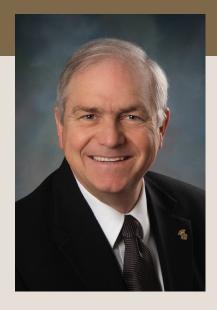


Annual Strategic Plan





The Director's Message

This plan outlines Idaho Fish and Game's FY 2016-2019 agency direction and expectations set by the Idaho Fish and Game Commission.

FY 2015 was a highly successful year for many of our hunters and anglers. Harvest rates—especially for deer—were some of the best we've seen in many years and the salmon and steelhead catch was good, too.

FY 2015 was also a turn-around year financially for Idaho Fish and Game. After a five-year slump in license revenue, both resident and nonresident license sales are increasing and by working with the legislature for new discount authority, we were able to strategically add to the positive sales

trend by offering unsold nonresident deer and elk tags at discounted prices as second tags. The discounted second tags generated nearly a half-million dollars in revenue and together with budget cuts, helped us meet the legislature's directive to bring our budget in line with our revenue.

Idaho's sportsmen and sportswomen expect us to maintain and improve the level of services and professional wildlife management we have been providing. Ten years have passed since resident hunting and fishing fees were last increased. During that time, Fish and Game's operational costs have increased over 22 percent due to inflation and our capacity to manage and the level of services we provide are decreasing because of increased costs. For example, we are stocking fewer trout, conducting fewer game and fish population surveys, and fish hatcheries are not operating at full capacity.

In 2015, we made progress with a strategic approach to raising revenue that combined a legislative fee increase and a concept called the Fish and Game Price Lock. Under the proposal, hunters, anglers and trappers could exempt themselves from the proposed fee increase and "lock in" at the current price for all licenses, tags and permits by purchasing an annual license each year thereafter. We believe the Fish and Game Price Lock will encourage enough intermittent hunters and anglers to buy a license every year generating revenue to help us keep up with inflation.

Our fee bill and the Price Lock proposal got a hearing in the legislature and we expect to bring the combined proposal back in 2016, and also address other issues raised by lawmakers related to our revenue strategy.

Our top priority at Idaho Fish and Game is to provide excellent hunting, fishing and trapping opportunities for the people of our state. But with each passing year, more of our time and our resources are spent working to keep various species off the Endangered Species Act list. This, too, is a priority for our sportsmen and all citizens of Idaho because ESA listings potentially affect us all—impacting our state authority to manage our wildlife and too often causing real effects to our economy and use of public lands. We are working daily to prevent such listings from occurring to fulfill our mission to preserve, protect, perpetuate, and manage all wildlife for continued supplies for the people of Idaho.

Virgil Moore

Director

Fish and Game Commission

he 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. Selection of new Commissioners for the Clearwater and Upper Snake regions are in progress at the time of report submission.

The FY 2016 Commissioners are as follows: Brad Corkill (Panhandle), to be determined (Clearwater), Blake Fischer (Southwest), Mark Doerr (Magic Valley), Lane Clezie (Southeast), to be determined (Upper Snake), and Will Naillon (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 strategic plan called The Compass.



Blake Fischer



Mark Doerr



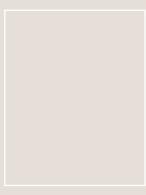
Brad Corkill

OUR VISION

The Department shall work with the citizens of Idaho in providing abundant, diverse fish and wildlife and ensuring a rich outdoor heritage for all generations.



Lane Clezie



To Be Determined



To Be Determined



Will Naillon

The Landscape 2016: Key External Factors

The Economy— The Great Recession significantly affected Fish and Game's license revenue starting in 2009, with a bottoming out in 2012. License revenue continues to trend upward, and has seen marked improvement in 2014 with growth continuing into 2015; however, revenue still has not recovered to the peak experienced in 2008. Fish and Game was successful in its efforts to align license revenue to license budgets for FY15 and FY16 as requested by the Legislature. Recent increases in license revenue helped and were attributed to the general growth in the economy, favorable hunting and steelhead seasons in 2014, and Fish and Game's marketing efforts.

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 landscape-scale energy 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 Greater 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. Staff time must be reallocated, training and specialized expertise is required, and technology must stay up-to-date. These continual challenges require funding that traditionally has not been allocated to communications.

Climate Change — Empirical assessments are just beginning for predictive modeling of spatial and temporal effects of climate change on fish, wildlife, and habitat in Idaho and the surrounding states and provinces. All 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.

Greater Sage-Grouse — Fish and Game provided technical assistance to the Governor's Office, U.S. Bureau of Land Management, and U.S. Forest Service on the draft Environmental Impact Statement for sage-grouse conservation and also provided technical and financial assistance for sage-grouse conservation projects. Fish and Game will continue to provide technical assistance to the Governor's Office and to federal land management agencies through completion of the federal Record of Decision on sage-grouse conservation regulatory mechanisms.

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. Significant resources are required to respond to a rapidly growing list of invasive species and to fund interdiction. Fish and Game plays a key support role in prevention, detection and control activities for both aquatic and terrestrial invasive species.

Nature Deficit Disorder — The average child spends 44 hours per week plugged into electronic media and a mere 30 minutes outside in unstructured play. This disconnection not only has been linked to childhood obesity, attention deficit disorders, and developmental problems, but also will affect the future of wildlife stewardship. We continue to collaborate with many organizations to educate teachers, families, and children coupled with outdoor experiences, including fishing and hunting.

The Landscape 2016: Strategic Issues

Wolf Management — Wolf monitoring remains critical to fulfilling state obligations for documenting wolf numbers and breeding pair status during the five-year post-delisting federal oversight period, which is expected to end May 5, 2016. Federal financial support for wolf monitoring ceased in 2015. Per state law, general funds, license revenue, and livestock assessments financially support reducing wolf impacts on livestock and elk.

