

DIVISION OF SPORT FISH

Strategic Plan



RESPONSIBLE MANAGEMENT OF ALASKA'S
RECREATIONAL FISHERIES IN THE 21ST CENTURY

C O N T E N T S

- 1 ● Message from the Director
- 2 ● About the Alaska Department of Fish and Game
 - 2 Legal Foundation
 - 2 Department Mission
 - 2 Department Guiding Principles
- 3-5 ● About the Division of Sport Fish
 - 3 Our Mission
 - 3 Our Vision
 - 3 Our Core Values
 - 4 Background & Organization
 - 5 Core Activities
- 6 ● Impetus for this Strategic Plan
- 7 ● We Are Not Alone in our Efforts
- 8-23 ● Goals, Objectives and Key Strategies
 - 8 Goal 1: Recreational Fishing
 - 12 Goal 2: Alaska's Habitat
 - 14 Goal 3: Public Involvement
 - 18 Goal 4: Staff Development
- 24 ● Building the Plan

A MESSAGE FROM THE DIRECTOR



Alaska supports some of the best and most diverse recreational fishing opportunities in the world. Balancing the increased demand for these opportunities with the need to maintain these valuable resources at their current levels, or higher for future generations is an increasing challenge. It is one of the reasons we initiated this strategic planning effort last year.

The result is the plan contained in this document. We believe the elements contained in this plan will help guide our efforts in managing Alaska's recreational fisheries into the future.

I want to thank the staff and public that worked with us in developing this plan. Your efforts resulted in a better plan. Those of you reading this for the first time, please feel free to call me, or any employee of the Division of Sport Fish, with any questions you may have. As with any plan, this one will be modified as necessary to ensure that we are able to meet our mission.

I have faith we can sustain our fishery resources while enjoying the benefits of their use. I hope to see you out fishing with your family soon. These are truly wonderful fisheries – enjoy them responsibly to ensure that future generations have the same opportunities.

Happy angling,

A handwritten signature in blue ink that reads "Kelly Hepler". The signature is written in a cursive style.

Kelly Hepler, Director
Division of Sport Fish

ABOUT THE DEPARTMENT OF FISH AND GAME

THE LEGAL FOUNDATION

The legal foundation for the Alaska Department of Fish and Game (ADF&G) is contained in Title 16 of the Alaska Statutes. The Fish and Game Regulatory Code is under Chapter 5 of this title. Inclusive in this code are the powers and functions of the department as well as the department's organizational and funding structures.

GUIDING PRINCIPLES

Seeking excellence in carrying out its responsibilities under state and federal law, the department will:

- Provide for the greatest long-term opportunities for people to use and enjoy Alaska's fish, wildlife, and habitat resources.
- Improve public accessibility to, and encourage active involvement by the public in, the department's decision-making processes.
- Build a working environment based on mutual trust and respect between the department and the public, and among department staff.
- Maintain the highest standards of scientific integrity and provide the most accurate and current information possible.
- Foster professionalism in department staff, promote innovative and creative resource management, and provide ongoing training and education for career development.

OUR MISSION

By law, the mission of the Alaska Department of Fish and Game is to protect, maintain, and improve the fish, game, and aquatic plant resources of the state, and manage 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 is one of six divisions within the Alaska Department of Fish and Game.





ABOUT THE DIVISION OF SPORT FISH

OUR VISION

The Division of Sport Fish believes that sport fishing is a valuable component of the Alaska economy and contributes to the well-being of Alaskans. We will strive to realize the benefits associated with sport fishing by maintaining our leadership in fisheries management and research. Our management will be comprehensive, unified, and responsive with the goal of protecting our fisheries resources while providing diverse and dependable fishing opportunities. Our partnerships in this endeavor will encompass all stakeholders. We will promote the maintenance of habitat favorable for fish production, and will strive to resolve the jurisdictional issues of fisheries management. We will meet these challenges with a staff that is empowered, motivated, professional, and diverse of background. With these efforts we hope to promote mutual respect, understanding, and support between all stakeholders and ourselves.

OUR CORE VALUES

We believe:

- fish stocks and their habitats should be protected and managed for sustained yield;
- management should be based on scientifically sound resource assessment;
- in a diverse utilization of fishery resources;
- sport fishing activities have value and are socially and economically beneficial to the people of Alaska;
- in an informed and involved public based upon open and honest communication;
- that all Division staff are important, and in a diverse, dedicated, and motivated staff that exude professionalism; and,
- in having area offices and local or area-based management.

OUR MISSION

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

BACKGROUND & ORGANIZATION

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 Dingle-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 and personal use fisheries worth more than 500 million dollars annually.

The division has an annual budget of approximately \$30 million. Nearly all of the funds are derived from user-pay sources including the sale of fishing licenses, stamps, and sport fishing-related equipment and fuel. The primary funding sources are the state's Fish and Game Fund and the federal Sport Fish Restoration Program.

The division currently has a staff of 162 permanent full time employees and an additional 242 seasonal and temporary positions.

The division maintains Headquarters Offices in Juneau and Anchorage, a Southeast Alaska Regional (Region I) Office in Douglas, a Southcentral Regional (Region II) Office in Anchorage, an Interior Alaska Regional (Region III) Office in Fairbanks, and a Research and Technical Services Unit in Anchorage. Various area offices are located throughout Alaska within these regions to better serve the public.

