

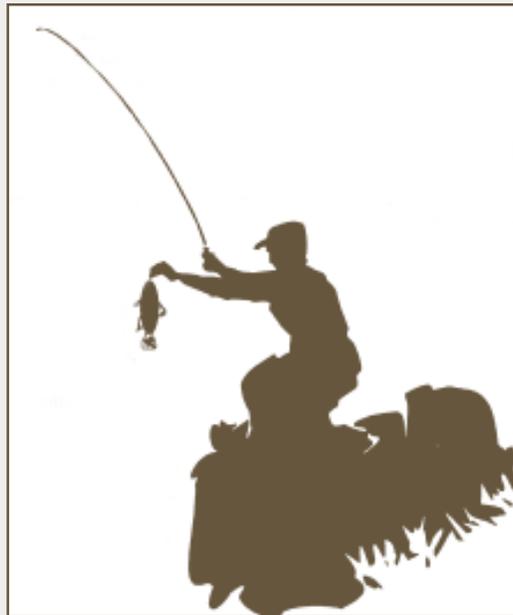


Alaska Department of Fish and Game

DRAFT

STRATEGIC PLAN

Division of Sport Fish



What do you think about this draft strategic plan?
... We want your comments.

- What do you like about the plan?
- What would you like to see changed?

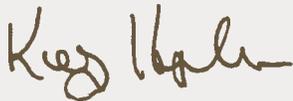
Comment on page 15 inside ▶ ▶ ▶

Letter from the Director . . .

The Alaska Department of Fish and Game, Division of Sport Fish is currently crafting a long-term strategic plan. This endeavor represents our recognition that sport fishing opportunities are an essential element of Alaska's economy and essential to the well being of Alaskans. Although we are proud of our past sport fish management successes, we know we can always do better. Our goals are to improve the overall effectiveness of the Division and to be more accountable to Alaskans and others who benefit from our fishery resources. We expect this plan to guide future activities and budget decisions.

For planning to be valuable, positive and meaningful, your participation is essential. Take some time to browse through this plan. We want hear your comments on the draft plan. Tell us what you think by filling out the response information on the back page or sending us an email at sfsp@fishgame.state.ak.us. You may also want to keep up with our planning process by logging on to our web site at <http://www.sf.adfg.state.ak.us/statewide/stratplan/html/psphome.htm>.

Sincerely,

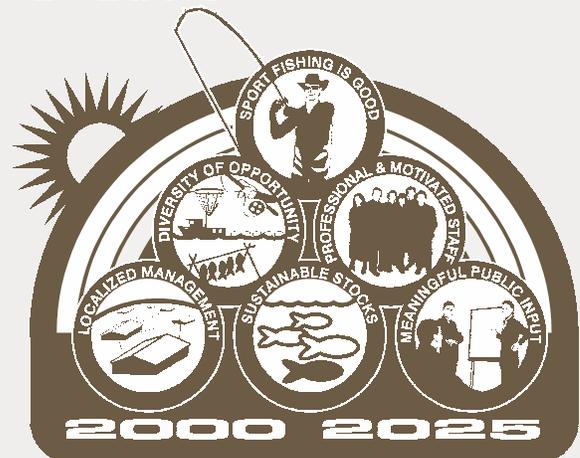


Kelly Hepler,
Director

VISION Statement for the Division of Sport Fish

The Division of Sport Fish believes that Sport Fishing is essential to the economy and well-being of the State of Alaska and Alaskans. We will strive to realize those benefits by maintaining our leadership in fisheries management and research. Our management will be comprehensive, unified, and responsive with the goal of providing diverse and dependable fishing opportunities while protecting our fisheries resources. 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 us and all stakeholders.



ADF&G Mission Statement

The Alaska Department of Fish and Game's mission is to manage, protect, maintain, and improve the fish, game, and aquatic plant resources of Alaska. The primary goals are to ensure that Alaska's renewable fish and wildlife resources and their habitats are conserved and managed on the sustained yield principle, and the use and development of these resources are in the best interest of the economy and well-being of the people of the state.

Guiding principles

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

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

Division of Sport Fish Mission Statement

The mission of the Division of Sport Fish is to manage, protect, maintain, improve, and extend the state's recreational fishery resources in the interest of the economy, consistent with the sustained yield principle and subject to allocations through public regulatory processes.

Division of Sport Fish Core Values

We Believe:

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

GOAL: CONSERVE, MANAGE, UTILIZE AND IMPROVE ALASKA'S ECOSYSTEMS TO ENSURE SUSTAINABILITY OF THE RECREATIONAL FISHERY.