Participation in Hunting and Fishing — About one in two Idahoans have fished and one in three Idahoans have hunted in the last two years, vet 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. 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 Idaho's culture and economy.

Nonresident Hunters — Nonresident hunting license sales over the past year have appeared to "bottom" out" and shown marked improvement since the Great Recession, but still remain well below the peak of 2008. Contributing to this increase was high winter survival for deer and elk and the 2014 discount on nonresident 2nd deer and elk tags. The significantly higher cost for nonresidents to hunt in Idaho not only helps keep costs low for residents, but also accounts for roughly half of all license revenue. Therefore, a small increase or decrease in nonresident tag sales has a measurable impact on total license revenue. To continue this trend in tag sales, 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 overt actions to manage predation when it impairs reaching 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 includes stakeholders' opinions, which takes time and money to properly assess.

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 of many of our wildlife populations. Most of Idaho's non-urban private land is in agricultural production, either row crop agriculture or livestock grazing. 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 wildlife on their property and many work with Fish and Game to conduct habitat projects. However, the presence of large numbers of wildlife, especially big game, have the potential to cause damage to agricultural products or infrastructure and can lead to conflict. In these cases. Fish and Game will work with sportsmen and landowners through various programs to alleviate or reduce the impacts from wildlife.

Funding — More than 90 percent of Idahoans say wildlife issues are important to them, yet 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. As a result of multiple years of lower license revenue, during the 2015 Legislative Session Fish and Game strategically reduced its license appropriation to better align its current and future budgets with forecasted revenue. Even with license revenue now on a positive trend, Fish and Game continues to struggle with the loss of purchasing power due to inflation and increased personnel costs. In addition, the tax check-off for wildlife and the wildlife specialty license plates are insufficient to fund the wildlife diversity program. In short, Fish and Game's funding is unable to meet the public's expectations.

The Landscape 2016: Strategic Issues

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 upon which they depend. It is the state's guiding document for managing and conserving at-risk species. An integrated approach to implementing this strategy across all Fish and Game programs will help preclude listings under the federal Endangered Species Act and uphold state authority for managing its wildlife. Fish and Game currently is working with partners to revise the existing plan; the revision is due Fall 2015.

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. Compensation, compression, and movement to market pay averages will continue to be challenges within the confines of the state compensation system. 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 and Habitat

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

DESIRED OUTCOMES

- Hunters, anglers, and trappers are highly satisfied with the number and variety of fish and game available for harvest.
- Idaho citizens are highly satisfied with the diversity and health of the state's native fish, wildlife, and plants.
- Idaho's fish and wildlife is managed by the state.
- · There is no net loss of habitat.
- Fish and wildlife diseases do not significantly impact fish and wildlife, humans, or domestic animals.
- The Department is highly regarded as a comprehensive source of objective, scientifically based information on fish, wildlife, and plants in Idaho.

OBJECTIVE

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

- Develop measurable and achievable management objectives for game species.
- Set harvest rules and regulations to achieve long-term sustainability of populations and habitat.
- Enforce fishing, hunting, and trapping regulations.
- Use artificial propagation, stocking, and translocation where appropriate and cost effective.
- Alleviate wildlife damage to agriculture and compensate landowners for unavoidable losses as provided by law.
- Manage predation to achieve a balance between game and predator populations.
- Intentionally introduce non-native fish and wildlife only if they do not pose genetic, competitive, or predatory risks to native or desirable fish and wildlife.
- Regularly inventory, analyze, and report on game populations and habitats.
- Assess game populations and harvest numbers and adapt regulations to achieve recreation and population objectives.
- Collaborate with tribes, private landowners, and agencies to manage populations and harvest for long-term sustainability.



Ensure the longterm survival of native fish, wildlife and plants.

STRATEGIES

- Inventory, monitor, and assess the status of native fish, wildlife, and plants and the habitats upon which they depend.
- Identify species with the greatest need for conservation action.
- Restore native species where they have declined or disappeared.
- Provide information on the distribution, abundance, and conservation of native fish, wildlife, and plants.
- Assist public and private landowners in the conservation, restoration, and enhancement of native fish, wildlife, and plants.
- Collaborate with interested and affected parties to develop and implement plans to recover threatened and endangered species and conserve native fish, wildlife, and plants.

OBJECTIVE

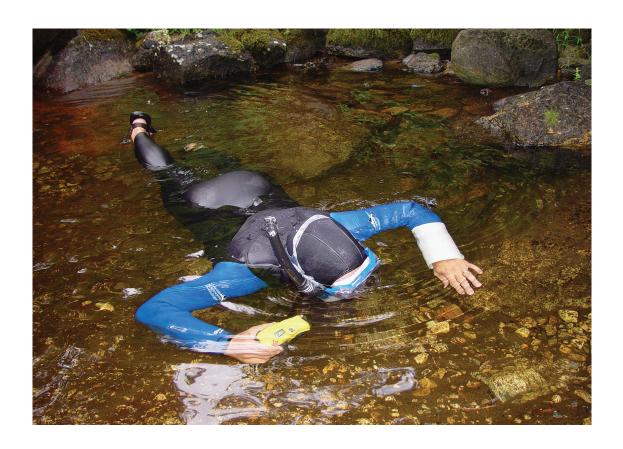
Increase the capacity of habitat to support fish and wildlife.