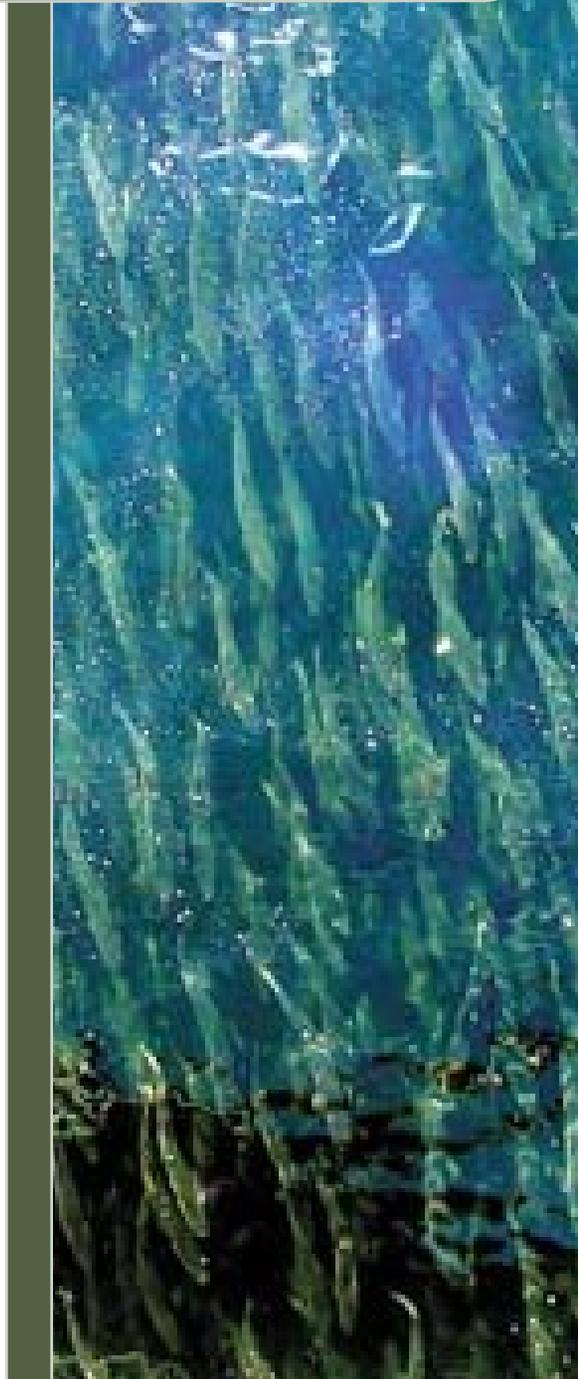




Photo by ADF&G

CORE ACTIVITIES OF THE DIVISION OF SPORT FISH

To accomplish its mission the Division of Sport Fish has eight core activities:

Stock Assessment: The division regularly assesses fish populations that are the basis of our state's recreational and personal use fisheries to assure sustained yield from these fishery resources.

Management: The division develops fishery regulations and management plans in coordination with the Alaska Board of Fisheries and other regulatory boards to manage recreational and personal use fisheries within the context of sustained yields.

Hatchery Production: The division maintains three hatcheries that produce chinook salmon, coho salmon, rainbow trout, Arctic char, and Arctic grayling to provide additional and more diverse recreational fishing opportunities in a manner that does not affect wild stocks or their fisheries.

Access Development & Maintenance: The division builds, buys, leases, and maintains physical access to fisheries for the benefit of Alaska's recreational and personal use fishers.

Habitat Assessment: The division assesses the habitat needs and requirements of fish populations to maintain the productivity of these fishery resources.

Information & Education Services: The division supports an outreach program to inform and educate the public regarding sport fishing opportunities, regulations, and the life histories of fishes and their habitat needs.

Enforcement: The division assists in enforcement of state laws and regulations to assure orderly and legal recreational and personal use fisheries.

Planning & Survey: The division monitors the preferences of Alaska's public regarding the management of Alaska's recreational and personal use fisheries through strategic planning and surveys of public opinion.

IMPETUS FOR THIS PLAN

The division created a Leadership Team (DLT) in late 1998 composed of the division's primary supervisors. In June 1999, the DLT resolved to develop a strategic plan to provide direction for the division and its programs over the next five years (through 2007). The impetus for this effort was a desire to have a more coordinated approach to budgeting and planning of the division's management, research, and hatchery efforts. Recent changes in the division's budget and the difficulties in addressing monetary issues and decisions provided further momentum.

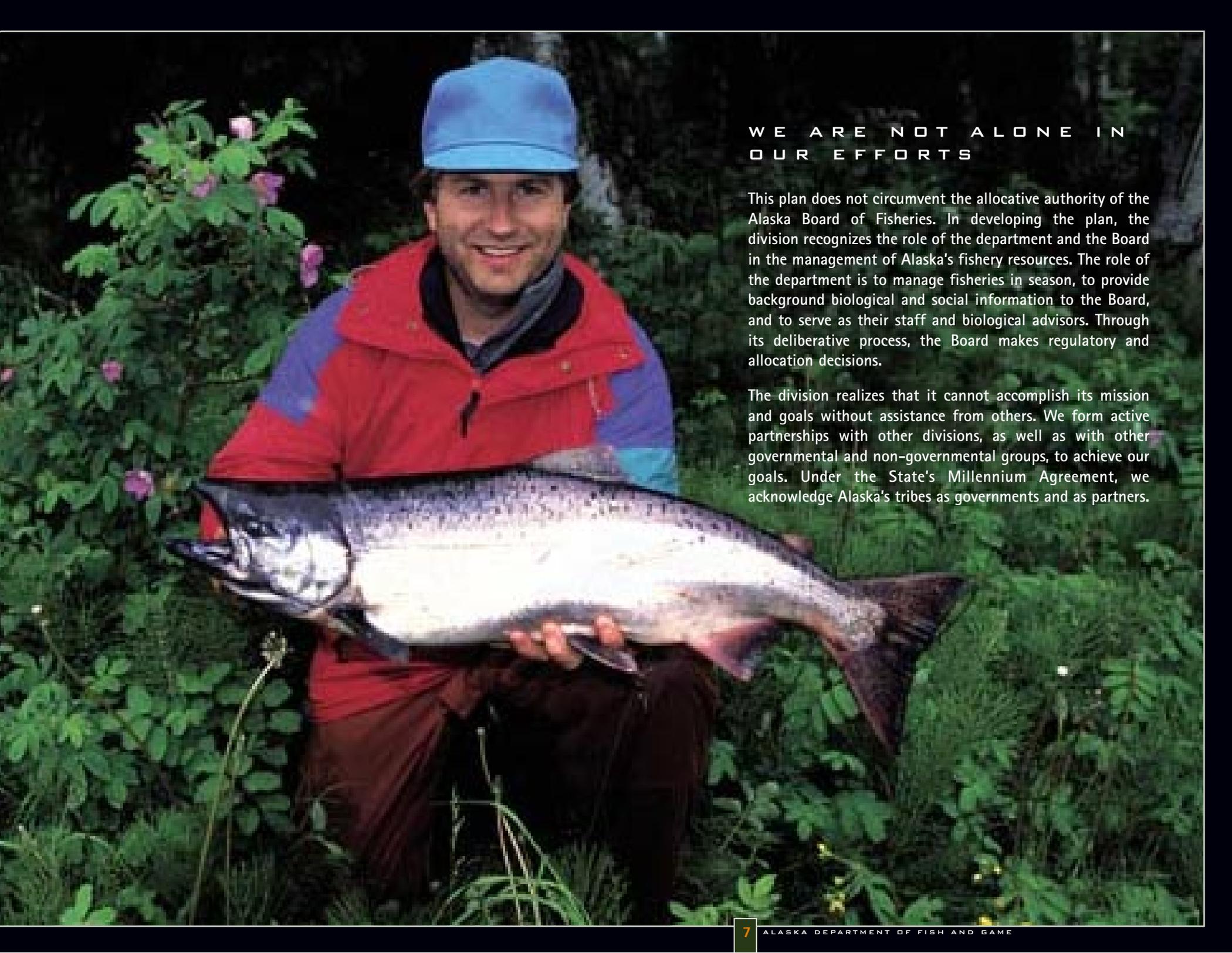
In December 1999, the DLT met at a retreat to discuss the strategic planning process and to identify key issues. At this retreat the team committed the division to the development of a strategic plan, and identified key issues facing the division. Discussions at this retreat formed the basis for this plan.

