



Responsible Management Of Alaska's Recreational Fisheries In The 21st Century



Division Of Sport Fish

Strategic Plan

2010-2014



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Vision

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

Mission

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



● Message From The Director

As with any agency, business, or organization, success is measured by how well the entity progresses toward achieving its vision. This strategic plan is our five-year road map to ensure the Division of Sport Fish can achieve its goals and objectives.

It is my belief that fish populations important to recreational anglers and the economy of Alaska must be kept at highly productive levels using local fisheries management expertise. We will invoke state-of-the-art technologies and techniques toward our fish population stock assessments, habitat and aquatic research, and data collection programs. We will apply progressive business practices to administer public funds in a highly accountable fashion, and exemplary public service will be provided to the angling public and citizens. The catalyst necessary to accomplish the challenges we face, solely rests with current and future personnel. To this end, support for and exposure to novel applications will become foundational within all sections of the division. We will recognize and reward personnel for exploring and applying new technologies. Heightened recognition for our efforts will be both our reward and personnel recruitment tool.



Preparation of this document was a group effort for which numerous individuals deserve a hearty “thank you” for their time, energy and demonstrated intellect. In particular, I express gratitude to division staff who participated in the strategic planning process—their motivation and direct input helped greatly in shaping this plan and charting our direction for the foreseeable future.

Finally, I hope you will use this document to track our progress. The success of our division relies upon public input and those that support recreational fishing through the purchase of fishing licenses, stamps, equipment and fuel. Hold us accountable in our ongoing tasks to protect and improve our state’s fisheries resources. Let us know how we are doing. I look forward to hearing from you.

— **Charlie Swanton**

A handwritten signature in black ink, appearing to read 'Charlie Swanton', written in a cursive style.

Director, Division of Sport Fish





Organizational Snapshot

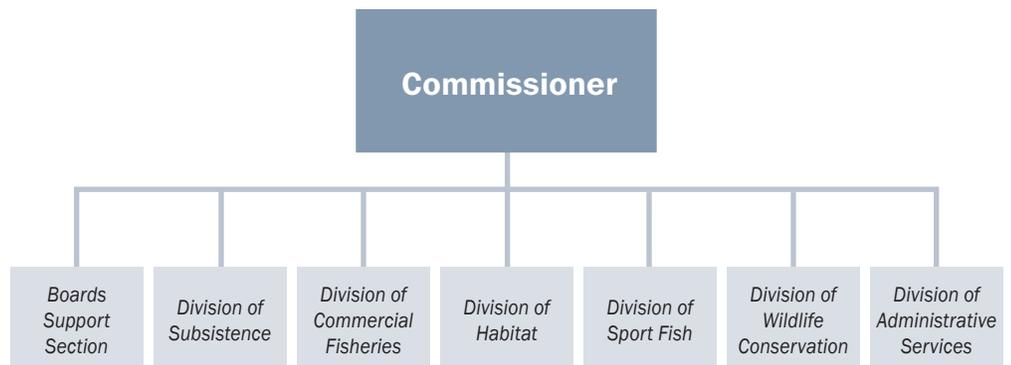
The Division of Sport Fish—along with the divisions of Commercial Fisheries, Habitat, Subsistence, Wildlife Conservation, and Administrative Services—is a discrete entity within Alaska’s Department of Fish and Game (see Department Organizational Chart, below). The division is charged with managing recreational fisheries (including shellfish) within state waters. The Division of Sport Fish was established in 1951 as part of Alaska’s territorial government to oversee Alaska’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 recreational fisheries. Today, the Division of Sport Fish is responsible for oversight and management of Alaska’s sport fisheries with an estimated economic impact of \$1.4 billion annually.

In addition to our primary responsibilities, division personnel serve as staff and biological advisors to the Alaska Board of Fisheries, which is responsible for regulatory and fisheries resource allocation decisions. The division is comprised of more than 200 permanent full-time employees and 200 seasonal and temporary personnel. Our mission could not be accomplished without assistance from others whereby we maintain strong partnerships with other divisions and other governmental and nongovernmental groups.

The division maintains regional and area offices throughout the state to serve the public (see regional office contact information on back cover).

