

December 06, 2018

Alaska Boards of Fish and Game:

Please consider this letter a statement of my interest in applying to become the Commissioner of the Alaska Department of Fish and Game. Per the announcement, attached are a resume and the names of three professional references. Following are statements pertaining to my resource management philosophy and personnel management philosophy. I look forward to discussing these with you in the event you select me for consideration.

Resource management philosophy

Five principles form the foundation of my resource management philosophy. These include the public trust doctrine, the North American Wildlife Conservation model, the sustained yield principle, the principle of citizen involvement in resource use, and state authority to manage fish and wildlife and their uses.

The public trust doctrine states that certain resources are preserved for public use, and that the government is required to maintain them for the public's reasonable use. I believe that fish and wildlife resources are public resources which are preserved for public use, subject to sustained yield principles and allocation decisions by publically appointed officials (the Alaska Boards of Fish and Game). I also believe that the Commissioner has trustee responsibilities over these resources that are based on direction provided by the Alaska Constitution and the citizenry through their elected and appointed officials. As Commissioner, I would support and implement this doctrine and its underlying principles and work to assure that our fish and wildlife resources are managed for their public use in the best interests of the economy and well being of the state and its citizens.

The North American Wildlife Conservation Model has two foundational principles—that our fish and wildlife belong to all citizens, and are to be managed in such a way that their populations will be sustained forever based on scientific principles. I believe that Alaska's fish and wildlife resources belong to all Alaskans for their use subject to allocation decisions of the Alaska Boards of Fish and Game. I also support the principles of sustained yield management informed by sound scientific information (as further described below). I would implement the principles of the North American model and support the user stewardship responsibilities associated with it.

The sustained yield principle requires resource managers to assure that public resources are not over-utilized in the short-term in a manner that jeopardizes their long-term sustained yield and benefits for current and future generations. This principle is embedded in Alaska's constitution and the authorities of the Commissioner of the Department of Fish and Game. I support this principle and would implement it as Commissioner. I would exert the authorities of the Commissioner and recognize and work within the authorities of publicly appointed Boards and Commissions. I believe that sustained yield can have different targets depending upon the population. Many, if not most, Alaska's fish and wildlife

populations should be managed for their maximum sustained yield, including many of our salmon and ungulate populations. Other populations, such as rainbow trout and some predator populations, should be managed for some other level of optimized yield different from maximum sustained yield.

I also support the principle of citizen involvement in resource use and allocation. I support the roles and responsibilities of the publically appointed boards and commissions (e.g., Boards of Fish and Game) including their citizen advisory boards, in resource management. As Commissioner I will assure that the Boards have the best available information to inform their resource allocation decisions and will work to assure that adopted management plans and goals are implemented whenever they do not impact the sustainability of the target population.

I also support ensuring that the state continues to provide its constitutionally guaranteed subsistence priority given its importance for food and cultural security throughout our state. I believe we have made progress in this area notably in our recognition that a subsistence priority is meaningless unless it is coupled with resource abundance. As such I support our current efforts focused on active management and oppose efforts focused on passive management that allows important food resources to fluctuate within their natural ranges. Such passive management approaches are ill-equipped towards ensuring stable resource availability or to meet future demands.

Finally, I am a strong advocate of the rights of sovereign states to manage fish and wildlife within their borders and as Commissioner would advocate and defend this right, as well as the rights of Alaskans and our visitors to access and use these resources. I would also fight unjustified intrusions into our state authorities through federal laws such as the Endangered Species Act. As Commissioner, I would ensure that decisions are based on sound science and challenge those that are not.

Personnel management philosophy

Several principles form the foundation of my personnel management philosophy.

First, public policy decisions are always the responsibility of officials elected by the citizenry or their appointed officials, including the Commissioner and the Alaska Boards of Fish and Game. Scientists can appropriately inform these decisions by informing policy makers and elected officials, but they should not be making the actual policy decisions. As Commissioner, I would have a responsibility to allow scientists and other experts within and outside the Department to inform me on any and all topics, but I would recognize that the authority to make policy decisions lies with officials either elected or appointed, including the Commissioner. In short, science would *inform* my decisions, but not make them. I recognize that there are many other inputs into the decision process than science only.