This strategic plan is a guiding document for the Division of Sport Fish. It highlights key issues currently facing the division and guides division leaders in their decision-making. We also use the plan to communicate internally as well as with our public about the most important issues facing the division and the management of Alaska's recreational fisheries.

We view this plan and its described strategic processes as an integral part of how the division will conduct business over the next five years. Issues and strategic directions will be added, deleted, or modified as necessary. Annual divisional and regional work plans and budget submissions will be linked to this plan based on regional needs and priorities.

Accountability is key to achieving the goals in the strategic plan. Therefore, outcomes are built into this plan and will be periodically monitored. Summary reports will be prepared periodically to track progress.

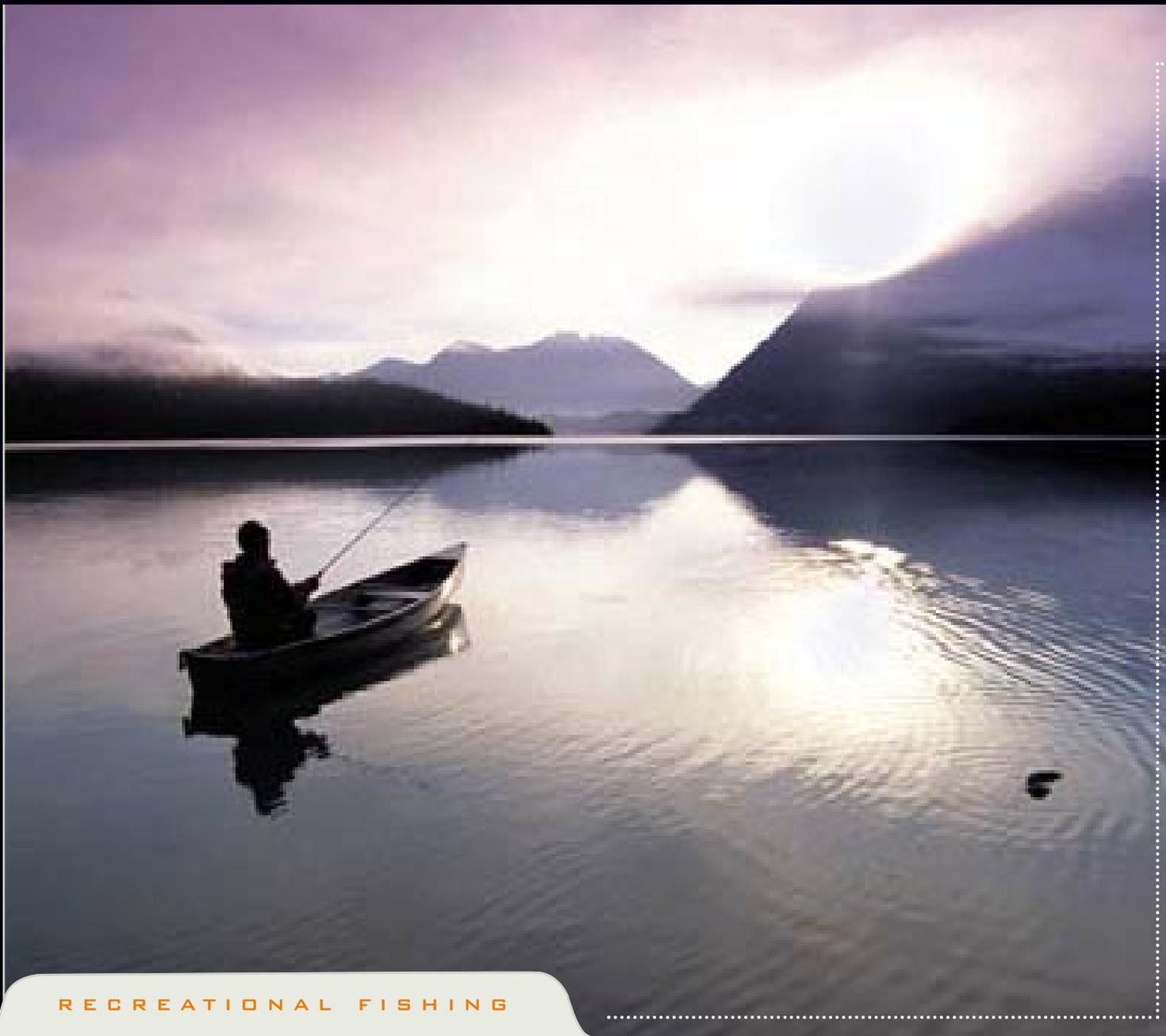




WE ARE NOT ALONE IN
OUR EFFORTS

This plan does not circumvent the allocative authority of the Alaska Board of Fisheries. In developing the plan, the division recognizes the role of the department and the Board in the management of Alaska's fishery resources. The role of the department is to manage fisheries in season, to provide background biological and social information to the Board, and to serve as their staff and biological advisors. Through its deliberative process, the Board makes regulatory and allocation decisions.

The division realizes that it cannot accomplish its mission and goals without assistance from others. We form active partnerships with other divisions, as well as with other governmental and non-governmental groups, to achieve our goals. Under the State's Millennium Agreement, we acknowledge Alaska's tribes as governments and as partners.



