in the field, two scheduled to finish training and be assigned in January 2011, and three scheduled to start law enforcement academy in January 2011. Because these positions are dedicated primarily to law enforcement rather than the full array of responsibilities of a wildlife manager, the Department worked with the Arizona Department of Administration to establish a new position classification—recreational law enforcement officer—that offers flexibility to hire an officer dedicated to OHV, watercraft, or wildlife recreation law enforcement, or any combination of the three. Further actions are currently in process for the recruitment of two more of these wildlife recreation officers. Overall, the additions

will increase Game and Fish's field law enforcement capacity by more than 10 percent. The Department will continue to look for opportunities over the next few budget cycles to fund and deploy an additional five officers in this classification, pending funding availability.

Future for endangered black-footed ferrets shines thanks to recovery efforts

The future for Arizona's endangered black-footed ferrets looks promising with two new exciting developments: the best-ever population survey results, and the opening of a new breeding facility for the species at the Phoenix Zoo. Fourteen years after they were first reintroduced to the state, black-footed ferret surveys conducted in the fall by the Arizona Game and Fish Department showed a record 96 animals in the Aubrey Valley population located outside of Seligman, Arizona. Because not all ferrets were captured and included in the fall survey count, the number of animals identified during the survey is a minimum population estimate, and the actual population could be larger. Not only is the number of ferrets identified a record high for Arizona's population, but it also exceeds the state's objective that needs to be met in order for the species to be "downlisted" from endangered to threatened on the endangered species list. "Downlisting" means that the species has recovered to a point where its classification on the Endangered Species List has improved. All states with black-footed ferret populations are given state-specific recovery guidelines that lead to a larger national recovery effort. The national recovery guidelines must be met before "downlisting" the species can be considered.

Game and Fish gets grant to improve access to public lands

The Department was awarded a \$600,000 grant from the U.S. Department of Agriculture to improve outdoor recreational access to public lands. Game and Fish will use the funding to help ensure private landowners allow recreational access to their private land holdings or allow the public access through their private landholdings to otherwise inaccessible public

Arizona Game & Fish Department **OUTDOOR EXPO**

2010



The Outdoor Expo offered a variety of hands-on outdoor recreation activities to visitors of all ages.

lands. The Department has used a portion of Heritage Funding from the Arizona Lottery during the past 20 years to aggressively provide outdoor recreationists ready access to public lands. Lately, the Game and Fish Access Program has secured access to nearly 2 million acres per year that would otherwise not be available to the public. With this new funding, the expectations are for that number to climb to 3 million acres per year. The Department's public access program is one of 17 such programs across the nation that will receive grants totaling \$11.76 million through the Voluntary Public Access and Habitat Incentive Program. The Voluntary Public Access and Habitat Incentive Program incentivizes owners and operators of privately held farm, ranch and forest land to voluntarily give hunters, anglers, hikers, campers, bird watchers and other outdoor recreational enthusiasts access to land for their enjoyment.

Outdoor Expo draws 32,000 people

The Arizona Game and Fish Department Outdoor Expo drew 32,000 people over the March 27-28, 2010 weekend at the Ben Avery Shooting Facility in Phoenix. The event offered the public an opportunity to learn about wildlife-related and outdoor recreation activities, including wildlife viewing, fishing, hunting,

archery, shooting sports, camping, boating, off-highway vehicle recreation, and the mission of the Department. People were also able to visit with more than 150 exhibitors, including sportsmen's and conservation organizations, government agencies and commercial vendors of outdoor products and services. The 2011 Expo will be held March 26-27, 2011 at the Ben Avery Shooting Facility.

Number of breeding bald eagles in Arizona grows

The state's bald eagle population continues to flourish. For the 2010 breeding season, three new active breeding areas were identified, bringing the total number of occupied breeding areas in the state to 52. The total number of breeding adult bald eagles also grew to 104, which is the highest on record. This past year, under the careful watch of the Arizona Game and Fish Department and a coalition of 22 other partners that make up the Southwestern Bald Eagle Management Committee, 44 eaglets also reached the critical point of taking their first flight, an important milestone for a young bird's chances of survival. Bald eagle numbers over the past 30 years have grown more than 600 percent in the state. Cooperative on-the-ground management efforts include: monitoring and survey flights; recreational area closures



Game and Fish has completed a variety of due diligence activities on the site of the Northern Arizona Shooting Range, including a sound study.

during the breeding season; banding and visual identification; contaminants analysis; and a nestwatch program to protect breeding activities. The bald eagle program is supported by the Heritage Fund, a voter-passed initiative that provides funding for wildlife conservation through Arizona Lottery revenue.

Site acquired for long-awaited Northern Arizona Shooting Range

In a historic moment in the effort to establish a public shooting range in the Flagstaff area, the Arizona Game and Fish Commission and Department finalized the purchase of the 160-acre Foster Ranch property in Coconino County for the future site of the Northern Arizona Shooting Range. The property was selected after evaluation of nearly 50 possible sites that met objectives shaped in part by a public survey. An open house about the planning and development of the range was held on Sept. 23, 2010 to give the public a chance to see some conceptual designs, ask questions, and provide input on the designs.

The Department receives no Arizona tax revenues, and the property was purchased and will be developed through the sale of licenses to hunters and anglers. A \$3 surcharge is imposed on hunting and fishing licenses to acquire, construct, renovate, or improve Game and Fish facilities. The fund for the development of the Northern Arizona Shooting Range was established beginning in 2001. The Department has been in the process of a variety of due diligence activities, including such items as a sound study, environmental compliance, and coordination with other agencies. Factors such as funding, process time for environmental compliances, resources, and weather will dictate a phased-in development approach of the range over the next three years and beyond. Flagstaff is one of Arizona's largest communities without a designated place for recreational shooting. Providing a safe, controlled range will reduce use impacts to surrounding areas, provide a venue for law enforcement training, and provide a positive economic benefit to the local communities.

New Wildlife Recreation and Shooting Range branches help serve constituents

The Department reorganized its Information and Education Division by creating two additional branches to better serve constituents across a broad spectrum of outdoor recreational interests. Staffing for these branches came primarily from reallocating current resources within the agency. The Shooting Ranges Branch will focus on the development, operation and maintenance of commission-owned and supported shooting ranges in Arizona. The Wildlife Recreation Branch will focus on engaging the public to become involved in outdoor recreational activities such as hunting, fishing, shooting sports, archery, wildlife viewing, and other activities related to wildlife or the outdoors.

Commission adopts fishing regulation changes

The Arizona Game and Fish Commission approved several changes to the 2011-2012 Arizona Fishing Regulations as proposed by Department biologists. The commission removed the slot limit at Roosevelt Lake, in part because most anglers now practice catch-and-release, but also because this popular lake in the Tonto Basin is experiencing tremendous productivity; this change went into effect during the fall of 2010. After two years of intensive studies at Roosevelt, biologists determined that the bass population is healthy, reproduction is good, size classes are well balanced, bass grow-outs are superb, and less than seven percent of anglers catch and keep bass. Starting Jan. 1, 2011, several other changes will occur. Becker Lake will become a blue ribbon trout fishery (catch-and-release-only year round with artificial lure and fly only with a single barbless hook). The maximum size limit at Lees Ferry will increase from 12 to 14 inches to allow greater harvest of the smaller trout and provide more angler opportunity. Ash Creek along with Marijillda Creek and its tributaries (Mt. Graham) will be closed to fishing until a fishable population of native Gila trout is established. Snake Creek in the White



Mountains will be open to angling. Bag and possession limits of catfish, trout and sunfish at Redondo Pond (Yuma Lakes) will be reduced. About 13 miles of Bonita Creek in Graham County will be closed to fishing as part of an effort to re-establish native fish populations in this remote creek that receives minimal angling pressure. And, the daily bag and possession limit for largemouth bass at Pena Blanca Lake will be changed to “no harvest” until Dec. 31, 2012 (the lake was completely drained this past year and is on the comeback trail).

Mentored small game camps help introduce the public to hunting

The Department once again hosted small game hunting camps across Arizona as part of its ongoing hunter and angler recruitment program. Game and Fish teams up with a number of sportsmen’s organizations and others to conduct these camps, which focus on everything from quail and squirrels to ducks and geese. A list of camps and contact information is posted at www.azgfd.gov/hunting (see the “Mentored Hunting & Juniors-only Events” information).