- Develop measurable and achievable management objectives for fish and wildlife habitat.
- Assess and prioritize habitats for protection, restoration, or enhancement.
- Provide information, analysis, and recommendations to improve fish and wildlife habitats and reduce impacts from land and water use and development.
- Seek mitigation for adverse impacts to fish and wildlife.
- Provide incentives and assistance to landowners to improve habitat on private land.
- Acquire interest in property where Department management can provide exceptional benefits to fish and wildlife and associated recreation.
- Work in cooperation with other agencies and local governments to prevent the introduction and spread of invasive species.
- Develop partnerships with landowners, land management agencies, and others to restore, enhance, and conserve fish and wildlife habitats.



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

- Monitor fish and wildlife populations for disease.
- Prohibit the importation of fish and wildlife that pose an unacceptable disease risk.
- Ensure that propagation, stocking, and translocation of fish and wildlife do not contribute to the introduction or transmission of diseases.
- Reduce or eliminate high concentrations of wildlife that pose significant disease risk.
- Enhance and enforce laws to protect fish and wildlife populations from disease.
- Reduce or eliminate the risk of transmission of disease between captive and free-ranging fish and wildlife.
- Develop risk assessment, public information, and response strategies for fish and wildlife disease threats.
- Collaborate with other agencies and educational institutions on disease control, prevention, and research.





KEY SERVICES PROVIDED FY 2011-2014

Cases Managed and/or Key Services Provided	FY 2011	FY 2012	FY 2013	FY 2014
Scientifically assess the abundance and health of big game populations to inform management decisions (# of hours of deer and elk aerial surveys flown)	795	427	719	741
Alleviate wildlife damage to agriculture (minimum # of depredation complaints responded to)	1,232	737	903	666
Compensate for wildlife damage to agriculture (# depredation claims paid)	28	22	25	23
Improve opportunity to harvest game fish (# of Department-operated hatchery-raised resident and anadromous fish stocked in ponds, lakes, and streams)	32,351,311	23,007,356	23,837,326	35,253,197
Scientifically assess the abundance and health of fish populations to inform management decisions (# surveys conducted on lakes, reservoirs, rivers, and streams)	652	1,297°	464	962
Enforce fish and game laws (# of warnings and citations issued)	4,053	4,175	3,480	4,868
Protect game populations, provide information, ensure human safety (# of licenses checked by officers in the field)	65,893	65,684	60,653	62,553
Provide information, analysis, and recommendations to improve fish and wildlife habitats and reduce impacts from land and water use (minimum # technical comments, reviews, meetings, site visits, and technical data requests filled)	2,886	2,438ª	2,296ª	3,287
Minimize the impacts of fish and wildlife diseases on fish and wildlife populations, livestock, and humans (# cases, biological samples, and necropsies handled by health labs)	2,954	2,825	2,924	3,274
Provide information to license buyers to increase their recreation satisfaction and opportunities (# visitors to Idaho Hunt Planner and Fish Planner web pages)	226,592	174,483	264,962	170,837
Provide for community and public involvement in management and education while reducing costs (# Volunteer, Reservist, and Hunter Ed Instructor hours) ^b	71,868	74,848	56,779ª	63,673ª

a - Tally is incomplete

b - Measure combines fiscal and calendar years

c - The noticeable increase is due to a change in how anadromous fish creel surveys are counted.



FY 2016-2019 MANAGEMENT DIRECTION

FY 2015-2018 Management Direction	Brief statement of FY 2015 status/progress/accomplishment	FY 2016-2019 Management Direction
Emphasize elk restoration particularly in the Panhandle, Selway, Lolo, Middle Fork, Sawtooth, and Salmon zones.	Expanded collaboration and partnering with the U.S. Forest Service to improve elk habitat across the state, including continued work with the Clearwater Basin Collaborative, detailing a biologist full-time in the Clearwater Region to work with the U.S. Forest Service, and working in the Panhandle Region on "let-burn" areas and treatments.	Emphasize elk restoration particularly in the Panhandle, Selway, Lolo, Middle Fork, Sawtooth, and Salmon zones.
	Population monitoring was improved by deploying biologists to quickly locate recently deceased, radio-collared elk to better understand the body condition of elk when they die and what caused their deaths.	
Align predation management with elk restoration.	Predation management plans were completed and approved by the Fish and Game Commission for the Panhandle, Lolo, Selway, Sawtooth, and Middle Fork Zones.	Align predation management with elk restoration.
Manage wolves to maintain state management; work with the Wolf Depredation Control Board to manage depredation.	Wolf seasons were expanded, particularly in areas where predation had a large effect on elk populations. Expansions included long seasons, multiple tags and bag limits, expansion of trapping, and use of electronic calls. Fish and Game contributed \$54,000 to the Wolf Depredation Control Board, matching the livestock industry's contribution.	Manage wolves to maintain state management; work with the Wolf Depredation Control Board to manage depredation and meet the \$110,000 match requirement.
Support state actions that preclude sage-grouse listing.	Provided technical assistance to the Governor's Office, state and federal land management agencies, and the Natural Resources Conservation Service on developing conservation measures to preclude the need to list sage-grouse. Financial and technical assistance for conservation projects on stateowned and privately-owned lands also was provided.	Support state actions that preclude sage-grouse listing.
Delist Bull Trout.	Actively engaged with the U.S. Fish and Wildlife Service (USFWS) in the recovery planning process for Bull Trout. Draft recovery unit implementation plans—that identify specific threats, recovery actions, costs, and estimated time to completion for each of the six recovery units—were released by the USFWS for public comment in June 2015. During the summer of 2015 Fish and Game will work with the Office of Species Conservation to comment on the draft recovery plan and recovery unit implementation plans, with the expectation that a final recovery plan will be released in September 2015.	Finalize the Bull Trout recovery planning process and pursue delisting in appropriate recovery units.



