

Division of Sport Fish Strategic Plan

2015-2020

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Our Mission:

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

Our Vision:

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

Core Functions:

- **Fisheries Management:** Manage the state's recreational fisheries for sustained yield and angler satisfaction.
- **Fisheries Research:** Perform objective-based research based on sound scientific practices to support recreational fisheries management.
- **Fisheries Enhancement:** Create and diversify recreational fishing opportunities for anglers.
- **Fish Habitat:** Protect and restore fish habitats for the benefit of fish and recreational anglers.
- **Communication and Outreach:** Promote recreational fishing by recruiting and retaining anglers of all ages.
- **Internal Operations:** Provide leadership and administrative support for the Division's core functions.

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 the Alaska Department of Fish and Game (ADF&G). The Division of Sport Fish (the Division) is charged with managing recreational fisheries (including some personal use and subsistence fisheries) within state waters.

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

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

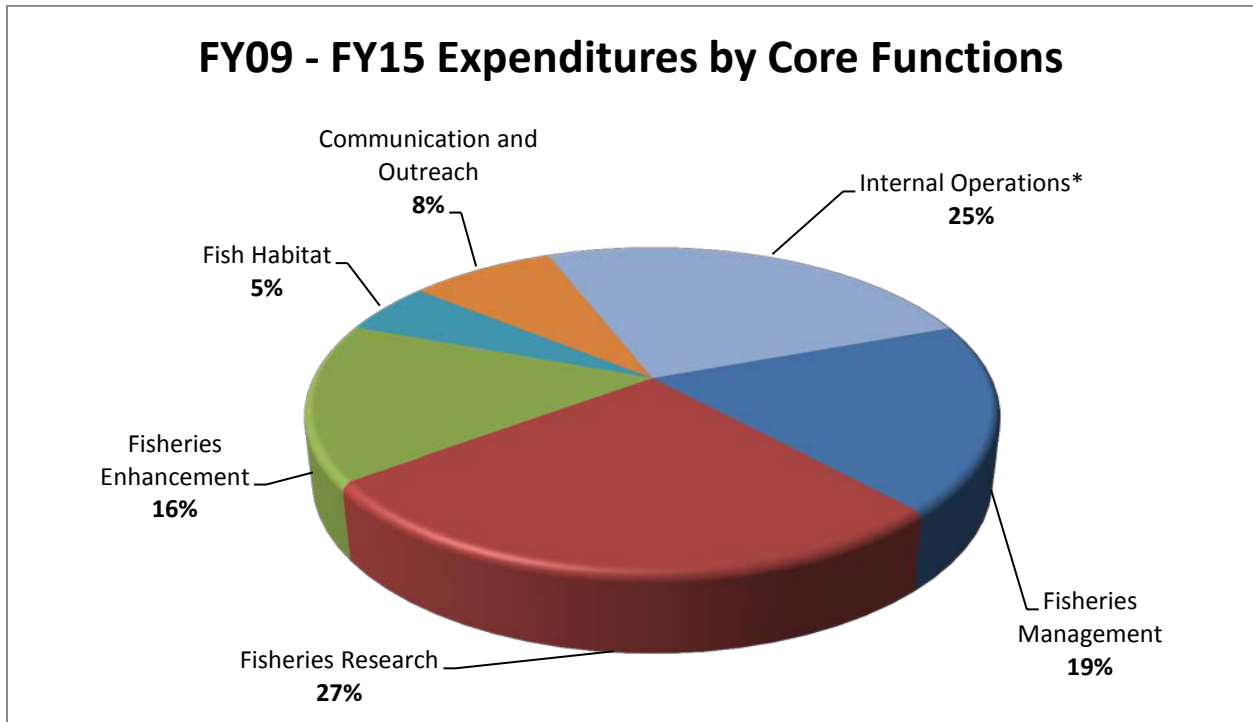
In addition to our primary responsibilities, division personnel serve as staff and biological advisors to the Alaska Board of Fisheries (BOF), which is responsible for regulatory and fisheries resource allocation decisions. The Division is comprised of approximately 170 permanent full-time employees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

The Regions

The Division is divided into three geographic regions and one technical region. The Division maintains Headquarters Offices in Juneau and Anchorage, a Southeast Alaska Regional Office in Douglas (Region I), a Southcentral Alaska Regional Office in Anchorage (Region II), and an Interior Alaska Regional Office in Fairbanks (Region III). The Research and Technical Services technical region serves a statewide function and is located in Anchorage. The geographic regions are further partitioned into 21 management areas with offices located throughout the state. See page 25 for management office contact information.