Don't move a mussel – now it's the law

The Department instituted new regulations in 2010 to help prevent the spread of invasive quagga mussels to other Arizona waters. The regulations, called “Director’s Orders,” were authorized by the Aquatic Invasive Species Interdiction Act passed in 2009 by the Arizona Legislature. They require boaters to drain, clean and dry their boats when leaving the

The protected size limit (slot limit) has been removed at Roosevelt Lake.



The Department offers wind and solar power guidelines with voluntary recommendations aimed at helping alternative energy developers consider wildlife conservation in their project planning.

vicinity of a water known to contain quagga mussels. There are also requirements for waiting a certain period of time before launching your watercraft in another water. Boaters who don't follow the procedures outlined in the newly-created regulations can be cited by law enforcement officers. Quagga mussels were first discovered in Arizona waters in Lake Mead in January of 2007 and are now found in lakes Mead, Mohave, Havasu, Pleasant, and the Lower Colorado River below Havasu to the international boundary with Mexico. They can colonize rapidly on hard surfaces and can damage boat motors and clog water intake structures for power and water treatment plants.

New solar and wind power guidelines aim to help Arizona's wildlife

The Department made available its newly-developed wind and solar power guidelines aimed at helping alternative energy developers consider wildlife conservation in their project planning. The voluntary recommendations will assist energy developers in identifying potential impacts to wildlife and habitats from their proposed project development, and potential alternatives to avoid, minimize, and/or mitigate for those impacts. The solar guidelines are organized around five of the key development stages: (1) wildlife protection regulations; (2) Arizona Game and Fish Department regulations and review; (3) gathering preliminary information and conducting site screening; (4) identifying potential impacts to wildlife; and

(5) mitigating the impacts. The wind guidelines include recommendations on: (1) preliminary screening of proposed wind energy projects; (2) preconstruction study design and methods; (3) assessing direct, indirect, and cumulative impacts to bats and birds in accordance with state and federal laws; (4) developing avoidance and minimization measures; (5) establishing appropriate mitigation; and (6) post-construction operations monitoring, analysis, and reporting methods. By considering wildlife in the early planning stages, it is hoped that renewable energy developers can design projects that impact wildlife in the smallest way possible.

Hunting and fishing licenses are available online again

They're back: Arizona hunting and fishing licenses are available for purchase online once again. It's simple and convenient: just visit the Arizona Game and Fish Department's website at www.azgfd.gov to decide what license or license package suits you or your family best, and make the online purchase using your Visa or MasterCard from the convenience of your own home or office. There is a \$1.50 Internet fee for buying your license online – the fee actually pays for the service. Be sure to have a printer handy; you must physically print out the license you purchase online (color or black and white will work). There are lots of hunting and fishing license options available, including some exceptional deals on Family Licenses. Be sure to shop online at "Buy a License" for the license package that works best for you.

No CWD detected in Arizona deer and elk testing

The Department reported no detection of chronic wasting disease (CWD) this past year in any of the 1,624 testable samples from hunter-harvested or road-killed deer and elk during Arizona's 2009-2010 hunting season. Arizona Game and Fish has tested approximately 14,500 deer and elk samples since beginning its surveillance program in 1998. None have tested positive for the disease. Although CWD has not yet been found in Arizona, it is present in three neighboring states: Utah, Colorado, and

New Mexico. Each year, hunters are encouraged to submit deer and elk heads for testing, particularly in Units 1, 12B, 27, and 28, as those units border CWD-positive areas in other states.

All-day early dove season returns to Arizona

For the first time in two decades, all-day dove hunting returned to Arizona for the early dove season, Sept. 1-15, 2010. The early season half-day dove hunting restrictions were eliminated by the Game and Fish Commission in response to some changes the state is experiencing, such as hunting areas being pushed further out from the urban centers and less hunting pressure and harvest on doves as compared to the 1980s. In addition, biologists reported dove reproduction was above average this past year due to favorable winter and spring rains.

Collaboration results in enhancements to Yuma fishing area

The Arizona Game and Fish Department and the Bureau of Land Management celebrated the opening of the Redondo Pond Fishing Pier in August 2010. Formed in an old gravel pit, the pond itself has existed for several years with limited access for fishing and recreation. The project, which took about a year-and-a-half to complete, included creating a parking area, providing disability access, and construction of the fishing pier. The completion of this partnership project now provides enhanced access to stocked fishing opportunities at three locations around Yuma, at Redondo, Fortuna Pond, and the West Wetlands Park pond.

CONSERVATION

Arizonans asked to remember Arizona's wildlife at tax time

The Department reminded Arizonans that they can "make a mark for wildlife" at tax time by making a donation to the Arizona Wildlife Fund on their state income tax form. The fund is a voluntary program that allows Arizona taxpayers to make a donation to help imperiled and endangered wildlife and other nongame species. Nongame wildlife are those



animals that are neither hunted nor fished in a traditional sense. The Department does not receive general tax dollars, so donations to the Arizona Wildlife Fund provide an important funding source for wildlife conservation. The cumulative effect of even small donations has tremendous impact on conserving the state's wildlife resources, which provide a variety of low-cost recreational opportunities for residents to enjoy as well as economic benefits to local communities.

Study begins on potential impacts of wind energy development to pronghorn

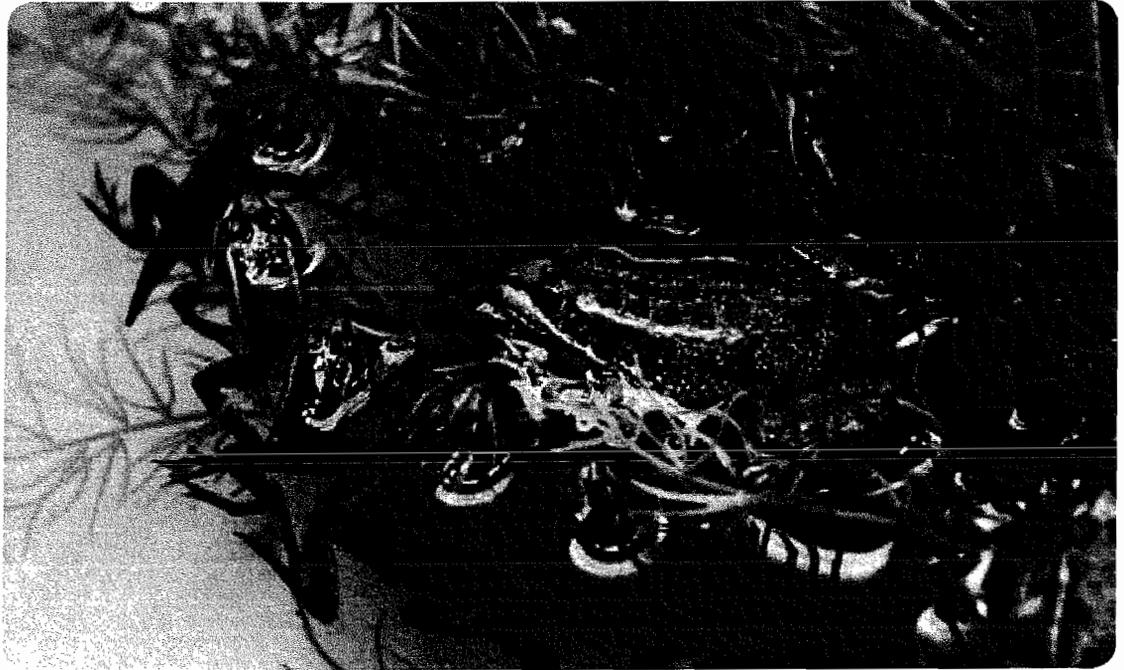
The Department initiated a two-year research project to evaluate potential impacts of wind energy development and operations on preferred areas of use and movement patterns of pronghorn antelope near the Dry Lake wind energy facilities in north-central Arizona. Using a helicopter and net gun, Department personnel captured 15 pronghorn from selected herds in early November 2010. Each animal was fitted with a global positioning system (GPS) collar, and then immediately released to rejoin its herd. The GPS collars will provide location data for each pronghorn six times daily, giving wildlife biologists detailed tracking information. The collars will operate for approximately two years before automatically dropping off the animal and being retrieved. Part of the project cost will

All-day dove hunting during the early dove season in September returned to Arizona for the first time in two decades.



Arizonans can assist wildlife by making a donation to the Arizona Wildlife Fund at tax time.

The August release of Chiricahua leopard frogs into the Tonto National Forest marked the release of the 10,000th frog of this rare species into the wild.



be paid by the Department through a Federal Aid in Sport Fish and Wildlife Restoration Program grant. Because of their interest in maintaining a viable pronghorn population in the Dry Lake area and in mitigating potential impacts to other pronghorn habitats with any future developments, the energy companies affiliated with the development are also helping fund the research.