DESIRED OUTCOMES

- Fisheries are sustained and wild stocks are conserved.
- Dependable and diverse recreational fishing opportunities are provided consistent with demand.
- Recreational fishing is recognized and supported as being an important element of Alaska's economy.
- Recreational fishing is recognized and supported as important to the lifestyle and culture of many Alaskans.
- Dialogue with other agencies, users, tribal entities, and stakeholders plays an integral role in sustaining recreational fishing opportunities.
- Social and economic benefits of recreational fishing are considered within the constraints provided by the appropriate regulatory authority.

RECREATIONAL FISHING

GOAL 1

- Sustain recreational fishing opportunities while optimizing social and economic benefits from these opportunities.

OBJECTIVE A:

To sustain fisheries and conserve wild stocks with management based on scientifically sound assessments.

KEY STRATEGIES:

- Develop measurable and achievable management objectives based on sustained yield principles¹ that are consistent with Alaska's Constitution.
- Obtain and report information on the development, achievement, and evaluation of management objectives.
- Develop enforceable regulations and emergency orders to achieve management objectives utilizing all available information.
- Evaluate if regulations achieve management objectives.
- Manage fish and shellfish aquaculture² to preserve sustained yield from wild stocks.
- Manage populations of aquatic nuisance species³ to preserve sustained yield from wild stocks.

OBJECTIVE B:

To assess and meet the demand for a variety of recreational fishing experiences.

KEY STRATEGIES:

- Determine the fishing opportunities sought by the angling public with regard to resident, anadromous, and marine fishes.
- Develop a wide range of fishing opportunities, recognizing the wide variation among anglers relative to income, age, experience, ability, and the kinds of opportunities they seek.
- Manage for the range (regulatory structure, quantity and/or quality of fish, and social conditions of the fishery) of recreational fishing experiences authorized by regulators.
- Provide regulators with management options that meet the demand for recreational fishing opportunities.
- Obtain and report participation in recreational fisheries.
- Publicize fishing opportunities.
- Enhance fisheries to meet demand, consistent with existing department policies.



Photo by Susan Pace



Photo by Tim McKinley

¹ 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.

² Aquaculture includes any fish or shellfish production in fresh or marine water.

³ Aquatic nuisance species are fish, animals, or plants that are both nonnative to a particular ecosystem and whose introduction causes or is likely to cause economic or environmental harm or harm to human health.

OBJECTIVE C:

To support effectiveness of management measures by increasing compliance with laws and regulations.

KEY STRATEGIES:

- Improve liaison between ADF&G and the Department of Public Safety, Division of Fish and Wildlife Protection in prosecuting violators.
- Improve the level of law enforcement training to ADF&G employees.
- Increase visible presence of ADF&G employees in the field where violations are likely to occur.
- Increase compliance by providing the public with effective education and guidance as required.
- Encourage public "peer pressure" among anglers to increase compliance with regulations.
- Issue citations for serious violations.

OBJECTIVE D:

To promote partnerships with other agencies, users, tribal entities, and other stakeholders to sustain Alaska's fisheries resources.

KEY STRATEGIES:

- Identify issues that threaten sustainability.
- Support regular communications (phone contacts, meetings, etc.) with stakeholders to discuss management and research activities.



Photo by ADF&G

OBJECTIVE E:

To consider social and economic aspects of management options designed to sustain recreational fishing opportunities.

KEY STRATEGIES:

- Periodically obtain and report measures of the economic aspects of recreational fishing.
- Periodically obtain and report measures of the social aspects of recreational fishing.
- Provide regulators with social and economic assessments of management options under consideration.

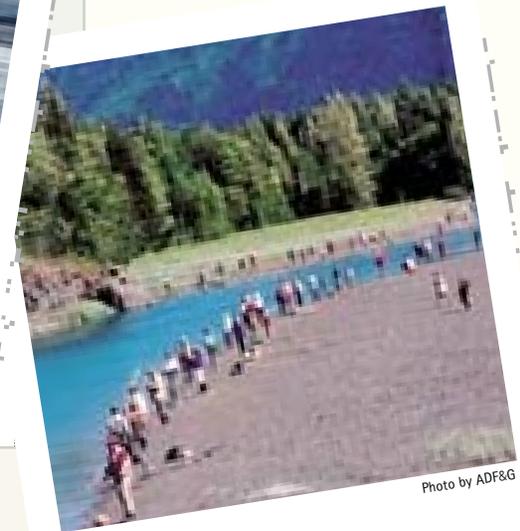
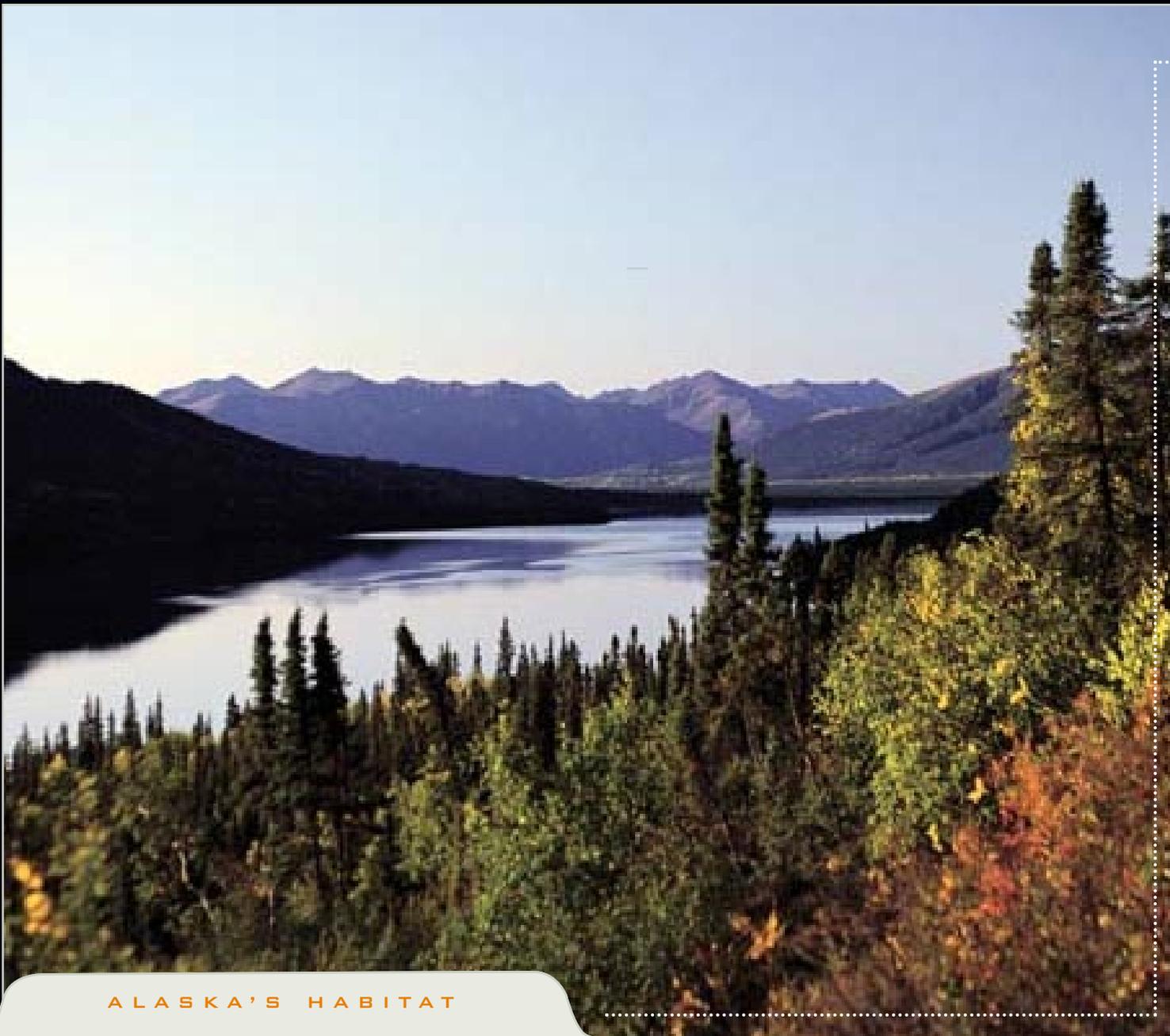


