



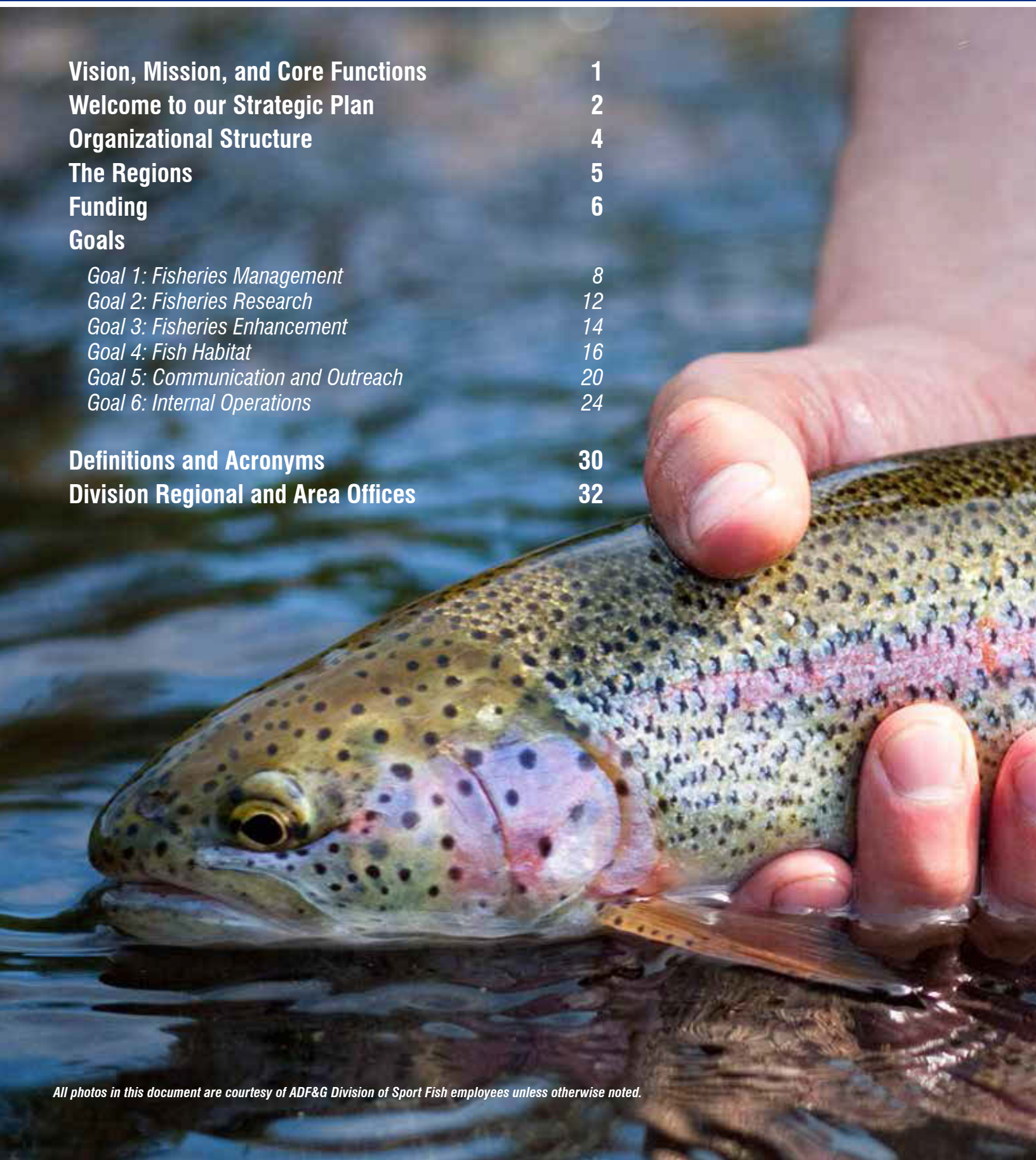
Alaska Department of Fish and Game
Division of Sport Fish

Strategic Plan 2015-2020



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Vision, Mission, and Core Functions



Our Vision:

Excellence in fisheries management and research for the benefit of sport anglers, the state's economy, and future generations of Alaskans.

Our Mission:

The mission of the Division of Sport Fish is to protect and improve the state's sport fishery resources.

Core Functions

- » **Fisheries Management:** Manage the state's sport fisheries for sustained yield and angler satisfaction.
- » **Fisheries Research:** Perform objective-based research based on sound scientific practices to support sport fisheries management.
- » **Fisheries Enhancement:** Create and diversify sport fishing opportunities for anglers.
- » **Fish Habitat:** Protect and restore fish habitats for the benefit of fish and sport anglers.
- » **Communication and Outreach:** Inform and communicate with the public about sport fishing.
- » **Internal Operations:** Provide leadership and administrative support for the Division's core functions.

Welcome to our Strategic Plan



Alaska offers some of the most renowned sport fishing opportunities in the world. Since 1951, the Division of Sport Fish has been charged with protecting and improving these valuable fisheries. With the support of anglers, the Division has worked diligently to maintain and enhance the state's sport fishing opportunities.

Today, the Division oversees Alaska's sport fisheries, as well as a select group of freshwater personal use fisheries. Recently, anglers have asked where they fit in the state's framework of sport, personal use, and even subsistence fisheries. This is not an insignificant question considering the complexity of fishing regulations and the values people associate with sport fishing in Alaska.

The most recent Statewide Harvest Survey indicates more than 450,000 Alaska residents and visitors participate annually in Alaska's sport fisheries. What drives these anglers to get a fish to strike an artificial lure, fly, or baited hook? Many rely on sport fishing to put food on the table. Some fish primarily because they enjoy spending time outdoors on the water, in pursuit of a fish. Others practice catch-and-release as a method of conservation. Whether you fish to feed your family, for the challenge, or for other reasons, our responsibility and commitment to protect and improve our sport fisheries applies to you.

This 2015-2020 Strategic Plan outlines the Division's structure, budget, and core services, as well as the purpose behind activities we will pursue to meet our stated goals and objectives. This plan places an increased emphasis on making it easier for people to sport fish in Alaska given the complexity of our regulations, and on improving our communications with anglers, interested groups and individuals. Toward these ends, we've attempted to strengthen the fishery management core service and provide additional focus to our goal of communication and outreach.

As we prepare to implement this plan, the state is experiencing significant budget challenges. Our Division is navigating through these challenges while trying to minimize the impacts to Alaska's anglers. Your support through the purchase of a sport fishing license helps fund current and future activities as outlined in this plan. These funds go directly towards managing Alaska's sport fisheries, which in turn directly benefits anglers. Sport fishing is a choice, and we appreciate your support and contribution to fisheries management in Alaska.

This strategic plan is our foundation for protecting, maintaining, and improving Alaska's sport fisheries. Hold us accountable. If we missed something, let us know. In the meantime, enjoy the wonderful resources of this great state responsibly. I hope to see you out fishing sometime soon.

A handwritten signature in black ink, appearing to read "Tom Brookover". The signature is fluid and cursive, with a large initial "T" and "B".

