

STRATEGIC PLAN 2022-2027



ALASKA DEPARTMENT OF FISH AND GAME *Division of Sport Fish*



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Bottom right photo on cover courtesy of Douglas Walrath.

VISION. MISSION. 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

This document is the result of many people's input, hard work, and dedication to advancing the Division's mission and vision. If you are an employee with the Division, what you do every day is valued and important. You are part of a large team of professionals who are passionate about protecting and improving the fish resources of Alaska. What you do matters.

Our Division continues to make great progress toward better serving the resources and people of Alaska. I've worked with the Alaska Department of Fish and Game for over 40 years. During that time, I've seen many changes within the agency. Some good, some not so good. But what has always remained true is the people who work within this agency are as valued and honored as the resources we protect and conserve.

If you are one of the hundreds of thousands of individuals who take to the water each year in pursuit of fish, we want you to know that you are the people this Division is here to serve. You make it possible for us to do what we do, and you are the reason we have such amazing and pristine fisheries here in the great state of Alaska.

Resource conservation in Alaska is funded largely through sales of sport fishing licenses and king salmon stamps. When you purchase a sport fishing license or king stamp, your dollars go directly toward funding fisheries resource conservation, management, research, and enhancement efforts in Alaska. When you purchase fishing equipment or boat fuel, a portion of a federal excise tax on those items goes into a fund designed to distribute monetary resources back to states. These funds, distributed annually, are used for resource management and conservation. Your participation as an angler in Alaska helps the Alaska Department of Fish and Game to maintain and improve the state's fisheries for you and future generations.

What you see outlined in this Strategic Plan are measurable activities that will help us better understand and manage the resources and identify ways to keep improving our service to anglers and stakeholders. We are all in a continual process of improvement and this plan not only serves as a guidepost for our future efforts, but it holds us, as a public service agency, accountable for what we do.

We encourage you to get out and go fishing. Fishing in Alaska is an experience you won't find anywhere else in the world. And that is not something you should experience on your own. Make plans to fish with someone – a friend, family, your neighbor, a young child, it doesn't matter. What matters is that you share the experience with someone.

It's truly been an honor to serve with the Alaska Department of Fish and Game for nearly 40 years. I look forward to what the great people of this state and this agency will bring over the next 40 years.

In the meantime, I look forward to seeing you on the water.

Dave Rutz
Director, Division of Sport Fish



ORGANIZATIONAL STRUCTURE



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.

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

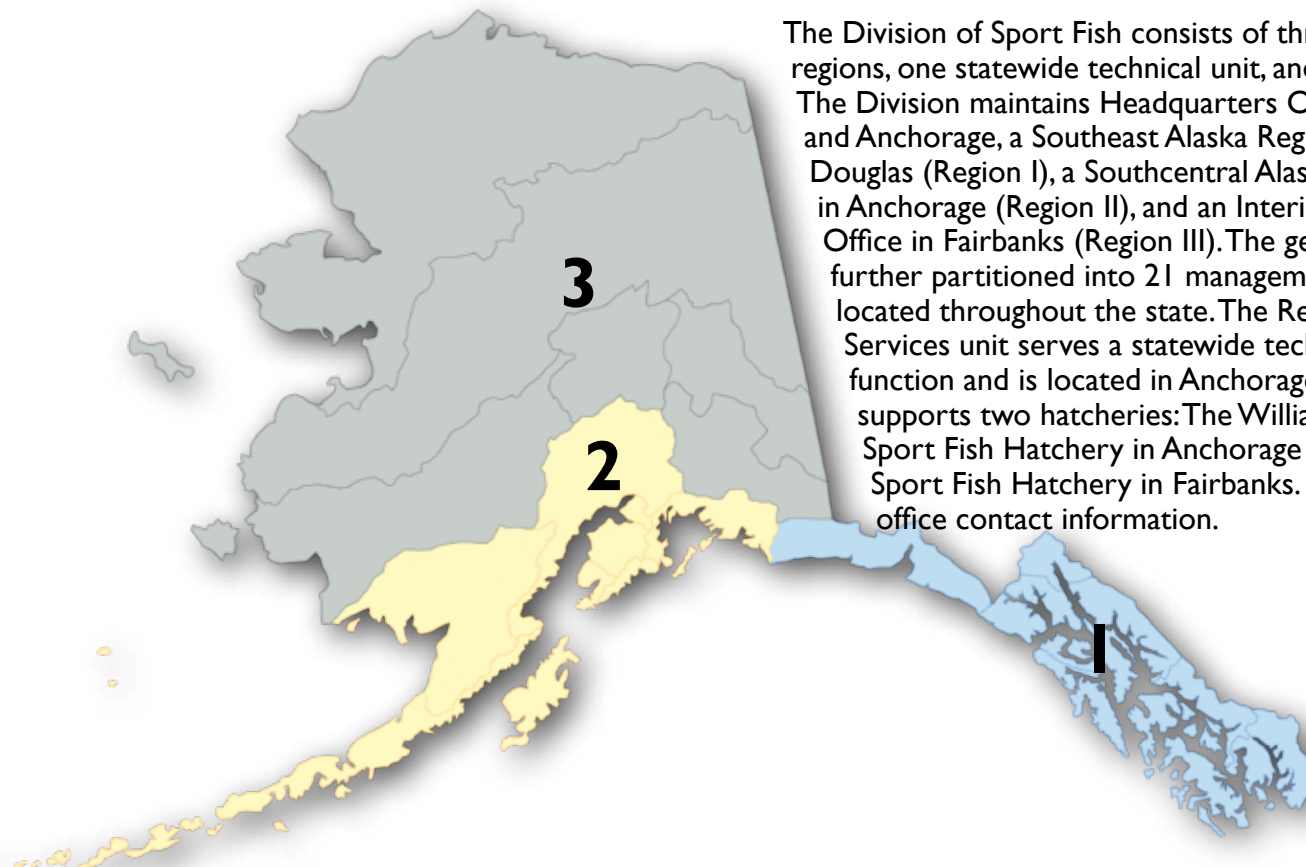
In addition to our primary responsibilities, Division personnel serve as staff and biological advisors to the Alaska Board of Fisheries (BOF), which is responsible for regulatory and fisheries resource allocation decisions. The Division is comprised of approximately 170 permanent full-time employees 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).