Recovery program releases the 10,000th threatened Chiricahua leopard frog into Arizona's wilderness

A team of biologists from the Arizona Game and Fish Department, U.S. Fish and Wildlife Service, U.S. Forest Service, and the Phoenix Zoo's Conservation Center released more than 1,700 threatened Chiricahua leopard frogs into the Tonto National Forest in August 2010, marking the release of the 10,000th frog of this rare species released into the wild after being reared at the Phoenix Zoo's Conservation Center. The frogs, including adults and tadpoles, were released at multiple sites in the forest near Payson. The frogs were raised from eggs collected near Young. Additionally, 100 frogs that were bred and reared at the zoo were released near Camp Verde in the Coconino National Forest. Thanks in part to Game and Fish's Heritage Fund, great strides are being

made in re-establishing Chiricahua leopard frogs to their native habitat in Arizona through this partnership effort.

Sportsmen raise more than \$369,000 for wildlife conservation in Arizona

The 2010 Arizona Big Game Super Raffle raised more than \$369,000 to benefit Arizona's wildlife. Twelve winners were selected at the July drawing. Raffle prizes included ten special big game tags (one for each big game species), one Swarovski optics package, and a guided New Mexico elk hunt. Every dollar raised for each species is returned to the Arizona Game and Fish Department for the specific management of that species. Decisions on funding specific projects are coordinated through a cooperative process of the Arizona Habitat Partnership Committee. Input from 12 statewide habitat partners and the organizations (state, local and conservation groups) collectively determine which projects will provide the most benefit to each species represented. Funding from the raffle allows for a multitude of wildlife conservation projects. For 2010, more than 60 projects were approved, including water developments, grassland restoration, game surveys, and monitoring of wildlife movements to map connectivity issues.

Sipe Wildlife Area named as a premier spot to experience elk

The Department's Sipe White Mountain Wildlife Area was named by the Rocky Mountain Elk Foundation (RMEF) as one of the top places in the country to view and learn about elk, other wildlife and their habitats. Of its list of 25 educational destinations for families to experience elk, Sipe is the only site in Arizona named by the national conservation organization. Although elk are present at Sipe year-round, September and October provide the most spectacular viewing opportunities. Sipe lies in the shadow of Escudilla Mountain in eastern Arizona, a few miles southeast of the towns of Eagar and Springerville. Since it acquired the property, the Arizona Game and Fish Department has steadily enhanced habitat values for wildlife on the property and attractions for visitors. A small visitor center and a series of hiking trails, complete with interpretive signage and wildlife viewing points, offer the public opportunities to learn more about Arizona's unique wildlife resources. The Department also conducts several educational wildlife-viewing programs at Sipe for the public throughout the summer and early fall.

Endangered fish find a new home at the Rio Salado Audubon Center

Two endangered species of native fish became the newest residents to the outdoor ponds at the Nina Mason Pulliam Rio Salado Audubon Center in Phoenix. Nearly 500 desert pupfish and 550 Gila topminnows were released Aug. 31, 2010, into the center's ponds as part of a Safe Harbor program that allows non-federal landowners to actively participate in the recovery of these endangered fish by providing sites to establish populations of the species in areas where they no longer exist. The Audubon Center is the tenth participant enrolled in the program. The release was carried out through a cooperative effort between the U.S. Fish and Wildlife Service, Arizona Game and Fish, Audubon Arizona, Phoenix Zoo, City of Phoenix, and the Desert Botanical Garden. The outdoor ponds at the Audubon Center were



constructed using a grant from the Heritage Fund, a voter-passed initiative that was started in 1990 to further wildlife conservation efforts in the state through Arizona Lottery ticket sales.

Arizona offers many opportunities to experience elk.

2010 survey results released for desert bighorn sheep on the Kofa NWR

A survey of the desert bighorn sheep population on the U.S. Fish and Wildlife Service's Kofa National Wildlife Refuge in southwestern Arizona resulted in a population estimate of 402 sheep. The survey estimate is down from the 2009 survey estimate of 410 sheep, but it is still slightly above the lowest recorded estimated level of the 2006 survey of 390. Due to standardized survey methodology and scientific margin of accuracy, biologists' analysis of the past five surveys indicates no significant decline or improvement to the herd's population. Wildlife management agencies

A collaborative Safe Harbor program allows non-federal landowners to participate in recovery efforts for endangered native fish species.



remain concerned about the low population levels on the refuge compared to the estimated 812 animals of the 2000 survey. Once a very robust population, the size of the herd on the refuge has dropped significantly since 2000. Wildlife experts attribute the decline to a variety of potential factors including drought, predation, water availability, disease and human disturbance. Due to the significance of this sheep population, the Service and the Arizona Game and Fish Department are conducting an ongoing, joint study to collect data on these and other suspected causes of the population's decline.

More California condors released to Arizona's wilderness

Four endangered California condors were released to the wild in the Vermilion Cliffs National Monument in northern Arizona in September 2010. This was the 16th public release of condors in Arizona since the multi-partner recovery program began in 1996. Condors are hatched and reared in captivity at The Peregrine Fund's World Center for Birds of Prey in Idaho, Oregon Zoo, Los Angeles Zoo and San Diego Wild Animal Park and transported to Arizona for release to the wild. Currently, 73 condors are flying free in the Grand Canyon region. The world's total population of California condors is 384, with 186 of them gracing the skies of Arizona, Utah, California and Mexico. Condors were reduced to just 22 individuals in the 1980s when a program was started to save the species from extinction.

EDUCATION

Game and Fish offers online OHV education course

To better meet the needs of busy off-highway vehicle (OHV) enthusiasts, the Arizona Game and Fish Department created a new online OHV education course. The course was built after analyzing the most valuable OHV topics from across the country and integrating them with Arizona laws and regulations. It offers an overview of ATV, dirt bike, and recreational off-

highway vehicle (ROV) operation. Students will develop a better understanding of being "rider active," safety measures for operation, how to make ethical decisions when operating, and the importance of staying on roads and trails to minimize impact to natural resources. The new online course has been specifically developed for students of all ages and skill levels and is a self-paced program so students can learn at their own speed. Once completed, students can take a final exam for \$30 and receive a completion certificate.

New wildlife conservation curriculum offers free standards-based learning for high schoolers

The struggle to conserve America's wildlife is an amazing tale of national and natural history. It is a story of what can be accomplished when people work together towards a common goal. Now, a new curriculum developed by the Department as part of its Focus Wild program is available to help teachers convey this important lesson to students. "America's Wildlife: Yesterday, Today, and Tomorrow" is intended for high school science and social studies classrooms and consists of five interactive lessons set to state and national standards. It is available free of charge to educators. To help introduce the curriculum, Game and Fish hosted teacher workshops throughout the state in September and October 2010. Game and Fish's Focus Wild program is supported by the Heritage Fund, a voter-passed initiative that was started in 1990 to further wildlife conservation efforts in the state. Funding comes from Arizona Lottery ticket sales.

Arizona adds master instructors to further hunter education program

Hunter education in Arizona has been enhanced, thanks to a change aimed at increasing class availability for the public and facilitating better communication with volunteer hunter education instructors. The Department appointed 11 volunteer regional coordinators to serve as "master instructors" in response to input gathered through more than a year of discussions with current hunter



education instructors. Targeted at providing Arizona's communities with better access to hunter education courses, the master instructors—all long-time, experienced senior hunter education instructors—will facilitate, enhance and improve communication channels between the Department and its existing volunteer instructors by coordinating courses offered at the community level. They will also help establish objectives for courses and assist in achieving them.

Public outreach events

Game and Fish employees and volunteers staffed informational booths or provided educational presentations throughout the state on a variety of wildlife and outdoor recreational topics. Just some of the events the Department either conducted or participated in include the Arizona Game and Fish Department Outdoor Expo, International Sportsmen's Exposition, National Public Lands Day, High Country Hummingbird event, Tres Rios Birding and Nature Festival, Tri-State Boating Fair, Free Fishing Day events, Yuma Birding and Nature Festival, Wings Over Willcox, Verde

Valley Birding and Nature Festival, Payson Wildlife Fair, Bighorn Sheep workshops, Urban Watchable Wildlife Bat workshops, and Elk-viewing workshops. This is in addition to the numerous small game camps, shooting sports events, fishing clinics and other events that the Department either hosts or participates in.