Funding

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



***Internal Operations include: administrative support, facility and vehicle leases, fuel, utilities, and other operational cost and services**

Goal 1: Fisheries Management

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

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

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

Objective 1. Use area and fishery-based management to develop and achieve fisheries management objectives consistent with the sustained yield principle.

Goal 1: Fisheries Management Objective 1		
Activity	Measure or Deliverable	Purpose
Conduct area management reviews to identify information needs and gaps, prioritize projects, assess staffing resources, and review management actions.	Annually conduct at least one management review meeting per area that evaluates all core functions.	Ensure projects/programs satisfy information needs necessary for making fishery management decisions.
Develop and regularly review Alaska BOF adopted management plans and regulations.	All management plans contained within the BOF Call for Proposals are reviewed.	Management plans and regulations are specific, measurable, achievable, relevant and timely, and consistent with the sustained yield principle and existing policies.

Goal 1: Fisheries Management Objective 1		
Activity	Measure or Deliverable	Purpose
Actively monitor and utilize in-season data from area assessment projects, management plans, social and economic data, and other local information to manage fisheries.	Number of emergency orders justified using current fishery, stock assessment, social and economic data, or other sources of information.	Implement timely fisheries actions to meet management objectives based on the best available information. Manage the use of our resources in the best interest of the economy and well-being of the people of the state, consistent with the sustained yield principle.
Communicate regularly with the Division of Commercial Fisheries (DCF) staff to coordinate management of fully allocated fisheries.	Number of applicable in-season management decisions made in coordination with DCF.	Ensure consistent management actions.

Objective 2. Improve recreational angler understanding and compliance with fisheries regulations.

Goal 1: Fisheries Management Objective 2		
Activity	Measure or Deliverable	Purpose
Work with the public to identify and reduce unnecessary, duplicative, and overly complex regulations.	Number of regulations eliminated or simplified per board cycle.	Make regulations easier for the general public to understand.
Review public proposals submitted to BOF for their effect(s) on regulatory complexity, and maintain clarity and simplicity when possible.	Number of public proposals reviewed and commented on by the Division.	Make regulations easier for the general public to understand. Increase understanding of proposals' effects on regulatory complexity.
Utilize opportunities during fishing clinics, seminars, and/or trade shows to review local fishing regulations.	Number of events at which Division staff presented a review of fishing regulations.	Improve understanding of regulations.
Develop and implement a survey to assess public understanding of the Sport Fish regulation summary book.	Regulation summary books are updated based on survey responses.	Continually improve angler understanding of regulations through an objective, deliberative process.

Goal 1: Fisheries Management Objective 2		
Activity	Measure or Deliverable	Purpose
Review and document regulation signage needs in management areas.	Number of identified area access sites where regulatory signage is posted.	Educate anglers and increase compliance with fisheries regulations.
Identify and communicate enforcement priorities to Alaska Wildlife Troopers (AWT).	An enforcement priority memo is submitted to AWT annually.	Assist AWT with identifying enforcement focus issues in priority areas. Improve compliance through directed enforcement.
Provide basic and refresher enforcement training to staff who interact with anglers in the field.	Number of staff recorded by their core service who complete an ADF&G enforcement training course (i.e., John Doe, Fisheries Management).	Increase the number of trained staff able to provide education and enforcement.

Objective 3. Improve and maintain recreational boating and angler access.