Tom Brookover, Director
Division of Sport Fish

Organizational Structure



The Division of Sport Fish—along with the divisions of Commercial Fisheries, Habitat, Subsistence, Wildlife Conservation, and Administrative Services—is a discrete entity within the Alaska Department of Fish and Game (ADF&G).

The Division was established in 1951 as part of Alaska's territorial government to oversee the state's developing sport fisheries. Its creation coincided with the passage of the federal Sport Fish Restoration Act of 1950 (also known as the Dingell-Johnson Act), which gave states and territories funds to conduct scientific research related to sport fisheries. Today, the Division is responsible for oversight and management of Alaska's sport fisheries, where an estimated \$1.4 billion of angler-related expenditures occur annually.¹

In addition to our primary responsibilities, division personnel serve as staff and biological advisors to the Alaska Board of Fisheries (BOF), which is responsible for regulatory and fisheries resource allocation decisions. The Division is comprised of approximately 170 permanent full-time employees and 170 seasonal and temporary personnel. Our mission could not be accomplished without support from anglers and assistance from others; therefore, we strive to maintain a strong commitment to anglers, and strong partnerships with other divisions, governmental agencies, fishing organizations and non-governmental organizations (NGOs).



The Alaska Department of Fish and Game (ADF&G) protects, maintains, and improves the fish, game, and aquatic plant resources of the state, and manages their use and development in the best interest of the economy and the well-being of the people of the state, consistent with the sustained yield principle.

¹ The Division also manages select freshwater personal use fisheries, including Cook Inlet and Chitina salmon, which differ from sport fisheries in their residency, gear, and other requirements. Some activities in this plan apply to the personal use fisheries managed by the division.



The Regions

Region		Management Areas	
1	Southeast	Douglas - Regional Office	
		<ul style="list-style-type: none"> » Haines & Skagway (area office in Haines) » Juneau and Glacier Bay ▲ » Ketchikan (area office in Ketchikan) » Petersburg & Wrangell (area office in Petersburg) 	<ul style="list-style-type: none"> » Prince of Wales Island (area office in Craig) » Sitka (area office in Sitka) » Yakutat (area office in Yakutat)
2	Southcentral	Anchorage - Regional Office	
		<ul style="list-style-type: none"> » Anchorage ▲ » Aleutian and Kodiak Islands (area office in Kodiak) » Bristol Bay (area office in Dillingham) » Lower Cook Inlet (area office in Homer) 	<ul style="list-style-type: none"> » Northern Cook Inlet (area office in Palmer) » Northern Kenai Peninsula (area office in Soldotna) » Prince William Sound ▲ (seasonal office in Cordova) » Seward North Gulf Coast ▲
3	Interior	Fairbanks - Regional Office	
		<ul style="list-style-type: none"> » Kuskokwim Drainage ▲ (seasonal area office in Bethel) » North Slope ▲ » Northwest Drainages ▲ (seasonal area office in Nome) 	<ul style="list-style-type: none"> » Tanana River ▲ » Upper Copper River and Upper Susitna River (area office in Glennallen) » Yukon River ▲

▲ Indicates location managed from regional office

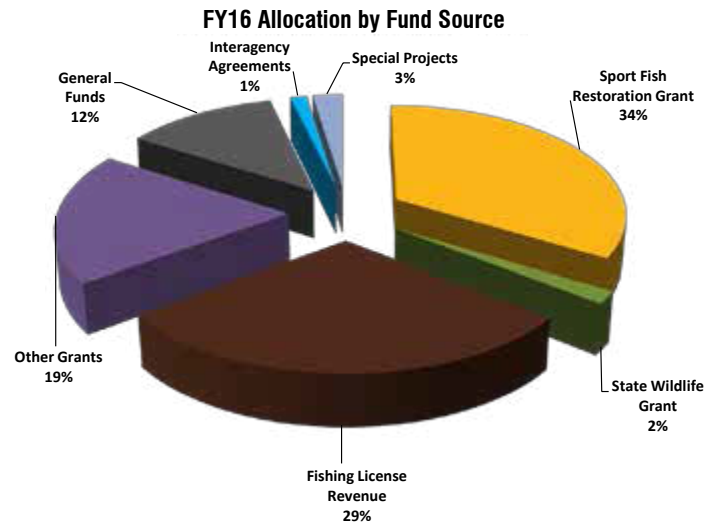
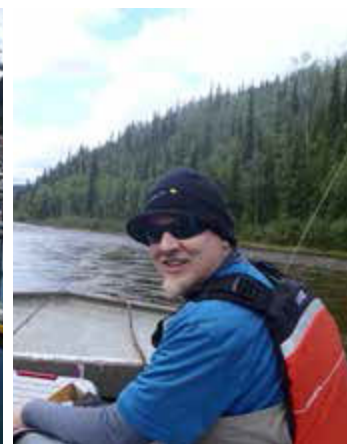


The Division consists of three geographic regions, one statewide technical unit, and Headquarters. The Division maintains Headquarters Offices in Juneau and Anchorage, a Southeast Alaska Regional Office in Douglas (Region I), a Southcentral Alaska Regional Office in Anchorage (Region II), and an Interior Alaska Regional Office in Fairbanks (Region III). The geographic regions are further partitioned into 21 management areas with offices located throughout the state. The Research and Technical Services unit serves a statewide technical support function and is located in Anchorage. The Division also supports two hatcheries: The William Jack Hernandez Sport Fish Hatchery in Anchorage, and the Ruth Burnett Sport Fish Hatchery in Fairbanks. See page 32 for office contact information.