ISSUES

Wild horse and burro management

The Department submitted comments and recommendations to the Bureau of Land Management (BLM) regarding the BLM's Wild Horse and Burro Strategy Development Document, titled "Working Toward Sustainable Management of America's Wild Horses and Burros." The BLM document identifies draft goals, objectives, and possible management strategies under consideration to implement Secretary of the Interior Ken Salazar's Wild Horse and Burro Initiative. Game and Fish, as the state agency responsible for managing resident wildlife populations in Arizona, encourages the evaluation of wild horse and burro management in order to improve the

Game and Fish staff and volunteers participated in numerous public outreach events.



Game and Fish believes wild horse and burro management proposals must take into consideration the needs of wildlife and habitat.

management efficiency and effectiveness across the landscape. However, the Department also believes that the original crafters of the Wild Free-Roaming Horses and Burro Act of 1971 (Act) wisely balanced measures to protect free-roaming horses and burros with measures to protect wildlife, habitats, rangeland resources, and private interests. The Department believes that any new strategy developed for the management of wild horses and burros must require that the BLM and Department of Interior meet their fiduciary and statutory obligations to appropriately identify and mitigate for impacts to wildlife and wildlife habitat under the Federal Land Policy and Management Act (FLPMA), the National Environmental Policy Act (NEPA), the Endangered Species Act (ESA), and other statutes, regulations, and legislation, as applicable. The Department's comments can be viewed at www.azgfd.gov/inside_azgfd/WildHorseBurro.shtml. The Department is committed to helping the BLM develop a wild horse and burro management strategy that best meets the intent of the Act and the needs of wildlife resources throughout the West.

Lead and wildlife

Lead and its effects on wildlife have received increasing attention at the national and state scale. Arizona Game and Fish has been involved in lead and wildlife issues since the 1980s and continues to be actively engaged through the

Association of Fish and Wildlife Agencies (AFWA) and the Western Association of Fish and Wildlife Agencies (WAFWA). In keeping with the Game and Fish Commission's direction for the Department to continue expanding its dialogue with the public on ingested lead and wildlife, the Department conducted focus groups to help improve its understanding of the viewpoints and opinions of key constituencies. In another development, several advocacy groups petitioned the U.S. Environmental Protection Agency (EPA) in August 2010 to ban lead ammunition and fishing tackle under the Toxic Substances Control Act (TSCA). The EPA denied the portion of the petition dealing with lead ammunition, saying the agency does not have the legal authority to regulate ammunition under TSCA, but it continued reviewing the portion of the petition pertaining to fishing tackle. As part of EPA's solicitation of comments, Game and Fish submitted comments requesting that EPA reject the petition due to the fact that, biologically, there is currently no scientific evidence that lead fishing tackle poses a significant risk to Arizona's wildlife populations, and that state or local-level approaches, where and when there is scientific evidence to support them, make the most sense to address lead-wildlife concerns. The Department's comments can be viewed at www.azgfd.gov/lead. EPA in October denied the portion of the petition pertaining to lead fishing tackle. Game and Fish has seen success in voluntary, cooperative programs such as the voluntary lead ammunition reduction program to assist California condors in northern Arizona. The Department is committed to voluntary approaches through informational outreach, voluntary lead alternative programs, and surgically targeted responses, for addressing wildlife conservation and management needs.

Largemouth bass disease detected at Saguaro Lake

Arizona may have a new microscopic aquatic invader – largemouth bass virus, which can kill fish but is not harmful to people. Fish

samples from Saguaro Lake in October 2010 showed preliminary results for the largemouth bass virus, but due to testing timelines for this disease, the Department was still awaiting a full report from federal laboratories at the time of this writing. Confirmation of the detection will be sought with another, independent laboratory. If confirmed, Saguaro would be the first water in Arizona to test positive for the presence of the virus. Although not previously detected in Arizona, at least 18 other states have found the fish disease in bodies of water dating back to 1991.

Mexican wolf conservation

The Arizona Game and Fish Commission voted in December 2010 to support Congressional actions to delist the Mexican wolf from protection under the Endangered Species Act. In taking the action, the commission reaffirmed its strong commitment to Mexican wolf conservation, but recognized that progress on the program had been stalled since 2001 due to the current federal process that guides Mexican wolf conservation and is susceptible to litigation and gridlock. Through its action at this meeting, the commission anticipates that the Arizona Game and Fish Department would become even more heavily involved in planning the future of the species and the day-to-day activities in a more affordable, efficient and effective manner. Partnerships have been, and will continue to be, essential to continuing Mexican wolf conservation, and the commission invites all stakeholders to the table who are willing to participate in seeking solutions that will lead to effective, productive conservation. Earlier in the year (June 2010), the commission approved the Department's participation in a new Memorandum of Understanding (MOU) that, if approved by all the signatory cooperators, would help re-establish a framework for interagency cooperation to make progress on the Mexican wolf reintroduction effort.

MISCELLANEOUS

Commission appointment recommendation board established

The Arizona Legislature passed, and Governor Brewer signed, a new law (ARS 17-202) in 2010 establishing an Arizona Game and Fish Commission Appointment Recommendation Board. The law stipulates that the board shall assist the governor by interviewing, evaluating and recommending candidates for appointment to the Arizona Game and Fish Commission, and that it shall recommend at least two, but no more than five, candidates to the governor. The governor must select and appoint a commissioner from the list submitted by the board. The board met in November 2010 and ultimately forwarded a list of three candidates (chosen from an initial slate of 73 applicants) for Governor Brewer's consideration. At the time of this writing, the governor had nominated Robert E. Mansell for the 2011 appointment to the commission.

AZGFD helps bolster statewide watercraft law enforcement

The Department distributed grants to a number of Arizona counties to help them maintain watercraft law enforcement efforts during budget reductions resulting from the economic downturn of the last few years. Through an Intergovernmental Game and Fish grant, the Department distributed \$950,000 to the counties in fiscal year 2010 and anticipates distributing about \$500,000 in fiscal year 2011 to help our county partners maintain watercraft officer positions and a level of on-the-water enforcement presence. This cooperation across agencies has maintained critical enforcement presence on various Arizona waters.

FINANCIAL STATEMENT

| Fiscal Year Revenues by Fund | 2008-09 | 2009-10 |
|--|---------------------|---------------------|
| Game and Fish Fund | \$27,632,527 | 27,132,427 |
| Watercraft Licensing Fund | 5,487,923 | 5,236,761 |
| Game, Nongame Fund | 232,857 | 205,572 |
| Federal Assistance (Includes Matching Funds) | 31,052,942 | 32,440,397 |
| Heritage Fund | 6,295,957* | 10,123,753 |
| Off-highway Vehicle Fund | 1,285,779 | 1,471,886 |
| Capital Improvement/Conservation Dev. Funds | 1,644,707 | 1,527,693 |
| Wildlife Conservation Fund | 6,245,815 | 5,635,240 |
| Indirect Cost Fund | 2,302,226 | 2,302,987 |
| Other Funds (See Detail Below) | 2,965,363 | 3,271,876 |
| Total Revenue All Sources | \$85,146,096 | \$89,348,521 |

Other Funds Detail

| | | |
|---|--------------------|--------------------|
| GF Land and Water Conservation/ Recreation Development | \$592 | 349 |
| Wildlife Theft Prevention Fund | 136,604 | 144,528 |
| Waterfowl Conservation Fund | 74,278 | 69,769 |
| Wildlife Endowment Fund | 167,794 | 19,213 |
| Federal Economic Recovery Fund | 0 | 107,134 |
| Trust/Donation Fund | 2,215,063 | 2,705,651 |
| Firearms Safety and Ranges Fund | 3,519 | 73 |
| W/L Habitat and Restoration fund | 3,017 | 377 |
| Game & Fish Kaibab Coop | 182,552 | 43,659 |
| Publications Revolving Fund | 181,943 | 181,054 |
| Total Other Funds | \$2,965,363 | \$3,271,806 |

| Fiscal Year Expenditures by Fund | 2008-09 | 2009-10 |
|--|---------------------|---------------------|
| Game and Fish Fund | \$28,892,431 | 31,505,473 |
| Watercraft Licensing Fund | 2,429,607 | 3,462,907 |
| Game, Nongame Fund | 292,642 | 311,435 |
| Federal Assistance (Includes Matching Funds) | 30,404,832 | 33,028,877 |
| Heritage Fund | 5,474,767* | 9,738,955 |
| Off-highway Vehicle Fund | 734,547 | 1,152,890 |
| Capital Improvement/Conservation Dev. Funds | 691,172 | 2,778,750 |
| Wildlife Conservation Fund | 6,012,389 | 5,912,414 |
| Indirect Cost Fund | 2,093,312 | 2,435,212 |
| Other Funds (See Detail Below) | 3,936,997 | 2,792,595 |
| Total Expenditures All Sources | \$80,962,695 | \$93,119,508 |