Goal 1: Fisheries Management Objective 3		
Activity	Measure or Deliverable	Purpose
Solicit, review for state and federal compliance, and prioritize statewide boating access capital improvement project (CIP) requests based on approved criteria.	Complete and submit an annual boating access CIP funding request for new projects and needed improvements to existing sites. Complete five boating access CIPs over a 5-year period.	Continue improving angler access to fresh and saltwater fisheries.
Develop and maintain partnerships and implement cooperative agreements with local government and state agency land managers for the improvement and maintenance of boating and non-boating angler access projects.	Ensure that all new access projects have cooperative agreements in place. Inspect access sites at least once every 5 years.	Share ongoing maintenance costs with local NGOs/others. Ensure cooperative agreements are being adhered to.
Work closely with ADF&G Division of Wildlife Conservation's Assert/Protect program to maintain legal public access to sport fishing areas.	Review all requests for sport fishing access.	Protect existing legal, public access.

Goal 2: Fisheries Research

Perform objective-based research that supports recreational fisheries management

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

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

Objective 1. Plan and conduct research projects that are scientifically and statistically sound and address priority management information needs.

Goal 2: Fisheries Research Objective 1		
Activity	Measure or Deliverable	Purpose
Identify research priorities, taking into consideration management information needs, funding scenarios, and potential for collaboration.	Perform an annual review of current research needs for each management area.	Prioritize and allocate sufficient research resources within and across regions.
Use departmental operational planning process to identify measurable objectives, sampling methods, analytical techniques, and costs; and have all research projects scientifically and statistically reviewed, and approved.	All fisheries research projects have an approved operational plan prior to commencement of field activities.	Ensure scientific and statistical credibility of the information collected and utilized in making fisheries management decisions.

Goal 2: Fisheries Research Objective 1		
Activity	Measure or Deliverable	Purpose
Conduct research and stock assessment projects to document abundance, population structure, and habitat requirements of fish.	Number of projects completed annually. All research is conducted according to approved operational plans.	Improve our understanding of population dynamics and trends in stock productivity.
Conduct surveys of recreational anglers to estimate fishery attributes (e.g., catch, harvest, and effort data); and angler demographics, satisfaction, and preferences.	Annual statewide harvest survey is implemented. Economic /Angler preferences/satisfaction survey is implemented every 5 years.	Improve our understanding of fishery uses as well as public needs and expectations relative to the fishery resources of the state.
Develop a policy to assemble and archive existing and future research data into an accessible digital format.	A policy is implemented.	Manage current and future research data such that it can be easily accessed by staff, other agencies, and the public.

Objective 2. Publish research results that are peer-reviewed, well written, and timely.

Goal 2: Fisheries Research Objective 2		
Activity	Measure or Deliverable	Purpose
Provide all staff with adequate time and resources to complete reports, including biometric analysis, peer review(s), and technical and formatting assistance.	Complete 90% of all written reports within 2 years of completion of the project.	Enable staff to complete final written reports within the 2-year target window. Meet contractual funding obligations. Timely publishing of contemporary fisheries studies information.
Promote peer-reviewed journal article authorship and nominate staff members who author such research findings for a Director's Achievement Award.	Number of peer-reviewed journal articles published Division-wide over a 2-year period.	Present research findings and methodologies to a broad audience of scientists, and recognize the research staff that publishes outside of the ADF&G series.

Goal 3: Fisheries Enhancement

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

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

Objective 1. Conduct enhancement activities in a manner that does not adversely impact wild fish and habitats.

Goal 3: Fisheries Enhancement Objective 1		
Activity	Measure or Deliverable	Purpose
Adhere to the policies on genetics, pathology, lake stocking, and for waters bearing anadromous fish.	Follow all fisheries policies unless a mutually agreeable compromise has been negotiated with the pathology/genetics staff.	Maintain the integrity of Alaska’s wild fisheries.
Review established policies on genetics, pathology, lake stocking, and for waters bearing anadromous fish on a 5-year rotation.	Review and update the policies on genetics, pathology, lake stocking, and waters bearing anadromous fish, based on new techniques or standards.	Ensure that adequate protections are in place for wild stocks when enhancement is being used to create or augment fishing opportunities.
Assess the effects of anadromous stockings on wild fish.	Number of assessment efforts.	Confirm that our stocking activities do not impact wild stocks.

Objective 2. Meet regional enhancement needs for prioritized anadromous and freshwater fisheries.