Photo by ADF&G





DESIRED OUTCOMES

- Management practices conserve the structures and functions of aquatic, riparian, and upland habitats.
- Policies, regulations, and laws conserve Alaska's aquatic, riparian, and upland habitats.
- Degraded aquatic, riparian, and upland habitats are restored where practical.
- Management practices are based on scientifically sound assessments.
- Social and economic benefits and needs are balanced with the effects to aquatic, riparian, and upland habitats.

ALASKA'S HABITAT

GOAL 2

- Conserve⁴, manage, and improve Alaska's aquatic⁵, riparian⁶, and upland habitats to ensure sustainability of Alaska's fishery resources.

OBJECTIVE A:

To manage public access to fisheries such that the immediate and cumulative impacts to aquatic, riparian, and upland habitats are minimized.

KEY STRATEGIES:

- Develop and/or review criteria to evaluate the compatibility of public access to fisheries with the aquatic, riparian, and upland habitats they affect.
- Identify and prioritize habitats at risk to impacts from fisheries.
- Review proposed access sites to determine impacts to habitat.
- Fix problems at existing public access sites where significant damage to habitat has occurred.
- Inform and educate the public about responsible fishing practices that minimize impacts to habitat.
- Develop and support partnerships with other governmental and non-governmental organizations to address responsible public access to fisheries.
- Review and/or develop policies and regulations, and provide advice on laws to promote responsible public access to fisheries.

⁴ Conserve is defined as the wise use of the resource.

⁵ Aquatic habitat includes both freshwater and marine habitats.

⁶ Riparian refers to the habitat directly adjacent to a body of water.

OBJECTIVE B:

To manage aquaculture to minimize the immediate and cumulative impacts to aquatic, riparian, and upland habitats.

KEY STRATEGIES:

- Assess immediate and cumulative impacts to habitat from existing aquaculture facilities operated by the division.
- Inform and educate the public about responsible aquaculture practices.
- Develop and support partnerships with other governmental and non-governmental organizations to minimize the habitat impacts from aquaculture facilities not operated by the division.
- Review and/or develop aquaculture policies and regulations, and provide advice on laws to ensure effective and responsible aquaculture.

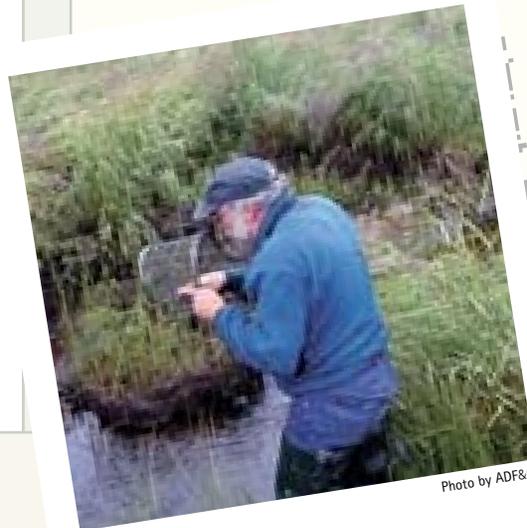


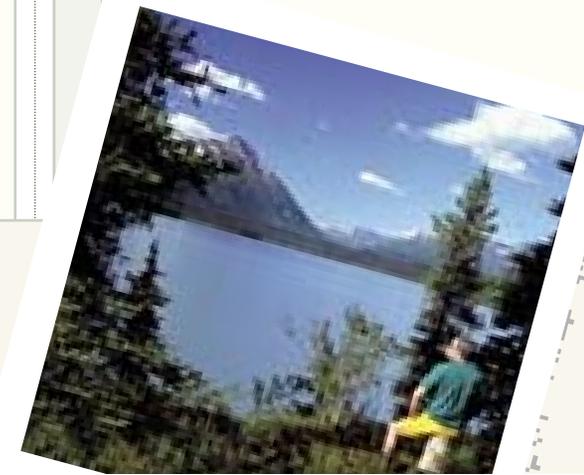
Photo by ADF&G

OBJECTIVE C:

To protect Alaska's aquatic, riparian, and upland habitats from aquatic nuisance species.

KEY STRATEGIES:

- Develop and/or review criteria to evaluate the impacts of aquatic nuisance species.
- Identify and prioritize habitats at risk from aquatic nuisance species.
- Review existing and proposed management practices for aquatic nuisance species.
- Eliminate or minimize present populations of aquatic nuisance species where practical.
- Inform and educate the public regarding issues concerning aquatic nuisance species.
- Develop and support partnerships with other governmental and non-governmental organizations to address issues about aquatic nuisance species.
- Review and/or develop policies and regulations, and provide advice on laws to protect Alaska's habitat from aquatic nuisance species.



