

Conserving America's Fisheries

**U.S. Fish and Wildlife Service
Department of the Interior**

**National Fisheries Program Strategic Plan
Fiscal Years 2004 – 2008**

January 20, 2006

A Message from the Director

The **Fisheries Program** of the U.S. Fish and Wildlife Service (Service) has responsibilities across the Nation for conserving fish and other aquatic resources. We are fortunate to work with others – **States, Tribes, conservation organizations, industry and others in the service** – in fulfilling our responsibilities.

This **National Fisheries Program Strategic Plan** (Plan) is built on a foundation laid by our partners, convened by the **Sport Fishing and Boating Partnership Council** (Council). The **Council** also indicated that the Service should become the **catalyst** and the lead Federal agency in developing a **National Fish Habitat Plan** analogous to the North American Waterfowl Management Plan. We responded to that call and this Strategic Plan represents a commitment by the Service to employ its conservation tools in the spirit and practice of cooperative conservation to further the goals in the **National Fish Habitat Plan**.

All Federal programs are required to increase their accountability by law. This Plan also meets the Service's responsibility to be **accountable** to the American people, by setting ambitious goals and measuring our progress toward the goals. The Fisheries Program has been a leader in measuring its performance in relation to **budgetary resources**, and **setting priorities** to meet its goals. I am proud to say that future updates of the Plan will enhance even further our accountability to the public.

Finally, as Director, I support a **strong Fisheries Program**, one that complements the diverse roles of our leadership, employees and partners and is responsive to the diverse needs of our stakeholders. This Plan is supported by the pride and passion of the entire **Service Directorate** and all of our **employees and partners** across the Nation. Their dedication is critical to our collective success in our vision of **healthy fish, healthy habitat, and healthy people leading to a healthy economy**.

Let's continue to work together in **Conserving America's Fisheries** for the use and the benefit of the American people.



H. Dale Hall

PREFACE

The Fisheries Program of the U.S. Fish and Wildlife Service has played a vital role in conserving America's fish and other aquatic resources since 1871. Today, the Program is a crucial partner with States, Tribes, other governments, private organizations, public institutions, and interested citizens in a larger effort to conserve these important resources. Partnerships are essential for effective conservation, combining the knowledge, resources, and commitment of the partners to confront the many challenges facing America's fish and other aquatic resources.

The Fisheries Program faces unique challenges in filling its role. As a national program, it is accountable to the public, and looks to the Administration and Congress to help fund the program and set priorities. As a conservation partner, Fisheries employs a variety of tools in hundreds of local and regional watersheds across the nation. More than other Service programs, Fisheries has considerable flexibility to make choices on how it does its job. This makes strategic planning doubly important to ensure that the Program is addressing the highest priority resource needs and the needs of partners and stakeholders.

The Service asked a broad array of its partners, acting through the Sport Fishing and Boating Partnership Council's Fisheries Steering Committee, to help identify the most critical needs for aquatic resources and to reach consensus on the most appropriate role for the Fisheries Program. As a result of that collaboration, a new vision for the Program was completed in 2002.

*Conserving America's Fisheries: U.S. Fish and Wildlife Service Fisheries Program Vision for the Future*¹ includes broad goals, objectives, and actions on a national programmatic scale.

Fisheries Program Mission

Working with partners to restore and maintain fish and other aquatic resources at self-sustaining levels and support Federal mitigation programs for the benefit of the American public.

Each of the eight Regional Fisheries programs worked closely with their partners and stakeholders to develop a Regional strategic plan describing more specifically the tactics to be implemented during the next few years (2004 – 2008). The Regional strategic plans contain performance measures and targets to focus the

program on measurable resource outputs and outcomes and to highlight the considerable resource needs not yet fulfilled. This national strategic plan consolidates the detailed information contained in the eight Regional plans.

By focusing on measurable resource outputs and outcomes, the Fisheries Program has placed the highest priorities on meeting the commitments made to partners and stakeholders and being accountable to the American people for the funds that support this work. This strategic plan embodies the input of the Fisheries Program's partners and stakeholders, and the commitments made by the Program in return. It describes the measures by which the Program will gauge its performance and sets ambitious but reasonable long-term targets for those measures. Finally, it brings to bear all the tools of the Program in an integrated, strategic, and cooperative approach to Conserving America's Fisheries.

¹ The *Vision for the Future* is available at <http://fisheries.fws.gov/CAF/Vision.htm>.

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INTRODUCTION

This is the second document produced as a result of the Fisheries Program's strategic planning process to define and measure success. The first was *Conserving America's Fisheries: Fisheries Program Vision for the Future*, published in December 2002. The Vision document took the first step of describing the condition of America's aquatic resources and the structure and capabilities of the Fisheries Program. The Vision identified a mission and goals that defined how the Program would succeed at conserving and managing fish and other aquatic resources in the face of increasing threats.

This document sets forth specific performance measures that will be used to evaluate how well the Program accomplishes its mission. The performance measures are focused on outcomes and meaningfully reflect the purpose of the Program. The measures are both annual and long-term (i.e. five years) and include ambitious, yet achievable, targets. Also key to the strategic planning process are Regional Fisheries Strategic Plans (i.e. step-down plans). Each Regional Plan describes how that particular Region of the Service will implement the goals and objectives identified in the Vision, and provides the specific target level of accomplishment for each performance measure. Information provided in the Regional strategic plans was assimilated in the development of this national Fisheries Program Strategic Plan.

Audiences for this plan include policy-makers in the Administration and Congress, who oversee the budget and performance of the Fisheries Program. The performance goals and measures and targets in this strategic plan also appear in performance tables submitted to the Administration and Congress with annual budget requests and performance reports. Additional audiences include personnel at all levels of the organization who must understand and implement the plan, and the partners and stakeholders who invested considerable time and effort to help develop the *Fisheries Program Vision for the Future* and the Regional step-down plans.

Following the format of the *Vision*, this plan is structured to enable straightforward and realistic measurement of implementation and performance over the next few years. Under each focus area, the *Vision* provides goals that express what the Program will strive to achieve. In this plan, each of the eleven goals is linked to "Strategic Goals," "End Outcome Goals," and "Intermediate Strategies" from the Department of the Interior's (DOI) Strategic Plan to communicate the interrelationship and shared vision from the Fisheries Program level to the Department level. This is followed by national level "Performance Measures," which are specific operational measures that the Program has tracked and will track throughout the five-year plan.

The performance measures in this document are a starting point rather than an endpoint. They will be modified as the Fisheries Program becomes more sophisticated in measuring performance. Most of the measures are output-oriented in that they measure what the Fisheries Program actually does (e.g. producing fish in a hatchery or assessing the condition of a fish population). The Program will continue to refine the goals in this document toward more meaningful outcome-oriented goals that will measure the change in the desired outcome (e.g., three species recovered to the point where they can be removed from the endangered species list).

For each performance measure, ambitious targets have been established in order to meet the goals that the Program and its partners set forth in the *Fisheries Program Vision for the Future*. The targets in this plan are national totals of Regional targets. The performance levels for FY 2004 represent what the Program actually accomplished with appropriated and other funds. The performance targets for FY 2005 represent what the Program expects to accomplish with appropriated and other funds. Long-term targets for FY 2006-2008 are ambitious but reasonable and reflect the priority resource needs in each Region as identified in concert with partners and stakeholders. Achieving the targets will be challenging, but possible with partner support.