Goal 3: Fisheries Enhancement Objective 2		
Activity	Measure or Deliverable	Purpose
Implement a Statewide Stocking Plan focused on regional priorities.	Achieve statewide stocking release objectives 90% of the time (numbers of fish, target size, and release date). Number of locations stocked annually statewide.	Increase fishing opportunities for recreational anglers.

Objective 3. Produce and stock fish in a manner that is safe, biologically sound, cost-effective, and utilizes best practices.

Goal 3: Fisheries Enhancement Objective 3		
Activity	Measure or Deliverable	Purpose
Maintain, develop, monitor, and assess partnerships with PNP hatcheries as needed to meet the Statewide Stocking Plan production goals.	Maintain existing partnerships with PNP hatcheries and develop new partnerships as needed.	Improve cost effectiveness of enhancement activities to maximize funding used by the Division.
Conduct post-stocking assessments for fish size, age, and relative abundance in prioritized water bodies.	Number of stocked lakes assessed.	Assess fish survival and/or harvest rates so stocking plans may be adjusted to optimize benefits.

Goal 4: Fish Habitat

Conserve habitats to sustain recreational fisheries resources

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

Objective 1. Protect fish habitat.

Goal 4: Fish Habitat Objective 1		
Activity	Measure or Deliverable	Purpose
Revise Alaska’s Anadromous Waters Catalog (AWC) and Alaska Freshwater Fish Inventory Database (AFFID) through solicitation of information, data collection and compilation, analysis, and publication of results.	<p>Annually add at least 1,000 priority stream miles to the AWC and update by June 1.</p> <p>Annually inventory at least 140 survey sites (streams and lakes) in total from at least four prioritized sub-basins for the AFFID.</p> <p>Update the AFFID and the ADF&G Fish Resource Monitor online mapping application after each field season.</p>	<p>Give applicable statutory/regulatory protections for fish habitat that ensure sustainability of fish stocks.</p> <p>Document the status of fish populations and associated habitats in freshwater systems, and provide this information to the public.</p>
Protect quality fish habitat by administering grant funds and collaborating with appropriate private organizations and government agencies.	<p>Annually collaborate with local entities to conserve 1,500 feet or 3,000 square feet of fish habitat and riparian vegetation on fish-bearing waters.</p> <p>Division staff represents the department on National Fish Habitat Partnerships steering committees and potentially on other associated committees to provide technical support.</p>	Work collaboratively to protect fish habitat.

Goal 4: Fish Habitat Objective 1		
Activity	Measure or Deliverable	Purpose
Work with permitting agencies to obtain priority water rights under state water law to maintain and protect water flows important to sustaining fish habitat.	Maintain or install at least two gage stations on priority watersheds per year to monitor water flows and ensure minimum flow rates are sustained. Annually file 10 applications for reservation of water for priority water bodies.	Ensure adequate water flows for fish habitat in important fish-bearing waters for future years, in the event of unforeseen competing uses.

Objective 2. Improve or restore degraded fish habitat.

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

Objective 3. Minimize impacts of invasive species on recreational fish stocks and habitat

Goal 4: Fish Habitat Objective 3		
Activity	Measure or Deliverable	Purpose
Develop and implement field detection and monitoring protocols for invasive species.	Develop and/or implement at least one field detection/survey protocol and one monitoring protocol, for invasive species per year.	Effectively detect invasive species presence.
Develop and support community-based invasive species monitoring programs.	Provide annual support and training to at least one new community-based invasive species monitoring program.	Foster collaboration in the detection of invasive species.
Eradicate prioritized aquatic invasive species detrimental to recreational fisheries.	Eradicate or suppress at least one aquatic invasive fish species in a given lake or stream every 3 years, which will require development of a treatment plan for public review. Meet at least once every 2 years with other agencies to prioritize aquatic systems for eradication and/or treatment projects.	Eliminate, or at least minimize, negative impacts of aquatic invasive species.