OBJECTIVE D:

To minimize immediate and cumulative impacts of land and water development to aquatic, riparian, and upland habitats.

KEY STRATEGIES:

- Identify and prioritize habitats at risk or currently impaired.
- Review and monitor proposed and existing land and water development projects.
- Review and comment on mitigation associated with land and water development.
- Inform and educate the public regarding responsible land and water development.
- Develop and support partnerships with other governmental and non-governmental organizations to implement responsible land and water development.
- Review and/or develop policies and regulations, and provide advice on laws to ensure responsible land and water development.
- Partner with the Habitat and Restoration Division and other state agencies to provide input into permit reviews by the department.

OBJECTIVE E:

To ensure sufficient water quantity and quality necessary to sustain aquatic, riparian, and upland habitats.

KEY STRATEGIES:

- Develop and/or review criteria on the quantity and quality of water needed to sustain fish, wildlife and vegetation.
- Identify and prioritize water bodies that need protection or restoration.
- Review and monitor proposed and existing water use projects.
- Review and comment on mitigation associated with water uses.
- Inform and educate the public regarding responsible water uses.
- Develop and support partnerships with other governmental and non-governmental organizations to promote responsible use of water.
- Review and/or develop policies and regulations, and provide advice on laws to ensure sufficient water quality and quantity necessary to sustain habitats and fisheries.

OBJECTIVE F:

To develop and/or conduct scientifically sound research projects to better understand the relationships among fish, their habitats, and fishing in both fresh and marine waters.

KEY STRATEGIES:

- Identify, review, and prioritize research needs.
- Develop and implement research programs to assess the relationships between fish production and associated habitats.
- Inform and educate the public about the results of research projects and the benefits of scientifically sound research.
- Develop and support partnerships with other governmental and non-governmental organizations to foster and conduct sound scientific research.



OBJECTIVE G:

To develop a management strategy for non-game populations⁷ and their associated habitats.

KEY STRATEGIES:

- Identify key non-game populations.
- Conduct inventory assessment to identify the distribution of identified non-game populations.
- Assess and define habitat critical to key non-game populations.
- Identify non-game populations and their associated habitats that may be at risk.
- Develop a comprehensive non-game management plan for populations identified as at risk.
- Develop and support partnerships with other governmental and non-governmental organizations to manage non-game populations.

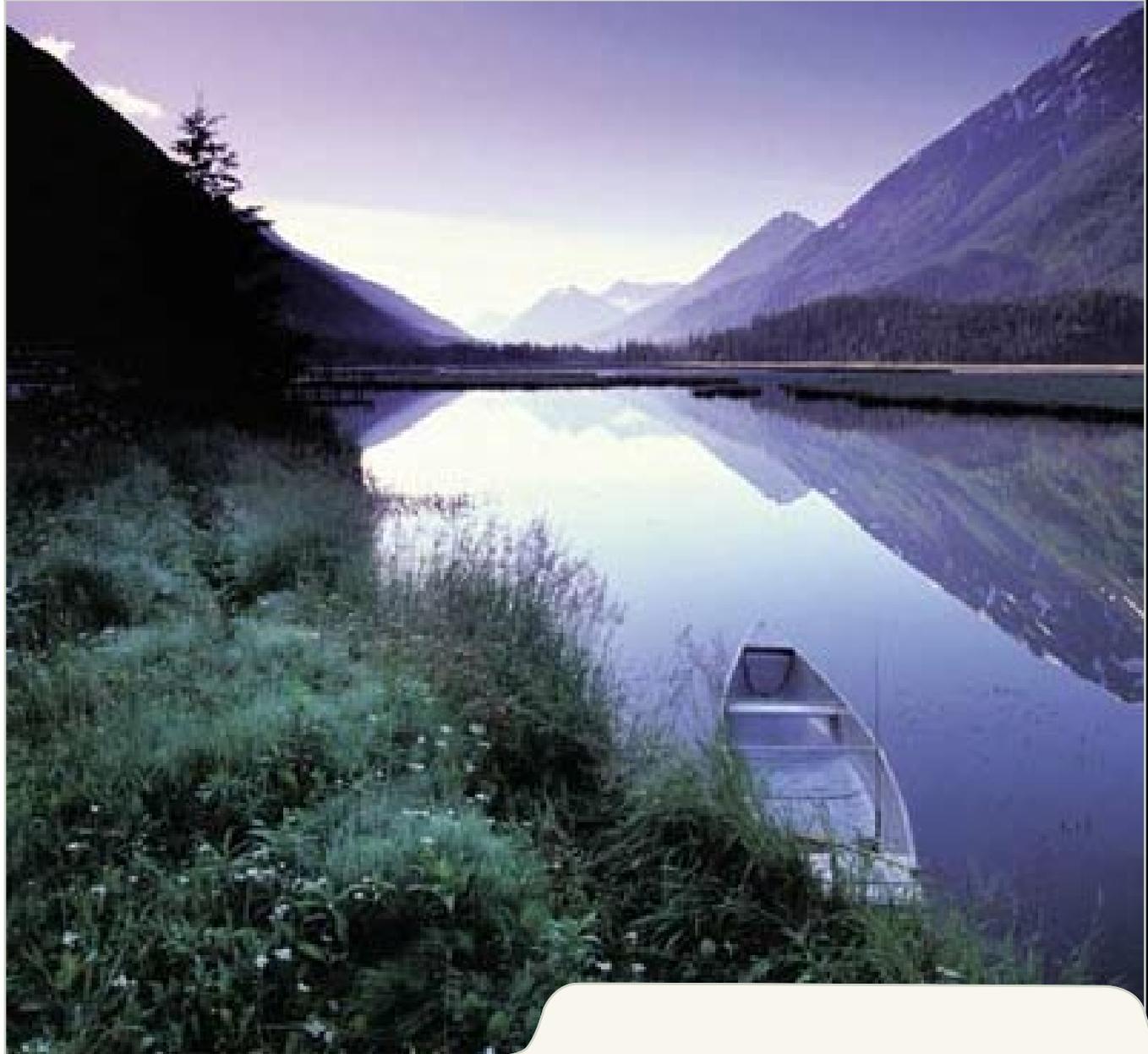


Photo by Jeff Nichols

⁷Non-game populations may be comprised of aquatic finfish, invertebrates or amphibians at any stage of their life cycle.