Second, I believe that supervisors have the authority and responsibility to establish goals and operational sideboards for their staff. As Commissioner, I would set the direction (establish the goals), in consultation with the Governor and the Boards, and assure that all staff understand their responsibilities and roles in attaining these goals. When needed, I would not hesitate to tighten operational sideboards to assure staff stay within their assigned roles. As roles become understood, I would consider relaxing operational sideboards. So long as staff are working towards established goals

within their defined operational sideboards, I believe they should be allowed to work independently using their areas of expertise. While I understand that not all will agree with established goals or defined operational sideboards, I believe that articulating and enforcing them will improve moral.

Finally, I support hiring and supporting a well-qualified work force that can assure the Department is able to meet its mission and goals. As Commissioner, I would work to assure the Department is able to recruit and retain a well-qualified work force that is capable to meeting the challenges facing it, both presently and into the future. The department must remain competitive in terms of being able to recruit and maintain a workforce if it is able to meet today's and tomorrow's resource management challenges.

Respectively,

Doug Vincent-Lang

Douglas S. Vincent-Lang

[REDACTED]
Anchorage, Alaska [REDACTED]
[REDACTED]
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Summary of Qualifications: 34+ years of experience in the fields of natural resource research and management.

Public and Agency Communication Experience:

- Represented the Alaska Department of Fish and Game in a variety of public and interagency forums on both policy and regulatory issues.
- Worked with the Alaska State Legislature and U.S. Congress on issues and legislation related to fish and game management in Alaska. Presented testimony to both bodies numerous times.
- Worked with the Alaska Board of Fisheries and Alaska Board of Game chairing special task forces. The outcomes of these efforts led to development of several management plans and regulations.
- Represented the Alaska Department of Fish and Game in meetings with public organizations to resolve differences or to explain or defend agency decisions.
- Worked with the University of Alaska conducting joint research and serving on graduate committees.
- Led an information/outreach services unit.
- Developed and lead a strategic planning team.

Management and Administrative Experience:

- Director, Division of Wildlife Conservation, Alaska Department of Fish and Game
- State of Alaska Endangered Species Act Coordinator
- Directly hired and supervised staff and been responsible for their daily activities and evaluations.
- Responsible for preparation and management of budgets exceeding \$5 million.
- Served as a special assistant in the Commissioner's Office of the Alaska Department of Fish and Game.
- Led the Alaska Department of Fish and Game's habitat and restoration unit.

Communication Experience:

- Prepared numerous peer-reviewed articles and reports for publication in professional journals and other forums.
- Prepared numerous briefing reports and written correspondences.
- Presented numerous talks in both professional and public forums.
- Provided testimony to the Alaska State Legislature and U.S. Congress.
- Moderated workshops and sessions at professional meetings.
- Chaired numerous task forces and other working groups.
- Appointed to various teams and work groups.

Research Experience:

- Led a 30-member research group tasked with evaluating habitat needs and instream flow requirements of fish in an ecosystem potentially impacted by hydroelectric development. The outcome of this work was recommended instream flow requirements for several species of fish present in the drainage.
- Led a research effort developing a process for evaluating impacts to riverine ecosystems from bank angling and recommended research to evaluate impacts and management strategies to reduce impacts. The outcome of this effort was a regulatory management plan that aims to reduce impacts to critical riparian habitats, while maintaining recreational opportunity.
- Led a team responsible for research and management of marine sport fisheries in the North Gulf of Alaska.
- Evaluated ecosystem-level impacts associated with oil and gas development in the Arctic Coastal Plain and Chukchi and Beaufort Seas.
- Oversight of the Alaska Department of Fish and Game's habitat restoration and research program.
- Oversight of the Kachemak Bay National Estuarine Research Reserve, a joint venture between the Alaska Department of Fish and Game and the U.S. Department of Commerce.

Employment History:

Director, *Division of Wildlife Conservation, Alaska Dept. of Fish and Game.*
January 2012 – December 2014. Anchorage, Alaska. Supervisor: Cora Campbell.

