



Direction



FY 2019-2022
Annual Strategic Plan

The Director's Message



This plan outlines the FY 2019-2022 agency objectives and expectations set by the Idaho Fish and Game Commission and my direction to staff.

The Legislature granted us an extraordinary opportunity to be the first fish and game agency in the nation to implement the innovative Price Lock concept to let hunters, anglers, and trappers lock in their 2017 license and tag fees by purchase of a season license each year for at least the next five years. Revenue from consistent annual license purchases, combined with revenue from resident and certain nonresident license increases bring important new management resources to regain and enhance priority programs that shrunk during the great recession. The Department is following through on our list of revenue priorities, such as modernizing hatcheries and increasing fish production, spending more to support public shooting ranges, and conducting more population surveys to support management decisions to benefit our license buyers. As an

example, increases in resident fish hatchery production are being implemented to allow stocking of catchable trout to increase by 17% in 2019.

New revenue from the fee bill that funds both depredation prevention and compensation is providing the foundation for additional capacity for effective responses to prevent deer and elk depredation on private lands. This important work will continue to be a key focus of the Department, which includes new hunting opportunities to reduce depredation. We have deployed seven new technicians to enable innovative and site-based solutions to wildlife depredation on private lands and to assist landowners with their compensation claims to offset economic impacts from wildlife damage.

The fee bill also includes new revenue specifically for sportsman access. We are enhancing our *Access Yes!* program to provide more access to private lands through lease agreements and are initiating a new access program to lease large blocks of land, such as corporate timberland to provide more contiguous opportunity. Our enhanced access program will mature and provide new benefits to hunters, anglers, and trappers during the cycle of this strategic plan.

Focus must continue on preserving Idaho's sovereign authority to preserve, protect, perpetuate and manage wildlife to ensure that new Endangered Species Act listings or other federal interventions are not necessary. This is the lens that we apply to all species management, whether it is setting a fishing season for steelhead, creating a hunting season for grizzly bears, or monitoring species such as wolverines and bats.

This plan provides direction for finalizing an almost twenty-year strategic effort to modernize our office facilities to improve customer service. The Idaho Fish and Wildlife Foundation has partnered with us to construct a new 27,000 square foot Southwest Regional Office directly off of I-84 in Nampa, which will increase space for critical services and allow for enhanced customer accessibility. A lease-to-purchase agreement with the Foundation means stability for our license buyers' investment, which has been a very successful model. In addition, the Legislature has approved FY2019 spending authority for a feasibility study of Boise headquarters options.

I am proud to say that Idaho Department of Fish and Game will continue to work with hunters, anglers, trappers, and other Idahoans to provide abundant fish and wildlife as the foundation for the rich wildlife outdoor heritage that they value and that enables their right to hunt, fish, and trap, enshrined in the Fish and Game mission and Idaho Constitution.

A handwritten signature in black ink that reads "Virgil Moore". The signature is written in a cursive, flowing style.

Virgil Moore
Director

Idaho Fish and Game Commission

The Idaho State Legislature created the Idaho Department of Fish and Game in 1899. In 1938, by voter initiative, the Fish and Game Commission was created to set policy for the Idaho Department of Fish and Game in its role to implement the State of Idaho wildlife policy. Commissioners are appointed from seven administrative regions by the governor and serve staggered, four-year terms.

The FY 2019 Commissioners are as follows: Brad Corkill (Panhandle), Daniel Blanco (Clearwater), Blake Fischer (Southwest), Greg Cameron (Magic Valley), Lane Clezie (Southeast), Derick Attebury (Upper Snake), and Jerry Meyers (Salmon). The Commission holds most of the regulatory authority for fish and wildlife management, and expresses its overall expectations to the Fish and Game in the 2015 Strategic Plan.



Brad Corkill



Daniel Blanco



Blake Fischer

OUR VISION

The Idaho Department of Fish and Game shall work with hunters, anglers, trappers and other Idahoans to provide abundant fish and wildlife that enables their right to hunt, fish and trap, and provides the foundation for the rich wildlife heritage they value, which is enshrined in the Fish and Game mission.



Greg Cameron



Lane Clezie



Derek Attebury
Chairman



Jerry Meyers
Vice-chairman

The Landscape 2019: Key External Factors

Difficulty in Forecasting Revenue — Due to recent mild winters, abundant game populations, success in strategically marketing nonresident tags, and general improvement in the overall economy, Fish and Game’s license revenue has been on an upswing since FY 2013. Maintaining this trend is largely dependent on factors outside of the agency’s control, such as wildfires, weather, and stream flows. The impact of severe weather from early in 2017 on hunting participation is extremely difficult to forecast. To mitigate these variables, Fish and Game received legislative approval in 2017 for its innovative “Price Lock” fee structure. Price Lock is a program that incentivizes Idaho’s resident sportsmen and women to “lock in” to lower cost licenses, permits, and tags by purchasing an annual license each year. Should the program be successful, it will improve Fish and Game’s revenue by reducing license “churn” (the infrequent purchase of annual licenses by Idaho residents) and therefore contribute to revenue sufficient to fund agency programs.

Energy Development — Idaho has the natural potential for wind, geothermal, hydro, and solar power. Potential effects to fish, wildlife, and habitat must be assessed and considered as in-state and out-of-state energy demands are addressed. The effects of both project and of landscape-scale energy development and infrastructure on sage-grouse will remain an emphasis of Fish and Game evaluation in the coming years.

Weather, Water, and Wildfire — Extreme weather conditions can create conditions that can affect local populations of wildlife. For example, a dry summer with low food availability for mule deer can cause low winter survival, and a severe winter also can decimate local mule deer populations. Spring conditions influence fuel loads which in turn affect the frequency and intensity of wildfires —which is a primary threat to sage-grouse. Wildfire not only impacts wildlife habitat, but also can close areas to hunting and hunters in the fall which in turn affects participation and agency revenue. Likewise, precipitation levels and timing significantly influence fisheries and therefore angler participation and license revenue.

Technology — Rapid changes in technology continually change the way people can receive—and expect—communications, products, and services to be delivered. Rapid changes in the cybersecurity threat landscape require nimble and timely changes to the way information is protected. Staff time must be reallocated, training and specialized expertise is required, and

technology must stay up-to date in order to meet these ever-changing demands. These continual challenges require funding and manpower that traditionally has not been quickly allocated. This has necessitated a shift in funding and manpower from other projects in order to maintain cybersecurity readiness.

Climate Change — Empirical assessments of species-climate relationships and predictive modeling of spatial and temporal effects of climate change on fish, wildlife, and habitat are ongoing in Idaho and the surrounding states and provinces. Field staff and program managers are challenged with using emerging climate information to adapt their on-the-ground management to create resiliency in the face of uncertainty.

Sage-Grouse — As part of proactive conservation on a landscape, Fish and Game developed a sage-grouse habitat quantification tool as part of the State’s sage-grouse mitigation program, and provided technical assistance to the Governor’s Office, U.S. Bureau of Land Management, and U.S. Forest Service on federal plan amendments. Fish and Game also provided technical and financial assistance and fire rehabilitation for sage-grouse conservation projects on state, private, and federal lands. Fish and Game coordinates annual lek surveys and manages sage-grouse population data.

Invasive Species — Exotic and invasive plants and animals may alter or convert fish and wildlife habitat and compete, hybridize, or prey on native and other desirable fish and wildlife. A well-developed strategy and a committed funding source are required to respond to a growing list of invasive species and to fund prevention and education measures. Fish and Game plays a key support role in prevention, detection and control activities for both aquatic and terrestrial invasive species.