Other Funds Detail

| | | |
|---|--------------------|--------------------|
| GF Land and Water Conservation/ Recreation Development | \$ 0 | \$ 0 |
| Wildlife Theft Prevention Fund | 162,742 | 119,890 |
| Waterfowl Conservation Fund | 96,019 | 80,753 |
| Wildlife Endowment Fund | 0 | 0 |
| Federal Economic Recovery Fund | 0 | 86,572 |
| Trust/Donation Fund | 3,279,876 | 2,182,672 |
| Firearms Safety and Ranges Fund | 325,523 | 0 |
| Game & Fish Kaibab Coop | 3,003 | 129,774 |
| Publications Revolving Fund | 69,834 | 192,934 |
| Total Other Funds | \$3,936,997 | \$2,792,595 |

*Accounting correction involving real property escrow refund.

| Calendar Year Sales in Numbers by Group | 2008 | 2009 |
|---|----------------|----------------|
| Licenses (see detail below) | 451,790 | 457,605 |
| Resident Trout Stamps | 79,399 | 80,429 |
| Nonresident Trout Stamps | 258 | 297 |
| Tags | 154,562 | 154,443 |
| Misc Permits/Licenses | 2,980 | 3,270 |
| Special Use Licenses/Stamps | 64,678 | 61,311 |
| Two Pole Stamp | 60,064 | 60,755 |
| Resident Additional Day Stamps | 1,854 | 1,852 |
| Nonresident Additional Day Stamps | 1,902 | 2,025 |
| Arizona Waterfowl Stamps | 6,159 | 5,681 |
| Migratory Bird Stamps | 47,972 | 44,313 |
| Kaibab 12A Archery Deer Stamps | 2,631 | 2,343 |
| Restricted Non-permit Tags | 4 | 1 |
| Supplemental Hunt Tags | 12 | 46 |
| Companion Hunt Tags | 98 | 71 |
| Totals | 874,363 | 874,442 |

| Lifetime License/Stamp Sales | 2008 | 2009 |
|-------------------------------------|------------|------------|
| Lifetime License Sales Fish | 53 | 85 |
| Lifetime License Sales Hunt | 96 | 86 |
| Lifetime License Sales Combo | 115 | 99 |
| Lifetime License Sales Trout Stamps | 41 | 56 |
| Wildlife Benefactor Combo License | - | 1 |
| Totals | 305 | 327 |

| Calendar Year License Sales by Category | 2008 | 2009 |
|---|----------------|----------------|
| Resident General Fish | 155,214 | 158,262 |
| Nonresident General Fish | 1,097 | 914 |
| Family/Primary Fish | 3,590 | 4,191 |
| Family/Spouse Fish | 1,727 | 2,028 |
| Family/Child Fish | 1,582 | 1,829 |
| Resident Super Fish/Trout/Urban License | 10,995 | 12,772 |
| Nonresident Super Fish/Trout/Urban License | 1,335 | 1,722 |
| Resident General Hunt | 56,331 | 56,269 |
| Nonresident General Hunt | 20,466 | 19,443 |
| Computer Family/Primary Hunt | 540 | 566 |
| Computer Family/Secondary (Spouse) Hunt | 277 | 261 |
| Computer Family/Youth & Child/10-13 Hunt | 1,384 | 1,732 |
| Resident Hunt/Fish | 73,646 | 72,945 |
| Nonresident Hunt/Fish | 632 | 662 |
| Computer Family/Primary Hunt/Fish | 2,127 | 2,364 |
| Computer Family/Secondary Hunt/Fish | 1,162 | 1,307 |
| Computer Family/Youth & Child/10-13 Hunt/Fish | 1,566 | 1,597 |
| Computer Super Hunt w/Stamps | 207 | 177 |
| Computer Super Hunt/Fish w/Stamps | 1,143 | 851 |
| Nonresident 3-Day Hunt | 7,258 | 6,924 |
| Urban Fishing | 28,274 | 30,618 |
| Nonresident Colorado River Fish | 1,544 | 1,430 |
| Nonresident 5-Day Fish | 9,148 | 9,062 |
| Resident Youth Hunt/Fish | 23,212 | 23,602 |
| Nonresident 4-Month Fish | 7,927 | 8,244 |
| Resident/Nonresident 1-Day Fish | 32,751 | 32,819 |
| Resident Youth Group 2-Day Fish | 72 | 73 |
| Resident General Fish Nov/Dec | 3,878 | 3,028 |
| Nonresident General Fish Nov/Dec | 184 | 163 |
| Computer Family/Primary Half Fish Nov/Dec | 12 | 13 |
| Computer Family/Spouse Half Fish Nov/Dec | 1 | 2 |
| Urban Fishing Nov/Dec | 2,508 | 1,735 |
| Totals | 451,790 | 457,605 |

| Calendar Year License and Tag Sales | 2008 | 2009 |
|-------------------------------------|---------------------|---------------------|
| Licenses | \$16,948,437 | \$17,149,131 |
| Stamps | 2,159,937 | 2,100,230 |
| Tags | 8,063,170 | 7,928,344 |
| Total Value | \$27,171,544 | \$27,177,705 |



Jennifer L. Martin



Robert R. Woodhouse



Norman W. Freeman



Jack F. Husted



John W. Harris

THE GAME AND FISH COMMISSION

Under the provisions of the Arizona Revised Statutes 17-231, the Arizona Game and Fish Commission establishes policy for the management, preservation and harvest of wildlife. The commission makes rules and regulations for managing, conserving and protecting wildlife and fisheries resources, and safe and regulated watercraft and off-highway vehicle operations for the benefit of the citizens of Arizona. In support of the commission's obligations, the director, as chief administrative officer, provides general supervision and control of all department functions and activities.

The commission is composed of five members appointed by the governor pursuant to ARS 38-211. The commission appoints the director of the Arizona Game and Fish Department, and the director serves as secretary to the commission. No more than one commissioner may be from any one county. No more than three may be from the same political party. Each commissioner serves a five-year term, staggered. Commissioners customarily serve as chair during their last year.

OUR MISSION

To conserve, enhance and restore Arizona's diverse wildlife resources and habitats through aggressive protection and management programs, and to provide wildlife resources and safe watercraft and off-highway vehicle recreation for the enjoyment, appreciation and use by present and future generations.



The Arizona Game and Fish Department prohibits discrimination on the basis of race, color, sex, national origin, age, or disability in its programs and activities. If anyone believes that they have been discriminated against in any of the AGFD's programs or activities, including employment practices, they may file a complaint with the Director's Office, 5000 W. Carefree Highway, Phoenix, AZ 85086, (602) 942-3000, or with the U.S. Fish and Wildlife Service, 4040 N. Fairfax Dr., Ste. 130, Arlington, VA 22203. Persons with a disability may request a reasonable accommodation or this document in an alternative format by contacting the Director's Office as listed above.

Arizona Game and Fish Department

5000 W. Carefree Highway
Phoenix, AZ 85086
(602) 942-3000
www.azgfd.gov

LARRY D. VOYLES Director
GARY R. HOVATTER Deputy Director
ROBERT D. BROSCHEID Deputy Director

ASSISTANT DIRECTORS

MIKE SENN Wildlife Management
LEONARD ORDWAY Field Operations
JOHN BULLINGTON Special Services
TY GRAY Information & Education

REGIONAL OFFICES

Region I — JON COOLEY, Supervisor
2878 E. White Mountain Blvd., Pinetop 85935
(928) 367-4281

Region II — RON SIEG, Supervisor
3500 S. Lake Mary Road, Flagstaff 86001
(928) 774-5045

Region III — BOB POSEY, Supervisor
5325 N. Stockton Hill Road, Kingman 86409
(928) 692-7700

Region IV — PAT BARBER, Supervisor
9140 E. 28th St., Yuma 85365
(928) 342-0091

Region V — RAUL VEGA, Supervisor
555 N. Greasewood Road, Tucson 85745
(520) 628-5376

Region VI — ROD LUCAS, Supervisor
7200 E. University Drive, Mesa 85207
(480) 981-9400



ARIZONA STATE LEGISLATURE

INTERIM MEETING NOTICE OPEN TO THE PUBLIC

SENATE NATURAL RESOURCES AND TRANSPORTATION AND HOUSE OF REPRESENTATIVES ENERGY AND NATURAL RESOURCES COMMITTEE OF REFERENCE FOR THE SUNSET HEARING OF ARIZONA GAME AND FISH DEPARTMENT, ARIZONA GAME AND FISH COMMISSION AND ARIZONA GEOLOGICAL SURVEY

Date: Monday, October 17, 2011

Time: 1:30 P.M.