Lead responsibility for management of Alaska's wildlife under sustained yield principles and public trust doctrine principles. Responsible for a staff of over 300 people and an annual budget of over 50 million dollars. Lead for Alaska Board of Game interactions. Lead responsibility for legislative wildlife issues, both on a statewide and national level. Department lead for the Western Association of Fish and Wildlife Agencies. Department representative on the Department's official foundation.

Special Assistant, *Alaska Dept. of Fish and Game, Commissioner's Office.*
August 2006 – December 2011. Anchorage, Alaska. Supervisor: Denby Lloyd/Cora Campbell.

Coordinate development of policy across state agencies on Endangered Species Act issues throughout Alaska. Coordinate the development of climate change policies and strategies for the Department. Represent the Department on the Governor's Resources and Climate Change sub-cabinets. Prepared the Department's first ever climate change strategy. Co-chaired the Research Needs Work Group under the Governor's Climate Change Sub-cabinet. Work with user groups, the legislature, various regulatory agencies, universities, and other resource agencies representing the department and its policies and positions. Chaired the State's Endangered Species Act policy group, composed of the Department's of Fish and Game, Natural Resources, Law, Commerce and Economic Development, and the Governor's Office. Represented the State on national ESA Task Force.

Special Assistant, *Alaska Dept. of Fish and Game, Division of Sport Fish.*
July 2005 – August 2006. Anchorage, Alaska. Supervisor: Kelly Hepler [REDACTED].

Coordinated development of policy on a wide range of issues related to the research and management of fish and wildlife throughout Alaska. Worked with user groups, the legislature, various regulatory agencies, universities, and other resource agencies representing the department and its policies and positions. Led the Department effort on recreational fishing issues in marine waters off Alaska.

Assistant Director, *Alaska Dept. of Fish and Game, Division of Sport Fish.*
June 1999 – June 2005. Anchorage, Alaska. Supervisor: Kelly Hepler [REDACTED].

Coordinated development of policy on a wide range of issues related to the research and management of sport fisheries throughout Alaska. Worked with user groups, the legislature, various regulatory agencies, universities, and other resource agencies representing the department and its policies and positions. Acted as the Sport Fish Division lead on a state-federal subsistence fisheries liaison team. Supervised a strategic planning team in charge of Divisional planning efforts. Led the Alaska Department of Fish and Game's habitat and restoration unit. Evaluated the development of marine protected areas for groundfish.

Visiting Professional, *U.S. Fish and Wildlife Service - Management Assistance Team.*
August 1998 – June 1999. Fort Collins, Colorado. Supervisor: Spencer Amend [REDACTED].

Developed a process model that a resource agency could use to develop a strategically planned outreach or communication program. Acted as an advisor to the team on a variety of issues related to working with state fish and wildlife agencies on planning, budgets, marketing and outreach, personnel, leadership development, working with diverse groups, and agency reviews. Moderated or presented workshops with regional associations of fish and wildlife agencies.

Employment History (continued):

Research/Management Biologist, Alaska Dept. of Fish and Game, Division of Sport Fish.
August 1981 – August 1998. Anchorage, Alaska. Last Supervisor: Kevin Delaney

Held a variety of positions associated with the research and management of sport fisheries in Alaska:

- Served as an Assistant to the Director, working with user groups, the legislature, various regulatory agencies, universities, and other resource agencies representing the department and its policies and positions.
- Supervised an information services/outreach unit responsible for communicating department positions and policies and educating the public regarding regulations and fishing opportunities.
- Supervised a \$1.4 million annual access program responsible for providing environmentally-responsible access to recreational fisheries throughout southcentral Alaska.
- Supervised a 30-member research unit directed with evaluating the impacts of hydroelectric development on instream flows and fish and wildlife resources.
- Supervised a unit responsible for research and management of recreational marine fisheries throughout Alaska.
- Led a task force responsible for developing regulations for sport fishing guides and outfitters operating in Alaska.
- Represented the department on various national and international boards and commissions.
- Worked as an area management biologist responsible for research and management of marine recreational fisheries in the North Gulf of Alaska.
- Supervised an outreach/information services section.