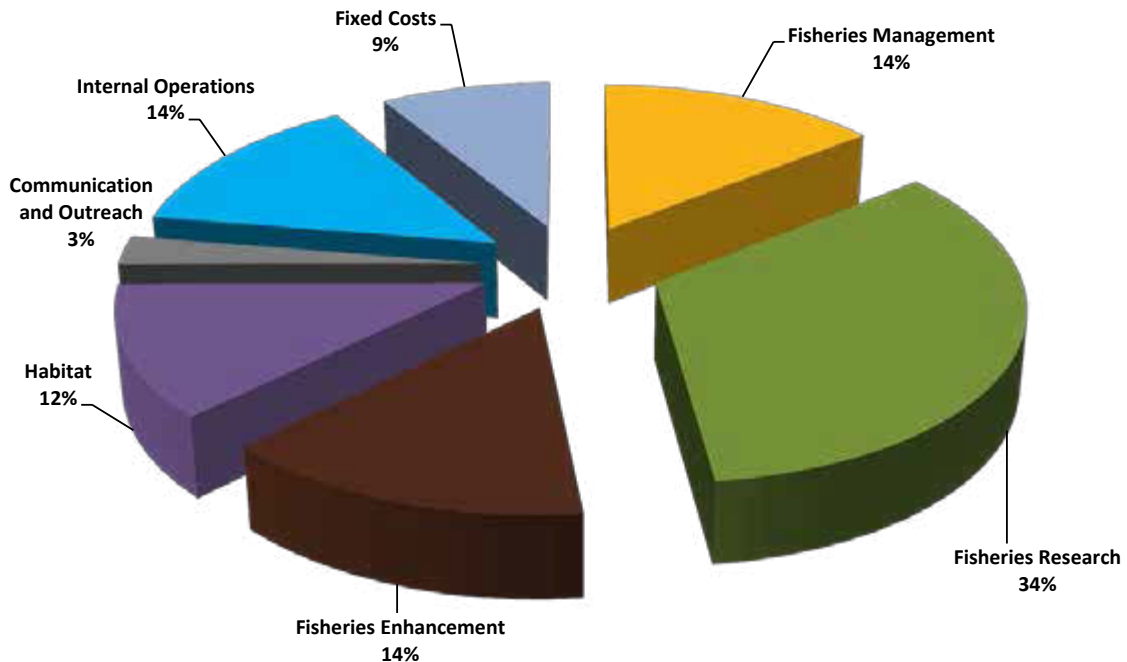
Funding



The Division has an annual operating budget of approximately \$48 million. The primary funding sources are the state's Fish and Game Fund (sport fish license sales and king salmon stamp receipts) and the federal Sport Fish Restoration Program (federal tax dollars derived from sport fishing-related equipment and fuel sales). These sources are supplemented with competitive grant awards, cooperative agreements, partnerships, and legislative appropriations. All funds are allocated based upon the goals, objectives, and activities outlined within this Strategic Plan.



FY16 Allocation by Core Functions



Goals, Objectives, and Principal Activities



Goal 1: Fisheries Management

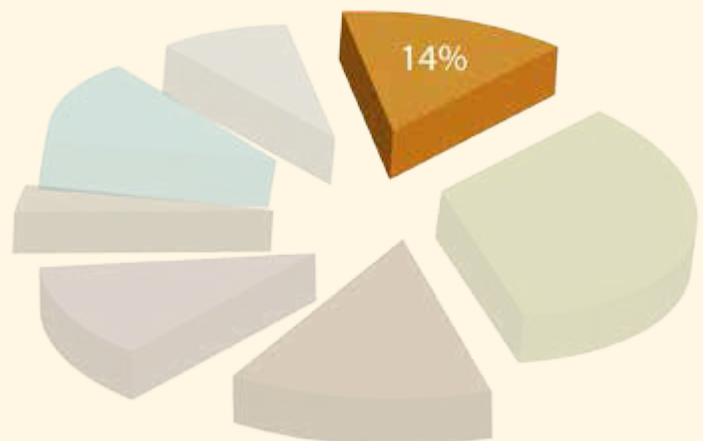


Core Function Statement

The Division's priority—to manage the state's sport fisheries for sustained yield and angler satisfaction—is centered on an area-based management system. The Division is partitioned into local management units administered by area offices to ensure direct relationships between area managers, users, and resources. Area managers expend considerable effort working with anglers, the Alaska BOF, and federal and international regulatory bodies to craft fishing regulations; and solutions that are effective, minimally intrusive, and enforceable. Area managers work closely with research staff to accomplish the following:

- » Actively monitor fish stocks and fisheries to adjust regulations in season as required;
- » Maintain a dialogue with local user groups and anglers throughout the year;
- » Work closely with enforcement staff in adherence to regulations;
- » Assist in habitat conservation and restoration efforts;
- » Provide, improve, and maintain recreational boating and angler access to the state's public waters and fish resources; and,
- » Provide local expertise to anglers and the public.

Ensure the sustained use of Alaska's sport fisheries while optimizing economic and social benefits.



2016 Budget Allocation



Activity	Measure or Deliverable	Purpose
Objective 1: Use area and fishery-based management to develop and achieve fisheries management objectives consistent with the sustained yield principle.		
A. Conduct area management reviews to identify information needs and gaps, prioritize projects, assess staffing resources, and review management actions.	Annually conduct at least one management review meeting per area that evaluates all core functions.	Ensure projects/programs satisfy information needs necessary for making fishery management decisions.
B. Develop and regularly review Alaska BOF adopted management plans and regulations.	All management plans contained within the BOF Call for Proposals are reviewed.	Management plans and regulations are specific, measurable, achievable, relevant, and timely; and consistent with the sustained yield principle and existing policies.
C. Actively monitor and utilize in-season data from area assessment projects, management plans, social and economic data, and other local information to manage fisheries.	Number of emergency orders justified using current fishery, stock assessment, social and economic data, or other sources of information.	Implement timely fisheries actions to meet management objectives based on the best available information. Manage the use of our resources in the best interest of the economy and well-being of the people of the state, consistent with the sustained yield principle.
D. Communicate regularly with the Division of Commercial Fisheries (DCF) staff to coordinate management of fully allocated fisheries.	Number of applicable in-season management decisions made in coordination with DCF.	Ensure consistent management actions.
Objective 2: Improve angler understanding and compliance with sport fisheries regulations.		
A. Work with the public to identify and reduce unnecessary, duplicative, and overly complex regulations.	Number of regulations eliminated or simplified per board cycle.	Make regulations easier for the general public to understand.
B. Review public proposals submitted to BOF for their effect(s) on regulatory complexity, and maintain clarity and simplicity when possible.	Number of public proposals reviewed and commented on by the Division.	Make regulations easier for the general public to understand. Increase understanding of proposals' effects on regulatory complexity.

**Goal 1: Fisheries
Management** *continued...*



Activity	Measure or Deliverable	Purpose
Objective 2: Improve angler understanding and compliance with sport fisheries regulations. <i>continued...</i>		
C. Utilize opportunities during fishing clinics, seminars, and/or trade shows to review local fishing regulations.	Number of events at which Division staff presented a review of fishing regulations.	Improve understanding of regulations.
D. Develop and implement a survey to assess public understanding of the Sport Fish regulation summary book.	Regulation summary books are updated based on survey responses.	Continually improve angler understanding of regulations through an objective, deliberative process.
E. Review and document regulation signage needs in management areas.	Number of identified area access sites where regulatory signage is posted.	Educate anglers and increase compliance with sport fisheries regulations.
F. Identify and communicate enforcement priorities to Alaska Wildlife Troopers (AWT).	An enforcement priority memo is submitted to AWT annually.	Assist AWT with identifying enforcement focus issues in priority areas. Improve compliance through directed enforcement.
G. Provide basic and refresher enforcement training to staff that interact with anglers in the field.	Number of staff who complete an ADF&G enforcement training course.	Increase the number of trained staff able to provide regulatory education and enforcement.