Understanding Performance Measures and Targets:

- Performance measures that are reported as a percentage (rather than just number) also report the numerator and denominator for FY 2004 actual accomplishments. Numerators and denominators are not displayed for outyear targets (FY 2005-2008). During outyears, the numerators and denominators are subject to change (as data collection improves, the status of species and habitats change, current information and plans become outdated, etc.), but the percentage (proportion of numerator to denominator) is the target for FY 2005 – 2008.
- The FY 2007 and 2008 performance measure targets are level with FY 2006 targets; level funding is assumed for FY 2006 – 2008, and maintaining the level of FY 2006 planned accomplishments during FY 2007 and 2008 is ambitious considering the consistent rise in the cost of doing business each year.
- The condition of assets that support critical water management, public use, and other infrastructure at National Fish Hatcheries is measured by the Department of the Interior's Facility Condition Index (FCI). The FCI is calculated by dividing the total deferred maintenance cost estimate (numerator) for the assets by the current replacement cost (denominator) of the assets. A lower FCI is desirable where .00-.05 = good, .051-.099 = fair, and .10 and above = poor.

In developing this strategic plan, the Program made critical assumptions regarding key factors in the social and political environments. While some changes in these factors are inevitable, these assumptions must remain valid in order for the Fisheries Program to meet long-term goals.

- Americans place a high value on fish and their habitats and consider them important national assets;
- Americans value recreational, commercial, and subsistence benefits derived from fish and their habitats and use these resources in a manner that conserves natural resources; and
- The American people will provide support to achieve the strategic goals of an effective and efficient Fisheries Program, including funds and cooperative participation in conservation activities.

PARTNERSHIPS AND ACCOUNTABILITY

Partnerships Goal (from the *Vision*): Open, interactive communication between the Fisheries Program and its partners.

DOI Strategic Goal: Protect the Nation's natural, cultural, and heritage resources.					
DOI End Outcome Goal: Protect Cultural and Natural Heritage Resources.					
DOI Intermediate Strategy: Increase Partnerships, Volunteer Opportunities, and Stakeholder Satisfaction.					
Fisheries Long-Term Performance Goals:					
By September 30, 2008, establish 16 Friends Groups in support of NFHS facilities.					
Fisheries Annual Performance Goals:					
By September 30, 2005, establish 16 Friends Groups in support of NFHS facilities.					
Performance Measures	2004 Actual	2005 Planned	2006 Planned	2007 Planned	2008 Planned
# of Friends Groups	15	16	16	16	16

Goal Purpose

Partnerships are the foundation of the Fisheries Program. Together the Program and its partners and stakeholders will combine efforts and expertise to tackle challenges facing fisheries conservation. Enhanced partnerships will enable the Program to leverage funding, identify strategies that can be embraced by a variety of stakeholders, and create an environment of cooperation, consultation, and communication to serve the conservation of the nation's aquatic resources.

Goal Achievement and Strategies

To achieve the Fisheries Vision goal for Partnerships, the Fisheries Program will:

Spotlight on Partnerships

Successful international partnerships in the Great Lakes have restored fish populations, protected habitats, and enhanced recreational fisheries. Partners in the Great Lakes include 8 states, 10 tribes, the Province of Ontario, federal agencies in the U.S. and Canada, non-governmental organizations, industry, and international organizations like the Great Lakes Fishery Commission. Since its formation in 1954, the Commission has looked to the Service as a partner in controlling the invasive sea lamprey, supporting the restoration and maintenance of the \$4 billion Great Lakes sport fishery. These partnerships restored lake trout in Lake Superior, one of the world's largest bodies of freshwater.

Through the Great Lakes Fish and Wildlife Restoration Act, the Fisheries Program has funded nearly \$3 million in state and tribal projects to restore Great Lakes fishery resources. Projects focus on 32 fisheries restoration recommendations submitted in a 1995 report to Congress, as well as priorities of the Lake Committees, articulated in Fish Community Objectives for each of the Great Lakes.

- **Develop and improve long-term partnerships with States, Tribes, other Federal agencies, non-governmental organizations, and other Service Programs to develop collaborative conservation strategies for aquatic resources.**

The Program will meet annually with partners and stakeholders at the national and regional level to identify and resolve aquatic resource management problems, explore new management opportunities, maintain productive working relationships, and review resource results. Through meetings and other interaction, Fisheries will solicit input and feedback from partners and stakeholders, guiding the Program in future years and helping to improve its programs, processes, plans, and practices. The Program will also develop, test, and employ new means of communicating with partners and stakeholders, such as electronic newsletters and web pages.

The Program will leverage its funding and expertise through cooperative arrangements with partners and other Service programs to achieve common goals. It will actively manage its cooperative agreements to ensure they carry out Service policies and good business practices, as well as enhance the Service's role as a committed leader and willing cooperator. Active management of agreements will also ensure they are consistent with one another and that a reasonable balance between Service and partner missions is maintained.

The Fisheries Program will involve communities, Tribes, partners, customers, contractors, volunteers, and the interested public in carrying out its *Vision*. The Program will work proactively within local communities to establish "Friends Groups" that support the goals and purposes of Fisheries facilities. Friends groups can make a measurable difference by developing educational materials, conducting tours, assisting with field surveys, sponsoring recreational activities, and staffing and making improvements to visitor centers or other facilities.

The Program will also foster stronger working relationships with other Service programs. Effective cross-program collaboration increases efficiency by reducing duplication of effort, and increases effectiveness by addressing priorities in a more coordinated manner. For example, the National Wildlife Refuge System, Habitat Conservation Program, and the Endangered Species Program help to conserve fish and aquatic habitat, and the Fisheries Program contributes significantly to fulfilling those programs' responsibilities.

Program Changes

This is a long-term commitment by the Program to be responsive to our partners and stakeholders and enhance communication and collaboration. This commitment is critical for meeting short-term and long-term aquatic resource conservation goals and objectives. Our success will depend on strong, two-way communications, and accountability.

Living up to this commitment will require dedication, perseverance, and flexibility. The Fisheries Program has a great many partners and stakeholders, each of whom holds distinct views and interests that must be considered.

Maintaining and enhancing partnerships will also allow the Fisheries Program to enhance progress toward shared goals with existing budgets.

The Fisheries Program lacks specific performance measures for partnerships. By December 31, 2005, the Program will develop measures, with associated definitions and data collection procedures, to meaningfully measure the contribution of partnerships to achieving the *Vision*. Annual and long-term targets for partnership measures will also be developed.

New performance measures may focus on:

- The number of active partnerships
- The satisfaction level of partners
- The number of formal agreements through which the Fisheries Program and partners share resources (e.g. funds, personnel) to achieve common objectives.

Supporting workload measures may include the number of coordination meetings held with State, Tribal, Federal, non-governmental, and other partners.

By December 31, 2005, the Fisheries Program will initiate several new national partnerships. The Program will work with one or more non-governmental organizations to support an initiative for urban fishing, focusing on young people who would otherwise have little opportunity to become anglers and learn to understand aquatic ecosystems. The Program will also improve and strengthen its partnership with the National Wildlife Refuge System, to enhance the conservation mission of Refuges and to expand quality opportunities for people to enjoy the aquatic resources on Refuges.

PARTNERSHIPS AND ACCOUNTABILITY

Accountability Goal (from the *Vision*): Effective measuring and reporting of the Fisheries Program’s progress toward meeting short-term and long-term fish and other aquatic resource conservation goals and objectives.