Place: SHR 109

AGENDA

1. Call to Order
2. Opening Remarks
3. Arizona Game and Fish Department
 - Presentation
 - Public Testimony
 - Discussion
 - Recommendations by the Committee of Reference
4. Arizona Geological Survey
 - Presentation
 - Public Testimony
 - Discussion
 - Recommendations by the Committee of Reference
5. Adjourn

Members:

Senator John Nelson, Co-Chair
Senator Olivia Cajero Bedford
Senator Gail Griffin
Senator Jack Jackson Jr.
Senator Don Shooter

Representative Kate Brophy McGee, Co-Chair
Representative Brenda Barton
Representative Karen Fann
Representative Macario Saldate
Representative Bruce Wheeler

10/11/11
tb

Persons with a disability may request a reasonable accommodation such as a sign language interpreter, by contacting the Senate Secretary's Office: (602)926-4231 (voice). Requests should be made as early as possible to allow time to arrange the accommodation.

ARIZONA STATE LEGISLATURE
Fiftieth Legislature – First Regular Session

**SENATE NATURAL RESOURCES AND TRANSPORTATION AND
HOUSE OF REPRESENTATIVES ENERGY AND NATURAL RESOURCES
COMMITTEE OF REFERENCE FOR THE SUNSET HEARING OF
ARIZONA GAME AND FISH DEPARTMENT,
ARIZONA GAME AND FISH COMMISSION AND
ARIZONA GEOLOGICAL SURVEY**

Minutes of Interim Meeting
Monday, October 17, 2011
Senate Hearing Room 109 -- 1:30 p.m.

CoChairman Nelson called the meeting to order at 1:40 p.m. and attendance was noted by the secretary.

Members Present

| | |
|---------------------------------|--|
| Senator John Nelson, CoChairman | Representative Kate Brophy McGee, CoChairman |
| Senator Gail Griffin | Representative Brenda Barton |
| Senator Jack Jackson Jr. | Representative Karen Fann |
| Senator Don Shooter | Representative Macario Saldate |

Members Absent

| | |
|-------------------------------|------------------------------|
| Senator Olivia Cajero Bedford | Representative Bruce Wheeler |
|-------------------------------|------------------------------|

Opening Remarks

CoChairman Nelson called for the presentation from the Arizona Game and Fish Department.

ARIZONA GAME AND FISH DEPARTMENT

Presentation

Robert Woodhouse, Chairman, Arizona Game and Fish Commission, stated his belief that the commission system in Arizona is one of the strongest in the country. Commissioners are appointed by the Governor and approved by the Senate, and then appoint the Directors. Mr. Woodhouse stressed that all wildlife management decisions in the state are made with science-based information. He added that the Arizona Game and Fish Department uses no general fund dollars, but is funded by license sales and other sources.

Larry Voyles, Director, Arizona Game and Fish Department (Department), gave a presentation on the Arizona Game and Fish Department (Attachment 1), which is a statewide law enforcement agency, second only to the Arizona Department of Public Safety in the employment of sworn officers. He described the mission of the Department, which is to be responsible for the

management and conservation of wildlife resources in Arizona, as well as watercraft and off-highway vehicle safety and law enforcement and habitat protection with regard to those activities. He explained that the Department is governed by the five-member Arizona Game and Fish Commission which is confirmed by the Senate and which sets policy and direction for the Department.

Mr. Voyles described for the Members the three divisions of wildlife management (page 3, Attachment 1):

- Game Species Management
- Non-game Species Management
- Sport Fisheries

He described the Department's involvement in habitat restoration and enhancements, which include research and contracts with groups invested in the outcomes. He then explained law enforcement field operations in six regional locations in Arizona (page 5, Attachment 1):

- Pinetop
- Flagstaff
- Kingman
- Yuma
- Tucson
- Mesa

Mr. Voyles explained that the Department's programs are dependant upon public support, and for this the Department prepares and distributes information, holds educational and wildlife recreation events.

Mr. Voyles discussed funding sources for the Department, reiterating that it uses no general funds, but obtains funding through user fees, license sales, and watercraft registration. It also receives federal funds, money from the Heritage Fund and the Wildlife Conservation Fund, as well as federal matching funds for volunteers.

Mr. Voyles informed the Members that the Department provides economic benefits to Arizona totaling \$1.3 billion and is responding to the challenges of today's economy. He stressed the importance of a responsible and well-managed forest industry being applied to conservation goals and efforts. He stressed the importance of sound science and stated that the health of Arizona's wildlife depends upon the health of Arizona's forests.

Senator Griffin expressed concern about the recent forest fires, the result of poor forest management, which resulted in the loss of timber, habitat and wildlife. She requested more information about the Wildlife Urban Interface (WUI).

Mr. Voyles replied that the Wallow Fire taught the Department about fires on the ground versus crown fires. He went on to describe forest health practices at the urban interface and explained that the challenge is the cost to focus dollars at the urban interface to protect cities. The history of the Forest Service is that the road system was built by the forest industry. Forest thinning practices before the 1980s were conducted by the forest industry and did not support wildlife and habitat management so too many trees were harvested, well beyond what the forests could

sustain. Mr. Voyles stated that the answer is to manage and work in concert with the forest industry to find a balance with an effective, viable industry that helps maintain and manage forest land resources but still make a profit. Achieving that balance today will be much more costly than if it had been put in place at the outset.

Senator Griffin stated that grazed lands did not burn, and cutting the grazing allotment has allowed those lands to burn. Mr. Voyles replied that Arizona must use all methodologies to manage fuel loading, including timber harvesting and grazing.

Discussion ensued regarding private property acquired by the Department, and Mr. Voyles stated that he would provide additional detail to Senator Griffin.

CoChairman Brophy McGee asked about fees and the policy dealing with fee increases. Mr. Voyles replied that the fee schedules are capped by legislation; current fees, last increased in 2006, are below the legislative caps. The Department instituted “belt-tightening” procedures (freezing hiring, negotiating new contracts, and obtaining new external grants) which have enabled it to manage through a 15 percent drop in funding in recent years. He explained that now expenditures are exceeding revenues and there will probably be a fee increase up to the current legislative cap within the next two years.

Senator Jackson inquired if the Department is working with tribal governments regarding tribal lands. Mr. Voyles replied in the affirmative, saying that the relationships vary from nation to nation: the strongest are with the Navajo, Hopi, and Apache, and are developing now with the Hualapai. He stated that there is a long way to go, and reminded the Members that the nations are not Arizona regions.

Public Testimony

Tony DeMarco, Senate Research Analyst, stated that Lyn White, Government Relations, Freeport McMoRan Copper & Gold, is in support of continuing the Department and will speak if necessary. Ms. White did not speak, but distributed a letter of support (Attachment 2).

Discussion

There was none.

Recommendations by the Committee of Reference

CoChairman Brophy McGee moved that the Committee of Reference recommend to the full Legislature that the Arizona Game and Fish Department and the Arizona Game and Fish Commission be continued for ten years. The motion carried.

CoChairman Nelson called for the presentation from the Arizona Geological Survey.

ARIZONA GEOLOGICAL SURVEY

Presentation

Lee Allison, Director and State Geologist, Arizona Geological Survey (AZGS), addressed the Committee to give a brief overview of the Arizona Geological Survey (Attachment 3), which is an agency that traces its history back to the early 1880s as the Office of Territorial Geologist. He explained that the AZGS has exceeded its efficiency and statutory goals over the last ten years, and has transitioned from state-funded to self-funded. He added that AZGS implemented an emergency takeover of the Arizona Department of Mines and Mineral Resources (ADMMR), when it ran out of funding. AZGS continues to provide all of ADMMR services and is in the process of digitizing all ADMMR records.

Dr. Allison informed the Members of an AZGS report describing potash resources in the Holbrook region, which resulted in wells drilled, State Trust Lands leased, up to \$800 billion in recoverable minerals, and 400 jobs. AZGS has digitized oil and gas well locations in Arizona, and provided administrative and technical support to the Arizona Oil and Gas Conservation Commission.