Activity	Measure or Deliverable	Purpose
Objective 3: Improve and maintain recreational boating and angler access.		
<p>A. Solicit, review for state and federal compliance, and prioritize statewide boating access capital improvement project (CIP) requests based on approved criteria.</p>	<p>Complete and submit an annual boating access CIP funding request for new projects and improvements to existing sites.</p> <p>Complete five boating access CIPs over a 5-year period.</p>	<p>Continue improving angler access to fresh and saltwater fisheries.</p>
<p>B. Develop and maintain partnerships and implement cooperative agreements with local government and state agency land managers for the improvement and maintenance of boating and non-boating angler access projects.</p>	<p>Ensure that all new access projects have cooperative agreements in place.</p> <p>Inspect access sites at least once every 5 years.</p>	<p>Share ongoing maintenance costs with local NGOs/others.</p> <p>Ensure cooperative agreements are being adhered to.</p>
<p>C. Work closely with ADF&G Division of Wildlife Conservation's Access program to maintain legal public access to sport fishing areas.</p>	<p>Review all requests for public sport fishing access.</p>	<p>Protect existing legal, public access.</p>

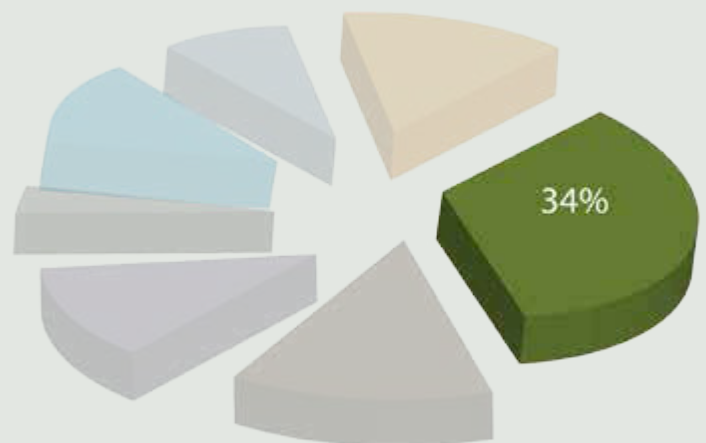
Goal 2: Fisheries Research



Core Function Statement

Management of Alaska's sport fisheries is based on sound scientific practices and objective-based research. The Division's commitment to utilizing scientific principles, incorporating the latest technology, and employing rigorous project planning and design ensures that data collected will address management needs and be scientifically defensible. Research projects are designed and conducted to assess a wide array of management information needs that focus on characterizing and monitoring fish populations, describing fish habitat use and needs, and assessing fishery characteristics. Additionally, the Division conducts scientific surveys to quantify angler catch and harvest, improve our understanding of angler preferences, and assess the economic significance of sport fishing in Alaska.

Research projects are developed and implemented by a team of research and management biologists, biometricians, geographic information systems specialists, information technology staff, and publication staff to ensure that the data collected are meaningful, statistically sound, and gathered in a cost-effective and timely manner. The Division utilizes expertise from universities, other governmental agencies, NGOs, and/or private consultants as needed. Research results are documented in peer-reviewed reports and are made available to the public, other researchers, and fishery regulators.



2016 Budget Allocation

Perform objective-based research that supports sport fisheries management.

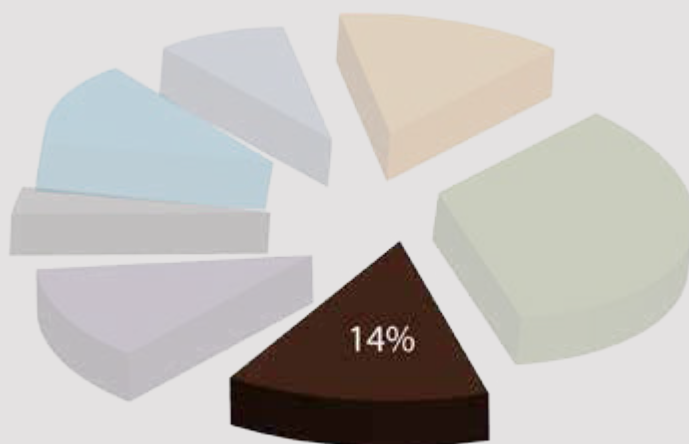
Activity	Measure or Deliverable	Purpose
Objective 1: Plan and conduct research projects that are scientifically and statistically sound and address priority management information needs.		
A. Identify research priorities, taking into consideration management information needs, funding scenarios, and potential for collaboration.	Perform an annual review of current research needs for each management area.	Prioritize and allocate sufficient research resources within and across regions.
B. Use department operational planning process to identify measurable objectives, sampling methods, analytical techniques, and costs; and have all research projects scientifically and statistically reviewed, and approved.	All fisheries research projects have an approved operational plan prior to commencement of field activities.	Ensure scientific and statistical credibility of the information collected and utilized in making fisheries management decisions.
C. Conduct research and stock assessment projects to document abundance, population structure, and habitat requirements of fish.	Number of projects completed annually. All research is conducted according to approved operational plans.	Improve understanding of population dynamics and trends in stock productivity.
D. Conduct surveys of anglers to estimate fishery attributes (e.g., catch, harvest, and effort data) and angler demographics, satisfaction, and preferences.	Annual statewide harvest survey is implemented. Economic/Angler preferences/satisfaction survey is implemented every 5 years.	Improve understanding of fishery uses as well as angler needs and expectations relative to the fishery resources of the state.
E. Develop a policy to assemble and archive existing and future research data into an accessible digital format.	A policy is implemented.	Manage current and future research data such that it can be easily accessed by staff, other agencies, and the public.
Objective 2: Publish research results that are peer-reviewed, well written, and timely.		
A. Provide all staff with adequate time and resources to complete reports, including biometric analysis, peer review(s), and technical and formatting assistance.	Complete 90% of all written reports within 2 years of project completion.	Enable staff to complete final written reports within the 2-year target window. Meet contractual funding obligations. Ensure timely publishing of contemporary fisheries studies information.
B. Promote peer-reviewed journal article authorship and nominate staff members who author such research findings for a Director's Achievement Award.	Number of peer-reviewed journal articles published Division-wide over a 2-year period.	Present research findings and methodologies to a broad audience of scientists and recognize staff that publishes outside of the ADF&G series.

Goal 3: Fisheries Enhancement



Core Function Statement

Many of Alaska's most popular and reliable fisheries are created and supported by the Division's enhancement program. Program personnel work with management staff to diversify and enhance angler opportunities by producing and releasing Chinook and coho salmon, rainbow trout, Arctic char, and Arctic grayling into local lakes and marine waters. The program places great importance on strict adherence to state and Division policies designed to maintain the genetic integrity and health of wild stocks. Enhancement staff members operate hatchery facilities, collect and report on production data, perform stocked-lakes research, and are primarily responsible for all facets of fish enhancement in cooperation with area staff, including remote egg-takes from wild stocks, egg incubation, rearing, and release. Staff members establish cooperative projects with private, non-profit (PNP) hatchery operators to implement enhancement activities where state facilities are not practical, and work with various local groups to identify future needs for enhancement to ensure sustainable sport fishing opportunities.



2016 Budget Allocation

Diversify sport fishing opportunities via supplemental production of hatchery-reared fish.