Alaska Department of Fish and Game

Department Organizational Structure



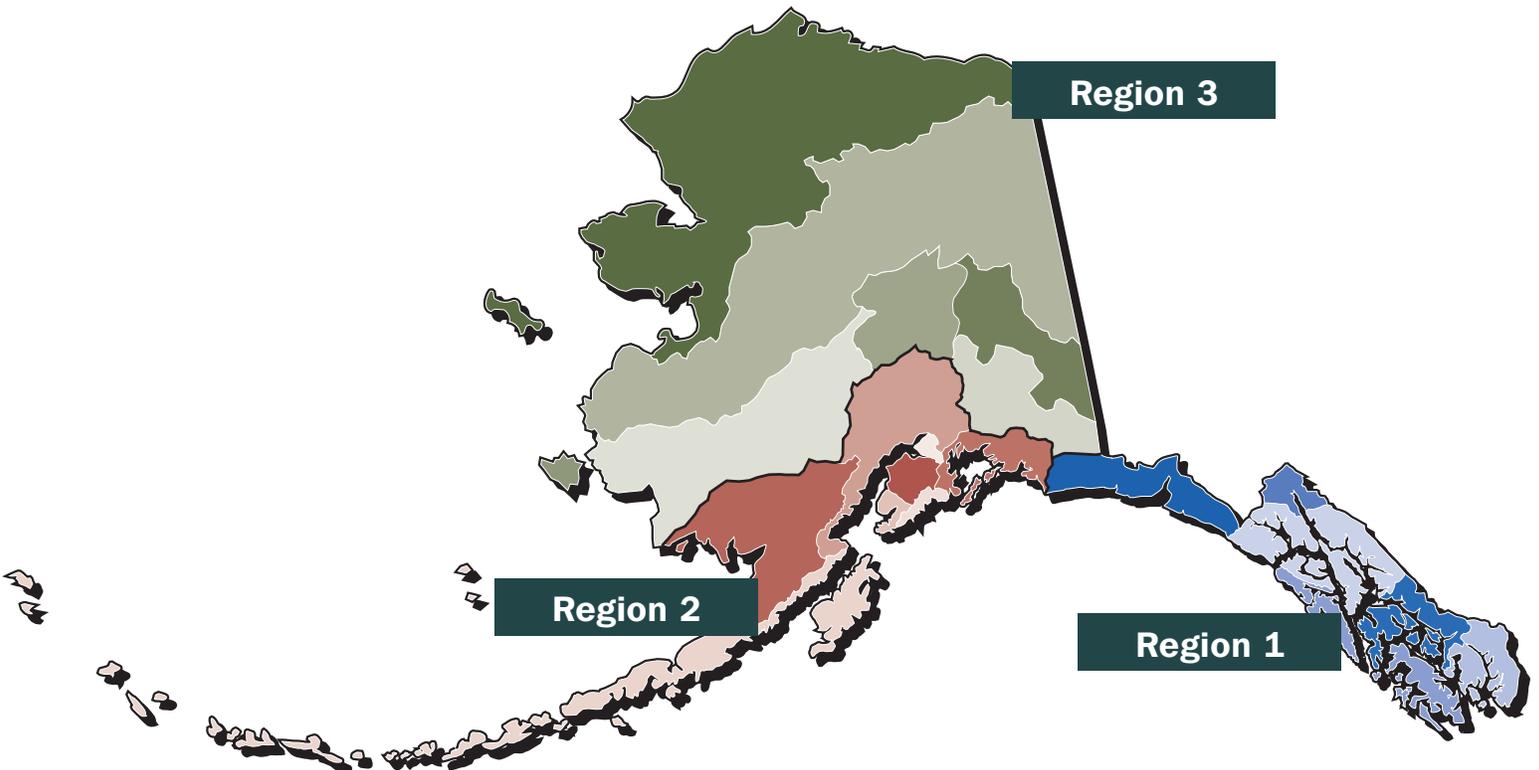


The Regions

The **Division of Sport Fish** is divided into three geographic and two technical regions. The division maintains headquarters offices in Juneau and in Anchorage. Regional offices are located in Douglas for Southeast Alaska (Region I), in Anchorage for Southcentral Alaska (Region II) and in Fairbanks for Interior Alaska (Region III). The technical regions, Research and Technical

Services (Region IV), and Habitat Conservation and Access Defense (Region V) serve a statewide function, with offices based in Anchorage. The geographic regions are further partitioned into a total of 22 management areas with offices located throughout the state.

Division of Sport Fish Management Regions



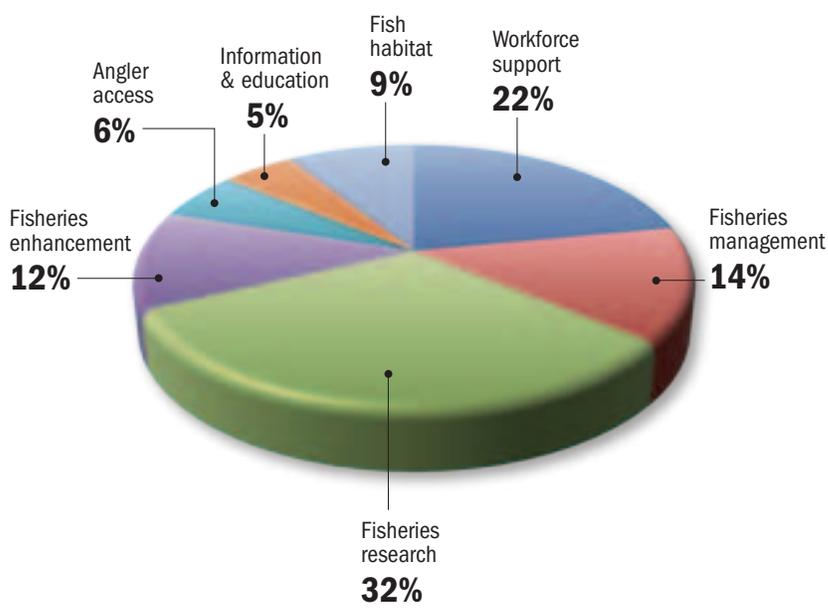
See Regional Management Area divisions at: <http://www.sf.adfg.state.ak.us/Management/>



Funding

The division has an annual operating budget of approximately \$50 million. The primary funding sources are the state's Fish and Game Fund (license sales and stamp receipts) and the federal Sport Fish Restoration Program (federal tax dollars derived from sale of sport fishing-related equipment and fuel). 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.

FY06 - FY08 Expenditures by Core Functions







The Division

The Division of Sport Fish strives to achieve its mission and vision through seven interdependent core functions: fisheries management, fisheries research, fisheries enhancement, angler access, information and education services, fish habitat, and workforce support. Each core function is further defined by corresponding goals, objectives, and principal activities.