FY 2015-2018 Management Direction	Brief statement of FY 2015 status/progress/accomplishment	FY 2016-2019 Management Direction
Ensure an efficient and effective fish hatchery program.	Statewide evaluation of stocked trout continued for a third year; hatchery techniques and size of trout stocked have been refined and have led to increased harvest and catch by anglers.	Ensure an efficient and effective fish hatchery program and build to full operating capacity.
	Cost savings are being used to offset increased cost of fish feed in an attempt to keep statewide license-funded trout production and stocking whole. Fish production shifts have concentrated swimming inventory at the most efficient hatcheries, saving feed and operating costs. However, fish hatcheries are operating at less-than-full capacity.	
	Changes in operational protocols are allowing the Clearwater and Sawtooth hatcheries to increase the number of Chinook Salmon smolts produced with minimal investment in facility infrastructure. These facilities are funded by the U. S. Fish & Wildlife Service Lower Snake River Compensation Plan.	
	The Springfield Sockeye Hatchery is fully operational and made its first release of ESA-listed (Endangered Species Act) Snake River Sockeye Salmon smolts in Redfish Lake in May 2015. The hatchery is funded by the Bonneville Power Administration.	
Accomplish Yellowstone cutthroat trout conservation and management in the Blackfoot River including pelican predation management.	Staff continued to monitor the Yellowstone Cutthroat Trout spawning run and implemented actions to reduce impacts from pelican predation. Under U.S. Fish and Wildlife Service permit authority, staff used hazing combined with limited lethal take of adult pelicans to reduce predation during the cutthroat spawning run. Fish and Game also managed the pelican nesting islands with a combination of hazing, exclusion fencing, and authorized nest destruction to achieve colony size objectives. Fish and Game's Pelican Management Plan is being updated for implementation in 2016.	Accomplish Yellowstone Cutthroat Trout conservation and management, including using an adaptive management approach to address conflicts between Yellowstone Cutthroat Trout and pelicans.
Achieve settlement for wildlife impacts from federal hydropower development.	Settled with Bonneville Power Administration for the remaining impacts to Idaho wildlife from the five Federal Columbia River Power System projects in southern Idaho. The total settlement is \$40 million to be paid over ten years for new protection of 8,500 acres plus perpetual management of no less than 16,000 acres of existing and new mitigation properties.	Implement the southern Idaho wildlife mitigation settlement to reach target acres, and create "stewardship accounts" within the State Endowment Fund that will fund operations and maintenance.



FY 2015-2018 Management Direction	Brief statement of FY 2015 status/progress/accomplishment	FY 2016-2019 Management Direction
Integrate State Wildlife Action Plan implementation across Fish and Game programs.	The State Wildlife Action Plan's Species of Greatest Conservation Need (SGCN) were considered as focal species for management actions in recently updated Wildlife Management Area management plans.	Integrate State Wildlife Action Plan implementation across Fish and Game programs.
	Regional Wildlife Diversity Program biologists integrated with game and habitat management activities at the local level; similarly, population and habitat biologists have been integrating conservation actions for SGCN into regional projects.	
	The Enforcement Bureau has enhanced its presence, patrol, and monitoring related to trapping compliance and protection of non-target SGCN such as wolverine and fisher.	
	Nongame bird and gamebird programs were combined to provide a truly integrated all-bird management and conservation program with an emphasis on avian SGCN.	
		New
		Improve populations and resiliency of native fish by partnering with governmental agencies, landowners, and private entities to provide fish passage facilities.
		New
		Increase efficiency and effectiveness of conservation law enforcement by increasing the public's awareness of the effects of unlawful harvest, improving detection rates, and implementing recommendations from the 2012 study.



FY 2014-2019 PERFORMANCE MEASURES

Performance Measure	2014	2015	2016	2017	2018	2019	Benchmark
Compliance with regulations (# of violations / # of licenses checked)	4868 / 62,583 (7.8% / 10.9%)						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)	82%					>	90 by 2015
3. Opportunity to harvest game fish (# of Department-operated hatchery-raised resident and anadromous fish stocked in ponds, lakes, and streams)	35,253,197						23,900,000

Performance Measure Explanatory Notes:

- 1. The benchmark is based on past performance by Department officers.
- 2. 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.
- 3. The benchmark is based on maintaing the FY2013 level of production.



GOAL—Fish and Wildlife Recreation

Meet the demand for fish and wildlife recreation.

DESIRED OUTCOMES

- Hunters, anglers, trappers, and wildlife viewers are highly satisfied with fish and wildlife recreation opportunities.
- Landowners allow access for fish and wildlife recreation.
- Recreational opportunities are abundant and well distributed around the state, while conflicts between recreationists are few and far between.
- Hunters, anglers, trappers, and wildlife viewers enjoy broad public support for their recreational activities.
- There is broad recognition and support in Idaho for the economic and social benefits of fish and wildlife recreation and management.

OBJECTIVE

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

- Provide opportunities and experiences based on demand, Idaho's landscapes, and fish and wildlife resources.
- Provide opportunities specific to the needs of beginners, youth, people with disabilities, and families.
- Stock and transplant fish and wildlife where appropriate and cost effective.
- Develop regulations that increase opportunity and variety while reducing conflicts between user groups.
- Assess participation, demand, and satisfaction with hunting, fishing, and trapping opportunities. Adjust management to achieve objectives.



Sustain fish and wildlife recreation on public lands.

