

2013-2014 Biennial Wyoming Livestock Board Strategic Plan

The primary function of the Wyoming Livestock Board is to protect Wyoming's livestock industry from theft and disease. The Wyoming Livestock Board is a seven member board of livestock producers appointed by the Governor to six year staggered terms. The board establishes policies and goals to be carried out by the Director, State Veterinarian, and agency staff. The Director and the State Veterinarian are at will employees who work directly for the board.

The agency is composed of four units: Administration, Brand Recording and Inspection, Animal Health, and Law Enforcement. The Administration unit consists of the Director, State veterinarian, lead Law Enforcement officer, fiscal officer, the Brand Commissioner, and Animal Health/Brand Coordinator. Each unit has a supervisor who oversees the day to day operations of that unit. There are twenty (20) full-time and ninety-nine (99) contract (AWEC) employees on the Wyoming Livestock Board staff.

The agency/board operates with a \$15,687,000 budget through a general fund appropriation, an earmarked revenue account, and a small percentage of federal cooperative agreement funds. The Wyoming Livestock Board is responsible for the protection of the livestock industry in Wyoming. This industry generates over \$880 million in communities throughout the state. The agency is responsible for informing/educating all stakeholders regarding the issues affecting the livestock industry.

The following pages include our strategic plan on a unit basis outlining the core functions, performance measures, and goals and objectives of each unit.

Administrative Unit

Core Functions:

- Budget development to clearly reflect the revenues and expenditures of the agency.
- Recommend to the board legislation and rules pertinent to the livestock industry.
- Personnel Management
 - Administration is responsible for payroll, training, leave accruals, inventory control, personnel performance appraisals, and other personnel management functions.
- Outreach education regarding agency rules, disease issues, legislation, brand issues, and other information relating to the livestock industry.
- Coordinate with the board and implement board policies.
- Coordinate with other state and federal agencies and industry groups on issues of mutual concern.
- Computerization of the agency's units to enhance all aspects of agency function/responsibility.

Performance Measures:

- Achieve budget efficiency – make every effort to have each budget category operate in the black.
- Achieve efficiency in personnel job performance.
- Legislation that is supported by the board and industry will require effective communications throughout the legislative process.
 - The board and staff will coordinate with the Joint Agriculture Committee to develop necessary legislation and/or repeal outdated unnecessary statutes.
- Staff will provide information to the board, industry, and public on topics of importance to the livestock industry through public meetings, the media, and staff produced articles and brochures.
- Achieve agency-wide computerization integration.

Goals and Objectives:

- Complete initial phases of computerization integration by the end of the fiscal year.
- Schedule monthly meetings with unit managers to review every agency budget.
 - Develop a comprehensive budget review for board members quarterly.
 - Strive to become independent of federal funding.
- A comprehensive review of all current Wyoming Livestock Board statutes in coordination with the board and industry groups will be completed by the end of 2012 and recommendations provided to the Interim Agriculture committee.
- Ensure that all employee appraisals are completed within thirty (30) days of due date.
 - All required employee training will be completed on an annual basis.
 - Inventory reviewed and updated annually.
- Wyoming Livestock Board will hold public meetings to provide education/information to the public and livestock industry on relevant topics at appropriate times and places.
- Organize an agency wide symposium to be held by the end of 2012 to help train, inform, and bring together all components of the agency.
- Review all agency rules and revise or rescind as necessary.

Brand Unit

Core Functions:

- Verify livestock ownership
- Register and document ownership of brands used as prima facie evidence of livestock ownership.
- Physically inspect livestock to determine ownership through the use of recorded brands, bills of sale, or other legal documentation.
- Gather data which is essential for not only ownership verification, but also livestock identification, livestock shipments, and information on compliance with livestock laws and agency rules.

Performance Measures:

- The 2011 legislature approved using funds from the Brand earmarked account to implement a basic computerized system of the Brand Inspection Program.
- The Brand Unit intends to implement a computerized system to enable the agency to use information collected during inspections in a searchable database.
- The Brand Unit intends to integrate existing computerization of Brand Recording, Law Enforcement, and Animal Health units with Brand Inspection.

Goals and Objectives:

- Expansion and integration of the Brand Recording computer system with the Brand Inspection, Law Enforcement, and Animal Health units by June 30, 2012.
- As funding allows, implement the expanded computerization system within Brand Inspection and have utilization within two (2) of the six (6) Brand Inspection Districts by June 30, 2012.
- Develop and initiate a comprehensive performance appraisal method for all AWEC employees.
- Develop and initiate a livestock inspector training program by the end of the fiscal year.