Education:

M.S., Biological Oceanography, 1980, University of Alaska - Fairbanks.

B.S., Population Dynamics/Biology, 1978, University of Wisconsin - Green Bay.

Professional Highlights:

Wildlife Management:

- **Director**, Division of Wildlife Conservation, Alaska Department of Fish and Game.
- **Western Association of Fish and Wildlife Agencies** – Lead Department representative; Won the Agency’s President Award
- **State ESA Policy Lead** – Coordinated state policy related to federal ESA issues.
- **Conservationist of the Year Award** – Alaska Chapter Safari Club International.

Fisheries Management:

- **Assistant Director**, Division of Sport Fish, Alaska Department of Fish and Game.
- **Shark Management Plan** - Led a research effort that resulted in development of management plans aimed at sustaining shark fisheries in state waters.
- **Kenai River Riparian Habitat Management Plan** – Led a research effort that resulted in the development of a regulatory management plan aimed at sustaining recreational fisheries along the banks of the Kenai River.
- **Wild Rainbow Trout Management Plan and Sustainable Fishery Policy** - Led a task force charged with the development of management plans and regulations aimed at sustaining Alaska’s wild rainbow trout fisheries.

Policy:

- **State ESA Policy Lead** – Coordinated state policy related to federal ESA issues.
- **Climate Change** – Led Department effort to develop a department strategy on climate change and represented the Department and/or state on federal climate efforts and initiatives.
- **Sub-cabinets** – Represented the Department on the Governor’s Resources and Climate Change Sub-cabinet

Professional Highlights (continued):

Organizational:

- **Director**, Division of Wildlife Conservation, Alaska Department of Fish and Game.
- **Habitat and Restoration** – Led the Department’s habitat and restoration unit.
- **Development and Hiring of Sport Fish Planning Team** – I hired and led a planning team that developed a first ever strategic plan for the Division of Sport Fish and that has integrated planning into the management of Alaska’s recreational fisheries.
- **Susitna Hydro** - Led a 30-member research group tasked with evaluating habitat needs and instream flow requirements of fish in an ecosystem potentially impacted by hydroelectric development.
- **Kachemak Bay National Estuarine Research Reserve** – Developed a strategic plan for the KBNERR, a joint venture between the Alaska Department of Fish and Game and the U.S. Department of Commerce
- **Board Member** – Outdoor Heritage Foundation of Alaska (2014-present)
- **Board Member** – Alaska Chapter Safari Club International (2012-present)
- **Board Member** – Resource Development Council (2014-present)

Legislative:

- **State Legislature** - Numerous testimonies to the Alaska State Legislature on numerous topics.
- **US Congress** – Numerous testimonies to the US Congress on numerous topics.
- **State Legislation to Bond Hatchery Upgrades** – Led the Department effort the successfully pass legislation to bond the upgrade of state hatcheries using a surcharge to sport fishing licenses.
- **Federal Legislation to Fix Federal Aid** – Worked with the U.S. Congress to pass the Federal Aid Improvement Act.
- **Sport Fish Guide Licensing** – Led the Division of Sport Fish effort to successfully pass legislation requiring licensing of the Alaska sport fishing guide industry.
- **Hatchery Bond/License Fee Legislation** - Led the Division of Sport Fish effort to successfully pass legislation to replace the Division aging hatchery infrastructure.

International:

- **Polar Bears** – Part of US Delegation on Range States Polar Bear Group, US-Russia bilateral on polar bears, and US-Canada MOU on polar bears.
- **Convention on the International Trade of Endangered Species (CITES)** – Represent the state on the International Relations Committee for the Association for Fish and Wildlife Agencies.
- **International Porcupine Caribou Herd Working Group** – Presidential appointed representative to this international Board

Professional References for Doug Vincent-Lang

Cora Campbell, past commissioner ADFG

McKie Campbell, past commissioner ADFG

Eddie Grasser, chair Outdoor Heritage Foundation Alaska