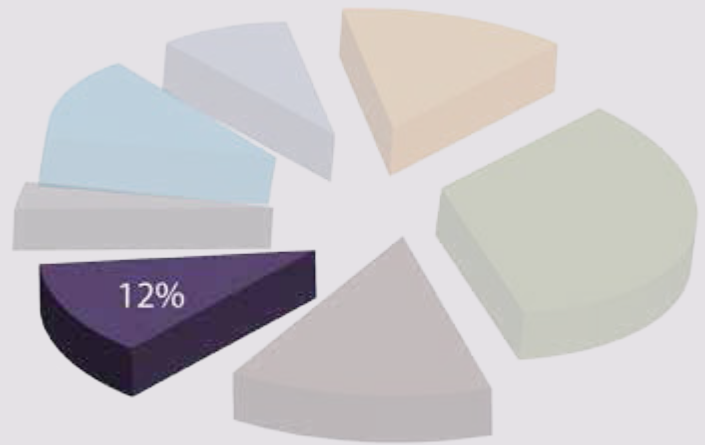
Activity	Measure or Deliverable	Purpose
Objective 1: Conduct enhancement activities in a manner that does not adversely impact wild fish and habitats.		
A. Adhere to the policies on genetics, pathology, lake stocking, and for waters bearing anadromous fish.	Follow all fisheries policies unless a mutually agreeable compromise has been negotiated with the pathology/genetics staff.	Maintain the integrity of Alaska's wild fisheries.
B. Review established policies on genetics, pathology, lake stocking, and for waters bearing anadromous fish on a 5-year rotation.	Review and update the policies on genetics, pathology, lake stocking, and waters bearing anadromous fish based on new techniques or standards.	Ensure that adequate protections are in place for wild stocks when enhancement is being used to create or augment sport fishing opportunities.
C. Assess the effects of anadromous stockings on wild fish.	Number of assessment efforts.	Confirm that stocking activities do not impact wild stocks.
Objective 2: Meet regional enhancement needs for prioritized anadromous and freshwater fisheries.		
A. Implement a Statewide Stocking Plan focused on regional priorities.	Achieve statewide stocking release objectives 90% of the time (numbers of fish, target size, and release date). Number of locations stocked annually statewide.	Increase fishing opportunities for anglers.
Objective 3: Produce and stock fish in a manner that is safe, biologically sound, cost-effective, and utilizes best practices.		
A. Maintain, develop, monitor, and assess partnerships with PNP hatcheries as needed to meet the Statewide Stocking Plan production goals.	Maintain existing partnerships with PNP hatcheries and develop new partnerships as needed.	Improve cost-effectiveness of enhancement activities to maximize funding used by the Division.
B. Conduct post-stocking assessments for fish size, age, and relative abundance in prioritized water bodies.	Number of stocked lakes assessed.	Assess fish survival and/or harvest rates so stocking plans may be adjusted to optimize benefits.

Goal 4: Fish Habitat



Core Function Statement

Alaska's productive fisheries are attributed not only to its extensive pristine habitats (fresh water, estuarine, and coastal waters within 3 miles from shore), but also to progressive state and federal conservation practices and laws. The Division of Sport Fish complements other entities' habitat protection work with programs funded directly by the Division and through public and private grants. These programs are directed at protecting and restoring fish habitats from the impacts of development and/or invasive species, for the benefit of fish and anglers. The Division conducts research on habitats and fish use of habitats. ADF&G, other agencies, and the public use the resulting information to make decisions regarding use permitting, planning, and fisheries management. The staff also works cooperatively with other agencies and the public to administer stream bank restoration and fish passage improvement projects across the state.



2016 Budget Allocation

*Conserve habitats
to sustain
fisheries resources.*



Activity	Measure or Deliverable	Purpose
Objective 1: Protect fish habitat.		
<p>A. Revise Alaska’s Anadromous Waters Catalog (AWC) and Alaska Freshwater Fish Inventory Database (AFFID) through solicitation of information, data collection and compilation, analysis, and publication of results.</p>	<p>Annually add at least 1,000 priority stream miles to the AWC and update by June 1.</p> <p>Annually inventory at least 140 survey sites (streams and lakes) in total from at least four prioritized sub-basins for the AFFID.</p> <p>Update the AFFID and the ADF&G Fish Resource Monitor online mapping application after each field season.</p>	<p>Give applicable statutory/regulatory protections for fish habitat that ensure sustainability of fish stocks.</p> <p>Document the status of fish populations and associated habitats in freshwater systems, and provide this information to the public.</p>
<p>B. Protect quality fish habitat by administering grant funds and collaborating with appropriate private organizations and government agencies.</p>	<p>Annually collaborate with local entities to conserve 1,500 feet or 3,000 square feet of fish habitat and riparian vegetation on fish-bearing waters.</p> <p>Division staff represents the Department on National Fish Habitat Partnerships steering committees and potentially on other associated committees to provide technical support.</p>	<p>Work collaboratively to protect fish habitat.</p>
<p>C. Work with permitting agencies to obtain priority water rights under state water law to maintain and protect water flows important to sustaining fish habitat.</p>	<p>Maintain or install at least two gage stations on priority watersheds per year to monitor water flows and ensure minimum flow rates are sustained.</p> <p>Annually file 10 applications for reservation of water for priority water bodies.</p>	<p>Ensure adequate water flows for fish habitat in important fish-bearing waters for future years, in the event of unforeseen competing uses.</p>

Goal 4: Fish Habitat *continued...*



Activity	Measure or Deliverable	Purpose
Objective 2: Improve or restore degraded fish habitat.		
A. Implement prioritized projects to enhance and/or rehabilitate degraded fish habitat.	Annually partner with local entities to restore 800 feet or 4,000 square feet of fish habitat and riparian vegetation along fish-bearing waters.	Work collaboratively to restore and/or improve degraded fish habitats.
B. Execute prioritized projects to improve and/or reestablish fish passage.	Annually partner with other agencies and local entities to restore unimpeded passage to five miles of stream habitat or 30 acres of lake or wetland habitat.	Reestablish fish access to areas previously rendered inaccessible.
C. Conduct technical workshops that educate agencies and the public on fish passage, stream bank rehabilitation, and invasive species.	Annually conduct at least one technical workshop for agencies and/or the public related to each: riparian habitat protection/restoration, fish passage, and invasive species.	Promote stewardship and healthy habitats, and reduce habitat degradation.



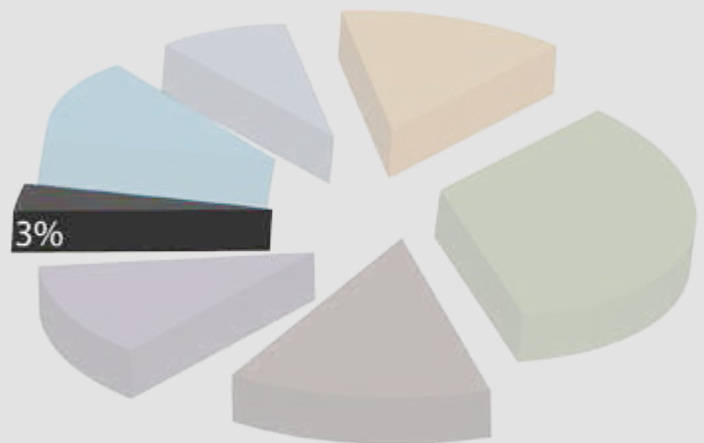
Activity	Measure or Deliverable	Purpose
Objective 3: Minimize impacts of invasive species on sport fish stocks and habitat.		
A. Develop and implement field detection and monitoring protocols for invasive species.	Develop and/or implement at least one field detection/survey protocol and one monitoring protocol, for invasive species per year.	Effectively detect invasive species presence.
B. Develop and support community-based invasive species monitoring programs.	Provide annual support and training to at least one new community-based invasive species monitoring program.	Foster collaboration in the detection of invasive species.
C. Eradicate prioritized aquatic invasive species detrimental to sport fisheries.	<p>Eradicate or suppress at least one aquatic invasive fish species in a given lake or stream every 3 years, which will require development of a treatment plan for public review.</p> <p>Meet at least once every 2 years with other agencies to prioritize aquatic systems for eradication and/or treatment projects.</p>	Eliminate, or at least minimize, negative impacts of aquatic invasive species.