Dr. Allison described the various protections that AZGS provides to lives and property:

- earth fissure study areas and maps available to developers
- information about landslides
- wildfire aftermath (floods, mudslides, and debris flows)
- earthquake faults identification and seismic network implementation

Dr. Allison discussed other efficiencies of AZGS:

- AZGS is 23rd nationwide in total budget, but with a very low per capita appropriation
- AZGS spends \$1 to yield \$8,437 in mining

Dr. Allison called the Legislature's attention to two statutory issues:

- the earth fissure mapping program was to be turned over to the State Land Department for distribution, but the State Land Department no longer has the budget to do this and AZGS can do it at no additional cost
- the ADMMR consolidation needs to be updated and clarified in statute

Dr. Allison discussed objectives for AZGS for the next ten years and asked the Committee for its support in continuing the agency.

Public Testimony

Kenneth Ferguson, Association of Environmental and Engineering Geologists, spoke in favor of continuing AZGS. He stressed the importance of the critical information that is available through this agency. In response to a question, he described the example of the Hoover bridge and how earth fissures and land subsidence can affect dams. He stated that AZGS information means that he does not have to duplicate those efforts.

Steve Trussell, Arizona Rock Products Association, distributed a letter of support for AZGS (Attachment 4). He stressed that AZGS is a fantastic source and repository of information for his Association members. AZGS is very important to the strategic planning and protection of aggregate resources and in compiling information that will be of use to cities and counties.

Robert Quick, representing self, stated his support for AZGS and stressed the importance of its assumption and continuance of ADMMR. AZGS provides critically important geologic functions for state, county, and municipal governments, as well as commerce and industry.

Steven Reynolds, representing self, informed the Members that he is a geologist and a member of the United States National Geologic Mapping Advisory Committee. He stated that the state surveys provided by AZGS are the best in the country. He supports continuance of the agency.

Eric Mears, representing self, stated that he is a geologist and supports continuance of AZGS, stressing that it is one of the best agencies in the country, is responsive and timely in preparing information that is invaluable to the State of Arizona. The agency meets an extremely diverse set of requirements and requests for information, as well as being responsible for a wide range of technical issues that are directly related to public safety. He added that AZGS is an incredible foundation for the future growth of Arizona by doing groundbreaking research in understanding the geology and identifying the unique mineralization of Arizona.

CoChairman Nelson thanked Dr. Trussell for his help in creating the rock displays on the second floor in the Senate and outside at the Capitol. Dr. Trussell spoke of the assistance of AZGS in tying together the entire project.

CoChairman Nelson announced the names of those who signed up in support of AZGS but did not speak:

Laurie Swartzbaugh, Deputy Director, Arizona State Mine Inspector

Jeremy Browning, Senior Associate, ASARCO LLC

Lyn White, Government Relations, Freeport McMoRan Copper & Gold

Discussion

The Members discussed the many statements of support for AZGS and addressed the statutory issues to be included in the motion for continuance.

Mr. DeMarco explained that the Members are to make a recommendation in concert with the two statutory issues presented by AZGS; stakeholders will address and develop the actual legislation recommended in the motion.

Representative Fann stated that she believes that a state agency should continue to promote mineral resources in Arizona.

Recommendations by the Committee of Reference

CoChairman Brophy McGee moved that the Committee of Reference recommend to the full Legislature that the Arizona Geological Survey be continued for ten years with the following modifications:

- Eliminate the statutory requirements of the State Land Department relating to earth fissure maps and require the Arizona Geological Survey to provide earth fissure maps directly to the State Real Estate Department
- Modify the Arizona Geological Survey's statutory duties to clarify its responsibility to be an objective scientific, technical and research-based state agency that encourages the wise use of lands and mineral resources in the state.

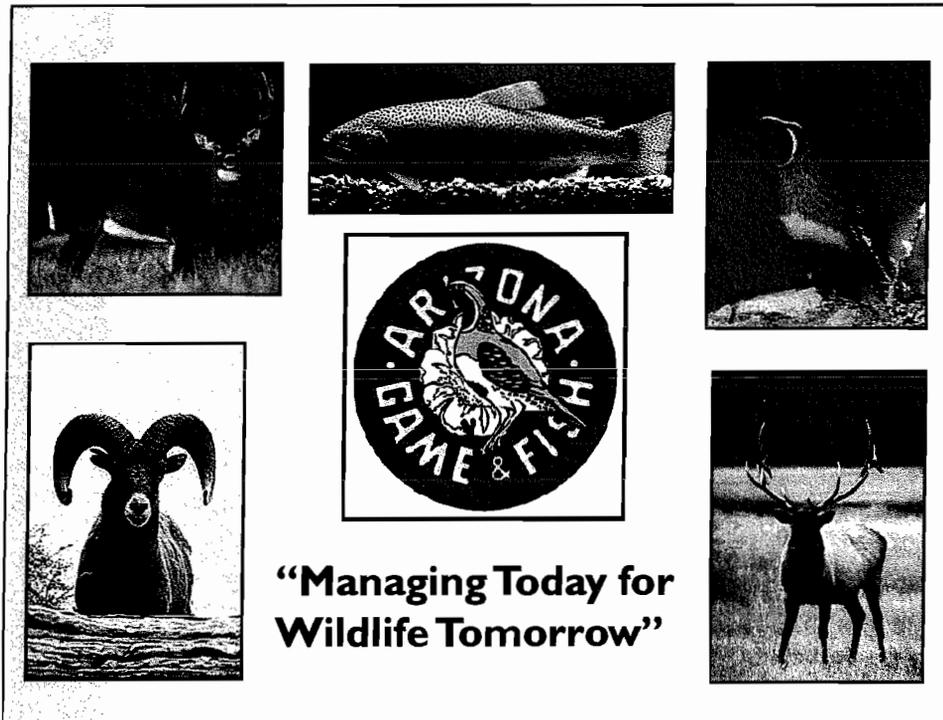
The motion carried.

Without objection, the meeting adjourned at 3:27 p.m.

Jane Dooley, Committee Secretary
November 16, 2011

(Original minutes, attachments and audio on file in the Office of the Chief Clerk; video archives available at <http://www.azleg.gov>)

Attachment 1



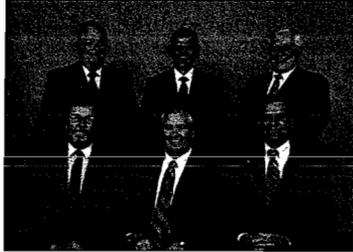
Our Mission

“To conserve, enhance, and restore Arizona's diverse wildlife resources and habitats through aggressive protection and management programs, and to provide wildlife resources and safe watercraft and off-highway vehicle recreation for the enjoyment, appreciation, and use by present and future generations.”



The Game and Fish Commission

- 5 Member Commission Appointed by the Governor & confirmed by the Senate (ARS 38-211)



- 5 year Term (ARS 17-231)
- Sets Policy and Direction for the Department
- Appoints a Director to administer Commission direction and oversee Department operations



WILDLIFE MANAGEMENT

Game Species Management

- **10 Arizona Big Game Species**
 - Population management, restoration, habitat enhancement
- **Migratory Birds**
 - Waterfowl, Doves, Cranes
- **Small Game**



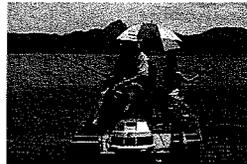
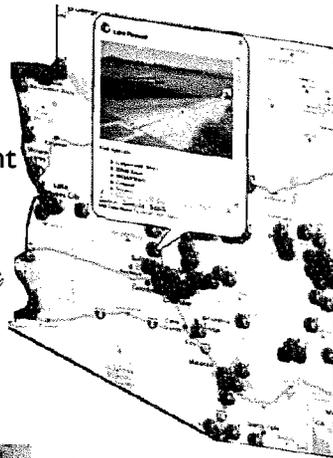
Non-Game Species Management



- **Birds, Mammals, Fish, Reptiles, Amphibians, Mollusks, and Crustaceans**
- **Black Footed Ferret**
- **Black-tailed Prairie Dog**

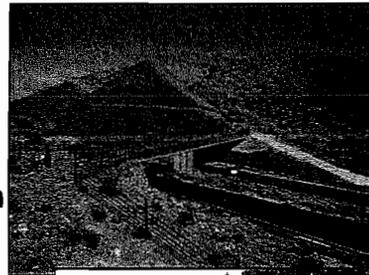
Sport Fisheries

- **Sport Fish Population Management**
 - Warm-water fisheries and trout
 - Habitat enhancement
- **6 State Fish Hatcheries**
- **Interactive e-map (where to fish!)**
- **Urban Fishing Program**
 - 21 Urban Lakes (and growing)
- **Invasive Species Prevention and Management**