Objective A: *To manage angler access sites such that the impact to aquatic, riparian, and upland habitats is minimized.*

KEY STRATEGIES:

- Develop and/or review criteria to characterize the compatibility of access sites with the aquatic, riparian, and upland habitats they affect.
- Identify and prioritize habitats at risk to impacts from angler access sites.
- Review existing and proposed access sites with respect to impacts on habitat.
- Fix problems at existing access sites that have significantly affected the habitat.
- Inform and educate the public about ethical and responsible angling practices.
- Develop and support partnerships with other governmental and non-governmental organizations to foster broader research, management, and public involvement that addresses responsible angler access.
- Review and develop policies and regulations to ensure responsible angler access.

Objective B: *To manage fish stocking and finfish and shellfish culture activities such that the impact to aquatic, riparian, and upland habitats and associated recreational fisheries are minimized.*

KEY STRATEGIES:

- Develop and/or review criteria to assess the habitat and recreational fisheries impacts of fish stocking and culture programs and facilities.
- Fix problems associated with existing sport fish stocking programs and facilities.
- Suggest remedies to problems associated with non-divisional fish stocking and culture programs and facilities.
- Inform and educate the public regarding fish stocking and culture practices.
- Develop and support partnerships with other governmental and non-governmental organizations to foster broader research, management, and public involvement that addresses fish stocking and culture programs and facilities.
- Review and develop fish stocking and culture policies.

Objective C: *To protect Alaska's aquatic, riparian, and upland ecosystems from aquatic nuisance species.*

KEY STRATEGIES:

- Develop and/or review criteria to characterize the ecosystem impacts of aquatic nuisance species.
- Identify and prioritize habitats at risk to impacts from aquatic nuisance species.
- Review existing and proposed aquatic nuisance species management practices.
- Eliminate or minimize present aquatic nuisance species where practical and safe.
- Inform and educate the public regarding aquatic nuisance species issues.
- Develop and support partnerships with other governmental and non-governmental organizations to foster broader research, management, policy, and public involvement that addresses aquatic nuisance species.

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- Review and develop aquatic nuisance species policies, regulations, and laws.

Objective D: *To minimize impacts of land and water development to aquatic, riparian, and upland ecosystems.*

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 developments.
- Review and develop land- and water-use policies, regulations, and laws.

Objective E: *To ensure sufficient water quantity and quality in watersheds to sustain ecosystems.*

KEY STRATEGIES:

- Develop and/or review evaluation criteria to sustain water quantity and quality characteristics necessary for fish, wildlife, and recreation.
- Identify and prioritize water bodies that need protection or restoration.
- Review and monitor proposed and existing land and water use projects.
- Review and comment on mitigation associated with land and water uses where practical.
- Inform and educate the public regarding responsible land and water uses.
- Develop and support partnerships with other governmental and non-governmental organizations to implement responsible land and water uses.
- Review and develop land and water-use policies, regulations, and laws.

Objective F: *To develop scientifically sound research projects to better understand the relationships among game fish, recreational fishing, and their associated habitats.*

KEY STRATEGIES:

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

DESIRED OUTCOMES:

- Management practices conserve the function of ecosystems.
- Policies, regulations and laws are supportive of and consistent with ecosystem-based principles.
- Degraded ecosystems are restored where desirable and practical.
- Management practices are based on scientifically sound assessments.
- Social and economic benefits and needs are balanced with ecosystem function.

GOAL: SUSTAIN DIVERSE AND DEPENDABLE RECREATIONAL FISHING OPPORTUNITIES WHILE OPTIMIZING SOCIAL AND ECONOMIC BENEFITS OF THESE OPPORTUNITIES.

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

KEY STRATEGIES:

- **Develop achievable management objectives that are consistent with our mission and that are based on new and existing information.**

Tasks:

- o Conduct annual area reviews of research and management programs.
- o Develop new management objectives and/or plans.
- o Annually identify existing and new fishery issues to direct research or monitoring programs needed to achieve management objectives.
- o Annually document management objectives within report series.
- o Inform public of important research and management strategies..

- **Obtain and report information appropriate to achievement of management objectives.**

Tasks:

- o Prior to FY04 submittal, develop prioritization processes for existing and new research projects.
- o Rank and select projects using the prioritization processes based on annual area review.
- o Plan study objectives of selected projects during annual area review.
- o Implement selected project within the constraints of the budget as specified in an operational plan.
- o Document project objective, methods, results and management implications within the divisional report series.