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 ^

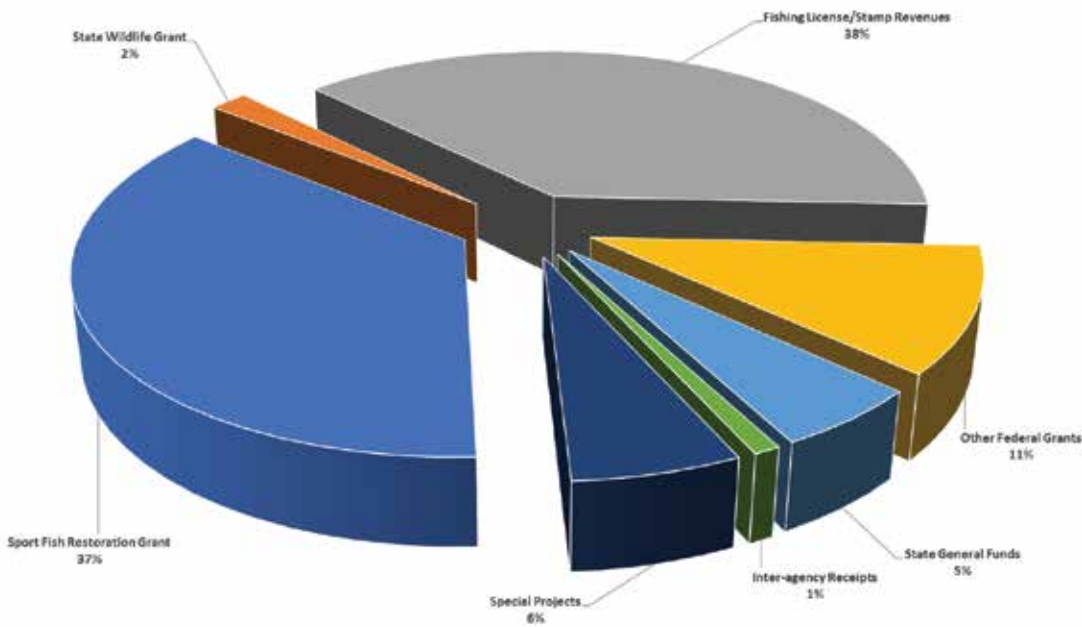
^ Indicates location managed from regional office



The Division of Sport Fish 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 pages 33-34 for office contact information.