DOI Strategic Goal: Manage the Department to be highly skilled, accountable, modern, functionally integrated, citizen-centered, and results-oriented.
DOI End Outcome Goals: Accountability; Customer Value
DOI Intermediate Strategies: Performance-Budget Integration; Performance/Process Improvement

Goal Purpose

Culminating three years of work in close cooperation with partners, this plan marks a new beginning for the Fisheries Program, but good beginnings are not the measure of success. What matters in the end are performance, results, and following through to completion on commitments. By measuring its performance, setting targets, and reporting on results, the Fisheries Program seeks to establish a record of accountability and to truly integrate program performance and budget. The Program will implement in letter and in spirit the *Government Performance and Results Act*, which mandates that Federal programs pursue long-term and annual performance goals, and have appropriate performance measures in place to track progress.

Spotlight on Outcomes

By putting this plan into action, hundreds of dedicated Fisheries Program employees across the nation will work closely with their partners to bring about....

- ***HEALTHY FISH***
- ***In HEALTHY HABITATS,***
- ***A HEALTHY ECONOMY,***
- ***And HEALTHY PEOPLE!***

The Fisheries Program will also enhance financial accountability through structural and procedural improvements that promote transparency, efficiency, and flexibility. In a line-and-staff organization like the Fish and Wildlife Service, field organizations report to the Regional Director, who is directly responsible for financial accountability in all Regional programs. However, the Fisheries Program can utilize available tools to promote sound financial management at all levels of the Program.

Goal Achievement and Strategies

To achieve the Fisheries Vision goal for accountability, the Fisheries Program will:

- **Develop and implement performance measures to determine the efficiency and effectiveness of Fisheries Program resource activities and financial accountability.**
This national strategic plan identifies key performance measures and related outputs that capture the core functions of the Fisheries Program. These measures gauge the Program's progress towards meeting objectives in the *Vision*, meeting the Department's end outcome and intermediate outcome goals, and measuring the efficiency with which the Program operates.
- **Manage Fisheries Program funding to maximize Program performance and to allocate and spend Program funds in a timely and responsible manner.**
The Fisheries Program will employ sound financial management practices to administer its activities through the Service's line-and-staff organization. Material weaknesses identified through Service-wide audits will be addressed in a timely manner. Structural aspects of the budget will be addressed to increase transparency and accountability.

With the completion of the 2003-2008 Department of the Interior Strategic Plan in September 2003, GPRA performance measures changed significantly. These changes affect the Fisheries Program. Now guided by the *Vision*, the Service strategic plan (currently in form), and the Department strategic plan, the challenge for the Fisheries Program will be to develop, implement, and refine performance measures that track progress toward the diverse yet similar resource and other goals contained in each of these plans.

The Fisheries Program's long-term performance measures focus on outcomes and are intended to meaningfully reflect the purpose of the Program. Fisheries has set ambitious targets and timeframes for the long-term measures, and utilizes annual performance measures that demonstrate progress toward achieving the Program's long-term goals.

The performance measures in this national strategic plan represent an important step in holding the Program accountable to its partners and stakeholders, the Administration, and the public. The measures will be improved over time as new information becomes available and gaps or inconsistencies are identified. For some of the new measures, the Program will set targets at a later date after establishing comprehensive baseline information.

Program Changes

The Fisheries Program will seek regular, independent evaluations of the program by an external entity, and report to Congress on program performance biennially. The Sport Fishing and Boating Partnership Council agreed to conduct the first independent evaluation by April 30, 2005. The first report to Congress will be submitted by March 31, 2006, covering the period FY 2004-2005. As part of the external evaluation and the biennial report on program performance, the Fisheries Program will seek to refine its performance measures to make them more outcome-oriented, measuring *what* will be achieved rather than *how* it will be achieved.

The Fisheries Program will use the Fisheries Information System (FIS) as the primary management tool to integrate its budget and performance, to set performance targets, and to measure its performance against the targets. FIS is a database to record resource needs and accomplishments by Fisheries field stations, and to organize them for Regional and National reporting purposes. Since its inception six years ago, FIS has greatly enhanced the Program's planning efforts, accountability, priority-setting, and linkages between budget and performance.

Performance targets will be set through a "bottom-up" approach. Field stations and Regional Office line supervisors will estimate what can be accomplished within available funding and staffing levels following enactment of appropriations each fiscal year. Performance targets will be determined at the Regional level and "rolled up" to the national level.

All managers in the Fisheries Program are accountable for achieving performance targets and will be evaluated against the Program's performance goals. Performance targets will be incorporated into the annual performance plans of the Assistant Director and Regional line personnel, i.e. Regional Directors, Assistant Regional Directors, Regional supervisors, field station project leaders, and other employees.

Upon completion of the fiscal year, all Fisheries Program offices will enter their accomplishments in the FIS Accomplishments Module, indicating performance targets met, outputs produced, and other essential information. The Fisheries Program will use this information to evaluate whether performance targets were met at the field, Regional, and national levels.

The Fisheries Program is also increasing its use of information systems to quantify the total need for Fisheries Program services and identify gaps so that program resources can be deployed to meet the highest priority needs. For example, the Populations Module of FIS identifies each population of fish or other aquatic species that the Program is working on or should be working on. The information includes what is known about each population, and also what is not known (e.g. status, trend, management plan), identifying gaps to be filled. The Plans Module of FIS identifies each task within approved plans (management, restoration, or recovery plans) that the Program is working on or should be working on. The information includes which tasks are being completed by the Program and which are not. The Fish Passage Decision Support System compiles a national inventory of man-made barriers that fragment aquatic habitat, so that needs and priorities can be identified within the context of all fish passage barriers nationwide. The use of these systems is in early stages, but will greatly enhance the Program's ability to deploy resources to meet the greatest needs.

Finally, the Fisheries Program will examine its budget structure and recommend changes that more effectively link budget and performance. Changes in the budget structure may help to track funds more effectively through appropriation, allocation, and expenditure for specific projects, and to account for the specific outputs and outcomes achieved by the Program.

AQUATIC HABITAT CONSERVATION AND MANAGEMENT

Goal (from the *Vision*): America's streams, lakes, estuaries, and wetlands are functional ecosystems that support self-sustaining communities of fish and other aquatic resources.

DOI Strategic Goal: Protect the Nation's natural, cultural, and heritage resources.					
DOI End Outcome Goals: Improve the health of watersheds, landscapes, and marine natural resources that are DOI managed or influenced in a manner consistent with obligations regarding the allocation and use of water; Sustain biological communities on DOI managed and influenced lands and waters in a manner consistent with obligations regarding the allotment and use of water.					
DOI Intermediate Strategies: Restore and maintain proper function to watersheds and landscapes; Create habitat conditions for biological communities to flourish; Improve information base, assessments, and technical assistance.					
Fisheries Long-Term Performance Goals: By September 30, 2008, restore or enhance 658 wetland acres, 361 upland acres, and 339 stream/shoreline miles to achieve habitat conditions consistent with management plans. By September 30, 2008, 94% of NFHS NPDES permits will meet environmental requirements for effluent as defined by Federal, Tribal, and State law.					
Fisheries Annual Performance Goals: By September 30, 2005, restore or enhance 1,214 wetland acres, 665 upland acres, and 625 stream/shoreline miles to achieve habitat conditions consistent with management plans. By September 30, 2005, 93% of NFHS NPDES permits will meet environmental requirements for effluent as defined by Federal, Tribal, and State law.					
Performance Measures	2004 Actual	2005 Planned	2006 Planned	2007 Planned	2008 Planned
Wetland acres restored or enhanced	549	1,214	658	658	658
Upland acres restored or enhanced	301	665	361	361	361
Stream/Shoreline miles restored or enhanced					
Stream.....	96	212	115	115	115
Shoreline (riparian).....	187	413	224	224	224
% of watersheds supporting listed or depleted populations under DOI authority or influence with approved watershed plans	TBD	TBD	TBD	TBD	TBD
% of watersheds supporting listed or depleted populations under DOI authority or influence with current habitat assessments, as called for in approved plans	TBD	TBD	TBD	TBD	TBD
% of NFHS NPDES permits that meet environmental requirements for effluent as defined by Federal, Tribal, and State law.	93% 82/88	93%	94%	94%	94%
Supporting Workload Measures	2004 Actual	2005 Planned	2006 Planned	2007 Planned	2008 Planned
Habitat restoration: # of acres/miles re-opened to fish passage					
Acres.....	6,717	14,851	8,049	8,049	8,049
Miles.....	1,644	3,635	1,970	1,970	1,970
# of fish passage barriers removed or bypassed	131	290	157	157	157