Division of Sport Fish | Core Functions

Fisheries Management

The division's priority to manage Alaska's recreational fisheries for sustained yield and recreational angler satisfaction is centered on an area-based management system. The division is dispersed among three regional offices partitioned into 22 management units ensuring direct relationships between area managers, users, and resources. The managers expend considerable effort in working with recreational anglers, the Alaska Board of Fisheries, and federal and international regulatory bodies to craft fishing regulations and solutions that are effective, minimally intrusive, and enforceable. Area management biologists actively monitor fish stocks and fisheries to adjust regulations in season as required; work closely with enforcement staff in the policing of regulations; maintain a dialogue with local user groups and recreational anglers throughout the year; assist in habitat conservation and restoration efforts; and provide local expertise to the angling public.

Fisheries Research

Management of Alaska's recreational fisheries is based on sound scientific practices and objective-based research. The division's commitment to scientific principles and rigorous project planning and design ensures that data and information 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 fish populations, describing fish habitat use and needs, and assessing fishery characteristics and economics. Research projects are developed and implemented by a team of research and management biologists; biometricians; and cartographic, programming and publication staff to ensure that the data collected are meaningful, statistically sound, and timely. Research results are well-documented in peer-reviewed reports and are made available to the public, other researchers, and fishery regulators.



Fisheries Enhancement

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 increase recreational angler opportunities by producing and releasing Chinook and coho salmon; rainbow trout and lake trout; Arctic char; and Arctic grayling into local streams, lakes, and marine waters. The program places great importance on strict adherence to state and division policies designed to maintain

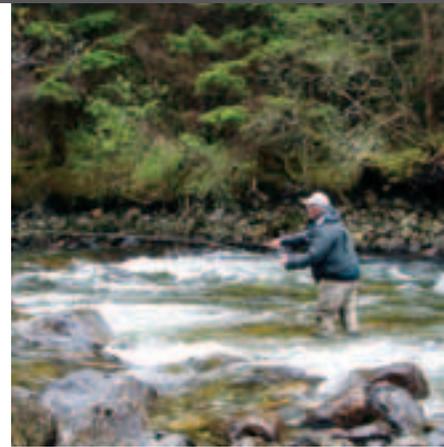
genetic integrity and health of wild stocks. Enhancement staff operate hatchery facilities; collect and report on production data; perform stocked-lakes research; and are responsible for all facets of fish enhancement including remote egg-takes from wild stocks, egg incubation, rearing, and release. Personnel also establish cooperative projects with private, nonprofit 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.

Angler Access

Alaska's exceptional recreational opportunities require that access to the state's public lands are provided and secured. The division supports this endeavor through two programs: Recreational Boating and Angler Access, and Access and Defense. The Recreational Boating and Angler Access program is primarily tasked with establishing and managing federal grant projects that develop or maintain a range of infrastructure such as boat docks, boat ramps, associated parking areas, boardwalks and trails, accessible fishing docks, and restroom facilities. Local governmental agencies, the public, and area managers initiate Recreational Boating and Angler Access projects, which then require management of many components including contract and budget administration; permitting and environmental issues; and legal concerns. The Access and Defense program is tasked with identifying and protecting public access to fish and wildlife resources. This program coordinates the department's participation in the state's land planning process to identify existing public access and fish and wildlife habitat requiring protection;

analyzes land and water management plans and land use actions; supports the state's assertion of ownership of submerged lands underlying navigable waters; defends the public's use of trails and easements; and

nominates and defends easements during federal, state and municipal land conveyances.



Information and Education Services

An informed and participatory public is central to the division's management and decision-making processes. Information and Education Services (I&E) functions to support recreational anglers and other members of the public in a timely manner and with an emphasis on exceptional customer service. I&E provides information concerning fisheries management, research, and sport fishing opportunities, including notice of changes to regulations; descriptions of salmon run strength; lists of lakes most recently stocked; and Alaska fishing tips and fishing trip planning. Information is disseminated using various forms and media, including personal phone calls, public meetings, local radio, and the Internet. I&E is committed to pursuing technologies that support online license and permit sales, and a functional website design that will improve data collection and information services to the public. I&E advocates public resource stewardship and sustainable use through education and skills development programs. The division's education programs are directed at recruiting and retaining recreational anglers of all ages.



Division of Sport Fish | Core Functions



Fish Habitat

Alaska's productive fisheries are not only attributed to its extensive pristine habitats (fresh water, estuarine, and coastal waters within three miles from shore), but also due to progressive state and federal agency 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 for the benefit of fish and current and future recreational anglers. The division's habitat conservation staff conduct research on habitat and fish use of habitats; ADF&G, as well as other agencies and the public use the resulting information to make decisions regarding permitting and planning for land and water use, and fisheries management. The division's fish habitat staff also work cooperatively with other agencies and the public to administer stream bank restoration and fish passage improvement projects across the state.

Workforce Support

The two components of workforce support, the Division Leadership Team (DLT), and dedicated administrative staff, enable the division to achieve its goals in a fiscally responsible manner. The DLT is composed of the director, deputy director, assistant directors, regional supervisors, the 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 their 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.