- **Develop enforceable regulations and emergency orders to achieve management objectives utilizing all available information.**

Tasks:

- o Annual evaluate management alternatives given new and existing information from monitoring and research findings.
- o In concert with the BOF cycle, write and submit regulatory proposals based on viable management tools.
- o Review regulatory proposals prior to submittal to Board of Fish to determine if there are any issues that are significant enough to follow structured issue management process.
- o Prior to each season, review or develop in-season management measures that might be necessary to achieve management objectives.
- o Implement in-season management measures.
- o Annually evaluate and document in-season management measures within current management report series.

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- **Evaluate whether regulations achieve management objectives.**

Tasks:

- o Annually review the quality and quantity of new information to evaluate management impact of the regulations.
- o Determine if regulation and/or regulation package outcomes were effective towards achieving management objective and determine if the regulations are enforceable.
- o Annually evaluate and document in-season management measures within current management report series and through information and education and outreach tools. Documentation should identify deficiencies; strive for simple and consistent regulations within and across water bodies.

Objective B: *To assess and meet the demand for a variety of recreational fishing experiences.*

KEY STRATEGIES:

- **Identify and implement the range of recreational experiences sought by the fishing public in Alaska.**

Tasks:

- o Every five years, survey anglers regarding their preferences and utilization patterns and publish results.
- o Create new opportunities as appropriate through regulations, improved public access and enhancement to satisfy unmet demands of the public for recreational experiences.
- o Evaluate potential impacts of new fishing opportunities on existing fisheries, and after implementation, actual impacts.

- **Obtain and report participation of the public in recreational fisheries.**

Tasks:

- o Annually survey the public regarding their patterns and level of use of the various recreational fishing opportunities.
- o Annually report historical and new use patterns within the report series and through public outreach.

- **Publicize new and existing fishing opportunities.**

Task:

- o Report on existing and new opportunities and impacts and benefits within area management reports and outreach tools of information and education programs.

Objective C: *To provide dependable recreational fishing opportunities.*

KEY STRATEGIES:

- **Determine what the angling public views as dependable opportunities to fish for resident, anadromous, stocked, or marine fish populations.**

Task:

- o Collect public input on their preferences concerning closures, bag limits, size limits, catch-and-release fishing, and other potential regulations for specific fisheries.

- **Offer management options that provide for dependable recreational fishing to regulators.**

Tasks:

- o Estimate effects of potential regulations relative to anglers, stakeholders and agencies through the BOF reports, reports to Advisory Committees, and presentations at stakeholder meetings.

SUSTAIN ... OPPORTUNITIES *(cont'd)*

- o Provide BOF members, advisory committees, stakeholders and potential proposal submitters with information pertinent to regulation development.

Objective D: *To consider social and economic aspects when developing management options to achieve diverse and dependable recreational fishing opportunities.*

KEY STRATEGIES:

- **Obtain and report periodic measures of economic benefits of recreational fishing.**

Tasks

- o Survey anglers every five or ten years to determine economic trends statewide and by management area/geographic region.
- o Publicize survey results on angler expenditures and uses through Divisional report series, and in our statewide and regional information and education programs.

- **Obtain and report periodic measures of the social aspects of recreational fishing.**

Tasks:

- o Survey anglers every five or ten years to determine social trends statewide and by management area/geographic region.
- o Publicize survey results on angler preferences and uses through Divisional report series, and in our statewide and regional information and education programs.

- **Provide social/economic assessments for management options under consideration.**

Tasks:

- o Estimate social and economic benefits and costs of proposed regulations when appropriate.
- o Present estimates and assessments of social and economic aspects of proposed regulations to regulators.

Objective E: *To interact with other agencies, users, tribal entities, and stakeholders concerning our activities related to fisheries management.*

KEY STRATEGIES:

- Support periodic meetings with other groups to discuss recreational fisheries management.

Tasks:

- o To schedule and attend local and community meetings concerning regulations, management plans, and research plans and programs.
- o Prepare staff with training appropriate to interacting effectively with other agencies, users, tribal entities and stakeholders.

- Participate in relevant meetings organized by other agencies, users, tribal entities and stakeholders.

Task:

- o Assign staff to interagency committees and other working groups concerning research and policy relative to fisheries management.

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DESIRED OUTCOMES:

- Fisheries are sustained and wild stocks are conserved.
- Diverse and dependable 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 which play an integral role in maintaining diverse and dependable recreational fishing opportunities.
- Social and economic benefits of recreational fishing are considered within the constraints provided by the appropriate regulatory authority.