# of habitat assessments completed	937	937	959	959	959
# acres of wetland and upland habitat assessed	17,582	17,582	17,582	17,582	17,582
# miles of in-stream and riparian habitat assessed	3,710	1,096	1,096	1,096	1,096

Goal Purpose

Habitat is fundamental for self-sustaining populations of fish and wildlife. Loss and alteration of aquatic habitats are principal factors in the decline of native fish and aquatic biodiversity, and represent the most pressing challenges facing fisheries and aquatic resources in the United States today. A concerted effort and focus is needed to reverse declines in habitat and associated species. The Fisheries Program works with partners to conserve fish and wildlife by protecting and restoring the habitats on which they depend.

Achieving results in aquatic habitat conservation and management requires a close partnership between landowners and the Program. Nearly 70% of fish and wildlife habitat in the United States is in private ownership, so partnerships must include private landowners. The Program has begun to make a difference in aquatic habitat conservation through its National Fish Passage Program, through cooperative efforts with other Service programs such as Partners for Fish and Wildlife, and through creative partnerships with States, Tribes, Federal agencies, industry, landowners, and private groups.

Spotlight on Aquatic Habitat

In Fiscal Year 2004, Fisheries Program field stations across the nation reported:

- 937 aquatic habitat assessments, covering nearly 3,710 miles of instream and riparian habitat,
- 131 fish passage barriers removed or bypassed, restoring access to 1,644 miles of stream and 6,717 acres of habitat, and
- enhancing or restoring habitat, including 187 miles of riparian, 96 miles of instream, 301 acres of upland, and 549 acres of wetland habitats.

Source: Fisheries Information System – Accomplishment Module

Goal Achievement and Strategies

To achieve the Fisheries Vision goal for aquatic habitat conservation and management, the Fisheries Program will:

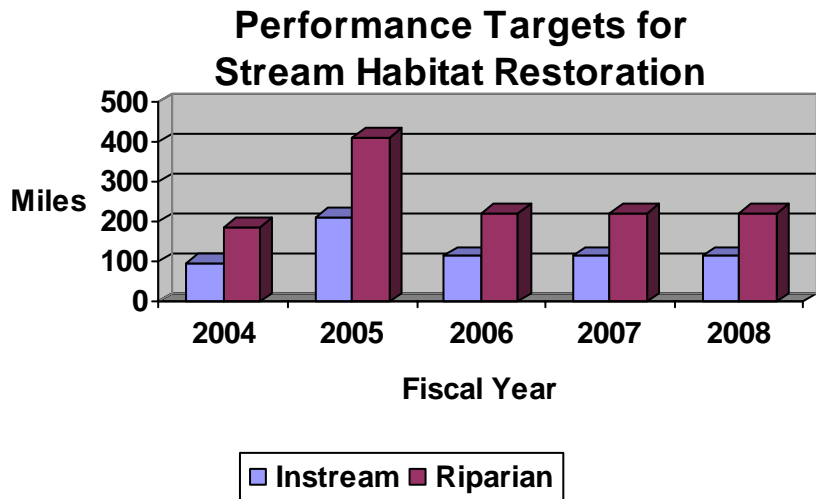
- **Facilitate management of aquatic habitats on national and regional scales.** The Fisheries Program will work with partners and stakeholders to identify aquatic habitat needs, prioritize

Spotlight on Aquatic Habitat

The Fisheries Program in the Northeast Region is working to remove dams, provide fish passage and restore habitat in the Penobscot River basin in Maine, in cooperation with the Ecological Services program, the State of Maine, the Penobscot Indian Nation, dam owners and non-governmental organizations. The project will restore access to over 500 miles of stream, and benefit Atlantic salmon, American shad, river herring, striped bass, American eel, and other species.

restoration projects in the Fisheries Operational Needs System (FONS), and work with the Partners for Fish and Wildlife program, National Fish Passage Program, and stakeholders to implement priority actions. The Fisheries Program will work with other Service programs and with habitat agencies to develop and implement tracking systems that prevent double-counting of habitat restoration achievements in projects where costs are shared by partners.

- **Expand the use of Fisheries Program expertise to avoid, minimize, or mitigate impacts of habitat alteration on fish and other aquatic species.** The Fisheries Program will increase its involvement in addressing issues and threats related to hydropower re-licensing, development of wetlands, and other issues that affect aquatic habitats.



- **Increase the quantity and improve the quality of aquatic and riparian habitat on Service lands.** The Fisheries Program will expand its involvement in coordination with the National Wildlife Refuge System to identify and implement opportunities for increasing the quantity and improving the quality of aquatic and riparian habitats on Service lands.

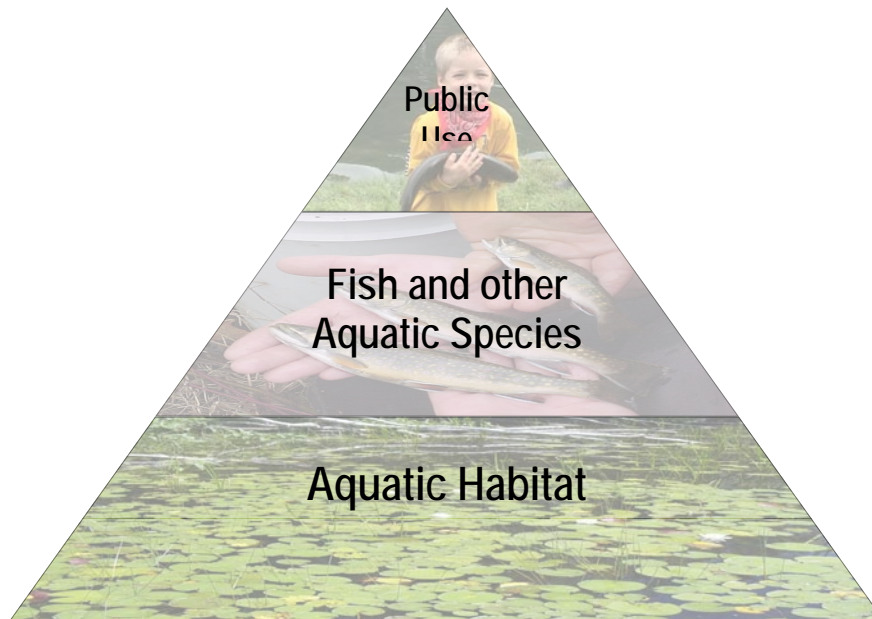
Program Changes

Effective progress in aquatic habitat conservation and management will require the Fisheries Program to continue developing cooperative partnerships with landowners, other Federal agencies, States, Tribes, industry and commercial users, and non-governmental organizations. The Program cannot operate without the support of these external partners.