Goal 5: Communication and Outreach



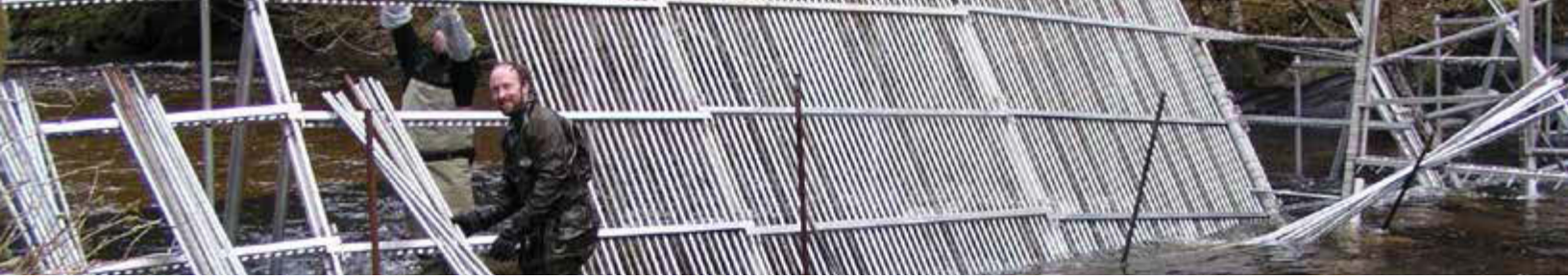
Core Function Statement

An informed and participatory public is central to the Division's management and decision-making processes. Communication and outreach activities are directed at providing anglers and other members of the public with information about fisheries management, research, enhancement, and educational programs. Information may be disseminated using a variety of media and may include such specific topics as changes to regulations, salmon run strength, listings of lakes most recently stocked, invasive species issues, fishing tips, and fishing trip planning information. Activities are also directed at promoting participation in sport fishing through innovative skill-building opportunities and promotional campaigns.



2016 Budget Allocation

Inform and communicate with the public about sport fishing with an emphasis on exceptional customer service.



Activity	Measure or Deliverable	Purpose
Objective 1: Provide information on sport fishing opportunities, stewardship, fisheries enhancement, angler access, regulation compliance, research, and fisheries management.		
A. Maintain Public Information Centers in all regional and area offices.	Staff Public Information Centers year-round in all regional offices and at least seasonally in all area offices.	Provide exceptional customer service to the public.
B. Keep the Division’s website content updated and applicable to anglers.	Post new and updated content to the website within 10 days of receipt to ensure relevance. Review website content quarterly; remove outdated content and archive if necessary.	Provide easily accessible, up-to-date, and relevant information to the public.
C. Develop communication plans that describe key messages, products, and delivery methods for conveying relevant information to the public.	Number of statewide topic-specific communication plans covering high-priority messages.	Provide accurate and consistent messages to the public.
D. Provide timely, in-season updates regarding fisheries information and management actions that affect anglers through a variety of media.	Distribute emergency orders the same day they are issued. Post fishing reports online and record reports on hotline numbers during the summer season. Post fish counts (tower and sonar) the same day they are received.	Provide anglers with the most current information regarding in-season sport fishing and personal use opportunities and any regulatory changes that may affect their compliance while participating in those fisheries.
E. Provide public educational experiences at the William Jack Hernandez and Ruth Burnett Sport Fish Hatcheries.	Identify and secure strategic partnerships and third-party funds to support the development of visitor space at both ADF&G sport fish hatcheries.	Improve public understanding of hatchery enhancement activities and the Division’s other core services.

Goal 5: Communication and Outreach *continued...*



Activity	Measure or Deliverable	Purpose
Objective 2: Promote participation in sport fishing.		
A. Offer timely and relevant experience-based sport fishing skill-building opportunities to the public and other interested parties.	Offer at least 10 fishing skill-building opportunities per region per year.	Provide hands-on, learning opportunities to teach the public and other interested parties how to sport fish.
B. Provide the tools and resources necessary to participate in Alaska's road-accessible sport fisheries.	Develop and implement a statewide public outreach strategy such as wefishak . Maintain the rod loaner program statewide.	Promote sport fishing as a fun and inexpensive activity.
C. Develop and cultivate relationships with anglers, the public, and relevant agencies.	Number of public events, such as trade shows, in which the Division participates. Number of area and regional information centers staffed.	Maintain relationships with anglers, key stakeholders, and user groups.
D. Promote sport fishing in cooperation with the Alaska Convention and Visitors Bureau, the sport fish guide industry, and other strategic partners.	Continue an annual email campaign with the Alaska Department of Commerce, Community, and Economic Development. Number of non-resident license sales.	Maintain or increase visitor participation.



Activity	Measure or Deliverable	Purpose
Objective 3: Modernize the Division’s approaches to communicating with, and providing services to, anglers and the public.		
<p>A. Develop online tools as part of the ADF&G licensing modernization project to improve public ease in obtaining products and services from the Division and report angling data.</p>	<p>Develop prioritized list of products and services offered as an outcome of the licensing modernization project.</p> <p>Implement an electronic sport fish guide logbook reporting system.</p> <p>Implement online issuance and reporting of Personal Use Permits.</p>	<p>Modernize the Division’s reporting and information delivery tools to improve customer service.</p>
<p>B. Develop online tools to improve public ease in obtaining information from the Division that will aid their participation in sport fishing.</p>	<p>Develop prioritized list of products and services.</p> <p>Develop and implement an interactive trip planning tool.</p> <p>Annual updates to the recreational boating access project website and online stocked lakes map series.</p> <p>Develop and implement data-driven and geographic-based web-and mobile-friendly sport fishing regulation applications.</p>	<p>Provide contemporary approaches to obtaining information on Alaska’s sport fishing resources by reducing informational barriers.</p>
<p>C. Utilize social media platforms to share information and build relationships with the public.</p>	<p>Implement robust social media communication strategy that effectively measures public engagement and effectiveness.</p>	<p>Communicate and have meaningful dialogue with the public.</p>

Goal 6: Internal Operations

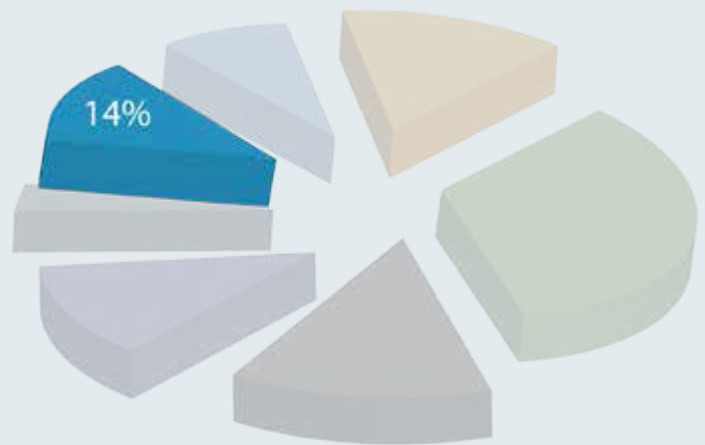


Photo courtesy of Ken Marsh.