GOAL: FOSTER A PUBLIC THAT IS CONSISTENTLY INFORMED, INVOLVED, AND SUPPORTIVE.

Objective A: *To regularly identify and prioritize issues related to recreational fisheries.*

KEY STRATEGIES:

- Continuously monitor public and internal communication and regularly review developing issues (including but not limited to: Board of Fisheries proposals and actions, log items, legislation, letters to the editor, etc.)
- Ensure that a point person exists in each region to track public and internal issues.
- Regularly prioritize issues based on how well they contribute to accomplishing strategic plan objectives.

Objective B: *Use new and existing programs to effectively address priority issues.*

KEY STRATEGIES:

- Assess available resources and programs; and develop tactical plans to foster effective communication, education, involvement, and public and political support for each identified issue.
- Address the identified issues using the following structured process:
 - Determine desired goal/outcome.
 - Identify target audiences and key messages.
 - Select appropriate combination of education, outreach, public involvement, and political support tactics & resources needed to attain goal resolution.
 - Develop and implement an action plan.
 - Monitor resolution process and evaluate strategies.

FOSTER ... PUBLIC (cont'd)

Objective C: *To educate Alaskans of all ages on stewardship principles and the values of sustaining Alaska's recreational fishery resources.*

KEY STRATEGIES:

- Implement a primary and secondary curriculum focused on stewardship.
- Conduct family seminars focused on stewardship.
- Implement an ongoing communication vehicle focused on stewardship.

Objective D: *To encourage participation 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 skills, knowledge, and attitudes necessary to be involved and responsible anglers and stewards.
- Evaluate constraints on fishing participation and develop new opportunities based on these constraints.
- To develop and implement a marketing-based approach to increase participation.

Objective E: *Involve the public to ensure management decisions reflect values of Alaskans and that controversial decisions are generally accepted.*

KEY STRATEGIES:

- Establish principles and guidelines for public involvement by July 1, 2003.
- Foster an improved understanding of the value and techniques of public involvement among Sport Fish Division management and leadership staff.
- Implement an ongoing communication vehicle with the public focused on issues and involvement opportunities.

Objective F: *To gain support of the Department's and Division's mission and goals and to minimize public dissent and conflict over Division actions.*

KEY STRATEGIES:

- To inform the public of the Department's and Division's mission and goals.
- Implement an ongoing communication vehicle focused on issues and public involvement opportunities.

cont'd . . .

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 recreational fishing issues in Alaska.
- A broad base of public support for Division goals, activities, and stewardship of the recreational fishery resource.
- A broad base of political support for Division goals, activities, and stewardship of the recreational fishery resource.
- A public that understands the value of the recreational fishery resources of the state and understands the needs required to ensure for its sustainability.
- A public that consistently recognizes that their input has been heard, understood, and considered in management decisions.

GOAL: RECRUIT, DEVELOP, EMPOWER AND RETAIN A DIVERSE, DEDICATED, MOTIVATED, EMPOWERED, AND EFFECTIVE STAFF.

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 with Sport Fish 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 utilize at least four (4) American Fisheries Society Hutton Junior Fisheries scholarships (summer mentoring program that targets minority and female high school students) annually, 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 5 candidates for each job recruited.*

KEY STRATEGIES:

- Promote the merits and quality of work conducted by Sport Fish Division employees and the potential for personal and professional accomplishments and contributions.
- Assign staff at the regional level to act as liaison 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 liaison with high schools, career centers,

cont'd . . .

RECRUIT ... STAFF (cont'd)

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 Sport Fish Division and develop skills necessary for Sport Fish jobs.
- Assign staff at the regional or division level to act as liaison with out-of-state academic institutions, fisheries programs, particularly those conducting projects in Alaska or on species conservation/management issues similar to those in Alaska.
- Assign regional or area staff to attend local job fairs and career days.
- Staff in seasonal and temporary positions will be provided work experience and training opportunities, where appropriate, to 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 multiple media sources to announce current and upcoming recruiting activities for levels from Techs through Administrative staff and Biologists, including, where appropriate, newspapers, radio, television, community bulletin boards, Outside and local university bulletin boards, professional meetings, and web-sites and publications sponsored by professional societies.
- In out-of-state job recruitment announcements, include community information through Internet links.
- Consider advertising in recruitment announcements that moving expenses may be paid.