Chronic Wasting Disease (CWD) — The prevention and management of disease continues to be a goal in establishing and maintaining healthy wildlife populations. CWD is a neurological disease with no known cure and has been present in the minds of Idaho’s wildlife managers and health professionals for decades; Fish and Game has been monitoring the state’s deer and elk in efforts to find an early detection since 1997. Recently, there has been increasing awareness of the threat of CWD as detections in surrounding states move closer to Idaho’s

The Landscape 2019: Strategic Issues

border. Fish and Game has revised the prior CWD Action Plan into an adaptive management and surveillance Strategy, incorporating the best management practices provided by the Association of Fish and Wildlife Agencies and the Western Association of Fish and Wildlife Agencies, as well as incorporating the suggested weighted surveillance strategies in current literature. New rules to aid in the prevention and spread of CWD have been recommended in the CWD Strategy and have been provided to the public for comment. The new rules focus on the transportation of CWD-causing agents in live and dead animals, as well as some products derived from potential CWD sources. Fish and Game's objective is that with more focused sampling, as suggested in the Strategy, an early detection will occur with enough data to make an informed management decision for each potential population effected.

Wolf Management —Wolf management remains a focus as Fish and Game continues efforts to reduce wolf depredations on livestock and address impacts where wolf predation is a limiting factor to elk populations. Per state law, general funds, Fish and Game license revenue, and livestock assessment fees financially support actions to reduce wolf impacts on livestock and elk through the Idaho Wolf Depredation Control Board.

Participation in Hunting and Fishing — About one in two Idahoans have fished and one in three Idahoans have hunted in the last two years, yet many hunters and anglers do not purchase a license every year. Similarly, although Idaho enjoys one of the highest rates of participation in the country, the percentage of Idahoans who hunt and/or fish has declined as the state's population has increased. In addition, the average child spends 55 hours per week plugged into electronic media and less than 30 minutes in unstructured outdoor play. This disconnection with the outdoors will affect the future of wildlife stewardship. Recruitment, retention, and reactivation of hunters and anglers affect both the hunting and fishing heritage in Idaho as well as the revenue for the agency to fulfill its mission. Emphasis also is being placed on conveying the contributions and importance of hunting, fishing, and trapping to not only wildlife management but also to Idaho's culture and economy.

Nonresident Hunters — Nonresident hunting license and tag sales have improved consistently each year since 2013 when they "bottomed out" due to the Great Recession Contributing to this increase was

continued high winter survival for deer and elk, and strategic discounts on nonresident 2nd deer and elk tags for the fall of 2014, 2015, and 2016. Strong Interest in nonresident deer tags led to the discount not offered for 2016, and demand resulted in selling out the nonresident deer quota for the first time since 2008. This demand continued into 2017, with both nonresident deer and elk quotas selling out. The significantly higher cost for nonresidents to hunt in Idaho not only helps keep costs low for residents, but also accounts for more than half of all license revenue. Therefore, a small increase or decrease in nonresident sales has a measurable impact on total license revenue. Conversely, the return of nonresidents to Idaho after the economic recession has led to resident hunters' concerns about site-specific overcrowding, leading to management challenges to balance revenue benefits with hunter expectations about their hunting experience. Fish and Game continues to monitor and refine its mailings and marketing techniques in the print and electronic media.

Managing Predation — Fish and Game is taking a variety of actions to manage predation in locations where predators are a significant limitation to achieving fish and wildlife population objectives. The challenge is to define and find a balance between predators and prey—which is technically difficult, especially when overlaid with legal, policy, or administrative guidelines and recognition that predator and prey may both be important game or at-risk species. Examples include reducing wolf predation on elk to increase elk survival and reducing American white pelican predation on Yellowstone cutthroat trout along the Blackfoot River to improve spawning success. Defining "balance" also requires public input processes to gauge stakeholders' opinions, which take time and money to properly implement.

Private Lands and Wildlife — While only 31% of Idaho is in private ownership, the location of this land and its associated habitat is critical to the continuation and productivity of many of our wildlife populations. Most of Idaho's non-urban private land is in agricultural production—either row crop agriculture, livestock grazing, or non industrial forest lands. This land is usually located in highly productive valley bottoms with access to water. The factors that make this land attractive to farmers and ranchers also make this land desirable to wildlife. This interaction between Idaho's wildlife populations and landowners presents Fish and Game with both opportunities and challenges. Most landowners enjoy having

The Landscape 2019: Strategic Issues

wildlife on their property and many work with Fish and Game to conduct habitat projects to improve populations and recreational opportunities.

Fish and Game staff work with several hundred landowners a year to enhance their properties for wildlife. These projects vary from smaller scale enhancements, such as sage brush plantings or fencing modifications for wildlife passage to larger wetland restorations, removal of invading junipers and fire rehab. The cooperation between landowners and Fish and Game, is critical to continued robust populations of wildlife and continued enjoyment of our wildlife resources by the public.

However, in some cases the presence of large numbers of wildlife – especially big game – cause damage to agricultural products or infrastructure and can lead to conflict. In these cases, Fish and Game is working with sportsmen and landowners through various programs to alleviate or reduce the impacts from wildlife. Developing new technical and policy tools as well as allocating financial resources is a focus. Fish and Game will continue to focus on proactive and effective approaches, in concert with landowners, to further prevent wildlife depredation on private lands. Fish and Game is continuing its aggressive effort to build stack yards across the state, encouraging the use of continuing use agreements, and streamlining contracting processes to quickly get prevention materials to landowners. Fish and Game is also implementing new legislative policy provisions that streamline and enhance compensation measures when wildlife damage does occur.

Funding — More than 90 percent of Idahoans say wildlife issues are important to them; however, Fish and Game receives no general tax revenue. Instead, the agency's revenue is almost entirely composed of license sales, excise taxes from hunting and fishing equipment, mitigation funding, and grants. Even with license revenue now on a positive trend, Fish and Game has continued to struggle with the loss of purchasing power due to inflation and increased personnel costs. To mitigate, Fish and Game was successful in gaining legislative approval for its innovative "Price Lock" fee structure, the first change in resident prices since 2005. Price Lock is a program that incentivizes Idaho's resident sportsmen and women to "lock in" to lower cost licenses, permits, and tags purchasing an annual license each year. Should the program be successful, it will improve Fish and Game's revenue by reducing license "churn"; or the infrequent purchase of annual licenses by Idaho residents and

therefore contribute to revenue sufficient to fund department programs. While Price Lock is planned for at least the next five years, it is hoped that this program will enable Fish and Game to have enough funding to meet the public's expectations. Further, a new access/depredation fee was approved to specifically enhance funding and outcomes for preventing wildlife damage to private crops and to compensate if damage occurs, and to fund more private land access for sportsmen.

State Sovereignty — Fish and Game's statutory mission emphasizes that wildlife are managed in trust for the citizens of Idaho. State sovereignty to manage Idaho's wildlife is critical to upholding the public trust and to uphold Article I, Section 23 of the Idaho Constitution which states that the rights to hunt, fish and trap, including by the use of traditional methods, are a valued part of the heritage of the State of Idaho and shall forever be preserved for the people and managed through the laws, rules and proclamations that preserve the future of hunting, fishing and trapping and provides that public hunting, fishing and trapping of wildlife shall be a preferred means of managing wildlife.

Idaho State Wildlife Action Plan — The Idaho State Wildlife Action Plan provides a framework for conserving "species of greatest conservation need" and the habitats they depend on. It is the state's guiding document for managing and conserving at-risk species. An integrated approach to implementing this plan across all Fish and Game programs will help to preclude listings under the U.S. Endangered Species Act of 1973, as amended, and uphold state authority for managing its wildlife. Fish and Game completed the 10-year revision of the plan in February 2016, which was subsequently approved by the U.S. Fish and Wildlife Service in February 2017. An effort is currently underway to create a portfolio of sites (Conservation Opportunity Areas) in Idaho that will, both individually and collectively, best sustain the state's species of greatest conservation need even as the changing climate alters current distribution patterns.

Workforce — Fish and Game is experiencing an increase in retirements as Baby Boomers reach retirement age and is committed to workforce planning and employee development to bridge forecasted gaps. Market-driven pay pressures of some high demand and/or critical positions will require flexibility and creativity in attracting and retaining a high qualified workforce to meet department goals.