STRATEGIES

- Collaborate with land management agencies to provide a variety of recreational opportunities, manage access, reduce impacts and conflicts, and achieve objectives for recreation and fish and wildlife populations.
- Collaborate with outfitters and guides to promote sustainable fish and wildlife recreation, reduce conflicts, and achieve objectives for recreation and fish and wildlife populations.
- Protect the public's right to use public waters for hunting, fishing, trapping, and wildlife viewing.
- Obtain public access across private lands to public lands.
- In partnership with land management agencies, provide information on fish and wildlife recreational opportunities and access on public land.
- Improve management of motor vehicles and enforcement of rules on state and federal lands through partnerships with state and federal agencies and local governments.
- Provide fish- and wildlife-based recreation on lands owned or managed by the Department.
- Provide specialized access opportunities for people with disabilities.
- Assess participation, demand, and satisfaction with fish and wildlife recreation on public land. Adjust management to achieve objectives.

OBJECTIVE

Increase opportunities for wildlife viewing and appreciation.

- Promote and publicize wildlife-viewing opportunities.
- Provide wildlife viewing opportunities on lands managed or owned by the Department.
- Partner with other agencies, local communities, and others to develop wildlife viewing facilities, opportunities, and materials on other land ownerships.
- Assess participation, demand, and satisfaction with wildlifeviewing and appreciation opportunities. Adjust management to achieve objectives.



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

STRATEGIES

- Assess opportunities to access private land.
- Provide incentives and services to landowners who allow public access.
- Collaborate with landowners and commercial operators to provide public recreation opportunities on private lands.
- Assess participation, demand, and satisfaction with access opportunities on private land. Adjust management to achieve objectives.

OBJECTIVE

Maintain
broad public
support for fish
and wildlife
recreation and
management.

- Enforce hunting, fishing, and trapping regulations.
- Emphasize ethics, safety, and fair chase in hunting, fishing, trapping, and other wildlife education programs.
- Expand opportunities to take mandatory hunter and bowhunter education classes.
- Support mentoring programs for new hunters and anglers.
- Provide information on proper wildlife-viewing techniques and behavior.
- Restrict the use of technological advances in fish and wildlife recreation when they compromise fair chase and management objectives.
- Promote hunting, fishing, and trapping as legitimate uses of fish and wildlife and compatible with the conservation of all wildlife.
- Publicize the social and economic benefits of hunting, fishing, and other wildlife-based recreation.
- Monitor public support for fish and wildlife recreation and management.



KEY SERVICES PROVIDED FY 2011-2014

Cases Managed and/or Key Services Provided	FY 2011	FY 2012	FY 2013	FY 2014
Provide opportunity to harvest game fish and wildlife (# of hunting, fishing, and combination licenses sold)	523,698	573,714	566,460	576,063
Provide public access to private lands or through private lands to public lands for hunting, fishing, and trapping (acres provided through Access Yes! program)	918,227	924,080	882,976	1,043,432
Provide public access to important wildlife areas for hunting, fishing, trapping, and viewing (# of acres managed)	364,800	380,000	388,000	390,000
Provide opportunity to hunt big game (# elk and deer hunter days) ^b	1,301,670	1,258,684	1,344,219	NAª
Provide opportunity to harvest salmon and steelhead without harming threatened populations (angler hours spent fishing for salmon and steelhead)	1,928,312	1,928,916	1,540,969	1,727,555
Provide public access to fishing waters (# fishing and boating access sites maintained)	350	330	328	329
Educate students about hunting and firearms safety, ethics and responsibilities, wildlife management, and fish and game rules and regulations (# of students Hunter Education certified)	10,971	8,703ª	9,449 ^b	6,501ª

a - Tally is incomplete

FY 2016-2019 MANAGEMENT DIRECTION

FY 2015-2018 Management Direction	Brief statement of FY 2015 status/progress/accomplishment	FY 2016-2019 Management Direction
Manage Wildlife Management Areas to meet updated wildlife objectives and license- buyer expectations.	All 32 Wildlife Management Area plans have been finalized.	Implement priority activities identified within the Wildlife Management Area Plans with a focus on reducing long-term operation and maintenance costs.
Make it easier to go hunting and fishing, including efforts that recruit new participants, retain current ones, and reactivate those who have dropped out.	Fish and Game launched its "mobile-friendly" website at the end of April 2015, enabling sportsmen and women to purchase a license, permit, tag, or controlled hunt application while using their mobile device. While tags will still be physically mailed after purchase, an image of the hunting, fishing, or combo license would be downloaded onto the device and serve as a valid copy instead of the traditional paper version.	Make it easier to go hunting and fishing, including streamlining purchasing, improving licensing options for special populations, and other customer service improvements.
	Continued	

b - Measure based on a calendar year



Using the newly-established marketing budget, Fish and Game launched a statewide fishing "Turn Your Moments into Memories" campaign to encourage anglers to renew their license and go afield. This campaign will run until July 31st, and includes billboards in four metropolitan areas, web banner ads, paid Facebook ads, and other delivery mechanisms to get the word out and increase participation.

The nonresident disabled veteran program was streamlined. Previously, the customer had to find a qualified nonprofit or government agency to sponsor them in a hunt in Idaho, and hunt in association with that sponsoring organization. This created a burdensome approval process that was lengthy for the customer, the organization, and Fish and Game. After legislation was approved by the 2014 Legislature, the customer now only has to submit verification of their disability from Veteran's Affairs to Fish and Game, which is then updated into their profile. After updating, the customer can purchase the proper license and tags from any license vendor, on the internet, mobile, or telesales channels.

Fish and Game began offering a combined hunter/bowhunter education class. This class is designed and taught in a manner that students can earn certification to both hunt with firearms and archery equipment after taking the class. Instructors taught just over 30 of these combination classes in the last six months of the fiscal year.

Fish and Game also dropped the field day requirement for online bowhunter classes. These students have already taken part in field day for hunter education certification and the online course provides useful exercises that adequately cover the material normally covered during field days. The field day requirement is still in place for traditional bowhunter classes conducted in classrooms.