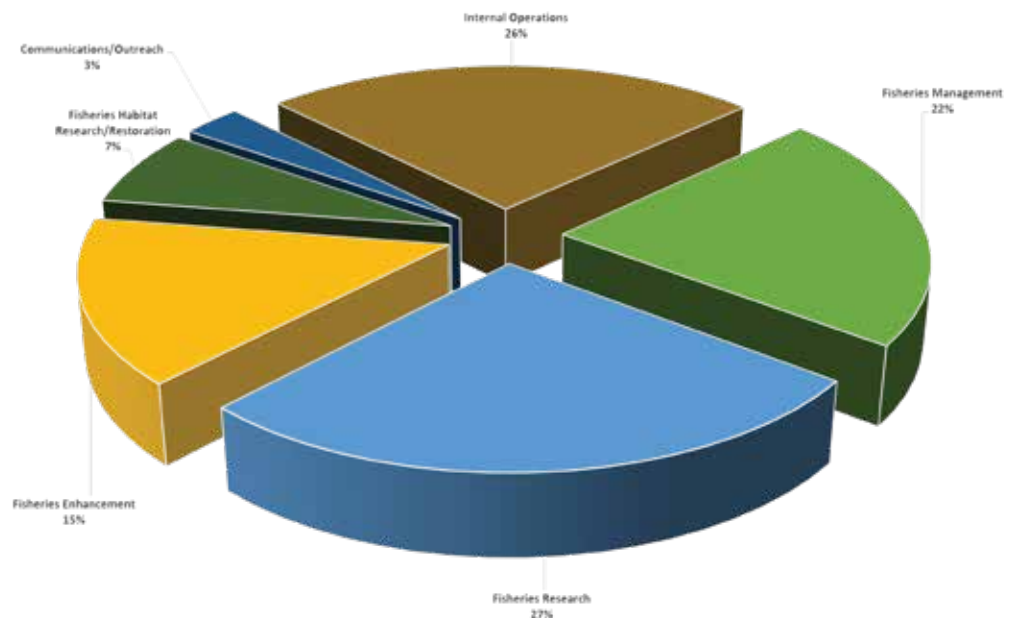
FUNDING

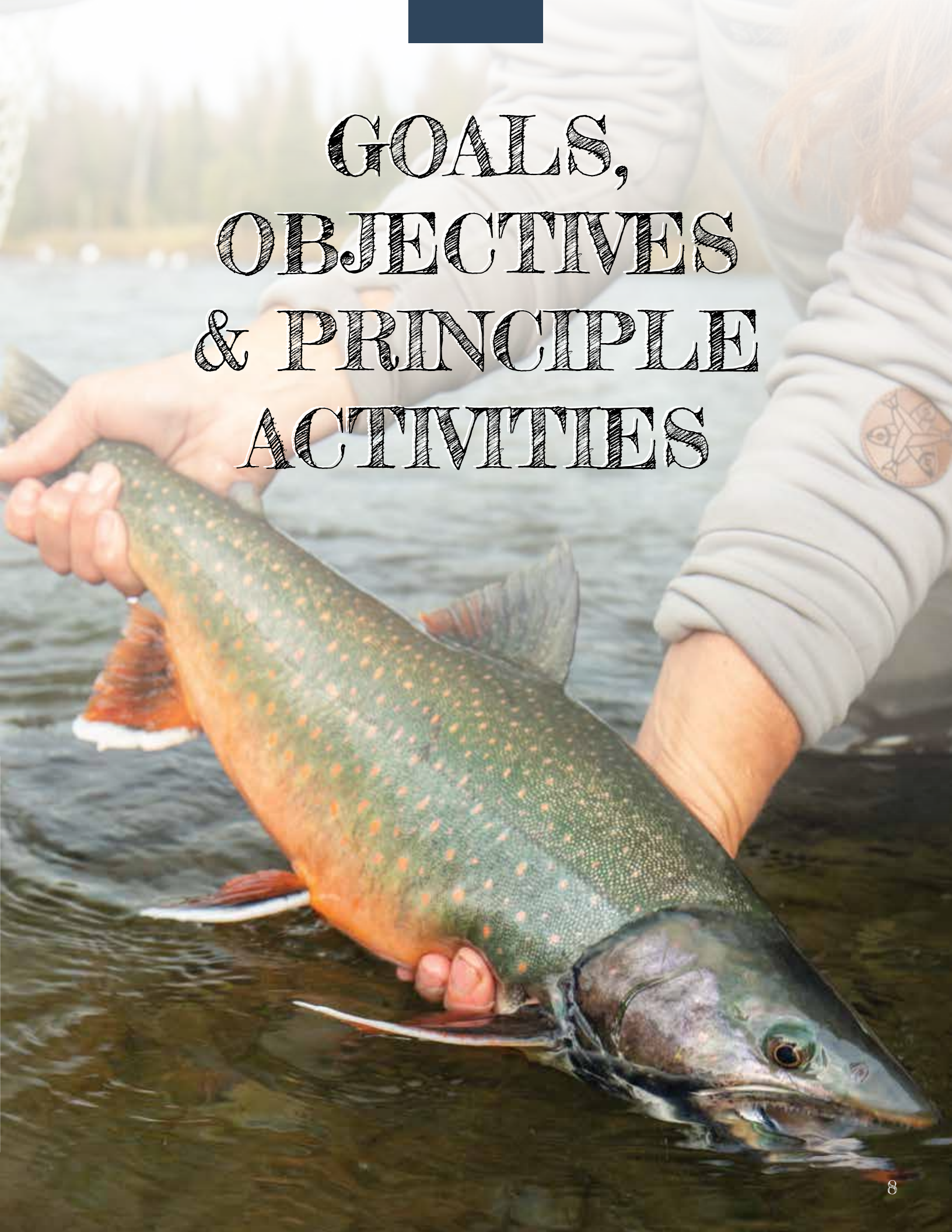
The Division has an annual operating budget of approximately \$45 million. The primary funding sources are the state's Fish and Game Fund (sport fish license sales and king salmon stamp receipts) and the federal Sport Fish Restoration Program (federal tax dollars derived from sport fishing-related equipment 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.