Objective C: *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 work loads among staff.
- Program managers will develop plans to address anticipated vacancies and staffing needs for program growth and development.

Objective D: *Provide each staff member with professional development opportunities 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 Sport Fish Division Staff Training Policy within six (6) months of completion of current Strategic Planning effort.
- Create a Sport Fish Division training program to coordinate identification of training needs and scheduling 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 job related needs and desires.
- Provide each staff member with the opportunity to prepare a Personalized Development Plan.
- Integrate mentoring, training, and stretch job assignments into a leadership program.
- Re-institute in-house training program of short courses for divisional staff on technical, administrative, and managerial subjects relative to job success.

- Develop an orientation manual for new employees.
- Conduct a confidential survey every three (3) years evaluating staff perceptions on the efficacy of these strategies.

Objective E: *Manage our workforce so that the running five (5) 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:

- The DLT will 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.
- The DLT will develop policies for non-monetary compensation incentives by January 1, 2003.
- Communication tools and procedures will be developed and evaluated to increase opportunities for staff awareness of issues, projects, activities, and personnel actions outside and within their immediate work environment.
- The DLT will establish guidelines and criteria for recognizing individual staff achievements.
- DLT will develop a policy of guidelines for flexibility utilizing job share, work location, and work hour options by January 1, 2003.
- Review and provide input to Division of Administration to ensure that within the Division a career ladder exists within the Administrative job class series.
- Review and provide input to Division of Administration on job class minimum qualifications to ensure that the class series and job minimum qualifications are adequate for job needs but not overly restrictive and to determine whether educational and experience requirements are appropriate for needs specified in job class specifications.
- All employees leaving Divisional employment will be requested to fill out a confidential "debriefing" questionnaire which will address reasons the employee is leaving.

Objective F: *Foster an effective, productive and open work environment.*

KEY STRATEGIES:

- Program Managers will establish and encourage professional conduct in interpersonal communications.
- During the annual budgeting process, program managers and other supervisors will ensure adequate administrative support staff; review and identify problematic or inefficient internal procedures to be addressed; and, identify needed support services, such as computers and software, management planning, biometric, and highly technical biological services.
- Develop an efficient, vertically integrated budgetary system that meets the needs of area, regional, and headquarters staff.
- Supervisors will establish and foster a work environment where decision making skills are developed and recognized, authorities are clearly defined, and staff have the appropriate level of information and access to decision processes that affect their work environment, assigned duties, and effectiveness.
- Conduct a confidential survey every three (3) years evaluating staff perceptions on work environment to be used to measure the efficacy of these strategies.

RECRUIT ... STAFF (cont'd)

- Communication tools and procedures will be developed and evaluated to increase opportunities for staff awareness of issues, projects, activities, and personnel actions outside and within their immediate work environment.

Objective G: Ensure a physically safe and well-equipped work environment.

KEY STRATEGIES:

- Supervisors will identify a clear avenue for each staff member to request needed office and field equipment and supplies for consideration during the budgetary process.
- Ensure adequate office and storage space and building facilities are provided.
- DLT will review current building leases to determine if needs of staff and divisional functions are met and make any recommendations to the Division of Administration.
- Conduct a confidential survey every three (3) years evaluating staff perceptions on work environment to be used to measure the efficacy of these strategies.

DESIRED OUTCOMES:

- Staff that exemplifies strong diversity in skills, gender, ethnic background, age, and viewpoints.
- Staff that understands and appreciates the importance of their individual contribution to the Department's and Division's mission.
- A productive and empowered staff capable of making and implementing effective decisions.
- A high level of job satisfaction among all staff within a positive and supportive work environment.

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 ADF&G, P.O. Box 25526, Juneau, AK 99802-5526; U.S. Fish and Wildlife Service, 4040 N. Fairfax Drive, Suite 300 Webb, 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 department publications, please contact the department ADA Coordinator at (voice) 907-465-4120, (TDD) 907-465-3646, or (FAX) 907-465-2440.

What do you think about this draft strategic plan? We want your comments.

What do you like about the plan?

What would you like to see changed?

Is there anything else you would like to tell us about our strategic plan?

[Click here to enter comments ONLINE](#)

Fold and send to address on reverse side.
If you're interested in continuing to help us with our strategic planning,
please be sure your contact info is included.

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Yes! I am interested in participating in ADF&G Sport Fish's strategic planning efforts. Here's how to contact me for future meetings and mailings:

Name: -----

Organization Name: -----
(If applicable)

Mailing Address: -----

City, State, Zip: -----

E-mail address: -----