Goal 5: Communication and Outreach

Inform and communicate with the public about recreational fishing

Core Function Statement: An informed and participatory public is central to the Division's management and decision-making processes. Outreach activities are directed at promoting recreational fishing by recruiting and retaining anglers of all ages through innovative skill-building opportunities and promotional campaigns. In addition, these activities are directed at providing anglers and other members of the public with information about recreational fisheries management, research, enhancement, and educational programs. Fisheries information may be disseminated using a variety of media and may include such specific topics as changes to regulations, salmon run strength, listings of lakes most recently stocked, invasive species issues, fishing tips, and fishing trip planning information.

Objective 1. Provide information on recreational fishing opportunities, stewardship, fisheries enhancement, angler access, regulation compliance, research, and fisheries management.

Goal 5: Communication and Outreach Objective 1		
Activity	Measure or Deliverable	Purpose
Maintain Public Information Centers in all regional and area offices.	Staff Public Information Centers year-round in all regional offices and at least seasonally in all area offices.	Provide exceptional customer service to the public.
Keep the Division's website content updated and applicable to anglers.	Post new and updated content to the website within 10 days of receipt to ensure relevance. Review website content quarterly; remove outdated content and archive if necessary.	Provide easily accessible, up-to-date, and relevant information public.
Develop communication plans that describe key messages, products, and delivery methods for conveying relevant information to the public.	Number of statewide topic-specific communication plans covering high-priority messages.	Provide accurate and consistent messages to the public.
Provide timely, in-season updates regarding fisheries information and management actions that affect anglers through a variety of media.	Distribute emergency orders the same day they are issued. Post fishing reports online and record reports on hotline numbers during the summer season. Post fish counts (tower and sonar) the same day they are received.	Provide anglers with the most current information regarding in-season sport fishing opportunities and any regulatory changes that may affect their compliance while participating in those fisheries.

Goal 5: Communication and Outreach Objective 1		
Activity	Measure or Deliverable	Purpose
Provide public educational experiences at the William Jack Hernandez and Ruth Burnett Sport Fish Hatcheries.	Identify and secure strategic partnerships and third-party funds to support the development of visitor space at both ADF&G sport fish hatcheries.	Improve public understanding of hatchery enhancement activities and the Division's mission.

Objective 2. Promote participation in recreational fishing.

Goal 5: Communication and Outreach Objective 2		
Activity	Measure or Deliverable	Purpose
Offer timely and relevant experience-based recreational fishing skill-building opportunities to the public and other interested parties.	Offer at least 10 recreational fishing skill-building opportunities per region per year.	Provide hands-on, learning opportunities to teach the public and other interested parties how to participate in Alaska's recreational fishing opportunities.
Provide the tools and resources necessary to participate in Alaska's road-accessible sport fisheries.	Develop and implement a statewide public outreach strategy such as wefishak . Maintain rod loaner program statewide.	Promote sport fishing as a fun and inexpensive activity to increase participation.
Develop and cultivate relationships with recreational anglers, the public and relevant agencies.	Number of public events, such as tradeshows, in which the Division participates. Number of area and regional information centers staffed.	Maintain relationships with key stakeholders and user groups.
Promote sport fishing in cooperation with the Alaska Convention and Visitors Bureau, the sport fish guide industry, and other strategic partners.	Continue an annual email campaign with the Alaska Department of Commerce, Community, and Economic Development. Number of non-resident license sales.	Maintain or increase participation among non-residents and visitors.

Objective 3. Modernize the Division’s approaches to communicating with, and providing services to, recreational anglers and the public.

Goal 5: Communication and Outreach		
Objective 3		
Activity	Measure or Deliverable	Purpose
Develop online tools as part of the ADF&G licensing modernization project to improve public ease in obtaining products and services from the Division and report angling data.	<p>Develop prioritized list of products and services offered as an outcome of the licensing modernization project.</p> <p>Implement an electronic sport fish guide logbook reporting system.</p> <p>Implement online issuance and reporting of Personal Use Permits.</p>	Modernize the Division’s reporting and information delivery tools to improve customer service.
Develop online tools to improve public ease in obtaining information from the Division that will aid their participation in recreational fishing.	<p>Develop prioritized list of products and services.</p> <p>Develop and implement an interactive trip planning tool.</p> <p>Annual updates to the Recreational Boating Access project site website and online stocked lakes map series.</p> <p>Develop and implement data-driven and geographic-based web- and mobile-friendly sport fishing regulation applications.</p>	Provide contemporary approaches to obtaining information on Alaska’s recreational fishing resources by reducing informational barriers and promoting higher rates of participation.
Utilize existing social media platforms to share information and build relationships with the public.	Implement robust social media communication strategy that effectively measures public engagement and effectiveness.	Communicate and have meaningful dialogue with the public.