5 Year
Allocation
by Funding
Source
FY17-FY21

5 Year
Allocation
by Core
Service
FY17-FY21



A person wearing a light-colored long-sleeved shirt is holding a large rainbow trout in a river. The fish is vibrant with green and orange spots. The background shows a blurred riverbank with trees and a building.

GOALS, OBJECTIVES & PRINCIPLE ACTIVITIES

Goal 1: Fisheries Management

22%

Fisheries Management receives 22% of the overall budget allocation, equating to approximately \$9.9 million annually.



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

Core Function Statement

The Division's priority—to manage the state's sport fisheries for sustained yield and angler opportunity—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 all 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.

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 data from area assessment projects, management plans, social and economic considerations, and other local information to manage fisheries.	Justify emergency orders using current and historical stock assessment data, social and economic considerations, or other sources of information.	Implement timely fisheries actions to meet management objectives based on 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 other Department staff to coordinate management of fisheries and fisheries issues.	Applicable management decisions are made in coordination with other management areas and Divisions.	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.	<p>1. Review public proposals submitted to BOF for their effect(s) on regulatory complexity and maintain clarity and simplicity when possible.</p> <p>2. Annually review Content Management System (CMS) to maintain understandable regulations in the mobile app and regulatory summary.</p>	Make regulations easier for the general public to understand.

Goal 1: Fisheries Management

...continued

Activity	Measure or Deliverable	Purpose
Objective 2: Improve angler understanding and compliance with sport fisheries regulations. <i>continued...</i>		
A. Utilize in-person and virtual opportunities to communicate local fishing regulations and management strategies.	Provide a variety of resources and/or events at which Division staff communicate fishing regulations.	Improve understanding of regulations.
B. Review and document regulation signage needs in management areas.	<ol style="list-style-type: none"> 1. Number of identified area access sites where regulatory signage is posted. 2. Develop statewide signage protocol to have consistency in signage. 	Educate anglers and increase compliance with sport fisheries regulations.
C. Improve angler compliance of sport fish regulations by coordinating enforcement activities with Alaska Wildlife Troopers (AWT).	<ol style="list-style-type: none"> 1. An enforcement priority memo is submitted to AWT annually. 2. Area management staff meet as needed with local AWT to discuss enforcement priorities. 3. Provide ADF&G enforcement training course (basic or refresher) for all staff who interact with the public. 	<p>Assist AWT with identifying enforcement focus issues in priority areas.</p> <p>Improve compliance through directed enforcement.</p>



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 Defense 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

27%

Fisheries Research receives 27% of the overall budget allocation, equating to approximately \$12.15 million annually.



Perform objective-based research that supports sport fisheries management.

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 collected data 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 collected data 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.

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 and communicate outcome of review Division-wide.	<ol style="list-style-type: none"> 1. Prioritize and allocate sufficient research resources within and across regions. 2. Increase awareness of and engagement in research needs among staff external to management area.
B. Use Department operational planning process to identify measurable objectives, sampling methods, analytical techniques, and costs; and have research projects scientifically and statistically reviewed and approved.	Fisheries research projects have an approved operational plan prior to commencement of field activities.	Ensure scientific and statistical credibility of the information collected and used in making fisheries management decisions.
C. Conduct research and stock assessment projects to document fish abundance, population structure, and habitat use.	<ol style="list-style-type: none"> 1. Number of projects completed annually. 2. 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 and preferences.	<ol style="list-style-type: none"> 1. Annual statewide harvest survey is implemented. 2. Annual statewide harvest survey is modernized to improve response rate and reduce recall bias. 3. Economic and human dimension surveys are implemented periodically. 	Improve understanding of fishery uses as well as angler needs and expectations relative to the fishery resources of the state.
Objective 2: Publish, communicate, & archive research data and results in a timely manner.		
A. Provide all staff with adequate time and resources to complete well written reports, including biometric analysis, peer review, and technical and formatting assistance.	Complete 90% of all written reports within 2 years of project completion.	<ol style="list-style-type: none"> 1. Enable staff to complete final written reports within the 2-year target window. 2. Meet contractual funding obligations. 3. Ensure timely publishing of fisheries studies information.
B. Promote and communicate research results in peer-reviewed journals and presentations at professional meetings/conferences.	Number of peer-reviewed journal articles published and professional meeting/conference presentations Division-wide annually.	Extend communication of research methods and results to professionals external to Division.
C. Encourage staff to communicate their research to multiple audiences by providing them with necessary resources to do so.	Number of research projects presented to colleagues and non-technical audiences at meetings and via multiple platforms.	<ol style="list-style-type: none"> 1. Enhance understanding of Division research projects among staff and the public. 2. Increase capacity for collaboration among Division staff and with others in the Department, external agencies, and fisheries researchers.
D. Assemble and archive existing and future research data into an accessible digital format.	Databases are created for web-based entry and accessibility for data types collected by the Division (e.g., age/sex/length, tagging, telemetry, angler counts, angler interviews).	Manage current and future research data for easy access by staff, other agencies, and the public.