The Program has the ability to contribute expertise in many areas pertaining to habitat conservation and management. Programs like the National Fish Passage Program and Fisheries Restoration and Irrigation Mitigation Program allow Fisheries field offices to complement partner funding for aquatic habitat conservation and management projects.

To facilitate efficient use of limited resources, in the next five years the Fisheries Program plans to fully implement the Fish Passage Decision Support System to identify and prioritize fish

passage projects for funding, assist with planning and prioritization of habitat restoration by working with other Service programs and stakeholders to conduct landscape level conservation planning, and facilitate cooperative efforts with States, Tribes, other Federal agencies, and private groups to implement a National Fish Habitat Initiative.



Habitat is the foundation that supports America's fish and aquatic species and the many public benefits they provide.

AQUATIC SPECIES CONSERVATION AND MANAGEMENT

Native Species Goal (from the *Vision*): Self-sustaining populations of native fish and other aquatic resources that maintain species diversity, provide recreational opportunities for the American public, and meet the needs of tribal communities.

DOI Strategic Goal: Protect the Nation's natural, cultural, and heritage resources.
DOI End Outcome Goal: Sustain Biological Communities on DOI Managed and Influenced Lands and Waters in a Manner Consistent with Obligations Regarding the Allocation and Use of Water
DOI Intermediate Strategies: Manage populations to self-sustaining levels for specific species; Improve Information Base, Information Management and Technical Assistance;
Fisheries Long-Term Performance Goals: By September 30, 2008, 15% of threatened and endangered aquatic species populations, as prescribed in Recovery Plans, become self-sustaining in the wild. By September 30, 2008, FWMA activities contribute to conservation of 16% of aquatic threatened or endangered species By September 30, 2008, FWMA conducts conservation actions for 4% of aquatic candidate species By September 30, 2008, 18% of species of management concern are managed to self-sustaining levels due in whole or in part to FWMA involvement. By September 30, 2008, current condition (e.g. quantity and quality) and trend are known for 21% of populations managed or influenced by the Fisheries Program. By September 30, 2008, management plans are completed for 56% of populations managed or influenced by the Fisheries Program. By September 30, 2008, implement 85% of Recovery Plan production tasks for aquatic species (listed under the ESA) that involve NFHS production activities. By September 30, 2008, implement 92% of Fishery Management Plan production tasks for interjurisdictional and other trust species that involve NFHS production activities. By September 30, 2008, meet 21% of post-stocking survival targets as prescribed by Recovery Plans, for hatchery propagated listed species. By September 30, 2008, meet 48% of post-stocking survival targets as prescribed by Fishery Management Plans, for hatchery propagated depleted species. By September 30, 2008, 25% of DOI watershed units will have current wild fish health surveys. By September 30, 2008, the condition of mission critical water management assets, as measured by the DOI FCI, is 0.19.

Fisheries Annual Performance Goals:

By September 30, 2005, 15% of threatened and endangered aquatic species populations, as prescribed in Recovery Plans, become self-sustaining in the wild.

By September 30, 2005, FWMA activities contribute to conservation of 16% of aquatic threatened or endangered species

By September 30, 2005, FWMA conducts conservation actions for 4% of aquatic candidate species

By September 30, 2005, 18% of species of management concern are managed to self-sustaining levels due in whole or in part to FWMA involvement.

By September 30, 2005, current condition (e.g. quantity and quality) and trend are known for 21% of populations managed or influenced by the Fisheries Program.

By September 30, 2005, management plans are completed for 56% of populations managed or influenced by the Fisheries Program.

By September 30, 2005, implement 79% of Recovery Plan production tasks for aquatic (species listed under the ESA) that involve NFHS production activities.

By September 30, 2005, implement 92% of Fishery Management Plan production tasks for interjurisdictional and other trust species that involve NFHS production activities.

By September 30, 2005, meet 21% of post-stocking survival targets as prescribed by Recovery Plans, for hatchery propagated listed species.

By September 30, 2005, meet 48% of post-stocking survival targets as prescribed by Fishery Management Plans, for hatchery propagated depleted species.

By September 30, 2005, 25% of DOI watershed units will have current wild fish health surveys.

By September 30, 2005, the condition of mission critical water management assets, as measured by the DOI FCI, is 0.19.

Performance Measures	2004 Actual	2005 Planned	2006 Planned	2007 Planned	2008 Planned
Outcome: % of threatened and endangered aquatic species populations, as prescribed in Recovery Plans, that become self-sustaining in the wild.	15% 67/461	15%	15%	15%	15%
% of aquatic threatened or endangered species for which FWMA activities contribute to conservation	16% 35/220	16%	16%	16%	16%
% of aquatic candidate species for which FWMA conducts conservation actions	4% 2/45	4%	4%	4%	4%
% of species of management concern managed to self-sustaining levels, in cooperation with affected States and others, as defined in approved management plans ¹	14% 23/165	18%	18%	18%	18%
% of populations managed or influenced by the Fisheries Program for which current condition (e.g., quantity and quality) and trend is known ²	21% 344/1644	21%	21%	21%	21%
% of populations managed or influenced by the Fisheries Program with approved management plans (e.g., Recovery Plans, Restoration Plans, Fishery Management Plans, etc.) ²	56% 915/1644	56%	56%	56%	56%

¹ Measure also applies to the Fisheries Outcome Goal for interjurisdictional fisheries.

% of Recovery Plan production tasks implemented (PART)	78% 62/80	79%	85%	85%	85%
% of post-stocking survival targets met, as prescribed by Recovery Plans, for hatchery propagated listed species (PART)	21% 3/14	21%	21%	21%	21%
% of Fishery Management Plan production tasks implemented (PART)	91% 276/303	92%	92%	92%	92%
% of post-stocking survival targets met, as prescribed by Fishery Management Plans, for hatchery propagated depleted species (PART) ²	48% 41/86	48%	48%	48%	48%
Condition of mission critical water management assets as measured by the DOI FCI (PART).	0.19	0.19	0.19	0.19	0.19
% DOI watershed units with current wild fish health surveys (PART)	25% 532/2111	25%	25%	25%	25%
Supporting Workload Measures	2004 Actual	2005 Planned	2006 Planned	2007 Planned	2008 Planned
# of management plans in development, completed, or revised	342	342	342	342	342
# of population assessments completed	1,744	1,744	1,744	1,744	1,744
# of fish and aquatic animal populations that are held in refugia	72	73	76	76	76
% of marking and tagging targets met, as prescribed by approved management plans	54% 82/153	54%	58%	58%	58%
% of NFHS stations scheduled for Condition Assessments on a 5-year cycle basis that have had those assessments completed	95% 19/20	85%	100%	100%	100%

Goal Purpose

Fish and other aquatic species are of recreational, cultural, and economic importance to Americans. Currently, 115 species of fish, 19 species of amphibians, 70 species of mussels, and 21 species of crustaceans are listed as threatened or endangered under the *Endangered Species Act*. Many unlisted species are also in decline or at risk from the same threats that affect listed species. The Fisheries Program has an important role in restoration and recovery of listed and unlisted species, as well as their ecosystems, and keeping self-sustaining populations in a healthy condition.