Goals | Objectives | Activities

GOAL 1: Fisheries Management

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



Objective 1

Use area- and fishery-based management to develop and achieve management objectives consistent with the sustained yield principle

Activities

- Utilize annual area management review process to identify data needs and gaps; prioritize projects; and review management actions
- Develop, maintain, and review fishery-based management plans that detail prescribed objectives and regulatory actions for existing and emerging recreational fisheries
- Communicate regularly with the Division of Commercial Fisheries to coordinate in season management for fully allocated fisheries
- Contribute to an effective Alaska Board of Fisheries process
- Maintain area offices and staff presence
- Identify consistent methodology between regions for identifying data needs and gaps
- Conduct pre-and postseason regional management reviews with the Division of Commercial Fisheries



- Conduct regular reviews of escapement goals
- Provide recommendations to the Alaska Board of Fisheries in a uniform and professional manner

Objective 2

Inform the public about management practices and policies so they are knowledgeable about and can participate meaningfully in the regulatory process

Activities

- Facilitate public participation in Alaska Board of Fisheries regulatory processes, and Local Advisory Committees
- Facilitate public participation in federal and international regulatory processes, such as the Federal Subsistence Board
- Summarize and publicize Alaska Board of Fisheries meeting actions

Objective 3

Consider recreational angler preferences and impacts in decision-making processes, including both social and economic effects of management actions

Activities

- Regularly collect, utilize, and report data on the economic significance and social benefits of sport fishing in Alaska
- Communicate recreational angler preferences to decision-making bodies



Objective 4

Achieve recreational angler compliance with laws and regulations

Activities

- Regularly update Sport Fish regulation summaries
- Educate recreational anglers regarding regulations
- Maintain dialogue with Alaska State Wildlife Troopers and attendant enforcement agencies to identify enforcement priorities relative to specific fisheries and licensing requirements
- Provide staff enforcement training, and provide opportunities for trained staff to participate in enforcement activities
- Identify opportunities where proposals can be submitted through the Alaska Board of Fisheries that would result in less complexity for our fisheries regulations
- Post regulatory signage at access sites on an area basis
- Develop and regularly update geographically-based local area fishing guides in addition to regulation summary books





Goal 1: *Continued*

Objective 5

Develop and cultivate associations with recreational anglers, the public, and relevant agencies

Activities

- Establish and maintain personal contact with local communities, recreational anglers, fishing organizations, and advisory committees
- Develop and participate in interagency management teams
- Collaborate with nongovernmental organizations (NGOs) that are working on priority fisheries and habitat issues

Objective 6

Minimize impacts of invasive species on fish stocks, recreational fisheries, and fish habitat

Activities

- Develop field detection, monitoring, and eradication programs for invasive species
- Develop and implement public communication plans related to the prevention, identification, and management of invasive species
- Develop and support community-based invasive species monitoring programs
- Develop, improve, and maintain a website and GIS database of invasive species



Proposed New Activities

- Create a “how-to” manual for the development and implementation of eradication plans (2010)
- Create a tutorial for staff on the division’s participation in the Alaska Board of Fisheries regulatory process (2010)
- Develop informational materials for the recreational fishing public on the Alaska Board of Fisheries process (2011)
- Seek public input on how to simplify the regulation summaries (2011)
- Reformat and simplify the Sport Fish regulation summary book (2011)

Performance Measures

- Provide 2.5 million angler days and sell 450,000 licenses
- Support a positive trend in sport fishing trip-related expenditures as measured by the “Economic Significance of Sport Fishing in Alaska” survey
- Increase to at least 75% the number of anglers that are satisfied with their sport fishing experiences as signified in the Economic Significance of Sport Fishing in Alaska survey
- Eradicate at least one aquatic invasive fish species in a given lake or stream population every three years



Goals | Objectives | Activities

GOAL 2: Fisheries Research

*Promote Excellence in
Fisheries Research*

Objective 1

Plan research projects that are scientifically and statistically sound, cost-effective, and address management information needs

Activities

- Use the area management review process to identify management-based research needs and information gaps
- Use an operational planning process to identify measurable objectives, sampling methods, analytical techniques and costs, and to ensure that projects are scientifically and statistically reviewed and approved
- Provide research staff with training opportunities related to statistical and analytical techniques; sampling methods; and applications of new technologies
- Utilize expertise from cooperating entities including the University of Alaska, other governmental agencies, NGOs, and private consultants



Objective 2

Conduct research to improve our understanding of population dynamics, life histories, and habitat requirements of recreationally-fished species

Activities

- Explore the use of alternative research technologies, methods, and analyses as appropriate
- Create a consistent process to identify intradivisional information needs and to prioritize and coordinate future cooperative research projects
- Utilize partnerships to fund and conduct research relative to information needs of common interest
- Conduct research on prioritized projects that will improve fundamental understanding of sport fish species and habitats

Objective 3

Conduct research to improve our understanding of use patterns, satisfaction, and preferences of recreational anglers

Activities

- Create and implement an electronic system to sell and track fishing licenses and permits
- Conduct surveys to estimate use patterns (e.g., harvest and effort data, angler satisfaction) from guided and nonguided recreational anglers
- Revise Guide/Charter Business Logbook based on the verification program

Objective 4

Publish research results that are peer-reviewed, well-written and timely

Activities

- Adhere to the divisional and departmental reporting policies and procedures
- Provide staff with resources to complete reports
- Promote and facilitate publication in peer-reviewed journals
- Provide recognition for publication in peer-reviewed journals
- Promote publication of research results to general public using traditional and online media