GOAL

Fish, Wildlife & Habitat

Sustain Idaho's fish and wildlife and the habitats upon which they depend.

OBJECTIVE

Maintain or improve game populations to meet the demand for hunting, fishing and trapping.

Ensure the long-term survival of native fish, wildlife and plants.

Increase the capacity of habitat to support fish and wildlife.

Eliminate the impacts of fish and wildlife diseases on fish and wildlife populations, livestock, and humans.

STRATEGIES

- ▶ Develop and implement fish and wildlife management plans.
- ▶ Improve the scientific basis and public involvement process used to set harvest rules and regulations to achieve long-term sustainability of populations and habitat.
- ▶ Manage predation to ensure continued supplies of fish and wildlife for hunting, fishing and trapping.

- ▶ Identify and monitor native species with high priority conservation needs.
- ▶ Develop and implement management plans for conservation of high priority species to ensure survival and avoid new Endangered Species Act listings.
- ▶ Collaborate with interested and affected parties to recover threatened and endangered species.

- ▶ Provide incentives and assistance to landowners to improve habitat on private land.
- ▶ Work with sportsman's groups and other conservation partners to improve important habitats.
- ▶ Work with public land managers to achieve large-scale habitat improvements.
- ▶ Fully obtain and implement mitigation for habitat affected by infrastructure and development projects.

- ▶ Reduce or eliminate the risk of transmission of disease between captive and free-ranging fish and wildlife.
- ▶ Collaborate with other agencies and education institutions on disease control, prevention and research, including between wildlife and livestock.

KEY SERVICES PROVIDED FY 2014-2017

Cases Managed and/or Key Services Provided	FY 2014	FY 2015	FY 2016	FY 2017
Provide harvestable surplus of deer and elk (<i># of deer and elk harvested</i>). ^c	81,936	93,311	91,116	NA ^c
Scientifically assess the abundance and health of big game populations to inform management decisions (<i># of hours of deer and elk aerial surveys flown</i>)	741	1,190	1,156	893
Alleviate wildlife damage to agriculture (<i>minimum # of depredation complaints responded to</i>)	666	525	1,002	1,399
Compensate for wildlife damage to agriculture (<i># depredation claims paid</i>)	23	23	32	58
Improve opportunity to harvest game fish (<i># of Department-operated hatchery-raised resident and anadromous fish stocked in ponds, lakes, and streams</i>)	35,253,197	30,774,342	33,573,363	33,853,216
Scientifically assess the abundance and health of fish populations to inform management decisions (<i># surveys conducted on lakes, reservoirs, rivers, and streams</i>)	962	868	1,111	827
Enforce fish and game laws (<i># of warnings and citations issued</i>)	4,868	4,348	2,635	3,387
Protect game populations, provide information, ensure human safety (<i># of licenses checked by officers in the field</i>)	62,553	65,521	62,380	52,548
Provide information, analysis, and recommendations to improve fish and wildlife habitats and reduce impacts from land and water use (<i>minimum # technical comments, reviews, meetings, site visits, and technical data requests filled</i>)	3,287	2,727	2,788	2,755
Minimize the impacts of fish and wildlife diseases on fish and wildlife populations, livestock, and humans (<i># cases, biological samples, and necropsies handled by health labs</i>)	3,274	3,535	3,060	3,077
Provide information to license buyers to increase their recreation satisfaction and opportunities (<i># visitors to Idaho Hunt Planner and Fish Planner web pages</i>)	287,145	268,375	232,107	405,146
Provide for community and public involvement in management and education while reducing costs (<i># Volunteer Service hours</i>) ^b	63,673 ^a	52,768 ^a	42,537 ^{b,d}	32,109 ^a

a - Tally is incomplete

b - Measure combines fiscal and calendar years

c - Measure based on calendar year

d - Measure was refined for reporting consistency in FY1 2015 to reflect Volunteer Services hours and no longer includes Reservist or Hunter Ed Instructor hours



FY 2019-2022 MANAGEMENT DIRECTION

FY 2018-2021 Management Direction	Brief statement of FY 2018 status/progress/accomplishment	FY 2019-2022 Management Direction	Tasks/Actions planned in FY2019
<p>Emphasize elk restoration, particularly in the Panhandle, Lolo, Selway, Middle Fork, and Sawtooth elk management zones.</p>	<p>Continued collaboration and partnering with the U.S. Forest Service, Rocky Mountain Elk Foundation, and others to improve elk habitat across the state.</p> <p>Continued to work with the Clearwater Basin Collaborative to assess habitat quality, physical condition of elk, elk survival, and population performance.</p> <p>Continued expansion and use of population monitoring with improved and expanded efforts to monitor elk survival and cause-specific mortality by using GPS (global positioning system) radio-collars on both cow and calf elk in eight study areas around the state.</p>	<p>Emphasize improvements to elk populations and elk hunting.</p>	<p>Serve on the Rocky Mountain Elk Foundation Project Advisory Committee grant board to help align projects and funding with statewide goals of elk management and needs.</p> <p>Given the difficulty of using aerial surveys to monitor elk in northern Idaho, use remote camera grids to establish population trends or estimates.</p> <p>Continue use of GPS collars to monitor elk survival, and develop an integrated population model that will provide population estimates with sufficient precision and accuracy to inform management decisions.</p>
<p>Align predation management with elk restoration.</p>	<p>The Fish and Game Commission adopted predation management plans for the Panhandle, Lolo and Selway, Middle Fork, and Sawtooth elk management zones.</p> <p>Predation management activities are being implemented in these elk zones that are below elk population objectives.</p>	<p>Align predation management with elk management needs.</p>	<p>Prioritize predation management in elk zones where elk hunter success, bull quality, and elk numbers are below objective and predation is documented as a substantial limiting factor.</p> <p>Assess the potential effectiveness of predation management to change elk populations, and where suitable, develop and implement predation management plans.</p> <p>Incorporate both predator and prey monitoring into predation management activities to assess effectiveness.</p>
<p>Continue to manage Idaho's wolf population such that wolf management remains fully under state authority, while reducing impacts to livestock producers and elk populations not meeting management objectives.</p>	<p>During FY2018, wolf populations in Idaho remained well above previous thresholds established for delisting under the Endangered Species Act.</p> <p>Consequently, both hunting and trapping seasons were continued.</p>	<p>End. <i>This Management Direction is now routine and ongoing and will not be identified separately in this document.</i></p>	<p>N/A</p>
<p>Support state actions to maintain state management authority over sage-grouse.</p>	<p>Led a multi-partner team to develop a sage-grouse habitat quantification tool as part of the state mitigation program.</p> <p>Provided technical and financial assistance for the sage-grouse habitat restoration project via the State Action Team.</p> <p>Participated in several multi-partner teams including the Western Association of Fish and Wildlife Agencies' Executive Oversight Committee, Range-wide Interagency Sage-grouse Conservation Team, State Action Team, State Mitigation Core Team, Wildfire and Invasive Species Team, and others.</p>	<p>Support state actions to maintain state management authority over sage-grouse.</p>	<p>Continue to lead the multi-partner team to complete the sage-grouse habitat quantification tool.</p> <p>Continue to provide technical and financial assistance for the sage-grouse habitat restoration project via the State Action Team.</p> <p>The Director or staff will continue to represent Fish and Game on several multi-partner teams including the Western Association of Fish and Wildlife Agencies' Executive Oversight Committee, Range-wide Interagency Sage-grouse Conservation Team, State Action Team, State Mitigation Core Team, Wildfire and Invasive Species Team, and others.</p>