Spotlight on Native Species

In the Southwest Region, the Fisheries Program assists the White Mountain Apache Tribe in restoring the Apache trout and its habitat, a project started by the Tribe in the 1940s. The Program provides technical assistance to the Tribe, helps to remove non-native fishes that compete with Apache trout, and propagates Apache trout for outplanting into its native range. Once listed as "endangered" and facing extinction, the Apache trout has been upgraded to "threatened" and is near full recovery.

² This measure also applies to the Fisheries Outcome Goal for interjurisdictional fisheries.

Goal Achievement and Strategies

To achieve the Fisheries Vision goal for Native Species, the Fisheries Program will:

- **Maintain diverse, self-sustaining fish and other aquatic resource populations.** The Fisheries Program will increase its participation in collaborative efforts to monitor the status of self-sustaining native fish and their habitats, identify threats to those populations, develop management plans, implement priority actions to reduce and monitor the threats, and manage species to sustainable levels in cooperation with States and other partners as defined in management plans.
- **Restore declining fish and other aquatic resource populations before they require listing under the *Endangered Species Act*.** The Fisheries Program will achieve this objective by working with partners to identify declining fish and other aquatic species and their associated threats, assess population and habitat condition trends, identify and complete incomplete restoration and management plans, prioritize habitat restoration and rehabilitation projects, and implement priority projects including fish production, fish passage, habitat restoration and enhancement, and monitoring and evaluation. Additionally, water management assets such as production buildings, ponds, and raceways are critical to restoration propagation efforts and will be maintained in fair or good condition.
- **Recover fish and other aquatic resource populations protected under the *Endangered Species Act*.** The Fisheries Program will work with the Tribes, States, non-governmental organizations, industry and commercial representatives, and other Federal agencies to increase local and regional efforts in planning and implementing actions to help recover threatened and endangered aquatic species. This effort will involve assessing status of populations and habitats, preparing recovery plans where needed, implementing recovery plan production tasks, defining specific recovery priorities to reduce threats, holding aquatic populations in refugia, implementing population and habitat restoration projects, and monitoring to evaluate the success of recovery actions.

These goals represent increased emphasis from a decade ago on restoration and recovery of native fishes and their habitats. To accomplish them, the Fisheries Program will need to work more closely with old and new partners, especially the Ecological Services program, to leverage funding, develop priorities, and maximize efficiencies.

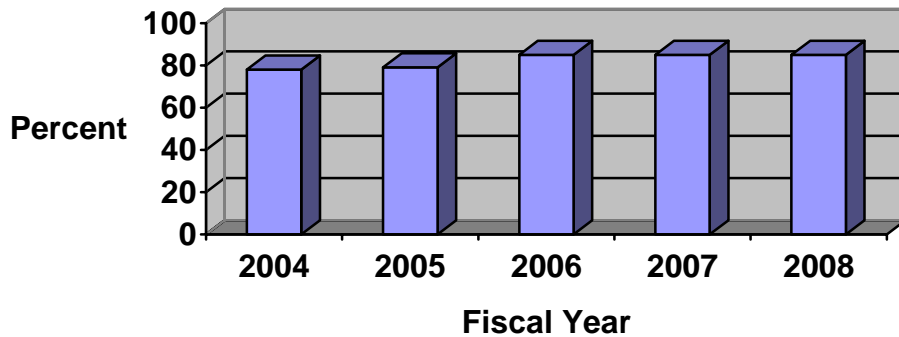
Program Changes

The Fisheries Program is working diligently to prevent additional listing of species by maintaining those that are self-sustaining and restoring those that are declining. Fisheries also helps to recover listed species by implementing critical recovery plan tasks. Over the next five years, the Program will work more closely with State, Tribal, and Federal agencies, industry and commercial representatives, non-governmental organizations, and private landowners to promote a better understanding of recovery needs, consensus on recovery priorities, and more effective

and coordinated action. To evaluate the success of management, restoration, and recovery actions, increased emphasis will be placed on population and habitat assessment and evaluation.

The Fisheries Program will focus on implementation of the full complement of activities needed to restore and recover native species, i.e. scientific assessment of populations and habitats, development of restoration and recovery plans in collaboration with partners, and implementing tasks specified in the plans, such as hatchery production and habitat restoration. Production facilities will be maintained or updated with current technologies to aid in restoration and recovery efforts. The Program will work closely with partners to determine which management plan tasks are appropriate for Service implementation, and which are appropriate for States, Tribes, or other partners to implement.

Performance Targets for Recovery Plan production tasks implemented



AQUATIC SPECIES CONSERVATION AND MANAGEMENT

Aquatic Nuisance Species Goal (from the *Vision*): Risks of aquatic nuisance species invasions are substantially reduced, and their economic, ecological, and human health impacts are minimized.

DOI Strategic Goal: Protect the Nation's natural, cultural, and heritage resources.					
DOI End Outcome Goal: Sustain Biological Communities on DOI Managed and Influenced Lands and Waters in a Manner Consistent with Obligations Regarding the Allocation and Use of Water					
DOI Intermediate Strategies:					
Create habitat conditions for biological communities to flourish					
Improve information base, information management, and technical assistance					
Aquatic Nuisance Species Long-Term Performance Goals:					
◆ By September, 2008, annually conduct 6 risk assessments to evaluate potentially invasive species					
◆ By September, 2008, annually support 4 ballast water technology projects to prevent further aquatic introductions					
◆ By September, 2008, annually conduct 50 surveys for early detection of aquatic invasive species					
◆ By September, 2008, annually control/manage 11 aquatic invasive species populations					
◆ By September, 2008, annually support 26 state/interstate management plans to prevent and control aquatic nuisance species					
Aquatic Nuisance Species Annual Performance Goals:					
◆ By September, 2005, annually conduct 4 risk assessments to evaluate potentially invasive species					
◆ By September, 2005, annually support 4 ballast water technology projects to prevent further aquatic introductions					
◆ By September, 2005, annually conduct 48 surveys for early detection of aquatic invasive species					
◆ By September, 2005, annually control/manage 11 aquatic invasive species populations					
◆ By September, 2005, annually support 14 state/interstate management plans to prevent and control aquatic nuisance species					
Performance Measures	2004 Actual	2005 Planned	2006 Planned	2007 Planned	2008 Planned
# of risk assessments conducted	4	4	6	6	6
# of ballast water technology projects supported	2	4	4	4	4
# of surveys conducted for early detection	40	48	50	50	50
# of aquatic invasive species populations controlled/managed	11	11	11	11	11
# of state/interstate ANS plans supported	15	14	26	26	26
Supporting Workload Measures	2004 Actual	2005 Planned	2006 Planned	2007 Planned	2008 Planned
# of activities conducted to address priority pathways	181	130	144	144	144
# of activities conducted to support the management/control of aquatic invasive species	40	41	50	50	50
# of outreach/education activities conducted	196	199	203	203	203
# of public awareness campaigns conducted and supported	2	2	2	2	2
# of partnerships	47	50	65	65	65
# of technical assistance/coordination activities conducted	203	209	220	220	220

# of surveys conducted for baseline/trend information	43	43	43	43	43
# of activities conducted for rapid response	8	8	9	9	9

Goal Purpose

Aquatic nuisance species are nonnative plants and animals that threaten the diversity or abundance of native aquatic species, the ecological stability of infested waters, and the commercial, agricultural, and recreational activities dependent on those waters. These nonnative introductions are second only to habitat alteration as a factor in the decline of native aquatic species in North America. New introductions and the spread of already established invasive species have the potential to add to these declines and hinder efforts to restore already depleted and listed native species.