Core Function Statement

Internal Operations are overseen by the Division Leadership Team (DLT) composed of the director, deputy director, assistant directors, fisheries scientist, regional supervisors, administrative operations manager, and an administrative officer. The DLT provides oversight to the entire Division, strives to develop its workforce, and provides resources to support its programs. The Division's administrative staff is responsible for supporting other core functions through its day-to-day operations, which include budgeting and financial management; payroll and personnel management; and providing exceptional customer service to the public, division, and department staff.



2016 Budget Allocation

Develop an informed and engaged workforce and responsibly manage our staff and fiscal resources.



Activity	Measure or Deliverable	Purpose
Objective 1: Recruit, develop, and retain highly qualified and motivated staff.		
A. Provide Division staff with training opportunities for professional development and job advancement.	Employee and supervisor include training goals in annual performance evaluations, which include identification of cross-function or intra-division training opportunities, and review progress periodically. Provide division and state orientation resources to all new employees.	Support staff development to increase understanding of the agency and retain internal staff.
B. Support internship programs for high school and undergraduate students.	Number of interns hired.	Foster the next generation of Division employees.
C. Support graduate-level fisheries-related education.	Continue Reimbursable Service Agreement with the University of Alaska Fairbanks to support three graduate students. Number of employees supported under the ADF&G graduate studies programs.	Promote and train the next generation of Division employees.
Objective 2: Promote a positive, energized workplace where people feel valued and do their best work.		
A. Provide staff with appropriate tools, technology, and equipment to perform the essential functions of their positions.	Identify equipment replacement needs during annual inventory. Review computer inventory annually to ensure equipment is replaced in accordance with ADF&G standards.	Enable staff to perform their duties efficiently and effectively.
B. Develop and implement a Division-specific employee satisfaction survey.	Administer a survey annually and provide results to division staff. Percentage of employees participating.	Identify areas for improvement in energizing the workplace and workforce.

Goal 6: Internal Operations
continued...



Activity	Measure or Deliverable	Purpose
Objective 2: Promote a positive, energized workplace where people feel valued and do their best work. <i>continued...</i>		
<p>C. Hold regular administrative workshops and encourage participation by non-administrative staff.</p>	<p>Hold at least one administrative statewide meeting every other year and one regional meeting annually.</p> <p>Invite five local office, non-administrative staff members (e.g., regional supervisor, biologists, biometricians, etc.) to participate in administrative workshops.</p>	<p>Implement, train, and maintain standardized division policies and procedures in the areas of budget, personnel, recruitment, payroll, accounting, inventory, and procurement, and provide on-the-job training to a large group of administrative staff at one time.</p>
<p>D. Staff uses the Strategic Plan and works toward achieving the Division’s vision and strategic priorities.</p>	<p>All staff members are aware of the Strategic Plan.</p> <p>Strategic plan referenced in division communications.</p>	<p>Achieve the Division’s vision and strategic priorities.</p>
<p>E. Continue to support an internal employee awards program.</p>	<p>Encourage staff to nominate at least one employee/team per year, per category, for a Director’s Award.</p> <p>Have the Division Director nominate at least one employee/team per category for the Governor’s Award program.</p>	<p>Recognize highly motivated and valued employees.</p>
<p>F. Develop and implement a Division-specific electronic exit survey.</p>	<p>Administer exit surveys to all departing staff and provide summary of exit survey responses to DLT annually.</p>	<p>Opportunity for exiting employees to provide reason for departure, comment, and identify areas of strength and need for improvement.</p>



Activity	Measure or Deliverable	Purpose
Objective 3: Operate in a fiscally responsible manner.		
<p>A. Provide current internal budget and financial data.</p>	<p>All Division Budget Requests, Mid-year Audit, and Allocations are completed on time.</p> <p>Reconcile project expenditures on a monthly basis.</p> <p>Update and review Fund Balance at least twice per year with the DLT.</p>	<p>Plan effectively at the organizational and regional levels based on financial considerations and constraints.</p>
<p>B. Improve the process to prioritize incoming or existing project budgets among programs and/or regions that are consistent with the Strategic Plan.</p>	<p>Establish meaningful and flexible criteria for the budgeting process.</p>	<p>Plan effectively at the organizational and regional levels based on financial considerations and constraints.</p>
<p>C. Develop a Division-wide protocol to assist staff pursuing grants.</p>	<p>Budget authority exists for all grant proposals submitted.</p> <p>Grant proposals align with the Strategic Plan.</p>	<p>Provide staff with a consistent and well-defined Division-wide approach to pursue competitive grants and other outside funding.</p>
<p>D. Train all lead program staff in budgeting, expenditure tracking, and auditing.</p>	<p>Budget training module created, implemented, and assessed.</p>	<p>Manage projects and programs effectively to stay within the appropriation and avoid over-expenditures.</p>
<p>E. Protect the state's authority over federal Sport Fish Restoration Program funds and ensure funds are not diverted for other purposes.</p>	<p>All of Sport Fish Restoration funds and license revenues are spent for eligible purposes.</p>	<p>Ensure congressional/legislative intent of the funding.</p>

Goal 6: Internal Operations
continued...



Activity	Measure or Deliverable	Purpose
Objective 4: Improve internal communication.		
A. Assess effectiveness of internal communication practices.	Develop Internal Communication Assessment Survey and administer annually.	Establish a baseline and identify gaps in Division's internal communications practices.
B. Maintain regular communication between the DLT and staff.	Distribute DLT notes to staff within 4 weeks of the meeting date. Provide opportunities for staff to participate in DLT meetings.	Provide clear and consistent information to all staff.
C. Conduct regular staff meetings at area and regional offices.	Hold at least one annual staff meeting per region (not in conjunction with operational planning, area review, or administrative workshop).	Promote knowledge of Division activities and report on progress on the activities outlined in the Strategic Plan.
D. Hold statewide function-specific meetings for each function group (e.g., Research, Management, Enhancement, or Administrative Coordination).	Number of function-specific meetings held.	Promote knowledge of Division activities and report on progress on the activities outlined in the Strategic Plan.

Definitions and Acronyms and Regional Offices



Definitions and Acronyms



ADF&G

Alaska Department of Fish and Game - www.adfg.state.ak.us

AFFID

Alaska Freshwater Fish Inventory Database—houses freshwater fish (anadromous and resident)-occurrence data sets compiled from a variety of sources. Most records in the AFFID come from ADF&G fish and aquatic habitat inventories.