FY 2018-2021 Management Direction	Brief statement of FY 2018 status/progress/accomplishment	FY 2019-2022 Management Direction	Tasks/Actions planned in FY2019
<p>Restore limited and sustainable Bull Trout harvest opportunity where populations are thriving, and investigate the feasibility of delisting at smaller recovery unit scales by working with the U.S. Fish and Wildlife Service with policy leadership from the Office of Species Conservation.</p>	<p>Discussions with U.S. Fish and Wildlife Service are still ongoing regarding “Distinct Population Segment” reclassification and Endangered Species Act recovery plan implementation.</p>	<p>Restore limited and sustainable Bull Trout harvest opportunity where populations are thriving, and investigate the feasibility of delisting at smaller recovery unit scales by working with the U.S. Fish and Wildlife Service with policy leadership from the Office of Species Conservation.</p>	<p>With policy leadership from Office of Species Conservation, encourage the U.S. Fish and Wildlife Service to investigate the feasibility of splitting the contiguous distribution of Bull Trout and realigning into several “Distinct Population Segments” to facilitate delisting at a smaller recovery unit scale. Alternatively, seek Endangered Species Act Section 4-d authority to provide limited Bull Trout harvest opportunity in select populations capable of supporting harvest.</p>
<p>Ensure an efficient and effective fish hatchery program and build to full operating capacity</p>	<p>Repairs and improvements were made to concrete fish rearing units at the Cabinet Gorge, Nampa, and Mackay fish hatcheries, and are ongoing at the Hagerman State Fish Hatchery.</p> <p>New staff residences were constructed at the American Falls and Mackay fish hatcheries, and a new residence is under contract for the Hagerman Fish Hatchery.</p> <p>A new predator exclusion structure has been installed over eight fish rearing raceways at the Hagerman Fish Hatchery.</p> <p>The number of put-and-take rainbow trout in the hatchery production pipeline has increased to meet new, higher stocking goals. Production of these fish has increased by approximately 7% in FY2018 and will increase an additional 10% in FY2019.</p>	<p>Ensure an efficient and effective fish hatchery program and build to full operating capacity.</p>	<p>Continue hatchery infrastructure reinvestment plan, continuing repairs to concrete fish rearing units at the Cabinet Gorge, Hagerman State, and Mackay fish hatcheries, and adding or replacing staff residences at the Hagerman and Nampa fish hatcheries.</p> <p>Fulfill plan to increase production of put-and-take rainbow trout, reaching targets in FY2019 to improve sport fishing opportunity statewide.</p>
<p>Manage avian predation where it affects native fish conservation and/or sport fish management objectives.</p>	<p>Under depredation permit authority from U.S. Fish and Wildlife Service, Fish and Game used a variety of techniques to reduce pelican-trout conflicts at Blackfoot Reservoir and the Blackfoot River. Emphasis was on managing pelican abundance at the nesting colony and intensive hazing on the river. Pelican predation rates on Yellowstone cutthroat trout were the lowest observed since 2013.</p> <p>Fish and Game requested and received a Scientific Collection Permit from U.S. Fish and Wildlife Service to allow limited nest take while evaluating dissuasion strategies to restrict pelican nesting at Island Park Reservoir.</p> <p>Completed the cormorant predation study. Results indicated that cormorant predation exceeded angler harvest in the ten study waters. This will inform future discussions with U.S. Fish and Wildlife Service to examine strategies for reducing this conflict.</p> <p>Pelican breeding colonies were monitored with a combination of ground counts and UAV (drone) surveys.</p> <p>Satellite telemetry equipment was acquired; efforts to telemeter pelicans along the Blackfoot River are ongoing in order to better assess the effectiveness of hazing actions.</p>	<p>Manage avian predation where it affects native fish conservation and/or sport fish management objectives.</p>	<p>Continue to work with U.S. Fish and Wildlife Service to maintain or enhance depredation permit authority at Blackfoot Reservoir and River and maintain the breeding colony at 350 nests.</p> <p>Conduct hazing activities at priority waters (e.g., Blackfoot River and Silver Creek).</p> <p>Actively manage the pelican nesting colony at Blackfoot with a combination of fencing, flagging, and authorized nest take. Continue evaluation of dissuasion strategies at Island Park Reservoir to restrict pelican nesting to the objective of 150 nests.</p> <p>Work with U.S. Fish and Wildlife Service to inform bird conflict resolution strategies, and participate in their workshops to identify key conflicts affecting Idaho.</p> <p>Conduct breeding population and productivity surveys at all three pelican colonies.</p> <p>Continue satellite telemetry project of pelicans foraging along the Blackfoot River during the cutthroat trout spawning run in order to better assess the effectiveness of hazing actions.</p>

FY 2018-2021 Management Direction	Brief statement of FY 2018 status/progress/accomplishment	FY 2019-2022 Management Direction	Tasks/Actions planned in FY2019
Continue to implement mitigation by protecting habitat through easements and acquisition; build stewardship account to coincide with new mitigation obligations; and reduce long-term management obligations while increasing mitigation protections.	<p>Proposed three new acquisition projects for funding under the Southern Idaho Project.</p> <p>Settled Hooper Springs Powerline and Agrium phosphate mine mitigation agreements for Blackfoot Wildlife Management Area.</p> <p>Finalized settlement agreement for Albeni Falls dam with Bonneville Power Administration.</p>	Begin implementation of operational loss mitigation on Clark Fork Delta.	Pursue habitat protection opportunities via fee title and conservation easement acquisitions.
Continue to integrate State Wildlife Action Plan implementation across Fish and Game programs.	<p>Expanded upon the more local-scale regional prioritization initiated in FY2018 by identifying those high-ranking State Wildlife Action Plan (SWAP) strategies at the statewide or multiregional scale for coordinated implementation by Wildlife Diversity Program staff and others.</p> <p>Restructured the SWAP Implementation Grant project statements to better reflect the extent of work conducted using State Wildlife Grants (SWG).</p> <p>Incorporated selected SWAP objectives into Pittman-Robertson project statements (e.g., riparian restoration using American Beaver as a restoration tool).</p> <p>Worked with Idaho Fish and Wildlife Information System staff and others toward the development of an online platform for SWAP.</p>	Continue to integrate State Wildlife Action Plan implementation across Fish and Game programs and facilitate SWAP use by Fish and Game staff.	<p>Blend programmatic priorities into future work planning activities during the next 2-5 years beginning in FY2019 as resources and opportunities for collaboration allow.</p> <p>Launch Beta version of the online SWAP platform.</p> <p>Complete portfolio of SWAP Conservation Opportunity Areas that will, both individually and collectively, best sustain the State's species of greatest conservation need even as the changing climate alters current distribution patterns.</p>
Improve populations and resiliency of native fish by partnering with governmental agencies, landowners, and private entities to provide fish passage facilities.	<p>Implemented six habitat projects to improve fish passage, spawning and rearing habitat, and floodplain connectivity in the Upper Salmon and Clearwater watersheds.</p> <p>The Salmon Region fish screen program maintained over 260 screens on irrigation diversions which reduced entrainment of juvenile salmon and steelhead.</p>	Improve populations and resiliency of native fish by partnering with governmental agencies, landowners, and private entities to provide fish passage facilities.	<p>Develop and design new fish habitat projects including on Blackfoot River Wildlife Management Area for Yellowstone Cutthroat Trout.</p> <p>Implement fish passage projects on Bohannon Creek and Big Meadow Creek in the Potlatch drainage; improve passage in Hwy 8 culvert by installing baffles.</p> <p>Design fish passage and screening requirements for Yellowstone Cutthroat Trout in St. Charles Creek (Bear Lake tributary).</p> <p>Continue to collaborate with other agencies and private landowners to identify and develop meaningful habitat projects to benefit native Idaho fish, particularly wild steelhead and Chinook Salmon.</p>
Formalize an effort to gather information to inform the public of the effects of unlawful harvest.	<p>Continued efforts to document unlawfully taken big game animals.</p> <p>Began evaluating unlawful big game harvest data initiated in 2013 (1,684 entries) intending to identify and message key findings as available. Began discussing results internally.</p>	Formalize an effort to gather information to inform the public of the effects of unlawful harvest.	Continue collecting and evaluating data to identify focal areas and discuss ideas and options to help reduce unlawful take.
Prevent wildlife damage to private lands and compensate private landowners for wildlife damage to crops and forage.	<p>Continued aggressive efforts to build stack yards across the state (~100 additional built).</p> <p>Expanded the use of continuing-use agreements and streamlined contracting processes to quickly get prevention materials to landowners.</p>	Prevent wildlife damage to private lands and compensate private landowners for wildlife damage to crops and forage.	<p>Continue the aggressive efforts to build stack yards across the state.</p> <p>Continue the use of lure crops as regions feel appropriate.</p> <p>Review preliminary research being conducted on depredation to determine if there are other methods Fish and Game should deploy.</p> <p>Ensure depredation staffing remains at full capacity.</p>

FY 2018-2021 Management Direction	Brief statement of FY 2018 status/progress/accomplishment	FY 2019-2022 Management Direction	Tasks/Actions planned in FY2019
		New: Update wildlife species management plans.	Initiate Upland Game Management Plan revision, including a survey of upland game hunters on their preferences and opinions. Revisions of the mule deer and the white-tailed deer species management plans will be made during FY2019, and implementation will begin following formal adoption of the plans.