Animal Health Unit

Core Functions:

- Monitor and respond to reportable diseases
 - The Animal Health Unit coordinates investigations and responses to reportable diseases such as brucellosis, Tuberculosis, Scrapie, Trichomoniasis, Equine Herpes Virus 1 Neurologic, and reports of any other listed diseases.
 - Nearly 100 diseases are listed as reportable to the State Veterinarian. The Unit evaluates reports of any reportable disease and responds to contain the disease in coordination with the owner and private veterinarians.
 - Foreign Animal Disease (FAD) investigations are coordinated between the Animal Health Unit and USDA-APHIS.
- Coordinate closely with the Wyoming State Veterinary Laboratory to stay aware of diagnoses and reporting of livestock diseases.
- Coordinate closely with USDA-APHIS in response to program diseases and FADs
- Epidemiologic investigation of disease outbreaks to determine source and tracing of disease spread.
- Quarantining of diseased livestock and/or livestock imported pending testing or vaccination.
 - Coordinate with Wyoming Livestock Board Law Enforcement Unit to monitor and enforce all quarantines.
 - Coordinate with Brand Inspection Unit to ensure that livestock under Quarantine is not moved.
- Monitor livestock imports and exports through review of official certificates of veterinary inspection and the Wyoming Livestock Board permit system.
- Livestock traceability for disease containment
- Information/education/outreach activities
- Development and management of cooperative agreements with federal agencies.
- Monitor the federal register for issues pertinent to the livestock industry and provide comments if appropriate.

Performance Measures:

- Respond to disease reports rapidly
 - Quarantine if necessary
 - Epidemiologic investigation
 - Coordination with other Wyoming Livestock Board Units and other agencies as necessary.
- Provide information to livestock producers, veterinarians, brand inspectors, and public in association with disease outbreaks.
 - Hold public meetings and provide written information in timely fashion.
- Provide information to veterinarians, brand inspectors, and livestock auction markets regarding rules and disease issues.
- Brucellosis herd plan development.
- Disease quarantines issued.
- Disease traces successfully completed.

Goals and Objectives:

- Completion of computerization at ports of entry with Wyoming Livestock Board programs for monitoring importation of livestock.
- Distribution of Wyoming green tags to producer and Orange RFID Brucellosis Vaccination tags to veterinarians in the Designated Surveillance Area (DSA).
- Staff will develop new brochures for relevant diseases, produce articles for print in Wyoming publications, and hold public meetings as necessary to inform the public about Wyoming Livestock Board relevant issues.
- Conduct at least one meeting with livestock market managers and veterinarians during the year.
- Complete Brucellosis herd plans within 3 weeks of receipt of herd plan questionnaire.
- Complete integration of computerization with other Wyoming Livestock Board Units.

Law Enforcement/Criminal Investigation Unit and Homeland Security

Core Functions:

- Conduct investigations of suspected violations of state laws and Wyoming Livestock Board rules.
- Investigate reported cases of
 - Livestock theft;
 - Illegal livestock movement;
 - Illegal import/export; and
 - Animal cruelty/animal welfare issues.
- Train other Wyoming law enforcement agencies/officers regarding livestock related statutes and rules.
- Identify threats, assess vulnerabilities, and determine potential impacts to livestock industry.
- Safeguard critical agriculture infrastructure from emergencies including natural disease outbreaks, agroterrorism, and natural disasters involving Wyoming livestock.
- Coordinate response to emergency situations with other Wyoming Livestock Board Units and other emergency response agencies.

Performance Measures:

- Track the number of reported violations annually.
- Track the number of bona fide cases of statute or rule violation annually.
- Number of cases of livestock theft successfully resolved.
- Number of cases of animal cruelty and/or animal welfare successfully resolved and prosecuted.
- Number of Wyoming law enforcement officers trained regarding Wyoming Livestock Board statutes and rules.
- Number of emergency management/homeland security trainings conducted.
- Number of responses to emergency management situations.

Goals and Objectives:

- Increase the number of training sessions for other law enforcement agencies; each Wyoming Livestock Board enforcement officer will train at least four (4) employees of other law enforcement agencies per year.
- Increase the amount of time each investigator can provide per investigation of missing livestock and/or animal welfare case.
- Complete successful integration of computer system with Animal Health, Brand Inspection, and Law Enforcement units.
- Provide assistance to local and private sector efforts to restore services and maintain business continuity when emergencies occur within Wyoming.

In conclusion, the integration and coordination of each unit's functions and activities with the other units is critical to the success of our collective responsibilities. Two common themes in each unit's plan are to serve and protect the livestock industry, and to achieve agency-wide computerization integration.

With the Fiscal Year 2012 Supplemental Budget the Wyoming Livestock Board received approval to expend funds on the Brand Inspection and Law Enforcement modules of the current computer program in use within the Brand Recording and Animal Health units. Once all modules are in place the vendor will cross-link them to form an integrated system to be used by all units of the Agency. Working with the Office of the Chief Information Officer we would then like to pursue funding to convert the system to the State supportable Sequel (SQL) format that would allow us to include web applications for customers, producers and veterinarians. This more recognized programming language would also allow us to better integrate with other State systems in the future, such as Department of Health on disease response, ports of entry, highway patrol, and other industry systems worked with on a regular basis in protecting Wyoming's livestock industry. The Livestock Board hopes to receive approval for this in the upcoming Fiscal Year 2013-14 Biennium budget with an Exception request and to have the system converted and all employees' utilizing it by the end of June 2013.

Completion of an integrated computerization system for the Wyoming Livestock Board will enable all units to better communicate internally and also enhance our abilities to serve the livestock industry and the state of Wyoming.