Goal 6: Internal Operations

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

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

Objective 1. Recruit, develop, and retain highly qualified and motivated staff.

Goal 6: Internal Operations Objective 1		
Activity	Measure or Deliverable	Purpose
Provide Division staff with training opportunities for professional development and job advancement.	Employee and supervisor include training goals in annual performance evaluations, which include identification of cross-function or intra-division training opportunities, and review progress periodically. Provide division and state orientation resources to all new employees.	Support staff development in best practices to increase understanding of the agency and retain internal staff.
Support internship programs for high school and undergraduate students.	Number of interns hired.	Foster the next generation of Division employees.
Support graduate-level fisheries-related education.	Continue Reimbursable Service Agreement with the University of Alaska Fairbanks to support three graduate students. Number of employees supported under the ADF&G graduate studies programs.	Promote and train the next generation of Division employees.

Objective 2. Promote a positive, energized workplace where people feel valued and do their best work.

Goal 6: Internal Operations Objective 2		
Activity	Measure or Deliverable	Purpose
Provide staff with appropriate tools, technology, and equipment to perform the essential functions of their positions.	Identify equipment replacement needs during annual inventory. Review computer inventory annually to ensure equipment is replaced in accordance with ADF&G standards.	Enable staff to perform their duties efficiently and effectively.
Develop and implement a Division-specific employee satisfaction survey.	Administer a survey annually. Percentage of employees participating. Summary of survey provided to division staff annually.	Identify areas for improvement in energizing the workplace and workforce.
Hold regular administrative workshops and encourage participation by non-administrative staff.	Hold at least one administrative statewide meeting every other year and one regional meeting annually. Invite five local office, non-administrative staff members (e.g., regional supervisor, biologists, biometricians, etc.) to participate in administrative workshops.	Implement, train, and maintain standardized division policies and procedures in the areas of budget, personnel, recruitment, payroll, accounting, inventory, and procurement, and provide on-the-job training to a large group of administrative staff at one time.
Staff uses the Strategic Plan and works toward achieving the Division's vision and strategic priorities.	All staff members are aware of the Strategic Plan. Strategic plan referenced in division communications.	Achieve Division's vision and strategic priorities.
Continue to support an internal employee awards program.	Encourage staff to nominate at least one employee/team per year, per category, for a Director's Award. Have the Division Director nominate at least one employee/team per category for the Governor's Award program.	Recognize highly motivated and valued employees.
Develop and implement a Division-specific electronic exit survey.	Administer exit surveys to all departing staff. Provide summary of exit survey responses to DLT annually.	Opportunity for exiting employees to provide reason for departure, comment, and identify areas of strength and need for improvement.

Objective 3. Operate in a fiscally responsible manner.

Goal 6: Internal Operations Objective 3		
Activity	Measure or Deliverable	Purpose
Provide current internal budget and financial data.	All Division Budget Requests, Mid-year-Audit, and Allocations are completed on time. Reconcile project expenditures on a monthly basis. Update and review Fund Balance at least twice per year with the DLT.	Plan effectively at the organizational and regional levels based on financial considerations and constraints.
Improve the process to prioritize incoming or existing project budgets among programs and/or regions that are consistent with the Strategic Plan.	Establish meaningful and flexible criteria for the budgeting process.	Plan effectively at the organizational and regional levels based on financial considerations and constraints.
Develop a Division-wide protocol to assist staff pursuing grants.	Budget authority exists for all grant proposals submitted. Grant proposals align with the Strategic Plan.	Provide staff with a consistent and well-defined Division-wide approach in pursuing competitive grants and other outside funding.
Train all lead program staff in budgeting, expenditure tracking, and auditing.	Budget training module created, implemented, and assessed.	Manage projects and programs effectively to stay within the appropriation and avoid over-expenditures.
Protect the state's authority over federal Sport Fish Restoration Program funds and ensure funds are not diverted for other purposes.	All of Sport Fish Restoration funds and licensed revenues are spent for eligible purposes.	Ensure congressional/legislative intent of the funding.