FY 2017-2022 PERFORMANCE MEASURES

Performance Measure	2017	2018	2019	2020	2021	2022	Benchmark
1. Compliance with regulations (# of violations / # of licenses checked)	3,387 / 52,548 (6.4% / 9.2%)						Less than 10% of licenses checked result in violation / check 15% of total licenses sold
2. Elk and deer populations are meeting objectives (% zones and units meeting objectives)	86%						90%
3. Opportunity to harvest game fish (# of Department-operated hatchery-raised resident and anadromous fish stocked in ponds, lakes, and streams)	33,853,216						30,000,000

Performance Measure Explanatory Notes:

- The benchmark is based on past performance by Department officers.
- The metric is based on cow elk in elk zones; % 4-point mule deer bucks in mule deer data analysis unit; % 5 point whitetail bucks in whitetail data analysis unit. The benchmark is a 5-year target to meet objectives laid out in big game species plans. Objectives in the plans are based on historical biological data as well as the social requests for various hunting experiences. Many external factors, such as wildfire and weather, affect the Department's ability to achieve objectives.
- The benchmark is based on meeting 92% of fisheries manager's requests for trout and kokanee and 92% of steelhead and salmon hatchery capacity.



GOAL

Fish and Wildlife Recreation

Meet the demand for hunting, fishing, trapping and other wildlife recreation.

OBJECTIVE

Maintain a diversity of fishing, hunting, and trapping opportunities.

Sustain fish and wildlife recreation on public lands.

Increase the variety and distribution of access to private land for fish and wildlife recreation.

Increase opportunities for wildlife viewing and appreciation.

STRATEGIES

- ▶ Provide opportunities specific to the needs of beginners, youth, people with disabilities, and families.
 - ▶ Assess participation, demand and satisfaction with hunting, fishing and trapping opportunities. Adjust management to achieve objectives.
 - ▶ Provide diverse hunting, fishing and trapping opportunities to meet the desires for a wide variety of user groups.
-
- ▶ Protect the public's right to use public lands and waters for hunting, fishing, trapping and wildlife viewing.
 - ▶ Work with landowners to obtain public access across private lands to public lands.
-
- ▶ Provide incentives and services to landowners who allow public access for hunting, fishing and trapping.
 - ▶ Improve landowner/sportsmen cooperation through communication and enforcement of hunting, fishing and trapping rules.
-
- ▶ Promote and publicize wildlife appreciation opportunities.
 - ▶ Partner with other agencies, local communities and others to develop wildlife appreciation facilities, opportunities and materials on other land ownerships.

OBJECTIVE

Maintain broad public support for hunting, fishing, trapping and viewing.

STRATEGIES

- ▶ Emphasize ethics, safety and fair chase in hunting, fishing and trapping through Fish and Game education and enforcement programs.
- ▶ Publicize the economic and social benefits of hunting, fishing, trapping and wildlife viewing.
- ▶ Expand opportunities to take hunter and trapper education classes.
- ▶ Promote hunting, fishing and trapping as important tools for conserving and managing Idaho's fish and wildlife.
- ▶ Emphasize the role of the sportsman conservationist in funding wildlife conservation and management in Idaho.
- ▶ Use research and marketing to maintain and increase participation in hunting, fishing and trapping.

KEY SERVICES PROVIDED FY 2014-2017

Cases Managed and/or Key Services Provided	FY 2014	FY 2015	FY 2016	FY 2017
Provide opportunity to harvest game fish and wildlife (# of hunting, fishing, and combination licenses sold)	576,063	600,328	584,871	569,563
Provide public access to private lands or through private lands to public lands for hunting, fishing, and trapping (acres provided through Access Yes! program)	1,043,432	887,643	924,331	828,548
Provide public access to important wildlife areas for hunting, fishing, trapping, and viewing (# of acres managed)	390,000	395,000	399,000	413,000
Provide opportunity to hunt big game (# elk and deer hunter days) ^b	1,456,170	1,522,596	1,492,814	NA ^b
Provide opportunity to harvest salmon and steelhead without harming threatened populations (angler hours spent fishing for salmon and steelhead)	1,727,555	1,163,499	1,348,303 ^b	944,919
Provide public access to fishing waters (# fishing and boating access sites maintained)	329	336	338	340
Educate students about hunting and firearms safety, ethics and responsibilities, wildlife management, and fish and game rules and regulations (# of students Hunter Education certified)	10,195	10,615 ^a	11,774	14,748
Educate students about hunting and firearms safety, ethics and responsibilities, wildlife management, and fish and game rules and regulations (# of instructor hours volunteered for hunter, bowhunter, trapper, wolf trapper, hunter/bowhunter combo, and field day classes)	NA	NA	NA ^c	16,254 ^c