Goal 3: Fisheries Enhancement

-15%

Fisheries Enhancement receives 15% of the overall budget allocation, equating to approximately \$6.75 million annually.



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

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, lake 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.



Activity	Measure or Deliverable	Purpose
Objective 1: Conduct enhancement activities in a manner that minimizes the potential for adverse impact to wild fish stocks and their habitats.		
A. Adhere to the policies on genetics, pathology, and stocking.	Follow all fisheries policies unless a mutually agreeable compromise has been negotiated with the pathology, genetics, and management staff.	Maintain the integrity of Alaska's wild fisheries.
B. Review established policies on genetics, pathology, and stocking on a 5-year rotation.	Collaborate with Department staff to ensure that policies on genetics, pathology, and stocking remain up-to-date based on current techniques and standards.	Ensure that adequate protections are in place to protect wild fish stocks when enhancement is being used to create or augment sport fishing opportunities.
C. Assess the effects of Division stockings on resident and anadromous wild fish stocks.	Number of assessment efforts relative to prioritized assessment needs.	Minimize impact of enhancement activities on wild fish stocks.
Objective 2: Meet regional enhancement needs for prioritized anadromous and freshwater fisheries.		
A. Implement a Statewide Stocking Plan focused on regional priorities.	<ol style="list-style-type: none"> 1. Achieve Statewide Stocking Plan release objectives 90% of the time (numbers of fish, target size, and release date). 2. Number of locations stocked annually statewide. 3. Annually post draft Statewide Stocking Plan for public review and respond to all comments. 	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 to create publicly accessible, quality fisheries.		
A. Maintain, develop, monitor, and assess partnerships with PNP hatcheries as needed to meet the Statewide Stocking Plan production goals.	<ol style="list-style-type: none"> 1. Maintain existing partnerships with PNP hatcheries and develop new partnerships as appropriate. 2. Achieve Statewide Stocking Plan goals in all regions 90% of the time. 	Support diverse sport fishing opportunities through cost effective cooperative agreements and activities statewide.
B. Conduct regular post-stocking assessments to determine success of individual stocking projects.	Number of assessment efforts relative to prioritized assessment needs.	Assess fish survival, harvest rates, angler effort, access, or other relevant characteristics so stocking plans may be adjusted to optimize benefits.
C. Develop and maintain production and release facilities in good working order to meet Statewide Stocking Plan production goals.	Number of major maintenance and replacement projects completed each year relative to prioritized needs.	Ensure safe and cost-effective production and operations.

Goal 4:

Habitat

7%

Habitat receives 7% of the overall budget allocation, equating to approximately \$3.15 million annually.

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. By conducting research on fish habitats and their use by species important to fisheries, the Division provides resulting information for ADF&G, other agencies, and the public to use for 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.



Conserve habitats
to sustain
fisheries resources.