Goal 2: *Continued*

Proposed New Activities

- Develop a plan to increase timeliness of past and future research reporting (2010)
- Offer incentives for survey respondents (2010)
- Create and implement an electronic system to sell licenses and permits, track sales, and report harvest data (2010)
- Review, evaluate, and improve the operational planning process (2010)
- Create an option for reporting online for Alaska statewide sport fishing survey information (2011)
- Develop and implement a public communication plan on the importance and uses of Alaska statewide sport fishing survey information (2011)
- Implement an electronic logbook data collection system (2011)
- Create a consistent process among regions to annually identify information needs and prioritize future research projects (long and short term) relative to operational planning, budgeting, reporting and coordinating interdivisional research efforts (2013)
- Integrate distribution of survey instruments into the license purchase process (2013)
- Develop long-term research plan to identify information needs on emerging issues, such as the effects of climate change on recreational fisheries and habitats (2013).
- Create an internal, over-arching data management system for existing and future information (2014)

Performance Measures

- Meet or exceed threshold harvest or catch levels in 16 or more of 21 use performance categories (a use performance category is defined as an annually estimated harvest or catch statistic derived from selected stock(s) in particular survey area(s) and water type(s).
- Ninety percent or more of Division of Sport Fish internally peer-reviewed management based reports (Fishery Data Series, Fishery Management Report, Fishery Manuscript, or Special Publication) are published within 2 calendar years from the year that data collection was finished.

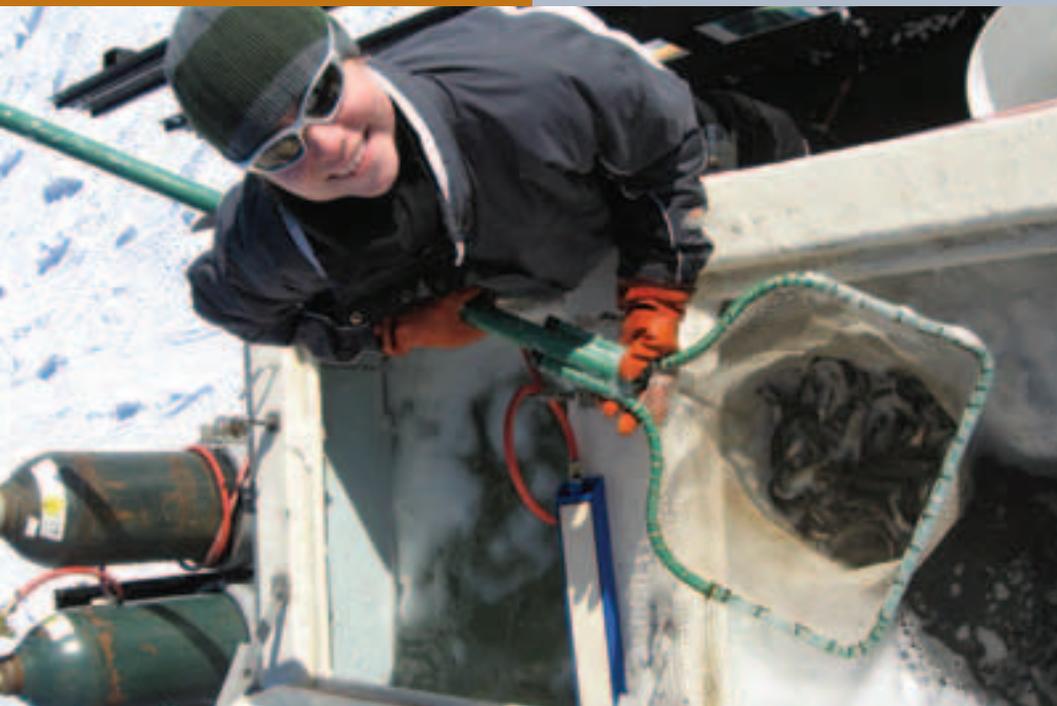




Goals | Objectives | Activities

GOAL 3: Fisheries Enhancement

Diversify recreational fishing opportunities via supplemental production of hatchery-reared fish



Objective 1

Conduct enhancement activities in a manner that protects wild fish and habitats

Activities

- Adhere to the policies on genetics, pathology, lake stocking, and for waters bearing anadromous fish
- Assess effects of anadromous and freshwater stockings on wild fish

Objective 2

Meet regional enhancement needs for prioritized anadromous and freshwater fisheries

Activities

- Construct and maintain hatchery infrastructure
- Implement prioritized regional stocking plans
- Base production goals on area-specific management needs



Objective 3

Produce fish in a manner that is biologically sound, cost-effective, and that utilizes innovative practices

Activities

- Develop best management practices for standard hatchery operating procedures
- Develop long-term research plan to identify information needs and to improve fish husbandry and production effectiveness
- Develop and monitor partnerships as needed with private nonprofit hatcheries
- Conduct post-stocking assessment of product performance in prioritized water bodies
- Revise existing Private Non Profit (PNP) cooperative agreements to ensure consistent and timely reporting practices

Objective 4

Inform the public and division staff about fishery enhancement

Activities

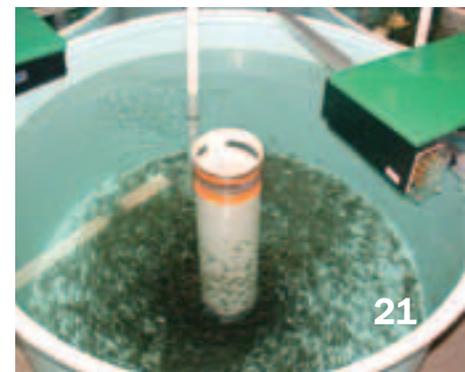
- Develop and implement a public communication plan for hatchery production and stocking programs