a - Tally is incomplete

b - Measure based on a calendar year

c - Measure added in FY 2017



FY 2019-2022 MANAGEMENT DIRECTION

FY 2018-2021 Management Direction	Brief statement of FY 2018 status/progress/accomplishment	FY 2019-2022 Management Direction	Tasks/Actions planned in FY2019
<p>Make it easier to go hunting and fishing, including streamlining purchasing, improving licensing options for special populations, and other customer service improvements.</p>	<p>Partnered with Idaho Department of Health & Welfare to change the full Social Security Number requirement to only the last four digits.</p> <p>Reduced friction for license-buyers, including improving the nonresident application form and delivering timely email reminders and news releases reminding license-buyers about deadlines. Emails were temporarily halted in 2018 due to noncompliance with the CAN-SPAM law.</p> <p>Continued to monitor customer service calls, emails, and other inquiries to ensure adequate staff resources are available for customer service. Essential work processes often lag or go uncompleted because staff handle customer issues as a top priority.</p> <p>Some customer service portals - such as IDFGinfo email request via the Fish and Game website and pagewatch notifications - were suspended during FY2017 due to staff reductions from retirements.</p>	<p>Make it easier to go hunting and fishing, including streamlining purchasing, improving licensing options for special populations, and other customer service improvements.</p>	<p>Leverage capabilities of new licensing system to notify controlled hunt applicants of draw status by text and/or email.</p> <p>Become compliant with the CAN-SPAM law for marketing emails, find the best tool for email delivery to customers, and establish an agency-wide protocol for using email to deliver information to customers.</p> <p>Continue to monitor customer service calls, emails, and other inquiries to ensure adequate staff resources are available for customer service.</p> <p>Continue to monitor the demand for customer service via different portals (e.g., IDFGinfo email address) and consider options for additional staffing or shifts in priorities.</p>
<p>Improve hunting, fishing and trapping opportunities on private and public lands and Wildlife Management Areas.</p>	<p>Developed FY2019 direction for additional access funding enabled by HB230.</p> <p>Began programmatic development of a large tracts access program and expansion of traditional Access Yes! program.</p> <p>Renovated the Map Rock Site (Snake River near Walters Ferry), and developed a new site on the Teton River at Bates Bridge near Driggs.</p> <p>Upgraded or created new access roads, parking lots, boat ramps, trails, and outhouses, on several Wildlife Management Areas (WMA).</p> <p>Developed a 3-D archery range at Farragut WMA; a dog training pond at Edson Fichter Nature Area; and a hunting/wildlife viewing blind at Niagara Springs WMA.</p> <p>Analyzed the potential to upgrade or reopen Fish and Game backcountry airstrips, and upgraded Cougar Ranch airstrip.</p> <p>Hosted sporting public events on WMAs (e.g. archery shoots, youth hunts, bird dog trials, and waterfowl banding education) as well as trapper education at Niagara Springs WMA.</p> <p>Released pheasants in the Clearwater region.</p> <p>Communicated hunting, fishing and trapping opportunities on Wildlife Management Areas via Fish and Game channels (e.g., Wildlife Management Area webpages, Facebook, blogs, news releases).</p>	<p>Improve hunting, fishing and trapping opportunities on private and public lands, Wildlife Management Areas, and fishing and boating access sites.</p>	<p>Implement programmatic changes outlined during FY2018 discussions. This will entail expanding the traditional Access Yes! program, implementing a large tracts access program and begin discussion with large landowners within the state about enrolling lands in new program.</p> <p>Construct new access sites on the Snake River at Hammett and Eagle Rock; improve access sites on Bear River and Henrys Fork.</p> <p>Upgrade Loon Creek and Hoodoo Meadows airstrips; assess condition of Mitchell Ranch airstrip on Marble Creek.</p> <p>Continue to develop abackcountry trail condition and prioritization map with Idaho Department of Parks and Recreation and initiate contract to implement.</p> <p>Teach trapper education at Niagara Springs WMA; plan for a 3-D archery range on Boise River WMA; improve shoreline access to ponds at Hagerman WMA; construct viewing/hunting blinds on WMAs.</p> <p>Improve trails, informational kiosks, parking areas, gate access or boat launches on Craig Mountain, Boise River, Centennial Marsh, C.J. Strike, and Joseph Plains Wildlife Habitat Area.</p> <p>Complete the Wildlife Management Area webpages and supplement blogs and news releases.</p>

FY 2018-2021 Management Direction	Brief statement of FY 2018 status/progress/accomplishment	FY 2019-2022 Management Direction	Tasks/Actions planned in FY2019
Streamline processes to make it easier to take hunter and bowhunter education courses.	<p>Hunter Education programs were managed to maintain an 80.2% capacity rate by adjusting the number of classes offered.</p> <p>A statewide plan for the changing environment of hunter education programming was initiated. Changes in the Communications Bureau (new leadership and revamping the Regional Conservation Educator positions) also set the stage for planning.</p>	Education involvement at Fish and Game and public shooting ranges across the state, and improve the safety of shooting ranges through the range grant program.	<p>Continue to manage the number of classes offered to maintain an 80-85% capacity rate.</p> <p>Develop a statewide plan for the hunting education courses.</p> <p>Align education programming with the role of the Regional Communication Managers that includes the hiring of two new staff by fall FY2019.</p> <p>Improve methods of awarding range grantees across all range funding sources. Streamline, where possible, the tracking, reporting, and paperwork processes that meets federal requirements.</p>
Promote Access Yes! and seek out new participants and partners in public access.	<p>Enrolled 335,000 acres in Access Yes!</p> <p>Promoted Super Hunt to increase sales via digital and print advertising, direct email to about 75,000 license-buyers, and multiple news releases. Over 22% more units were sold CY2017 over CY2016.</p>	Promote Access Yes! and seek out new participants and partners in public access.	<p>Continue to promote opportunities that have developed through the expanded access effort made possible by HB230. Continue to promote access opportunities to landowners and corporations.</p> <p>Continue promoting Super Hunt sales and how it generates revenue for Access Yes! and provides benefits to hunters, anglers, and trappers.</p>
Promote Access Yes! and seek out new participants and partners in public access.	<p>Worked with 86 landowners to develop Access Yes! agreements.</p> <p>Promoted the Super Hunt to increase sales and how that generates revenue for Access Yes! that benefits hunters, anglers, and trappers.</p> <p>Worked with The Nature Conservancy and Wood River Land Trust to provide public access to over 20,000 acres of rangeland.</p>	Promote Access Yes! and seek out new participants and partners in public access.	<p>Develop an outline for expanded access efforts using the new Access/ Depredation fee revenue. Expanded efforts will include new landowners and partners.</p> <p>Continue promoting Super Hunt sales and how it generates revenue for Access Yes! and provides benefits to hunters, anglers, and trappers.</p>
Develop and implement management-based fishery research projects to enhance the ability to conserve native fish populations and meet sport fish management objectives.	<p>Documented that YY Brook Trout can successfully spawn with wild Brook Trout.</p> <p>Evaluated possible feminization recipes for Lake Trout, Walleye and Common Carp for YY Brood development.</p> <p>Evaluated angler air exposure times for steelhead in Clearwater River and tributaries.</p> <p>Evaluated performance of sterile kokanee for improving Idaho fishing.</p> <p>Estimated cormorant predation rates on stocked hatchery catchable trout.</p>	Continue management-based fishery research projects to enhance the ability to conserve native fish populations and meet sport fish management objectives.	<p>Evaluate YY Brook Trout in ten Idaho lakes and streams.</p> <p>Conduct population simulation studies of possible YY benefits for eradicating carp and lake trout.</p> <p>Evaluate use of improved feed formulas and baffles for increasing hatchery returns.</p> <p>Evaluate possible effects of two fish bag limits on community pond harvest.</p> <p>Evaluate circle hooks for reducing hooking mortality of released fish.</p>



FY 2018-2021 Management Direction	Brief statement of FY 2018 status/progress/ accomplishment	FY 2019-2022 Management Direction	Tasks/Actions planned in FY2019
<p>Reduce trapper violations and non-target catches by training new trappers about responsible, ethical and safe trapping practices.</p>	<p>All regions have been outfitted with a Trapper Education trailer (two regions share one).</p> <p>Materials were developed that cover all subjects of the new International Hunter Education Association trapper education standards. Existing, published materials were used to develop the manual.</p> <p>Instructor training workshops were conducted throughout the state, with specialized classes held in the Panhandle, Southeast, Southeast, and Upper Snake Regions. Statewide, there are now 137 trapper education instructors, of which sixty were certified during the last year. Additional applications are pending.</p> <p>Information about the new rule was made available via the Fish and Game website; a FAQ sheet was developed; and all active trappers were notified by mail with their harvest report cards.</p> <p>A written exam was developed and administered at the end of all Trapper Education courses to assess understanding.</p> <p>Fur School continued for training Fish and Game conservation officers and other staff on all aspects of trapping, fur handling, and trapping enforcement.</p>	<p>Train and outfit Idaho trappers with the information they need to trap safely and ethically.</p>	<p>Continue to maintain course equipment and supplies; train and certify new instructors; and conduct annual Fur School for employees.</p> <p>New materials, such as a trapline diary and a furbearer identification booklet, will be developed as course materials for classrooms as well as the Fish and Game website.</p> <p>Modify the course exam to include questions on furbearer identification and replace ambiguous exam questions.</p> <p>Seek International Hunter Education Association certification.</p> <p>Determine which other states offer similar programs to establish reciprocity with Idaho.</p>

FY 2017-2022 PERFORMANCE MEASURES



Performance Measure Explanatory Notes:

4. The benchmark is based on past success of the Access Yes! program, and the cost per acre.



GOAL

Working with Others

Improve public understanding of and involvement in fish and wildlife management.

OBJECTIVE

Improve citizen involvement in the decision-making process.

Increase public knowledge and understanding of Idaho's fish and wildlife.