Activity	Measure or Deliverable	Purpose
Objective 1: Protect fish habitat.		
<p>A. Maintain Alaska's Anadromous Waters Catalog (AWC) and Alaska Freshwater Fish Inventory Database (AFFID) through annual solicitation of information, data collection and compilation, analysis, and publication of results.</p>	<ol style="list-style-type: none"> 1. Annually add at least 600 priority stream miles to the AWC and update by June 1. 2. Annually inventory at least 80-100 survey sites (streams and lakes) in total from at least two prioritized sub-basins for the AFFID. 3. Update the AFFID and the ADF&G Fish Resource Monitor online mapping application, including synchronize and update hydrography of historical legacy and new survey empirical data, after each field season. 	<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 collaborating with private landowners, organizations, and government agencies.</p>	<ol style="list-style-type: none"> 1. Annually collaborate with local entities to conserve 3,000 linear feet of streambank and/or nearshore habitat and 3,000 square feet of riparian habitat on fish-bearing waters. 2. Division staff represents the Department on National Fish Habitat Partnerships steering committees and potentially on other associated committees to provide technical support. 	<p>Work collaboratively with private and public landowners to protect fish habitat.</p>
<p>C. Work with permitting agencies to obtain priority water reservations under state water law to maintain and protect water flows important to sustaining fish habitat.</p>	<ol style="list-style-type: none"> 1. Maintain or install at least two gage stations on priority watersheds per year to monitor water flows and quantify instream flow needs for fish habitat. 2. Annually file five applications for reservation of water for priority water bodies. 	<p>Ensure the state has priority water reservations to protect fish habitat in important fish-bearing waterbodies, in the event of competing future uses.</p>
<p>D. Protect and maintain aquatic habitats affected by hydropower developments regulated by the Federal Energy Regulatory Commission (FERC).</p>	<ol style="list-style-type: none"> 1. Develop instream flow requirements to incorporate in FERC hydropower licenses. 2. Annually review 10 hydropower and hydrokinetic developments under FERC regulatory authority to avoid and mitigate projected adverse impacts to instream flows and aquatic habitats. 	<p>Ensure instream flows are allocated beneficially between energy generation and flows important to sustaining aquatic habitats.</p>

Goal 4:

Habitat

...continued

Activity	Measure or Deliverable	Purpose
Objective 2: Rehabilitate or restore degraded fish habitat.		
A. Implement prioritized projects to enhance and/or rehabilitate degraded fish habitat.	Annually partner with local entities to restore 3,000 linear feet of streambank and/or nearshore habitat and 4,000 square feet of riparian habitat in fish-bearing waters.	Work collaboratively to restore and/or rehabilitate degraded fish habitats.
B. Collaborate with partners to execute prioritized projects to improve and/or reestablish fish passage.	Annually partner with other agencies and local entities to restore unimpeded passage to at least 8-10 miles of stream habitat or at least 50-100 acres of lake or wetland habitat.	Reestablish fish access to areas previously rendered inaccessible.
C. Conduct and/or contribute to technical workshops that educate agencies and the public on fish passage and stream bank rehabilitation.	1. Annually conduct at least one technical workshop for agencies and/or the public related to riparian habitat protection/restoration. 2. Every 2-3 years conduct at least one technical workshop for agencies and/or the public related to fish passage.	Promote stewardship and healthy habitats, and reduce habitat degradation.

Activity	Measure or Deliverable	Purpose
Objective 3: Minimize impacts of aquatic invasive species on sport fish stocks and habitat.		
A. Prevent the introduction and spread of aquatic invasive species.	<ol style="list-style-type: none"> 1. Develop new and maintain existing policies and protocols to prevent aquatic invasive species introductions. 2. Coordinate with entities in-state and out-of-state for preparedness and enforcement to prevent aquatic invasive species introductions. 	Establish and communicate guidance for prevention and management of aquatic invasive species.
B. Survey and monitor for aquatic invasive species.	<ol style="list-style-type: none"> 1. Develop and/or implement field detection survey or monitoring protocols for aquatic invasive species. 2. Annually provide support and/or training to community-based aquatic invasive species monitors. 	Foster collaboration to effectively detect aquatic invasive species presence
C. Suppress and/or eradicate prioritized aquatic invasive species detrimental to sport fisheries.	<ol style="list-style-type: none"> 1. Annually suppress at least one aquatic invasive species population. 2. Eradicate at least one aquatic invasive species population every 3 years. 	Eliminate or minimize negative impacts of aquatic invasive species.
D. Collaborate with other agencies and organizations to execute prioritized aquatic invasive species management goals and objectives.	<ol style="list-style-type: none"> 1. Annually meet with governmental agencies and local entities to identify and prioritize aquatic invasive species goals and objectives. 2. Biennially conduct and/or contribute to at least one technical workshop for agencies and/or the public related to aquatic invasive species. 3. Maintain a banned aquatic invasive species list. 	Foster partnerships and improve knowledge to prevent, detect, and control aquatic invasive.

Goal 5: Communication and Outreach



3%

Communication and Outreach receives 3% of the overall budget allocation, equating to approximately \$1.35 million annually.

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.