Spotlight on Aquatic Nuisance Species

The Service provides funding to States with Aquatic Nuisance Species Management Plans that focus local attention on invaders and also contribute to national goals. For example, funding the State of Washington's plan resulted in the development of an extensive control and monitoring effort directed at the highly invasive European green crab. Trapping and reporting by a network of volunteers has engaged local interest while helping to reduce green crab numbers and shape the national Management Plan for the species. This effort saved the State and Federal governments time and money that would otherwise have been required to achieve these same results.

Goal Achievement and Strategies

Under the provisions of the Nonindigenous Aquatic Nuisance Prevention and Control Act of 1990 (as amended, National Invasive Species Act of 1996), the Service's primary role with aquatic invasive species focuses on coordination and integration of activities to prevent and control aquatic invasives. The Service uses its Aquatic Nuisance Species Program to focus on the core elements of prevention, detection, monitoring, and control as well as the supporting elements of outreach and education, research, and technical assistance.

To achieve the Fisheries Vision goal for aquatic nuisance species, the Fisheries Program will:

- **Prevent new introductions of aquatic nuisance species.** The Fisheries Program will increase its leadership role in collaborative efforts to implement activities and programs that prevent the establishment of aquatic nuisance species;
- **Minimize range expansion and population growth of established aquatic nuisance species.** The Fisheries Program will expand its role in partnership efforts by developing methods and conducting programs designed to prevent the spread of aquatic nuisance species to new locations and limit growth of established populations.

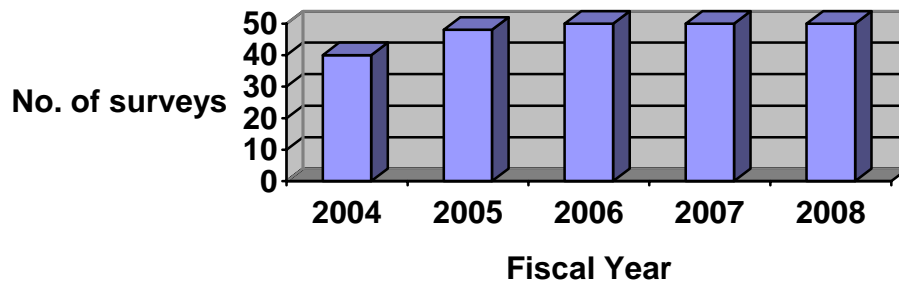
Program Changes

In their strategic plans, the Service Regions propose increasing effort in activities that support aquatic nuisance species prevention, early detection, rapid response, and when feasible, control. Such increases will be attained via improved partnerships and efficiencies. Ultimately, all these actions lead to one very important goal: decreasing the number of new invasive species introductions and preventing the spread of invasive species populations that are already established.

The Fisheries Program's efforts over the next 5 years will focus on conducting risk assessments, ecological surveys, public awareness campaigns, rapid response to new infestations, control and management efforts, and providing financial and technical support of State aquatic nuisance species (ANS) Management plans and Regional ANS panels to:

- Develop successful partnerships to address invasive species at the regional level and identify regional invasive species priorities;
- Increase the capacity for States and Tribes to conduct prevention, control, and restoration activities thus ensuring local involvement in response to growing aquatic nuisance species problems;
- Raise the awareness of the invasive species issue by targeting audiences of specific invasive species pathways (aquatic recreation users, aquarium owners, etc.);
- Empower the public to become part of the solution by encouraging them to take specific actions to help prevent the introduction and spread of aquatic invasive species; and
- Support the development of new ballast water treatment technologies to help minimize the risk of introduction of aquatic invasive species via ballast water.

Performance Targets for Number of Aquatic Nuisance Species Surveys for Early Detection



AQUATIC SPECIES CONSERVATION AND MANAGEMENT

Interjurisdictional Fisheries Goal (from the *Vision*): Interjurisdictional fish populations are managed at self-sustaining levels.

DOI Strategic Goal: Protect the Nation's natural, cultural, and heritage resources.					
DOI End Outcome Goal: Sustain biological communities on DOI managed and influenced lands and waters in a manner consistent with obligations regarding the allocation and use of water					
DOI Intermediate Strategies: Manage populations to self-sustaining levels for specific species; Improve information base, information management, and technical assistance					
Fisheries Long-Term Performance Goals:					
By September 30, 2008, 18% of species of management concern are managed to self-sustaining levels due in whole or in part to FWMA involvement.					
By September 30, 2008, current condition (e.g. quantity and quality) and trend are known for 21% of populations managed or influenced by the Fisheries Program.					
By September 30, 2008, management plans are completed for 56% of populations managed or influenced by the Fisheries Program.					
By September 30, 2008, implement 92% of Fishery Management Plan production tasks for interjurisdictional and other trust species that involve NFHS production activities.					
By September 30, 2008, meet 48% of post-stocking survival targets as prescribed by Fishery Management Plans, for hatchery propagated depleted species.					
Fisheries Annual Performance Goals:					
By September 30, 2005, 18% of species of management concern are managed to self-sustaining levels due in whole or in part to FWMA involvement.					
By September 30, 2005, current condition (e.g. quantity and quality) and trend are known for 21% of populations managed or influenced by the Fisheries Program.					
By September 30, 2005, management plans are completed for 56% of populations managed or influenced by the Fisheries Program.					
By September 30, 2005, implement 92% of Fishery Management Plan production tasks for interjurisdictional and other trust species that involve NFHS production activities.					
By September 30, 2005, meet 48% of post-stocking survival targets as prescribed by Fishery Management Plans, for hatchery propagated depleted species.					
Performance Measures	2004 Actual	2005 Planned	2006 Planned	2007 Planned	2008 Planned
% of species of management concern managed to self-sustaining levels, in cooperation with affected States and others, as defined in approved management plans ¹	14% 23/165	18%	18%	18%	18%
% of populations managed or influenced by the Fisheries Program for which current condition (e.g., quantity and quality) and trend is known ⁴	21% 344/1644	21%	21%	21%	21%

¹ Measure also applies to the Fisheries Outcome Goal for native species.

% of populations managed or influenced by the Fisheries Program with approved management plans (e.g., Recovery Plans, Restoration Plans, Fishery Management Plans, etc.) ²	56% 915/1644	56%	56%	56%	56%
% of Fishery Management Plan production tasks implemented (PART)	91% 276/303	92%	92%	92%	92%
% of post-stocking survival targets met, as prescribed by Fishery Management Plans, for hatchery propagated depleted species (PART)	48% 41/86	48%	48%	48%	48%
Supporting Workload Measures	2004	2005	2006	2007	2008
	Actual	Planned	Planned	Planned	Planned
# of management plans in development, completed, or revised	342	342	342	342	342
<i>Status and Trends:</i> # of population assessments completed	1,744	1,744	1,744	1,744	1,744
# of populations managed for subsistence fishery harvest	82	82	82	82	82

Goal Purpose

Responsibility for managing native interjurisdictional fisheries in the United States is assigned by many laws, treaties, and court orders but follows no single implementation model across the nation. Conserving living resources that move across political boundaries is a fundamental challenge for interjurisdictional fisheries managers. Shared or overlapping responsibilities have resulted in confusion regarding the Federal role in management of interjurisdictional coastal species in most Service Regions. The Service's legal authorities for interjurisdictional fisheries are diverse and sometimes unclear. This has led to a lack of management for some species and management conflicts for others. Success in achieving management goals is predicated on a collaborative and coordinated approach between the government entities that share management responsibilities. -

Spotlight on Interjurisdictional Fisheries

In the Alaska Region, the Fisheries Program participated in treaty negotiations between the U.S. and Canada for 16 years. In 2001, the two nations reached agreement on conservation measures and catch shares for Canadian-origin Yukon River salmon. Salmon enumeration and genetics studies by the Fisheries Program provided information to support these negotiations. Now that an agreement is in place, staff from the Fisheries Program participates on the bilateral Yukon River Panel and the Joint Technical Committee to help both countries fulfill terms of the agreement. The Agreement will help ensure economic and cultural benefits to Alaskans, and provides significant opportunities for citizens to participate in efforts to conserve salmon runs.