A new online hunter education registration system also went live in FY15. The new system is much more user-friendly, enabling Idaho citizens to see where classes are available and to sign-up and also to get refunds. The new system also provides useful information to instructors to better prepare for classes beforehand.

During the 2014 hunting season, 6,327 new hunters took advantage of the *Hunting Passport* program. Passed by the legislature and signed into law by Governor Otter in 2013, the Hunting Passport allows any first-time hunter, resident or nonresident, age eight and older to try hunting for one year with an adult mentor without first having to complete an Idaho hunter education course. Fish and Game has also launched a *Wildavore* program for young adults interested in learning to hunt. The program teaches the basics and culminates in a mentored hunt. Fish and Game is also partnering with Idaho State University, The College of Southern Idaho, Boise State University, The University of Idaho, and Lewis and Clark State College to teach hunter education.



FY 2015-2018	Brief statement of FY 2015	FY 2016-2019
Management Direction	status/progress/accomplishment	Management Direction
Make areas for hunting, fishing, and trapping more accessible and convenient, with particular emphasis on developing partnerships	Over 427,000 acres of private land open to hunting and fishing was maintained in cooperation with private landowners through the <i>Access Yes!</i> program. Fish and Game also partnered with counties and non-governmental organizations to increase wildlife-based recreational opportunities.	Make areas for hunting, fishing, and trapping more accessible and convenient, with particular emphasis on developing partnerships.
	Access to the Little Salmon River along US Highway 95 near Riggins, a popular site for Idaho anglers looking to catch Chinook Salmon and Steelhead, has been made possible thanks to an agreement between Fish and Game and the Little Salmon River Ranch. The new Little Salmon River Access area is a cooperative effort with the Idaho Fish and Wildlife Foundation.	
	An agreement with a private landowner to provide boat access to the Kootenai River near the Idaho/Montana boarder was developed in cooperation with the Montana Department of Fish, Wildlife, and Parks.	
	Three new family-oriented fishing ponds were developed in cooperation with other entities. Spicer Pond in St. Maries was built with funding from Avista; Wellness Pond in Pocatello was built as part of the new Portneuf Wellness Center; and Castle Rock Pond was built in Castle Rock State Park in cooperation with Idaho Department of Parks and Recreation.	
	Over 25 miles of new waters were opened to Chinook Salmon fishing on the Salmon River.	
	Two public access areas on National Forest lands adjacent to the Coeur d'Alene River were developed to facilitate drift boat launches.	
		New
		Streamline processes to make it easier to take hunter and bowhunter education courses.

FY 2014-2019 PERFORMANCE MEASURES

Performance Measure	2014	2015	2016	2017	2018	2019	Benchmark
4. Landowners allow access for fish & wildlife recreation (# of properties enrolled / # private acres in Access Yes! Program)	113 / 437,117						115 / 700,000

Performance Measure Explanatory Notes:

4. The benchmark is based on past success of the Access Yes! program.

GOAL—Working With Others

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

DESIRED OUTCOMES I

- A broad spectrum of the public participates in and supports management decisions.
- Idaho citizens are well-informed and knowledgeable about fish and wildlife resources and the Department's management role.
- Fish and wildlife management is based on sound science and is responsive to the needs and expectations of Idaho citizens.
- Information related to Idaho's fish, wildlife, plants, and ecosystems is easily accessible in a variety of formats.

OBJECTIVE

Improve citizen involvement in the decision-making process.

- Publicize the Department's public involvement and decisionmaking processes.
- Ensure that interested and affected parties are notified of opportunities to participate in decisions and that all voices are heard.
- Improve the variety and convenience of opportunities for citizens to be involved in Department decisions.
- Provide quality and timely response to input from citizens and include rationale for decisions.
- Assess and report on the values, attitudes, and opinions of citizens regarding fish and wildlife.
- Improve coordination, effectiveness, and quality of public involvement efforts.
- Assess participation in and satisfaction with public involvement processes. Adjust programs to improve performance.



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

STRATEGIES

- Provide user-friendly regulations and information.
- Provide timely and accurate information on recreational opportunities, management actions, and important news related to fish and wildlife.
- Publicize resource management issues and Department programs that address them.
- Develop effective partnerships with resource management agencies, schools, universities, civic organizations, interest groups, businesses, and individuals to inform and educate the public.
- Develop effective methods for conveying and distributing information about fish and wildlife.
- Evaluate education, information, and outreach efforts and determine the needs, expectations, and interests of the public. Adjust programs to meet objectives.
- Improve internal communication and knowledge of the Department's programs and activities.
- Promote the use of Department facilities for fish and wildlife educational opportunities.
- Provide a variety of "how to" hunting and fishing classes as well as other fish and wildlife educational opportunities.

KEY SERVICES PROVIDED FY 2011-2014

Cases Managed and/or Key Services Provided	FY 2011	FY 2012	FY 2013	FY 2014
Provide information on fishing and hunting, fish and wildlife, educational programs, volunteer opportunities, and other general agency information to the public (average # visitors per month to agency website)	265,410	208,525	255,913	170,837
Train school teachers about how to improve their students' awareness, knowledge, skills, and responsible behavior related to Idaho's fish and wildlife. (# teachers who attended Project Wild workshops)	446	425	654	390
Provide information to license buyers to increase their recreation satisfaction and opportunities (# visitors to Idaho Hunt Planner and Fish Planner web pages)	226,592	174,483	264,962	287,145
Provide for community and public involvement in management and education while reducing costs (# Volunteer, Reservist, and Hunter Ed Instructor hours) ^b	71,868	74,848	68,986	63,673ª