Proposed New Activities

- Develop long-term research plan to identify information needs and to improve fish husbandry and production effectiveness (2010)
- Develop and implement long-term facility plans (2010)
- Host a workshop to clarify the policies on genetics, pathology, lake stocking, and waters bearing anadromous fish (2011)
- Develop and adhere to best management practices for standard hatchery operating procedures (2011)
- Develop proposed PNP standards of performance (2013)
- Develop a searchable GIS database for all annual hatchery report data, including size, location, imprint, time, and season of release. (2013)

Performance Measures

- Maintain the number of actively stocked lakes with hatchery fish at a level equal to or greater than the 1999-2003 average
- Maintain the number of enhanced anadromous-salmon fisheries actively stocked with hatchery fish at a level equal to or greater than the 1999-2003 average
- Maintain the number of lake-stocked fish caught and harvested using the 1999-2003 average
- Maintain the number of enhanced-anadromous salmon caught and harvested using the 1999-2003 average



Goals | Objectives | Activities

GOAL 4: Angler Access

Protect and improve public access to recreational fisheries resources



Objective 1

Secure and protect recreational angler access to public lands

Activities

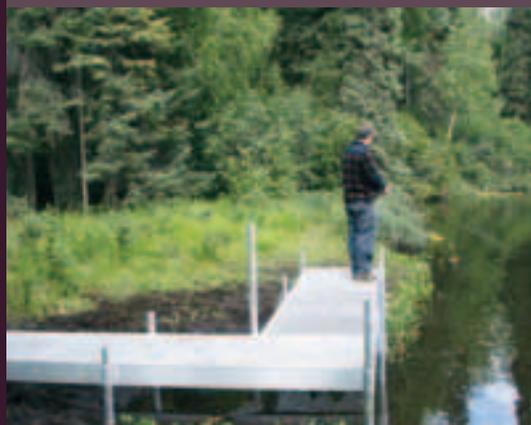
- Protect and defend access through participation in state and federal land and water use planning, review of land use actions, and research of navigable waters and historic trails
- Identify and prioritize lands/easements that currently or could provide public access
- Identify historic and modern uses of water bodies and trails for travel, trade and commerce for RS 2477, ANCSA 17b, navigable waters, and submerged lands

Objective 2

Maintain or improve current access sites and facilities

Activities

- Maintain and improve access-site partnerships
- Create and maintain a regional inspection and maintenance schedule and database for cooperative agreements
- Coordinate with other programs and agencies to review suitability of existing access



Objective 3

Identify, prioritize, and develop new access sites and facilities projects

Activities

- Construct prioritized access projects (boating and nonboating)
- Involve the public to identify access priorities and facilities maintenance needs
- Conduct statewide assessments of nonmotorized angler access sites
- Coordinate with other programs and agencies to consider appropriate access opportunities
- Utilize a prioritization process for potential boating and non-boating access projects
- Consult with the division hatchery program and other land management agencies to improve access to stocked lakes
- Consult with state agencies and other partners on road access improvements
- Review land management plans for habitat affects prior to implementation



Objective 4

Inform division staff and the public about access opportunities and the decision-making process

Activities

- Develop and implement a public communications plan about access available to anglers and the access decision-making process





Goal 4: *Continued*



Proposed New Activities

- Create and implement, based on cooperative agreements, a regional inspection and maintenance schedule and database (2010)
- Develop and implement a long-term prioritization process for obtaining access easements (2011)
- Develop agreements with state agencies for the maintenance and improvement of boating and non-boating angler access sites (2011)
- Assess the feasibility of an “adopt-a-site” program (2011)
- Conduct a statewide assessment of nonmotorized angler access sites (2012)
- Create a GIS system to track current or potential access sites (2012)

Performance Measures

- Complete a total of five priority boating access projects per year over a five-year period
- Complete a total of two priority non-boating angler access projects per year over five years.
- Review 100% of all federal, state, and municipal/ borough land actions (excluding those subject to Alaska Native Interest Lands Conservation Act [ANILCA] provisions), within the required time frames to identify those actions that potentially affect public access to fish and wildlife resources
- Develop recommendations to maintain public access to fish and wildlife resources for 100% of those actions that potentially affect public access to fish and wildlife resources





Goals | Objectives | Activities

GOAL 5: Information and Education Services

Inform and educate the public about recreational fishing with an emphasis on exceptional customer service

Objective 1

Inform recreational anglers and division staff about Alaska's recreational fishing opportunities, angler access, regulations, and fisheries management

Activities

- Utilize media and ADF&G web site to provide timely updates regarding fisheries information and emergency orders
- Improve Internet presence and information accessibility
- Develop public communication plans that describe key messages, products, and delivery methods for division informational materials and services
- Participate in local sportsmen's shows and other partner group outreach activities



Objective 2

Promote participation in recreational fishing activities

Activities

- Inform and instruct recreational anglers about the skills needed to participate in Alaska's fishing opportunities and provide experience-based skill-building opportunities
- Conduct innovative recreational angler recruitment and retention initiatives
- Identify opportunities to develop urban, youth, and family fishing programs
- Provide hands-on angling skill-based programs for targeted audiences
- Expand the rod loaner program statewide
- Partner with youth organizations to institute Take a Kid Fishing Day