Objective 4. Improve internal communication.

Goal 6: Internal Operations Objective 4		
Activity	Measure or Deliverable	Purpose
Assess effectiveness of internal communication practices.	Develop Internal Communication Assessment Survey and administer annually.	Establish a baseline and identify gaps in division internal communications practices.
Regular communication between the DLT and staff.	Distribute DLT notes to staff within 4 weeks of the meeting date. Provide opportunities for staff to participate in DLT meetings.	Provide clear and consistent information to all staff.
Conduct regular staff meetings at area and regional offices.	Hold at least one annual staff meeting per region (not in conjunction with operational planning, area review, or administrative workshop).	Promote knowledge of Division activities and report on progress on the activities outlined in the Strategic Plan.
Hold statewide function-specific meetings for each function group (e.g., Research, Management, Enhancement, or Administrative Coordination).	Number of function-specific meetings held.	Promote knowledge of Division activities and report on progress on the activities outlined in the Strategic Plan.

Definitions and Acronyms

ADF&G	Alaska Department of Fish and Game (http://www.adfg.state.ak.us/).
AFFID	Alaska Freshwater Fish Inventory Database—houses freshwater fish (anadromous and resident)-occurrence data sets compiled from a variety of sources. Most records in the AFFID come from ADF&G fish and aquatic habitat inventories.
Anadromous fish	Fishes that spend most of their life at sea and migrate to fresh water to spawn (reproduce); Pacific salmon are an anadromous species.
Area office	The Division has several area offices located throughout the state; they are administrated under the Regional Offices. Area offices may only be staffed seasonally.
AWC	Anadromous Waters Catalog—the regulatory tool established by statute [Alaska Statute 16.05.871(a)] to specify the various rivers, lakes, and streams of Alaska that are important to the spawning, rearing, or migration of anadromous fishes.
AWT	Alaska Wildlife Troopers.
BOF	The Alaska Board of Fisheries, a seven-member board appointed by the governor and confirmed by the legislature, sets seasons, bag limits, methods, and means for the state’s subsistence, commercial, sport, guided sport, and personal use fisheries, and also is involved in setting policy and direction for the management of the state’s fishery resources. The board is charged with making allocation decisions, and ADF&G is responsible for management based on those decisions (http://www.boards.adfg.state.ak.us/fishinfo/index.php).
CIP	Capital Improvement Project.
Communication Plan	A tool used to identify target audience and the means by which to reach it, determine key message(s), identify materials to be produced, identify staff/equipment resources, and describe an approach and timeline for implementation.
DCF	Division of Commercial Fisheries.
Division	Division of Sport Fish.
DLT	Division Leadership Team—consists of the director, deputy director, assistant directors, regional supervisors, fisheries scientist, administrative operations manager, and an administrative officer.

Enhancement	Increasing fish stocks, such as through supplemental hatchery production.
Estuarine	Referring to a partially enclosed body of water (such as a bay, lagoon, sound, or slough) where two different bodies of water, typically fresh and salt waters, meet and mix.
FY	Fiscal Year—the state fiscal year is from July 1 through June 30.
Invasive Species	Fish, animals, or plants that are both non-native to a particular ecosystem and whose introduction causes or is likely to cause economic or environmental harm or harm to human health.
Management Area	The area over which a management biologist has authority, generally defined by drainage area(s).
NGO	Non-governmental organization.
NFHAP	National Fish Habitat Action Plan (http://fishhabitat.org/).
PNP	Private non-profit hatchery; the operation and maintenance of PNPs are supported, in part, through taxes and cost recoveries from commercial fisheries.
Regional Office	The division has three Regional Offices located in Anchorage, Fairbanks, and Juneau. The management of the different geographic regions (Southeast, Southcentral, and Interior) is based out of these Regional Offices.
Reservation of Water	A water right (appropriation of water) to maintain a specific flow rate in rivers (or level of water in rivers and lakes) for one or a combination of four types of uses: (1) protection of fish and wildlife habitat, migration, and propagation; (2) recreation and parks purposes; (3) navigation and transportation purposes; and (4) sanitary and water quality purposes.
Stewardship	Principles contributing to the conservation of a fishery that persists and obtains yields on a continuing basis; characterized by fishing activities and habitat alteration, if any, that do not cause or lead to undesirable changes in biological productivity, biological diversity, or ecosystem structure and function, from one human generation to the next.
State Waters	Internal waters of the state including rivers, streams, lakes and ponds, the tidal zone of the state from mean higher high water to mean lower low water, and those waters extending generally 3 miles seaward.
Sustained Yield	Sustained yield is an output of renewable resources that does not impair the productivity of the resource; it implies a balance between