STRATEGIES

- ▶ Ensure that interested and affected stakeholders are notified of opportunities to participate in decisions and that all voices are heard.
 - ▶ Improve variety and convenience of opportunities for citizens to be involved in Fish and Game decisions.
 - ▶ Utilize new information technologies, such as social media and other web-based platforms to broaden participation in proposal development and agency decision-making.
 - ▶ Utilize opinion surveys to sample a cross-section of sportsmen and women.
-
- ▶ Provide biological information on Idaho's fish and wildlife to convey the status of populations and the basis for management decisions.
 - ▶ Expand utilization of new information technologies to improve public outreach.
 - ▶ Provide timely and accurate information on recreational opportunities, management actions and important news related to fish and wildlife an hunting, fishing, trapping, and viewing opportunities.



KEY SERVICES PROVIDED FY 2014-2017

Cases Managed and/or Key Services Provided	FY 2014	FY 2015	FY 2016	FY 2017
Provide information on fishing and hunting, fish and wildlife, educational programs, volunteer opportunities, and other general agency information to the public (<i>average # visitors per month to agency website</i>)	301,429 ^c	332,863	332,686	417,776
Train school teachers about how to improve their students' awareness, knowledge, skills, and responsible behavior related to Idaho's fish and wildlife. (<i># teachers who attended Project Wild workshops</i>)	390	346	371	219
Provide information to license buyers to increase their recreation satisfaction and opportunities (<i># visitors to Idaho Hunt Planner and Fish Planner web pages</i>)	287,145	268,375	232,107	405,146

a - Tally is incomplete

b - Measure combines fiscal and calendar years

c - These cases are better reported as average # of visits compared to average # of visitors; FY14 was changed to reflect a previous inconsistency.

FY 2019-2022 MANAGEMENT DIRECTION

FY 2018-2021 Management Direction	Brief statement of FY 2018 status/progress/accomplishment	FY 2019-2022 Management Direction	Tasks/Actions planned in FY 2019
Continue to build citizen engagement in wildlife conservation and management and use existing programs like Master Naturalist, Project Wild and volunteers to involve citizens and keep them engaged.	The Master Naturalist, Project Wild, and Volunteer Programs remained strong in FY2018. For example, 252 Master Naturalists from eight chapters around the state donated 7,361 hours of volunteer time to various projects such as conservation education and habitat restoration/management.	Continue to build citizen engagement in wildlife conservation and management and use existing programs like Master Naturalist, Project Wild and volunteers to involve citizens and keep them engaged.	Continue building and expanding Master Naturalist, Project Wild, and Volunteer Programs as staff capacity and budget allows. Develop email newsletters that have broad interest among Idahoans.
Build capacity and utilize website and social media in a more strategic manner.	Suspended actively promoting agency communications via social media because it created demands that couldn't be addressed due to reduced staff capacity in addition to the increasing demand. Developed social media guidelines emphasizing that content will first be posted to the website and later promoted on social media. The goal is to use social media to drive more website traffic and to be a two-way customer-service channel.	Build capacity and utilize website and social media in a more strategic manner.	Fill the 1385 position dedicated to digital communications and social media. Pursue adding an additional digital content strategist to Bureau of Communications/Marketing. Continue streamlining processes to improve efficiency, such as enabling fish stocking forecasts to be live-published by regional fish managers rather going through multiple iterations and the web team.
Emphasize the important role hunters, anglers, and trappers have played in wildlife conservation and management for over 100 years.	Two "Faces of Conservation" video iPad stations were placed at the MK Nature Center for visitors to watch a menu of videos. Staff observed very little use of the iPad stations by visitors and dealt with issues of visitors attempting to access the internet on the iPads instead of watching the videos. Two interpretive signs were placed in the MK Nature Center kiosk, both of which discuss the important role of hunting and fishing to wildlife conservation in Idaho. Sets of these signs were sent to the WaterLife Discovery Center in Sandpoint and the North Idaho Wildlife Education Center in Coeur d' Alene.	Emphasize the important role hunters, anglers, and trappers have played in wildlife conservation and management for over 100 years.	Several of the new interpretive signs that will be placed on the MK Nature Center grounds in August 2018 convey the important role of hunting and fishing to wildlife conservation in Idaho. Expand awareness of the role that hunting, fishing, and trapping play in Idaho's overall economy.

FY 2018-2021 Management Direction	Brief statement of FY 2018 status/progress/accomplishment	FY 2019-2022 Management Direction	Tasks/Actions planned in FY 2019
Increase public knowledge of unlawful fishing and hunting activity. Promote citizen reporting of wildlife crime.	<p>Published monthly article on website highlighting a closed unlawfully taken wildlife case reported by the public.</p> <p>Remodeled one of three Citizens Against Poaching trailers used to encourage the public to report wildlife violations.</p> <p>Increased number of tailgate messages on patrol vehicles with the 1-800 Citizens Against Poaching hotline.</p>	Increase public knowledge of unlawful fishing and hunting activity; better inform the public about flagrant violations; and promote citizen reporting of wildlife crime.	Publish dispositions and stories of high-profile cases.
Continue to develop educational outreach materials and programs aligned with Fish and Game Commission & agency priorities and goals to be used throughout the state.	<p>The central gallery in the MK Nature Center visitor's center was completely renovated. It is now an old time hunting cabin complete with hands-on displays for visitors to learn about hunting and fishing. Signage discusses Hunter Education, Idaho's hunting heritage and the role of hunters and anglers to wildlife conservation and management.</p> <p>In FY2018, nineteen Hunter Education Field Days were held at the MK Nature Center. In addition, three traditional instructor-led courses were held.</p>	Continue to develop educational outreach materials and programs aligned with Fish and Game Commission & agency priorities and goals to be used throughout the state.	<p>Maintain the displays in the central gallery in the MK Nature Center.</p> <p>Continue to offer Hunter Education Field Days at the MK Nature Center. Twenty-eight Field Days are currently scheduled and one traditional instructor-led course is tentatively scheduled.</p>
Create a coordinated approach to managing Fish and Game Facebook pages in more of a strategic manner designed to drive traffic to Fish and Game website.	Developed social media guidelines emphasizing that content will first be posted to the website and later promoted on social media. The goal is to use social media to drive more website traffic and to be a two-way customer-service channel.	<p>Combine with above:</p> <p>Build capacity and utilize website and social media in a more strategic manner.</p>	N/A
		<p>New.</p> <p><i>Speed up process to complete controlled hunt draws.</i></p>	Remove U.S. Postal Service mail in option starting in 2019.

FY 2017-2022 PERFORMANCE MEASURES

Performance Measure	2017	2018	2019	2020	2021	2022	Benchmark
5. Effectively convey and distribute information about wildlife and wildlife-based recreation (# of unique visitors per year to Fish and Game website)	1.84 million						2.00 million

Performance Measure Explanatory Notes:

5. The benchmark is based on expected growth in web traffic.



GOAL

Management Support

Enhance the capability of the Department to manage fish and wildlife and serve the public.

OBJECTIVE

Attract and retain a diverse and professional workforce.

Provide programs, equipment and facilities for excellent customer service and management effectiveness.

Improve information management and business systems.

STRATEGIES

- ▶ Seek competitive salaries for Fish and Game employees.
- ▶ Provide training and professional development opportunities.
- ▶ Reward leadership, integrity, competency, professionalism and innovation.
- ▶ Use the fleet management program to efficiently acquire and manage Fish and Game vehicles and field equipment.
- ▶ Promote and strengthen volunteer programs to assist with habitat and fish and wildlife management and education.
- ▶ Work closely with license vendors to ensure accurate delivery of licenses and tags.
- ▶ Provide facilities that foster effective customer service and productive work environments.
- ▶ Develop data management system to make Fish and Game data more readily usable and available to the public, other agencies and employees.
- ▶ Implement an electronic licensing system that is reliable, adaptable, user friendly and cost effective.