Objective 3

Provide the public and division staff with information and products that are consistent, accurate, and easily found and understood

Activities

- Deliver exceptional customer service
- Provide educational program templates that can be tailored to local management areas
- Standardize information products and educational programs across regions

Objective 4

Increase public understanding of and participation in the stewardship of Alaska's recreational fisheries resources

Activities

- Integrate stewardship principles in all division education programs
- Develop and deliver Alaska-specific K-12 stewardship curricula





Goal 5: *Continued*

Proposed New Activities

- Develop a public communication plan to educate the public on the link between license fees and conservation management (2010)
- Redesign website to exceed user expectations (2010)
- Develop communication plans that describe key messages, products, and delivery methods for division informational materials and services (2010)
- Build a Web-accessible “how-to” video library (2011)
- Develop a customer service manual that covers training, measures, reference materials, and expectations (2012)
- Determine better ways to provide in season updates to vendors and guides (2013)
- Develop and implement a voluntary angler education certification program (2014)



Performance Measures

- Maintain participation at 5,000 participants in angling skills-oriented programs annually
- Implement 15 communication plans that address specific activities implemented each year
- Create or renovate five informational topics on the Division of Sport Fish Web site to provide current information on management, research, and sport fishing opportunities annually; 100% of time-sensitive topics are updated appropriately



Goals | Objectives | Activities

GOAL 6: Fish Habitat

Conserve habitat to sustain recreational fisheries resources



Objective 1

Protect fish habitat to sustain recreational fisheries

Activities

- Administer Alaska's Anadromous Waters Catalog
- Conduct inventories to expand the coverage of the Anadromous Waters Catalog
- Prioritize, document, and reserve water rights in lakes and rivers to ensure water quantity and quality
- Collect hydrological and biological data relevant to habitat protection
- Provide recommendations to minimize impacts to aquatic and riparian habitats of fisheries-related public access projects to fisheries resources
- Coordinate regularly with the Division of Habitat on permitting topics of mutual interest
- Recommend conditions to be placed on permits as necessary to protect habitat



Objective 2

Improve or restore degraded fish habitat

Activities

- Conduct prioritized projects to protect, enhance, and/or rehabilitate degraded habitat
- Provide recommendations on fish passage standards
- Provide training on and promote habitat restoration best practices
- Contribute to special area management planning

Objective 3

Develop and cultivate partnerships to conserve fish habitat

Activities

- Provide technical skills and coordination support to partner organizations and agencies
- Utilize partnerships to promote benefits of stewardship, land and water use planning, and habitat conservation and restoration
- Provide technical support to local National Fish Habitat Action Plan (NFHAP) partners
- Host workshops for landowners, organizations, and the public



Objective 4

Inform the public about the division's habitat conservation efforts

Activities

- Develop and implement a communication plan for habitat conservation activities including research and restoration





Goal 6: Continued

Proposed New Activities

- Develop an internal review process for permitting actions that impacts sport fishing (2010)
- Develop criteria for prioritizing habitat restoration and fish passage improvement projects (2010)
- Update Memorandum of Understanding with the Department of Transportation and Public Facilities on culvert design (2010)
- Develop and implement a public communication plan for habitat restoration (2010)
- Evaluate efficacy of restoration projects (2010)



Performance Measures

- Annually enhance five miles of priority-catalogued fish habitat by improving fish passage
- Annually rehabilitate or protect at least 1,500 feet of stream bank and riparian habitat
- Annually inventory and/or document aquatic species assemblages, characterize associated habitats, and collect fish stock richness and (relative) abundance data per stock within five sub-basins to add to the Alaska Freshwater Fish inventory database
- Add 1,000 priority stream miles annually to the fish distribution database and Anadromous Waters Catalog
- File 10 reservation of water applications annually for priority water bodies





Goals | Objectives | Activities

GOAL 7: Workforce Support

Provide exceptional support to our workforce to attain the Division's vision and goals

Objective 1

Recruit, develop, and retain highly qualified and motivated staff

Activities

- Develop and implement division-wide recruitment strategies
- Continue to implement the department's workforce development initiative
- Provide division staff with opportunities for professional development, training, and job advancement
- Fund full-time staff salaries from permanent funding sources
- Develop and implement an internal employee awards program
- Conduct annual evaluation of employee satisfaction
- Conduct annual employee performance evaluations and workload assessments
- Formalize internship programs for high school and undergraduate students
- Support graduate level fisheries-related education
- Conduct exit interviews with all departing staff



- Advocate for equitable pay and benefit packages for active and retired employees
- Allow flexible work schedules
- Prepare succession planning for key positions and evaluate promotional opportunities
- Establish dedicated regional training budgets to support general and individual training plans
- Provide safety training
- Mandatory attendance at the state's Academy for Supervisors by all staff range 18 and above, and those with supervisory duties

Objective 2

Provide staff with sufficient resources to perform assigned work

Activities

- Ensure that staff have appropriate tools, technology, and equipment
- Assess and update division-specific employee orientation handbook

Objective 3

Promote a strong team approach between division staff, the regions, and the department's divisions

Activities

- Ensure that staff understands and works toward achieving the division's vision and strategic priorities
- Provide regular communication between regions in all aspects of the division's work
- Encourage all ADF&G divisions to communicate across the department about decision-making on important issues
- Communicate division leadership priorities to all staff