a - Tally is incomplete

b - Measure combines fiscal and calendar years



FY 2016-2019 MANAGEMENT DIRECTION

FY 2016-2019 MANAGEMENT DIRECTION							
FY 2015-2018 Management Direction	Brief statement of FY 2015 status/progress/accomplishment	FY 2016-2019 Management Direction					
Strengthen citizen engagement in wildlife conservation and management and use existing programs such as Master Naturalist, Project Wild, and volunteers to keep citizens engaged.	Idaho Fish and Game's volunteer corps, including those involved in the Master Naturalists program, continues to make a positive impact on habitat improvements and to involve Idaho citizens in wildlife management efforts statewide. Nearly 4,000 volunteers give of their time annually. FY15 figures are not yet available but in FY14, volunteers contributed more than 50,000 hours totaling more than \$1.1 million dollars in match value. Project WILD! conducted 20 workshops in FY15 involving approximately 440 teachers from throughout Idaho. Participants learn about management of big game, salmon, turkeys and other species and they take that knowledge back to their classroom and share it with their students.	Strengthen citizen engagement in wildlife conservation and management and use existing programs such as Master Naturalist, Project Wild, and volunteers to keep citizens engaged.					
Create more effective communications, both internally and externally.	Fish and Game began issuing an internal newsletter called <i>The Contact</i> in FY15. The Contact is produced and distributed approximately six times yearly and is designed to keep employees informed about various agency-related issues and overall agency direction.	Build capacity and use the "create once, publish everywhere" approach for more effective communications, both internally and externally.					
	Improvements continue to be made to the Fish and Game website. Visitors are able to share photographs and will soon find more locally-based information on regional webpages, which will be launched next fiscal year.	internally and externally.					
	Fish and Game has recently hired an experienced outdoor writer/journalist who will be able to better communicate "big picture" agency programs, initiatives, and objectives—particularly to hunters, anglers, and trappers.						
Inform Idaho planners and decision-makers about economic benefits of wildlife recreation to promote outcomes that accommodate state wildlife management and conservation objectives.	While crafting messages to support the Fish and Game Price Lock/revenue increase proposal, staff worked to incorporate information about the overall economic benefits of wildlife-based recreation, which amounts to \$1.4 billion annually. This information was made available to the public and to elected officials when they considered the proposal during the 2015 legislative session.	Further disseminate information about the economic benefits of wildlife-based recreation to help citizens better understand the positive effect that hunting, fishing, trapping, and wildlife viewing has on Idaho's overall economy.					
		New					
		Increase awareness of the resources necessary to manage Idaho's fish and wildlife.					
		New					
		Emphasize educating Idahoans about the important role hunters, anglers and trappers have played in wildlife conservation and management for over 100 years.					





FY 2014-2019 PERFORMANCE MEASURES

Performance Measure	2014	2015	2016	2017	2018	2019	Benchmark
5. Effectively convey and distribute information about wildlife and wildlife-based recreation (# of	1.64 million						See Note
unique visitors per year to Fish and Game website)	1.04 111111011						See Note

Performance Measure Explanatory Notes:

5. This benchmark is under review. The website is being restructured and new goals will be set by the web strategy team.

GOAL—Management Support

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

DESIRED OUTCOMES

- Employees are recognized and respected for public service and leadership in fish and wildlife management.
- The Department attracts and keeps highly qualified personnel.
- The Department is recognized as an effective and efficient state agency.
- Funding is sufficient to manage fish and wildlife and serve the public.
- All that pay benefit; all that benefit pay.

OBJECTIVE

Attract and retain a diverse and professional workforce.

STRATEGIES

- Reward leadership, integrity, competency, professionalism, and innovation.
- Require training in supervision, performance evaluation, and leadership for all supervisors.
- Promote and provide training and continuing education opportunities.
- Recruit and train volunteers to assist Department employees.
- Seek competitive compensation when developing recommendations for state employee compensation.
- Provide career development, promotional opportunities, and relocation assistance.
- Improve recognition, celebration, education, and wellness programs that value employees.

OBJECTIVE

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

- Maintain and upgrade facilities and equipment.
- Design and locate offices for customer service and convenient access.
- Partner with other agencies to combine offices where feasible.
- Provide a safe, pleasant, and well-equipped work environment.



Improve information management and business systems.

STRATEGIES

- Develop and implement a long-term plan for information technology and management.
- Improve tools for entry, storage, retrieval, reporting, and dissemination of biological and business data.
- Develop cooperative efforts to gather and exchange information on fish, wildlife, and plants.
- Develop and implement standardized sampling and data collection protocols.
- Provide access to and training in the use of information management systems.
- Implement an electronic licensing system that is reliable, adaptable, user friendly, and cost effective.
- Continually review, adapt, and improve business practices to enhance effectiveness and accountability.
- Devise and implement ways to enhance teamwork, internal communication, and decision making.

OBJECTIVE

Improve funding to meet legal mandates and public expectations.

- Continue to use revenue generated by hunters, anglers, and trappers for programs that benefit hunting, fishing, and trapping.
- Develop a funding mechanism to adjust license fees to keep pace with the cost of managing hunting and fishing programs.
- Obtain funding through grants and partnerships that support the Department's mission.
- Develop new funding for fish and wildlife programs that benefit all Idaho citizens.
- Seek efficiencies and cost savings in all programs.
- Use research and marketing to enhance license sales.
- Facilities, equipment, and information systems are safe, reliable, and cost effective.