DESIRED OUTCOMES

- A public that is well-informed and knowledgeable about issues related to recreational fishing in Alaska.
- A public that is effectively involved with issues concerning recreational fishing in Alaska.
- A broad base of public and political support for the department and division's mission.
- A public that understands the value of the resources that support recreational fishing in Alaska, and that understands the needs required to ensure their sustainability.
- A public that consistently recognizes that their input has been heard, understood, and considered in management decisions.

PUBLIC INVOLVEMENT

GOAL 3

- Foster a public that is consistently informed and involved in recreational fisheries.

OBJECTIVE A:

Educate Alaskans of all ages about stewardship and about the value of sustaining Alaska's fishery resources.

KEY STRATEGIES:

- Implement a primary and secondary curriculum focused on stewardship.
- Conduct seminars focused on stewardship.
- Regularly identify and prioritize issues related to stewardship.
- Implement ongoing communications focused on stewardship.



Photo by Dave Knudsen

OBJECTIVE B:

To inform anglers of opportunities to participate in Alaska's recreational fisheries.

KEY STRATEGIES:

- Develop and update pamphlets detailing recreational fishing opportunities.
- Conduct, in partnership with other organizations, kids and family fishing "days" aimed at developing the skills, knowledge, and attitudes needed to be responsible anglers and stewards.
- Evaluate constraints on fishing participation and develop approaches for addressing management related constraints.
- Develop and implement an information-based approach to meet the demand for sport fishing opportunity.
- Partner with various organizations to publicize opportunities, facilities, and equipment available for disabled anglers.



Photo by ADF&G

OBJECTIVE C:

Inform and involve the public to ensure management decisions are generally understood and accepted.

KEY STRATEGIES:

- Establish principles and guidelines for public involvement.
- Foster an improved understanding of the value and techniques of public involvement among division management and leadership staff.
- Regularly identify and evaluate the significance of emerging issues.
- Develop action plans to address controversial management issues.
- Foster an improved understanding of regulatory processes.
- Monitor our effectiveness in involving and informing the public.



Photo by ADF&G



Photo by ADF&G

DESIRED OUTCOMES

- A workforce that exemplifies a diversity of skills, gender, ethnic background, age, and viewpoints.
- Staff that understand and appreciate the importance of their individual contributions to the department and division mission.
- A productive and empowered workforce capable of making and implementing effective decisions.
- A high level of job satisfaction among all staff within a positive and supportive work environment.

STAFF DEVELOPMENT

GOAL 4

- Recruit, develop, empower, and retain a diverse, dedicated, motivated, empowered, and effective workforce.

OBJECTIVE A:

Through various outreach efforts, strive to achieve demographic distributions within job classes so that our workforce better reflects Alaska's population.

KEY STRATEGIES:

- At a regional level, develop outreach programs to provide information and education on job types and career opportunities within the division, targeting high school and early college levels in both rural and urban communities.
- Consider using local hires for project support when appropriate, particularly for projects in rural areas.
- Fund and award a minimum of four annual American Fisheries Society Hutton Junior Fisheries Scholarships⁸, at least one of which will be from a community other than Fairbanks, Anchorage, and Juneau.
- Assign regional or area staff to attend local job fairs and career days.
- Consider, where appropriate, job class series outside those historically used by the division to classify a position prior to recruiting.

OBJECTIVE B:

Increase the number of highly qualified applicants to at least five candidates for each job recruited.

KEY STRATEGIES:

- Promote the merits and quality of work conducted by division employees and the potential for personal and professional accomplishments and contributions.
 - Assign staff at the regional level to act as recruiters with college and university faculty and student organizations to identify opportunities for student contact, employment, and involvement in projects of joint interest.
 - Assign staff at the regional level to act as liaisons with high schools, career centers, technical schools, and community programs and to identify opportunities for student contact, employment, and involvement in projects of joint interest.
 - Utilize graduate, undergraduate, and student intern positions for project support where appropriate to expose college and high school students to the division and develop skills necessary for employment with the division.
 - Assign regional or area staff to attend local job fairs and career days.
- Provide work experience and training opportunities for staff in seasonal and temporary positions, where appropriate, so they can excel in their current positions and develop their ability to compete for more advanced permanent full-time positions.
 - Fund at least three graduate-level fishery positions at universities.
 - Utilize the media⁹ to announce current and upcoming recruiting activities to fill vacant positions.
 - In out-of-state job recruitment announcements, include community information through Internet links.
 - Advertise in recruitment announcements that moving expenses will be paid for successful candidates.

⁸ An annual scholarship sponsored by the American Fisheries Society targeting minority and female high school students.

⁹ Media includes newspapers, radio, television, community bulletin boards, out-of-state and local university bulletin boards, professional meetings, web sites, and publications sponsored by professional societies.

OBJECTIVE C:

Provide each staff member with opportunities for professional development to enable them to perform competently and excel in their current position and to prepare qualified employees to be competitive candidates for more advanced jobs.

KEY STRATEGIES:

- Develop a Training Policy.
- Create a division training program to coordinate the identification of training needs and scheduling of opportunities for training.
- Evaluate the performance of each employee on a regularly scheduled basis and provide each employee with the opportunity to provide feedback on supervision, understanding of their responsibilities, and their job-related needs.
- Provide each staff member with the opportunity to prepare a Professional Development Plan.
- Integrate mentoring, training, and job assignments with new challenges into a leadership program.
- Reinstate an in-house training program of short courses on technical, administrative, and managerial subjects relative to job success.
- Develop an orientation manual for new employees.
- Conduct a confidential survey every three years to evaluate staff perceptions on the efficacy of these strategies.

OBJECTIVE D:

Ensure continuation and development of divisional services by planning for anticipated and unanticipated vacancies.

KEY STRATEGIES:

- Develop and cross-train individual staff with diverse and comprehensive knowledge, skills, and abilities to provide flexibility when balancing workloads among staff.
- Program managers will develop plans to address anticipated vacancies and staffing needs for program growth and development.



Photo by ADF&G

OBJECTIVE E:

Manage our workforce so that the running five year average annual turnover rate is less than 5% of full-time permanent staff leaving divisional employment for employment with other divisions, agencies or the private sector.