- Include staff in strategic planning processes
- Conduct regular staff meetings at area and regional offices
- Hold statewide function-specific meetings
- Provide staff contributions to the Otolith & Wildlife News



Goal 7: Continued

Objective 4

Provide timely and effective administrative support

Activities

- Ensure that staff are familiar with administrative processes
- Maintain up-to-date budgeting and financial data
- Streamline administrative procedures in coordination with the Department of Administration
- Ensure division-wide consistency in application of administrative procedures
- Provide timely information to staff on new procedural changes
- Continue yearly administrative workshops and encourage participation by nonadministrative staff



Objective 5

Ensure that funding is sustainable and aligned with the division's priorities and programs

Activities

- Ensure projects are based on and prioritized by the division's strategic plan
- Prepare annual evaluation on progress toward achieving strategic plan goals, objectives, and activities
- Protect the state's authority over federal Sport Fish Restoration Program funding sources



Proposed New Activities

- Provide staff with opportunities to learn about other division functions (2010)
- Provide Division Leadership Team meeting summary to all staff within 2 weeks of meetings (2010)
- Develop and provide Budget 101 training to all staff (2010)
- Ensure projects are based on and prioritized by the division's strategic plan (2010)
- Support staff certification as Associate and Certified Fisheries Professional by the American Fisheries Society (2011)
- Develop division-wide approach to coordinate efforts on competitive grants and other funding processes (2013)

Performance Measures

- Conduct a confidential employee survey every year that will assess workforce dedication, empowerment and effectiveness.
- Ninety percent of employees report having sufficient resources and skills to perform their assigned duties.
- Ninety percent of employees report that they understand the Division mission and goals.
- Ninety percent of employees report that they have sufficient direction from their supervisor.
- Ninety percent of employees report being able to regularly participate in training events, professional development activities, and meetings with their peers, to enhance their skills.
- Eighty-five percent of employees report having sufficient authority or influence over decisions made related to their work.



Definitions and Acronyms

17b	Section 17b of the Alaska Native Claims Settlement Act related to public easements
ADF&G	Alaska Department of Fish and Game (the department) (http://www.adfg.state.ak.us/)
Anadromous	Fishes that spend most of their life at sea and migrate to fresh water to spawn (breed)
Alaska Board of Fisheries	The Alaska Board of Fisheries (BOF), 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. It also sets policy and direction for the management of the state's fishery resources. The board is charged with making allocation decisions, and the department is responsible for management based on those decisions (http://www.boards.adfg.state.ak.us/fishinfo/index.php)
Biometrician	Staff trained in the application of the concepts of statistical probability and the scientific method to the collection and analysis of data used to assess fish stocks
Communication Plan	A tool used to identify target audience(s) and means to reach it, determine key message(s), identify materials to be produced, identify staff/equipment resources, and describe an approach and timeline for implementation
Division	Division of Sport Fish (http://www.sf.adfg.state.ak.us/)



DLT	Division Leadership Team, consists of the director, deputy director, assistant director, regional supervisors, the 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 bays, lagoons, sounds or sloughs) where two different bodies of water, typically fresh and salt waters, meet and mix
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
Performance measure	The performance measures are integral for achieving the division's goals and were developed in 2008 prior this strategic plan for submission to the State of Alaska Office of Management and Budget (OMB). The OMB uses a targets and measures process to ensure the State's resources are invested in a way that produces results that advance the Governor's priorities. The performance measures listed in this plan were designed to be measurable and are synonymous with OMB's targets and measures. The OMB uses a subset of the division's performance measures that are re-evaluated and updated annually. A current list of the division's submission of targets and measures can be found at http://omb.alaska.gov/results/view_details.php?p=62
NGO	Nongovernmental organization
NFHAP	National Fish Habitat Action Plan (http://fishhabitat.org/)
PNP	Private nonprofit hatchery
RS 2477	Revised Statute 2477, which allowed for the construction of highways across public lands not otherwise reserved for public purposes (repealed 1976 under the Federal Land Policy Management Act)





Definitions and Acronyms

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

Stewardship

Principles which contribute 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.

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 three miles seaward (see <http://www.touchngo.com/lglcntr/akstats/aac/title05/chapter039/section975.htm>)

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. The department 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





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OEO, U.S. Department of the Interior, 1849 C Street NW, MS 5230, Washington DC 20240.

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For information on alternative formats and questions on this publication, please contact ADF&G Division of Sport Fish, Research and Technical Services, 333 Raspberry Road, Anchorage AK 99518 (907)267-2375

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Elmendorf Hatchery: (907) 274-0065; 941 N. Reeve Blvd., Anchorage, AK 99501

Ruth Burnett Hatchery: (907) 267-2523; 1150 Wilbur, Fairbanks, AK 99701

Kachemak Bay Research Reserve: (907) 235-8377 or (907) 235-4799; 95 Sterling Highway, Suite 2; Homer, AK 99603

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

Craig Area Office: (907) 826-2498; Westwind Plaza, Suite 303, PO Box 682, Craig, AK 99921-0682

Region II (Southcentral)

Regional Office: (907) 267-2218; 333 Raspberry Road, Anchorage, AK 99518-1565

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Homer Area Office: (907) 235-8191; 3298 Douglas Place, Homer, AK 99603-7942

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Region V (Habitat Conservation and Access Defense)

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