Anadromous Fish

Fishes that spend most of their life at sea and migrate to fresh water to spawn (reproduce); Pacific salmon are an anadromous species.

Area Office

The Division has several area offices located throughout the state; they are administrated under the Regional Offices. Area offices may only be staffed seasonally.

AWC

Anadromous Waters Catalog—the regulatory tool established by statute [Alaska Statute 16.05.871(a)] to specify the various rivers, lakes, and streams of Alaska that are important to the spawning, rearing, or migration of anadromous fishes.

AWT

Alaska Wildlife Troopers

BOF

The Alaska Board of Fisheries, a seven-member board appointed by the governor and confirmed by the legislature, sets seasons, bag limits, methods, and means for the state's subsistence, commercial, sport, guided sport, and personal use fisheries, and also is involved in setting policy and direction for the management of the state's fishery resources. The board is charged with making allocation decisions, and ADF&G is responsible for management based on those decisions.

www.boards.adfg.state.ak.us/fishinfo/index.php

CIP

Capital Improvement Project

Communication Plan

A tool used to identify target audience and the means by which to reach it, determine key message(s), identify materials to be produced, identify staff/equipment resources, and describe an approach and timeline for implementation.

**DCF**

Division of Commercial Fisheries

Division

Division of Sport Fish

DLT

Division Leadership Team—consists of the director, deputy director, assistant directors, regional supervisors, fisheries scientist, administrative operations manager, and an administrative officer.

Enhancement

Increasing fish stocks, such as through supplemental hatchery production.

Estuarine

Referring to a partially enclosed body of water (such as a bay, lagoon, sound, or slough) where two different bodies of water, typically fresh and salt waters, meet and mix.

FY

Fiscal Year—the state fiscal year is from July 1 through June 30.

Invasive Species

Fish, animals, or plants that are both non-native to a particular ecosystem and whose introduction causes or is likely to cause economic or environmental harm or harm to human health.

Management Area

The area over which a management biologist has authority, generally defined by drainage area(s).

NGO

Non-governmental organization

NFHAP

National Fish Habitat Action Plan - www.fishhabitat.org

PNP

Private non-profit hatchery; the operation and maintenance of PNPs are supported, in part, through taxes and cost recoveries from commercial fisheries.

Regional Office

The Division has three Regional Offices located in Anchorage, Fairbanks, and Juneau. The management of the different geographic regions (Southeast, Southcentral, and Interior) is based out of these Regional Offices.

Reservation of Water

A water right (appropriation of water) to maintain a specific flow rate in rivers (or level of water in rivers and lakes) for one or a combination of four types of uses: (1) protection of fish and wildlife habitat, migration, and propagation; (2) recreation and parks purposes; (3) navigation and transportation purposes; and (4) sanitary and water quality purposes.

State Waters

Internal waters of the state including rivers, streams, lakes and ponds, the tidal zone of the state from mean higher high water to mean lower low water, and those waters extending generally 3 miles seaward.

Stewardship

Principles contributing to the conservation of a fishery that persists and obtains yields on a continuing basis; characterized by fishing activities and habitat alteration, if any, that do not cause or lead to undesirable changes in biological productivity, biological diversity, or ecosystem structure and function, from one human generation to the next.

Sustained Yield

Sustained yield is an output of renewable resources that does not impair the productivity of the resource; it implies a balance between removal through the activities of the fishery and replenishment through incremental growth and/or recruitment of the stock. The sustained yield principle is one of the fundamental elements of dependable recreational fisheries in Alaska. ADF&G has a statutory responsibility to manage the use of wild fish stocks for sustained yield [AS 16.05.730(a)]. Scientifically based assessments of wild stocks are the foundation of the sustained yield principle.

Division of Sport Fish Offices



Headquarters - Juneau Office

(907) 465-4180
1255 W. 8th Street
PO Box 115526
Juneau, AK 99802-5526

Ruth Burnett Hatchery

(907) 451-2661
1150 Wilbur Street
Fairbanks, AK 99701-4063

William Jack Hernandez Hatchery

(907) 269-2000
941 N. Reeve Boulevard
Anchorage, AK 99501-1773

Statewide Boating Access

(907) 267-2264
525 W. 67th Avenue
Anchorage, AK 99518-1555

Region I (Southeast) - Regional Office Douglas

(907) 465-4270
Douglas Island Center Building
802 3rd Street
PO Box 110024
Douglas, AK 99811-0024

Craig Area Office

(907) 826-2498
Westwind Plaza, Suite 302
PO Box 668
Craig, AK 99921-0668

Haines Area Office

(907) 766-2625
Mile 1 Haines Highway
PO Box 330
Haines, AK 99827-0330

Ketchikan Area Office

(907) 225-2859
2030 Sea Level Drive, Suite 205
Ketchikan, AK 99901-6073



Region I (Southeast) - continued...

Petersburg Area Office

(907) 772-5231
16 Sing Lee Alley
PO Box 667
Petersburg, AK 99833-0667

Sitka Area Office

(907) 747-5355
304 Lake Street, Room 103
Sitka, AK 99835-7563

Wrangell Area Office (seasonal)

(907) 847-3822
215 Front Street
Wrangell, AK 99929-0200

Yakutat Area Office

(907) 784-3222
1 Fish and Game Plaza
PO Box 49
Yakutat, AK 99689-0049

Region II (Southcentral) - Regional Office Anchorage

(907) 267-2218
333 Raspberry Road
Anchorage, AK 99518-1565

Cordova Area Office (seasonal)

(907) 424-3212
401 Railroad Avenue
PO Box 669
Cordova, AK 99574-0669

Dillingham Area Office

(907) 842-2427
546 Kenny Wren Road
PO Box 230
Dillingham, AK 99576-0230

Homer Area Office

(907) 235-8191
3298 Douglas Place
Homer, AK 99603-7942

Region II (Southcentral) - continued...

Kodiak Area Office

(907) 486-1880
351 Research Court
Kodiak, AK 99615-6327

Palmer Area Office

(907) 746-6321
1800 Glenn Highway, Suite 4
Palmer, AK 99645-6736

Soldotna Area Office

(907) 262-2737
43961 Kalifornsky Beach Road, Suite B
Soldotna, AK 99669-8276

Region III (Interior) - Regional Office Fairbanks

(907) 459-7207
1300 College Road
Fairbanks, AK 99701-1551

Bethel Area Office (seasonal)

(907) 543-1677
570 4th Avenue
PO Box 1467
Bethel, AK 99559-1467

Delta Junction Area Office

(907) 895-4632
Mile 266.5 Richardson Highway
PO Box 605
Delta Junction, AK 99737-0605

Glennallen Area Office

(907) 822-3309
186.3 Glenn Highway
PO Box 47
Glennallen, AK 99588-0047

Nome Area Office (seasonal)

(907) 443-5796
320 E. Front Street; Pouch 1148
Nome, AK 99762

Research and Technical Services - Regional Office

(907) 267-2370
333 Raspberry Road
Anchorage, AK 99518-1565



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