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.	Establish a Division-wide streamlined process for staff to submit requests for new or revised web content and for updating web content in a timely manner.	Provide easily accessible, up-to-date, and relevant information to the public.
C. Develop communication plans that describe key messages, materials, and delivery methods for conveying relevant information to the public.	<ol style="list-style-type: none"> 1. Each high priority, potentially controversial, and/or complex issue has a communication plan. 2. Establish centralized repository of communication plans for all staff to access. 	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.	<ol style="list-style-type: none"> 1. Distribute emergency orders the same day they are issued. 2. Post fishing reports online and record reports on hotline numbers. 3. Post fish counts (tower and sonar) in a centralized location with map interface, within 1-2 days after 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 to improve understanding of the importance, benefits, and stewardship of Alaska's sport fisheries.	<ol style="list-style-type: none"> 1. Offer fishing forums, presentations, and tours at the Ship Creek Fisheries Center, Tanana Valley Fisheries Center, and at stocking locations. 2. Offer programs and presentations in schools to explain the importance of the aquatic resources and sport fisheries in the state and to highlight the Division's fisheries research and management. 3. Foster stewardship of the state's aquatic ecosystems and promote best practices by partnering with other entities. 	Promote understanding, participation in, and stewardship of Alaska's fisheries and fish habitat.

Goal 5:

Communication and Outreach

...continued

Activity	Measure or Deliverable	Purpose
Objective 2: Promote participation in sport fishing.		
<p>A. Offer skill-building opportunities that are relevant and experience-based to the public.</p>	<p>Offer or participate in at least 10 fishing skill-building opportunities per region per year.</p>	<p>Provide in-person and virtual learning opportunities to teach the public how to sport fish.</p>
<p>B. Develop and cultivate relationships with anglers, the public, diverse community groups, and relevant agencies by coordinating or participating in public events to promote sport fishing and highlight the activities of the Division</p>	<ol style="list-style-type: none"> 1. Maintain and improve (or expand) angler recognition programs. 2. Design outreach efforts and communication strategies that are inclusive of all demographics, particularly those that do not currently participate in sport fishing. 	<p>Maintain Division relationships with and among anglers, key stakeholders, and user groups.</p>
<p>C. Encourage and allow staff to collaborate, assist, and participate in public events to promote sport fishing and highlight the activities of the Division.</p>	<ol style="list-style-type: none"> 1. Percentage of Division staff that participate in public events. 2. Number of events that Division staff participate in or host. 	<p>Increase participation of staff in the promotion of sport fishing opportunities and the Division's mission and activities.</p>
<p>D. Strategically promote and encourage participation in Alaska's sport fisheries.</p>	<ol style="list-style-type: none"> 1. Develop, implement, and maintain angler recruitment, retention, and reactivation programming under the wefishak brand. 2. Maintain and expand the rod loaner program statewide. 3. Engage with external partners on an increased number of collaborative communication and outreach campaigns to promote sport fishing, with a measurable increase in anglers. 	<p>Promote sport fishing as a fun and rewarding activity to increase sport fishing participation</p>



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, maintain, or improve online tools that improve public ease in obtaining licenses and information, and the recording and reporting of required data.</p>	<ol style="list-style-type: none"> 1. Regularly engage with Department staff to improve the user experience of the online store and maintain a prioritized list of modernized products and services to be offered to the public. 2. Provide a mobile app that allows users to record and report required harvest data. 3. Maintain the electronic sport fish guide logbook reporting system statewide. 	<p>Modernize the Division’s reporting and information delivery tools to improve customer service.</p>
<p>B. Develop, maintain, or improve online tools that improve public ease in obtaining information from the Division that will aid their participation in sport fishing.</p>	<ol style="list-style-type: none"> 1. Streamline and consolidate the Division’s approach to delivering information between platforms and services to improve usability. 2. Expand, improve, and promote interactive trip planning tool to locations statewide. 3. Mobile app that provides users with current sport fishing regulations by geographic location. 	<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>Utilize a social media strategy that optimizes engagement with the public and regularly measures effectiveness using metrics available on the respective social media platforms.</p>	<p>Communicate and engage with the public in ways they are accustomed to receiving information.</p>

Goal 6: Internal Operations

26%

Internal Operations receives 26% of the overall budget allocation, equating to approximately \$11.7 million annually.

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, the Division and other ADF&G staff.

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 and fund essential, elective, and continuing education and training for professional development, job advancement, and safety in the workplace.	All essential training is complete.	Support staff development and promotion, and ensure personal welfare and safety.
B. Support and foster internship programs that provide a diverse work experience.	Number of interns hired.	Recruit, promote and train the next generation of Division employees.
C. Support and foster graduate-level fisheries education.	<ol style="list-style-type: none"> 1. Continue Reimbursable Service Agreement with the University of Alaska Fairbanks to support up to three graduate students annually. 2. Encourage current employees to pursue graduate level fisheries education through the UAF 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.	<ol style="list-style-type: none"> 1. Procure and replace equipment, gear and supplies when needed. 2. Review computer inventory annually to ensure equipment is replaced according to the State of Alaska Office of Information Technology (OIT) guidance. 	Enable staff to perform their duties efficiently and effectively.
B. Hold regular administrative workshops and encourage participation by non-administrative staff.	<ol style="list-style-type: none"> 1. Hold at least one administrative statewide meeting and one regional meeting annually. 2. Encourage nonadministrative staff to participate in administrative workshops. 	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.