Habitat

- Restoration
 - 50,000 acres last year
- Landowner/Lessee Program
 - \$3.4M cost-sharing
- Wildlife Connectivity in partnership w/ADOT
- Land use planning w/local governments
- More than 1,000 Water Catchments



Research/Contracts

- Transportation & Development Impacts
 - Bighorn sheep overpasses at Hoover Dam bypass & Highway 93 expansion
 - White Tanks Research
- Chronic Wasting Disease
 - No presence found in 09-10 hunt season
- Aquatic Invasive Species
- Forest Health and Restoration (WUI)

FIELD OPERATIONS

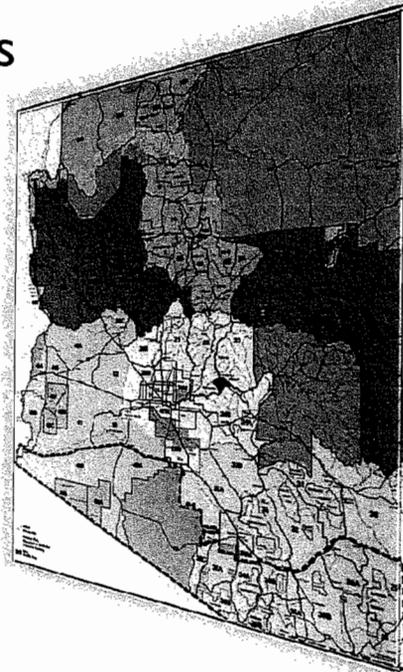


Regional Offices

Serving the Public

6 Regional Locations:

- Pinetop
- Flagstaff
- Kingman
- Yuma
- Tucson
- Mesa



Law Enforcement

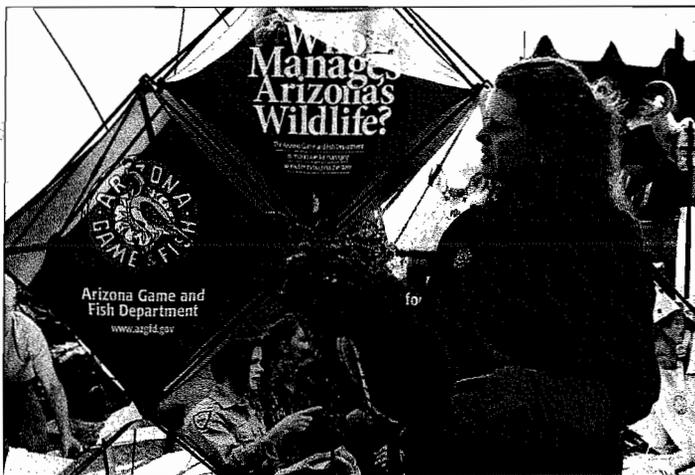


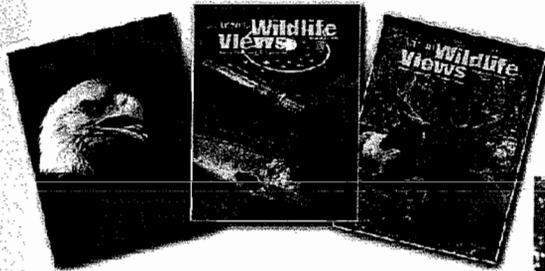
- Wildlife Law Enforcement
 - Operation Game Thief
 - Special Operation Unit
 - Operation Bear Bones
- Off-Highway Vehicle Enforcement



- 24/7 Communications Center
- Watercraft Safety and Enforcement

INFORMATION, EDUCATION & WILDLIFE RECREATION





Information

- Public Information and News Media Services
- Wildlife Views Magazine & TV Program
- Publications (View Guides, Maps)
- Web Based Information



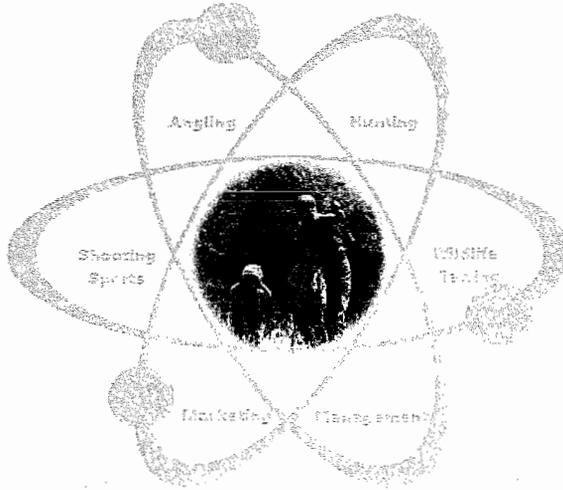
Education

- Conservation Education
 - Youth programs
 - Hunter and Angler Education
 - Scholastic Clay Target Program
 - Archery in the Schools Program
- Shooting Sports Facilities
- Boater and OHV Education
- Adobe Mountain Wildlife Rehabilitation Center



Wildlife Recreation

CONSERVING ARIZONA'S OUTDOOR HERITAGE

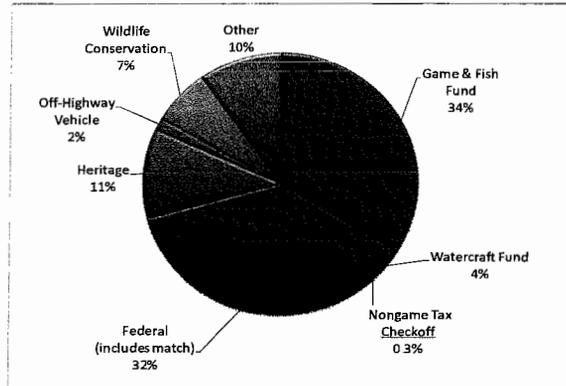


FUNDING SOURCES



Budget – No General Funds

- We are a dedicated fund agency.
- We manage the Department like a Business.
- The diversion of license fees paid by hunters and anglers is prohibited by state and federal law.
- Any diversion of G&F funds would result in the immediate loss of more than \$18 million in federal funds annually.

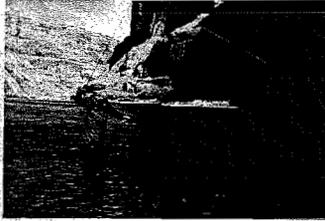


Budget – Major Sources of Funding

- User Fees, license sales, and watercraft registration
- Federal funds from the sale of hunting, fishing and outdoor gear
- Heritage Fund
- Wildlife Conservation Fund
- Volunteers (Federal Match)



Economic Benefits of Wildlife



- 420,000 sportsmen contributed \$1.3B to Arizona's economy
- 1.5M Arizonans participate in wildlife recreation activities



19

Why Should The Public Care?

Challenges & Opportunities





Questions?





Attachment 2

Freeport-McMoRan Copper & Gold Inc.
333 North Central Avenue
Phoenix, AZ 85004

October 17, 2011

The Honorable Senator John Nelson
Chair, Senate Natural Resources & Transportation
Chair, Committee of Reference
Arizona State Senate
1700 West Washington Rm 301
Phoenix, Arizona 85007

Dear Senator Nelson:

As prescribed in Title 41, Chapter 27, Arizona Revised Statutes and pursuant to A.R.S. § 41-2954, Freeport-McMoRan Corporation understands that the Arizona Game and Fish Department and the Arizona Game and Fish Commission will be undergoing a 10-year sunset review this legislative year.

Freeport-McMoRan Corporation would like to encourage the Sunset Review Committee of Reference to support the continuation of the Arizona Game and Fish Department. As the state agency statutorily charged with the management of fish and wildlife resources in Arizona, the Game and Fish Department continues to be a proactive and instrumental partner with FMC on a variety of fish and wildlife management activities that complements our continued statewide mining operations.

The Game and Fish Department uses a science-based approach in addressing wildlife-related issues and opportunities cooperatively with sustainable industry and land use practices. The Department has proven to be an agency guided by sound principles and always willing to sit at the table and work toward mutual resolution.

Please accept these comments in consideration of the Department's continuation.

Sincerely,

A handwritten signature in black ink, appearing to read 'Lynda H. White', with a long horizontal flourish extending to the right.

Lynda H. White
Director, Government Relations

cc: Mr. Tony DeMarco
Senate Natural Resources & Transportation
Committee Research Analyst
Arizona State Senate