FY 2019-2022 MANAGEMENT DIRECTION

FY 2018-2021 Management Direction	Brief statement of FY 2018 status/progress/accomplishment	FY 2019-2022 Management Direction	Tasks/Actions planned in FY 2019
<p>Increase enforcement-related public outreach and community involvement at the local level to keep citizens informed of opportunities to engage and participate.</p>	<p>Issued body cameras to all new officers.</p> <p>Added one additional canine unit totaling four for the state.</p> <p>Purchased trail cameras and thermal and infrared optics to aid in the detection of wildlife violations.</p>	<p>Increase enforcement-related public outreach and community involvement at the local level to keep citizens informed of opportunities to engage and participate.</p>	<p>Seek technology advancements to facilitate Fish and Game's capability to address wildlife/human interactions.</p>
<p>Continue marketing strategies to maintain growth in nonresident hunting license and tag sales.</p>	<p>Marketing strategies appear to be working: Nonresident deer tag sales are up 75% from calendar year-to-date in Week 23, and elk tag sales are up 56%.</p> <p>Improved Fish and Game's presence at out-of-state sports shows, including reviewing and refining displays and handout materials and presenting seminars when possible. For the first time, licenses were sold at every show. Total sales at shows exceeded \$40,000 and over 900 leads were generated.</p> <p>Acquired lists of unsuccessful applicants from Wyoming as well as all resident and nonresident hunters in Oregon and sent an email in July with helpful information on hunting in Idaho. Results failed to show any lift; however, the email was sent late in the season, likely after many hunters had already made their plans.</p>	<p>Continue marketing strategies to maintain growth in nonresident hunting license and tag sales.</p>	<p>Continue to improve our presence at out-of-state sports shows, particularly increasing pre-show advertising, developing a three-year follow-up protocol, building up leads with contact information, and honing messaging delivered via emails.</p> <p>Continue to track and improve nonresident mailers, cards, and emails, and consider buying lists from other western states to target hunters who've failed to draw in their state or other states.</p>
<p>Optimize revenue through HB 230 and Price Lock in accordance to the Commission discount order.</p>	<p>About 410,000 Idahoans became eligible for Price Lock by holding a valid license in 2017. Since March, the new Marketing Analyst tracks 2018 license purchases so that marketing efforts can be directed to those who have not yet purchased.</p> <p>Advertising in CY2018 was scaled down to focus on digital advertising and social media advertising. Social media advertising was brought in-house and has greatly reduced costs. Direct mail is being used for small and very specific targets.</p> <p>Reported to the Legislature on the participants and the financial results of Price Lock.</p>	<p>Optimize revenue through HB 230 and Price Lock in accordance to the Commission discount order.</p>	<p>Closely monitor impacts of both digital and social media advertising to hone for CY2019.</p> <p>Revisit messaging and imagery used to better convey the benefits.</p> <p>Develop a dashboard to improve ability to detect and respond to opportunities and to more quickly report on Price Lock.</p> <p>Begin to assess efficacy of Price Lock at retaining/reactivating intermittent purchasers.</p> <p>Report to the Legislature on the participants and the financial results of Price Lock.</p>
<p>Continue work with Idaho Fish and Wildlife Foundation or other partner if awarded the building lease RFP to complete design and construction of a Southwest regional office building, utilizing a lease-to-own agreement. Achieve groundbreaking in spring 2018 and occupancy by late 2019.</p>	<p>Signed building lease with Idaho Fish and Wildlife Foundation to provide a new, 27,000 square foot regional office in Nampa close to the Garrity exit off of I-84 on 8 acres. Ground breaking occurred on June 1, 2018 with occupancy planned prior to June 30, 2019.</p> <p>Worked with IFWF in partnership to issue a 25-year \$8.7M bond in May 2018 to fund construction and land payoff.</p>	<p>End. <i>Ground-breaking has occurred.</i></p>	<p>N/A</p>

FY 2018-2021 Management Direction	Brief statement of FY 2018 status/progress/accomplishment	FY 2019-2022 Management Direction	Tasks/Actions planned in FY 2019
Improve efforts - including evaluation of existing efforts and initiation of new ones - that recruit new participants, retain current ones, and reactivate those who have dropped out.	<p>The marketing function has grown to three full-time employees with business and marketing education and experience. Analytics have greatly increased as a result although data issues with the new licensing system limit how fast we can analyze and respond.</p> <p>Emails were delivered to thousands of Idaho residents and nonresidents to provide helpful information, remind of upcoming deadlines, and encourage hunting and fishing. Analytics were excellent although we were unable to track through purchase to truly assess efficacy. The change in license vendor and the CAN-SPAM law has temporarily halted email reminders to license-buyers.</p> <p>A project was funded by a Recreational Boating & Fishing Foundation Grant to place signage in big box stores - the largest sellers of hunting and fishing licenses - to stimulate license purchases.</p>	Improve efforts that recruit new participants, retain current ones, and reactivate those who have dropped out.	<p>Reboot email communication to retain and reactivate license-buyers and to increase overall engagement.</p> <p>Focus on engaging Millennials.</p> <p>Use email to engage Hunter Education graduates through their customer journey.</p>
Continue to add capacity to website through additional web development to improve customer service.	Additional training to improve regional blogging was put on hold because of budget constraints and staff capacity was reduced from retirements.	<p>Combine with above:</p> <p><i>Build capacity and utilize website and social media in a more strategic manner.</i></p>	N/A
Continue to comply with Executive Order 2017-02 and maintain cybersecurity.	Per Executive Order 2017-02, Fish and Game has adopted the National Institute of Standards and Technology (NIST) Cybersecurity Framework. The agency has adopted the newly released version 7 of the Center for Internet Security Critical Security Controls (CIS Controls) and is currently using the first six (6) controls to reevaluate Fish and Game systems. The evaluation is being completed using the AuditScripts Critical Security Controls Initial Assessment tool. Business risk analysis is being performed and the appropriate actions will be taken to mitigate any gaps that are found.	Continue to comply with Executive Order 2017-02 and maintain cybersecurity.	Complete new systems evaluation and business risk analysis and mitigate any gaps that are found.

FY 2017-2022 PERFORMANCE MEASURES

Performance Measure	2017	2018	2019	2020	2021	2022	Benchmark
6. Attract and retain highly qualified personnel (% successful registers / % retention of hired FTEs after 2 years employment)	85 / 81						98 / 88
7. All that pay benefit, all that benefit pay (% of funding that comes from the general Idaho public)	2.15%						3%

Performance Measure Explanatory Notes:

6. A "successful register" is defined as one with at least 5 qualified applicants. The percent of successful registers was determined by the formula $[\# \text{ successful registers} + \text{total open competitive registers}] * 100$. The benchmark is based on the average over the past four fiscal years.

7. "Funding from the general public" is defined as revenue from the sales of wildlife license plates, the non-game tax check-off, donations to the Department, and interest income. The percent of funding from the general public was calculated by the formula $[\text{funding from general public} + (\text{funding from general public} + \text{license sales})] * 100$. The benchmark reflects a goal of increasing this revenue by \$675,000 from FY 2015.



Our Mission

(Idaho Code Section 36-103)

All wildlife, including all wild animals, wild birds, and fish, within the state of Idaho, is hereby declared to be the property of the state of Idaho. It shall be preserved, protected, perpetuated, and managed. It shall only be captured or taken at such times or places, under such conditions, or by such means, or in such manner, as will preserve, protect, and perpetuate such wildlife, and provide for the citizens of this state and, as by law permitted to others, continued supplies of such wildlife for hunting, fishing and trapping.

Idaho Fish and Game adheres to all applicable state and federal laws and regulations related to discrimination on the basis of race, color, national origin, age, gender, disability or veteran's status. If you feel you have been discriminated against in any program, activity, or facility of Idaho Fish and Game, or if you desire further information, please write to: Idaho Department of Fish and Game, P.O. Box 25, Boise, ID 83707 or U.S. Fish and Wildlife Service, Division of Federal Assistance, Mailstop: MBSP-4020, 4401 N. Fairfax Drive, Arlington, VA 22203 Telephone: (703) 358-2156. All photos © IDFG

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