KEY STRATEGIES:

- Continually and actively promote a competitive monetary compensation package comparable to other government agencies and private industry and communicate their efforts at improving the compensation package annually with staff.
- Develop policies for non-monetary compensation incentives.
- Communication tools and procedures will be developed and evaluated to inform staff of issues, projects, activities, and personnel actions outside and within their immediate work environment.
- Establish guidelines and criteria for recognizing achievements by individual staff.
- Develop guidelines concerning options for sharing work location..
- Review and provide input to the Division of Administration to ensure that a career ladder exists entirely within the division for all job class series including the administrative series.

- Review and provide input to the Division of Administration to ensure that minimum qualifications for all job classes are appropriate without being overly restrictive.
- Ask all employees leaving divisional employment to fill out a confidential "debriefing" questionnaire that will address reasons the employee is leaving.



Photo by ADF&G



Photo by ADF&G



Photo by ADF&G



Photo by ADF&G



Photo by Don Curfew

OBJECTIVE F:

Foster an effective, productive, and open work environment.

KEY STRATEGIES:

- Encourage professional conduct in interpersonal communications.
- Develop an efficient, vertically integrated budgetary system that meets the needs of area, regional, and headquarters staff.
- Foster a work environment where decision-making skills are developed and recognized, authorities are clearly defined, and staff have the appropriate level of involvement in decisions that affect their work environment, assigned duties, and effectiveness.
- Conduct a confidential survey every three years to evaluate staff perceptions on work environment to measure the efficacy of these strategies.

OBJECTIVE G:

Ensure a physically safe and well-equipped work environment.

KEY STRATEGIES:

- Identify procedures for staff to request needed office and field equipment and supplies during the budgetary process.
- Ensure adequate office and storage space and adequate building facilities are provided.
- Review current building leases to determine if needs of staff and of the division are being met and recommend any remedies needed to remove any shortcomings to the Division of Administration.
- Conduct a confidential survey every three years, evaluating staff perceptions on work environment to be used to measure the efficacy of these strategies.



Photo by ADF&G

BUILDING THE PLAN



The Division of Sport Fish began the planning process by gathering staff and public input in October of 2001. The public and staff identified issues during meetings held in Fairbanks, Anchorage, and Juneau. Many who were unable to attend meetings provided input through the mail, email, phone, and our web site. Meetings and other methods of involvement were advertised through media, the division's web site, and through direct mail postcards to known stakeholders.

The Division Leadership Team relied heavily on this input as it defined plan elements for dealing with identified issues. As a part of this process, the team also developed some initial goals, which they sent back out to staff and the public for comment. The team communicated their expectations by describing desired outcomes for each goal. Staff then fleshed out each plan section with objectives and strategies. The initial draft document was thus developed.

The draft was widely distributed through the web site, tackle shops, advisory committees, ADF&G offices and through direct mail to interested parties for further comment. Many varied and insightful comments were received from individuals, groups, and advisory committees. The plan was further modified based on these comments resulting in this final document. "Final" is a bit of a misnomer, since we expect to further refine this plan over time as conditions change and we gain experience in using this document.



The Alaska Department of Fish and Game administers all programs and activities free from discrimination based on race, color, national origin, age, sex, religion, marital status, pregnancy, parenthood, or disability. The Department administers all programs and activities in compliance with Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, Title II of the Americans with Disabilities Act of 1990, the Age Discrimination Act of 1975, and Title IX of the Education Amendments of 1972.

If you believe you have been discriminated against in any program, activity, or facility, or if you desire further information please write to ADFG, P.O. Box 25526, Juneau, AK 99802-5526; USFWS, 4040 N. Fairfax Drive, Suite 300, Arlington, VA 22203, or O.E.O., U.S. Department of the Interior, Washington DC 20240.

For information on alternative formats for this and other publications, please contact the Department ADA Coordinator at (voice) 907-465-4120, (TDD) 907-465-3646, or (FAX) 907-465-2440.

Please feel free to contact us:



**ALASKA DEPARTMENT OF FISH AND GAME
SPORT FISH OFFICES**

Headquarters: (907) 465-4180; 1255 W. 8th Street; P.O. Box 25526; Juneau, AK 99802-5526

S O U T H E A S T R E G I O N :

Regional Office: (907) 465-4270

Douglas Island Center Building; 802 3rd Street; P. O. Box 240020; Douglas, AK 99824-0020

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

Ketchikan Area Office: (907) 225-2859; 2030 Sea Level Drive; Suite 205; Ketchikan, AK 99901

Petersburg Area Office: (907) 772-5231; 16 Sing Lee Alley, Petersburg, AK 99833-0667

Wrangell Area Office: (907) 874-3822; 215 Front Street, Wrangell, AK 99929-0200

Yakutat Area Office: (907) 784-3222; 1 Fish and Game Plaza; P.O. Box 49; Yakutat, AK 99689-0049

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

Craig / Klawock Area Office: (907) 755-8802; P.O. Box 682; Craig, AK 99921

S O U T H C E N T R A L R E G I O N :

Regional Office: (907) 267-2218; 333 Raspberry Road; Anchorage, AK 99518-1599

Palmer Area Office: (907) 746-6300; 1800 Glenn Highway; Suite 4; Palmer, AK 99645-6736

Soldotna Area Office: (907) 262-9368; 43961 Kalifornsky Beach Road; Suite B; Soldotna, AK 99669-8367

Homer Area Office: (907) 235-6930; 3298 Douglas Place; Homer, AK 99603-8027

Kodiak Area Office: (907) 486-1880; 211 Mission Road; Kodiak, AK 99615-6399

Dillingham Area Office: (907) 842-2427; 546 Kenny Wren Road; P.O. Box 230; Dillingham, AK 99576-0230

Cordova Area Office (seasonal): (907) 424-3212; 401 Railroad Avenue; P.O. Box 669; Cordova, AK 99574-0669

Fort Richardson Hatchery: (907) 428-1348; Hatchery Drive; P.O. Box 5267; Fort Richardson, AK 99505-0267

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

I N T E R I O R R E G I O N :

Regional Office: (907) 459-7207; 1300 College Road; Fairbanks, AK 99701-1599

Bethel Area Office: (907) 543-1677; 460 Ridgecrest Drive; Room 215; P.O. Box 1467; Bethel, AK 99559-1467

Delta Junction Area Office: (907) 895-4632; Mile 266.5 Richardson Highway; P. O. Box 605; Delta Junction, AK 99737-0605

Glennallen Area Office: (907) 822-3309; 186.3 Glenn Highway; P.O. Box 47; Glennallen, AK 99588-0047