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. Staff uses the Strategic Plan and works toward achieving the Division's vision and strategic priorities.</p>	<p>Incorporate the Strategic Plan in recruitment, onboarding, and annual meetings so that staff members are aware of the Plan, Goals, and Activities.</p>	<p>Achieve the Division's vision and strategic priorities.</p>
<p>D. Continue to support an internal employee awards program.</p>	<ol style="list-style-type: none"> 1. Encourage staff to nominate at least one employee/team per year, per category, for a Director's Award. 2. Have the Division Director nominate at least one employee/team per category for the Governor's Award program. 3. Hold award ceremony either in person or virtually each year. 	<p>Recognize highly motivated and valued employees.</p>
<p>E. Foster a safe and inclusive work environment free of harassment and bullying.</p>	<ol style="list-style-type: none"> 1. Staff are empowered to speak up if they experience or witness inappropriate behavior in the workplace without fear of retribution. 2. Establish open communication lines between employees and their supervisors to facilitate willingness to report problems as they arise. 3. Ensure staff are informed of all resources available if they experience or witness inappropriate behavior in the workplace. 4. Support participation in Department's respectful workplace committee 	<p>Opportunity for exiting employees to provide reason for departure, comment, and identify areas of strength and need for improvement.</p>
<p>F. Allow for flexible/ alternative work scheduling.</p>	<p>Accommodate telework, flex-time, alternative work week, etc. for specific job classes when possible/ applicable.</p>	<p>Recognize personnel needs, adapt to changing workplace environments, and realize associated benefits.</p>



Activity	Measure or Deliverable	Purpose
Objective 3: Operate in a fiscally responsible manner.		
A. Provide current internal budget and financial data to staff and develop necessary tools for them to monitor without administrative assistance.	All Division Budget Requests, Mid-year Audit, and Allocations are completed on time.	Plan effectively at the organizational and regional levels based on financial considerations and constraints.
B. Prioritize incoming or existing project budgets among programs and/or regions that are consistent with the Strategic Plan.	Establish meaningful and flexible criteria for the budgeting process.	Plan effectively at the organizational and regional levels based on financial considerations and constraints.
C. Train staff in all aspects of project management: personnel, budgeting, procurement, expenditure tracking/auditing, and pursuing grants.	Develop training materials and methods to train staff to include one-on-one, lunch and learn, virtual venues, and user manuals.	Manage projects and programs to stay within appropriations and allocations to avoid over-expenditures.
D. Protect the state's authority over federal Sport Fish Restoration Program funds and ensure funds are not diverted for other purposes.	All of Sport Fish Restoration funds and license revenues are spent for eligible purposes.	Ensure congressional/legislative intent of the funding.

Goal 6:

Internal Operations

...continued

Activity	Measure or Deliverable	Purpose
Objective 4: Improve methods to promote two-way internal communication.		
<p>A. Foster and maintain regular two-way communication between the DLT and staff.</p>	<ol style="list-style-type: none"> 1. Distribute DLT notes to staff within 3 weeks of meeting date and encourage staff to reach out with questions. 2. Provide opportunities for staff to participate in DLT meetings and reach out to DLT staff. 3. Identify other opportunities for two-way communication with DLT. 	<p>Foster internal and two-way communication between DLT and staff.</p>
<p>B. Conduct regular staff meetings at area and regional offices.</p>	<p>Hold an annual staff meeting per region (not in conjunction with other routine meetings).</p>	<p>Promote knowledge of Division's activities and report on progress on activities outlined in the Strategic Plan to keep regional/ area staff informed and engaged.</p>
<p>C. Hold statewide function-specific meetings for each function group (e.g., Research, Management, Enhancement, or Administrative Coordination).</p>	<p>Each core function group has a function-specific meeting.</p>	<p>Increase understanding of Division activities and report on progress on the activities.</p>

A person wearing a dark, patterned jacket is holding a large, speckled fish (likely a trout or salmon) in shallow water. The fish is held horizontally, with its head facing right and its mouth slightly open. The background is a blurred view of water and the person's hands. A dark blue square is visible at the top center of the page.

DEFINITIONS, ACRONYMS AND REGIONAL OFFICES

Definitions and Acronyms

ADF&G

Alaska Department of Fish and Game - www.adfg.alaska.gov

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, the Sport Fish hatchery program supervisor, 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 (Southcentral, Interior, and Southeast) 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

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

Kodiak Area Office

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

Palmer Area Office

(907) 746-6321
1801 S. Margaret Dr, Suite 2
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



Photo by Jehnifer Ehmann



Photo by Anna Seidl



Photo by Francis Estallila



Photo by Neil Moomey

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