FY 2016-2019 MANAGEMENT DIRECTION

FY 2015-2018 Management Direction	Brief statement of FY 2015 status/progress/accomplishment	FY 2016-2019 Management Direction		
Increase efficiency and effectiveness of conservation law enforcement by increasing the public's awareness of the effects of unlawful harvest, improving detection rates, training officers, and implementing recommendations from the 2012 study.	Fish and Game enforcement officers have increased web presence and social media by posting a new story monthly called "CAP Story - Thanks to You it Works". Officers also regularly add information on Fish and Game's regional Facebook pages that receives notable attention, often receiving thousands of "likes". This year, Conservation Officer training emphasized our Conservation Officer Creed specifically "To assist the public in their compliance with regulations." The Magic Valley Region experienced a 40% increase in Citizens Against Poaching calls as a result of officer-involved signage and promotion and two billboards on Interstate 84.	Increase efficiency and effectiveness of conservation law enforcement by improving officer training. See also Fish, Wildlife, and Habitat Goal		
Implement strategies for addressing declines in nonresident hunting license and tag sales, such as offering discounts.	After the 2014 Legislature approved legislation granting the Commission discount authority to be used in marketing efforts, the Commission reduced the prices of the second nonresident deer or elk tags for 2014 to \$200 for deer and \$300 for elk. These tags could be purchased by both residents and nonresidents, and come out of the unsold nonresident tag allocation. Hunter response to this program was positive. Over 3,300	Continue marketing strategies to maintain growth in nonresident hunting license and tag sales.		
	2nd nonresident deer and elk tags were sold, for an overall gain of almost \$500,000 compared to the prior year. Also adding to the increase in these tag sales was a great hunting season due to minimal wildfires, and a high winter survival.			
Use a portfolio of tools, including marketing and legislative revenue increases, to position license revenue to match Fish and Game appropriation.	Fish and Game was successful in strategically reducing its license appropriation using a combination of budget cuts and revenue increases to meet Legislature's expectations for FY15 and FY16. Items cut in the budget included reductions in capital expenditures, cancellation of contracts, and a shift of allowable operating expenditures off of license funding and onto Pittman-Robertson trust funds. Revenue was increased due to organic growth and the	Seek the Price Lock/ revenue increase proposal during the 2016 legislative session.		
	success of the 2nd nonresident deer and elk tag discount program.			



FY 2015-2018 Management Direction	Brief statement of FY 2015 status/progress/accomplishment	FY 2016-2019 Management Direction		
Create a portfolio of financial tools that include customer service incentives to manage "churn."	In late December 2014, Fish and Game proposed its "Price Lock" program, which requested a 20% fee increase on resident items and proposed to discount those increased fees to their original levels for those customers who purchased any type of annual license each year. It was designed to bring lapsed hunters and anglers back into the customer base by creating an incentive to purchase annual licenses every year. The Price Lock approach is unique to Idaho and many other fish and wildlife agencies from other states were curious to see how it would be received. Idaho Fish and Game received positive feedback from hunters, anglers and trappers from around the state.	Continue marketing strategies and pursue the Price Lock to reengage lapsed anglers and hunters; specifically emphasize how purchasing licenses helps Fish and Game make sure fish and wildlife are there the next time they go afield.		
	The legislation was not approved in the 2015 session, and therefore was not implemented.			
	The "Turn Your Moments into Memories" marketing campaign was directed at lapsed anglers reminding them of the great memories developed and shared while going fishing. The messaging and images were designed to "remind" people to buy a license and spend time fishing while camping, hiking, and enjoying Idaho's outdoors.			
Continue to work with legislators and citizens and emphasize communications about the programs and services that benefit the broad spectrum of Idahoans.	Fish and Game conducted widespread public outreach in FY15 on initiatives including the Fish and Game Price Lock/fee increase proposal and the agency's 75th Anniversary celebration—which involved a yearlong effort designed to highlight the history of various Fish and Game milestones and programs and citizen involvement in the creation of the agency. This included a YouTube video channel which had over 9,000 views.	Continue to work with legislators and citizens and emphasize communications about the programs and services that benefit the broad spectrum of Idahoans, including the importance		
	Fish and Game also began an effort to improve how the Fish and Game website is managed by enabling hunters, anglers, trappers and wildlife watchers to post photos from their adventures in Idaho.	of hunting, fishing, and trapping.		
	The improved website will also include regional webpages and "blogs" allowing regional managers to better communicate timely information with area sportsmen. Statewide training in blog development began in FY15.			
	Fish and Game also began promoting the "hunter as conservationists" message in various publications and during the agency's 75th Anniversary celebration. Hunters were some of the original conservationists and still are today and it is important for the general public to know that.			



FY 2015-2018 Management Direction	Brief statement of FY 2015 status/progress/accomplishment	FY 2016-2019 Management Direction		
Evaluate mechanisms and financial resources required to better align expenditures with The Compass.	No progress has been made on this effort due to a lack of financial resources. Despite recent revenue growth, this effort will be addressed after the backlog of operational needs have been met after recovering from the economic downturn.			
Secure additional Southwest Region office space when agency resources are available.	No progress has been made. Until new revenue is secured, this project will remain on hold.	Secure additional Southwest Region office space when agency resources are available.		
		New 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.		

FY 2014-2019 PERFORMANCE MEASURES

Performance Measure	2014	2015	2016	2017	2018	2019	Benchmark
6. Attract and retain highly qualified personnel (% successful registers / % retention of hired FTEs after 2 years employment)	97 / 88					>	94 / 88
7. All that pay benefit, all that benefit pay (% of funding that comes from the general Idaho public)	2.5%						20% by 2020

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 [# successful registers + 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 [funding from general public + (funding from general public + license sales)] * 100. The benchmark is a 5-year target based on data from the U.S. Sportsmen's Alliance Foundation's 2001 Survey of State Wildlife Agency Revenue. By using the formula [general fund revenue + (general fund + license revenues)] * 100 for all state fish and wildlife agencies, we calculated a nationwide percent of about 20%.



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.

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