removal through the activities of the fishery and replenishment through incremental growth and/or recruitment of the stock. The sustained yield principle is one of the fundamental elements of dependable recreational fisheries in Alaska. ADF&G has a statutory responsibility to manage the use of wild fish stocks for sustained yield [AS 16.05.730(a)]. Scientifically based assessments of wild stocks are the foundation of the sustained yield principle.

Division of Sport Fish Regional and Area Offices

Headquarters

(907) 465-4180

1255 W. 8th Street; PO Box 115526, Juneau, AK 99802-5526

Ruth Burnett Hatchery: (907) 451-2661; 1150 Wilbur Street, Fairbanks, AK 99701-4063

William Jack Hernandez Hatchery: (907) 269-2000; 941 N. Reeve Boulevard, Anchorage, AK 99501-1773

Statewide Boating Access: (907) 267-2264; 525 W. 67th Avenue, Anchorage, AK 99518-1555

Region I (Southeast)

Regional Office

(907) 465-4270

Douglas Island Center Building, 802 3rd Street, PO Box 110024, Douglas, AK 99811-0024

Craig Area Office: (907) 826-2498; Westwind Plaza, Suite 302,

PO Box 668, Craig, AK 99921-0668

Haines Area Office: (907) 766-2625;

Mile 1 Haines Highway, PO Box 330, Haines, AK 99827-0330

Ketchikan Area Office: (907) 225-2859;

2030 Sea Level Drive, Suite 205, Ketchikan, AK 99901-6073

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

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

Wrangell Area Office (seasonal): (907) 847-3822; 215 Front Street, Wrangell, AK 99929-0200

Yakutat Area Office: (907) 784-3222;

1 Fish & Game Plaza, PO Box 49, Yakutat, AK 99689-0049

Region II (Southcentral)
Regional Office
(907) 267-2218
333 Raspberry Road, Anchorage, AK 99518-1565

Cordova Area Office (seasonal): (907) 424-3212;

401 Railroad Avenue, PO Box 669, Cordova, AK 99574-0669

Dillingham Area Office: (907) 842-2427;

546 Kenny Wren Road, PO Box 230, Dillingham, AK 99576-0230

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

Kodiak Area Office: (907) 486-1880; 351 Research Court, Kodiak, AK 99615-6327

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

Soldotna Area Office: (907) 262-2737;

43961 Kalifornsky Beach Road, Suite B, Soldotna, AK 99669-8276

Region III (Interior)
Regional Office
(907) 459-7207
1300 College Road, Fairbanks, AK 99701-1551

Bethel Area Office (seasonal): (907) 543-1677; 570 4th Avenue, PO Box 1467, Bethel, AK 99559-1467

Delta Junction Area Office: (907) 895-4632;

Mile 266.5 Richardson Highway, PO Box 605, Delta Junction, AK 99737-0605

Glennallen Area Office: (907) 822-3309;

186.3 Glenn Highway, PO Box 47, Glennallen, AK 99588-0047

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

Research and Technical Services
Regional Office
(907) 267-2370
333 Raspberry Road, Anchorage, AK 99518-1565



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USFWS, 4040 N. Fairfax Drive, Arlington VA 22203, or

OEO, US Department of the Interior, Washington DC 20240

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