Goal Achievement and Strategies

To achieve the Fisheries Vision goal for Interjurisdictional Fisheries, the Fisheries Program will:

² This measure also applies to the Fisheries Outcome Goal for native species.

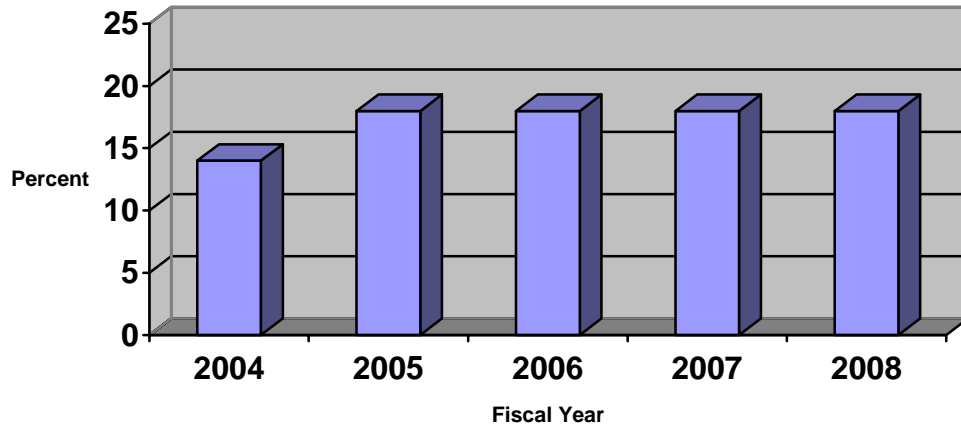
- **Co-manage interjurisdictional fisheries.** Where authorized by statute or agreement, the Fisheries Program will improve co-management primarily through increased participation in fishery management councils, commissions, and other associations. In most Regions, this will require a thorough review of existing policy and technical assistance roles to identify areas where jurisdictional conflicts are hindering management and to further define the scope of staffing, training, and equipment needs required for support and facilitation.
- **Support, facilitate, and/or lead collaborative approaches to manage interjurisdictional fisheries.** The Fisheries Program will increase its involvement in collaborative approaches by working with appropriate jurisdictions to:
 - Develop and implement management plans for interjurisdictional fish populations;
 - Assess and monitor the condition of fish populations and habitats;
 - Develop enhanced expertise in population genetics, fish health, and population dynamics, and disseminate this expertise to others via workshops and scientific meetings;
 - Resolve information gaps and deficiencies in understanding mechanisms that limit or threaten fish abundance;
 - Develop and implement innovative measures to eliminate or mitigate habitat loss, disease, overharvest, genetic impairment, and other threats; and
 - Develop and implement genetic and disease management plans.

Program Changes

A large percentage of each performance target related to Interjurisdictional Fisheries will be met simply by continuing existing cooperative efforts with partners and stakeholders. Each Region has a long and productive track record as a responsible fisheries co-manager. The Fisheries Program is adequately structured to support, facilitate, and lead in the management of interjurisdictional fisheries, but is both geographically and capacity limited.

Shared or overlapping responsibilities for interjurisdictional fisheries between the Service and NOAA Fisheries have hampered the management of many salmon and sturgeon populations along the Atlantic, Pacific, and Gulf Coasts. To address this situation, the Fisheries Program will take the lead for developing National Memoranda of Understanding (MOUs) with NOAA Fisheries to more clearly separate and define each agency's roles and responsibilities.

**Performance Targets for
Species of Management Concern
Managed to Self-sustaining Levels**



PUBLIC USE

Recreational Fishing Goal (from the *Vision*): Quality opportunities for responsible fishing and other related recreational enjoyment of aquatic resources on Service lands, on Tribal and military lands, and on other waters where the Service has a role.

DOI Strategic Goal: Provide recreation opportunities for America					
DOI End Outcome Goal: Provide for a Quality Recreation Experience, including Access and Enjoyment of Natural and Cultural Resources on DOI Managed and Partnered Lands and Waters.					
DOI Intermediate Strategies: Promote Recreational Opportunities. Enhance the Quality of Recreation Opportunities. Provide Effective Interpretation and Education Programs.					
Fisheries Long-Term Performance Goals: By September 30, 2008, maintain the number of visitors to NFHS facilities at 1,662,648. By September 30, 2008, the condition of public use assets, as measured by the DOI FCI, is .065.					
Fisheries Annual Performance Goals: By September 30, 2005, maintain the number of visitors to NFHS facilities at 1,662,648. By September 30, 2005, the condition of public use assets, as measured by the DOI FCI, is .065.					
Performance Measures	2004 Actual	2005 Planned	2006 Planned	2007 Planned	2008 Planned
# of visitors to NFHS facilities	1,662,648	1,662,648	1,662,648	1,662,648	1,662,648
Condition of public use assets as measured by the DOI FCI	0.065	0.065	0.065	0.065	0.065
Supporting Workload Measures	2004 Actual	2005 Planned	2006 Planned	2007 Planned	2008 Planned
# of aquatic outreach and education events	289	197	197	197	197
Lbs/\$ of healthy rainbow trout as an efficiency measure for recreation	.37lb/\$1	.37lb/\$1	.37lb/\$1	.37lb/\$1	.37lb/\$1

Goal Purpose

The Fisheries Program has a long history of providing scientific information and services that benefit recreational fisheries on Service lands, on Tribal and military lands, and on other waters where the Service has a Federal role. Today, an estimated 35 million American anglers generate approximately \$116 billion in economic outputs, and about 1,700,000 people visit our National Fish Hatcheries each year. The Fisheries Program will continue to contribute toward meeting the public's interest in fisheries conservation and quality angling experiences, consistent with the Federal role.

Spotlight on Recreational Fishing

In the Mountain-Prairie Region, the Fisheries Program assists the Blackfeet Tribe in managing a recreational fishery that generates over \$160,000 annually for the Tribe's fish and wildlife program. The 1.5 million-acre Reservation has 1,500 miles of river and 27 lakes open to angling. Duck Lake, the largest at 1,850 acres, boasts some of Montana's finest fishing for trophy rainbow trout. Each year the Fisheries Program stocks Duck Lake with 80,000-120,000 hatchery-produced fish, and provides technical assistance to the Tribe to manage the recreational fishery and to conserve and restore native fishes and their habitats.

Goal Achievement and Strategies

To achieve the Fisheries Vision goals for Recreational Fisheries, the Fisheries Program will:

- **Enhance recreational fishing opportunities on Service and Department of Defense lands.** The Fisheries Program will continue to work with State agencies, Tribes, industry and commercial representatives, and NGOs to promote recreational fishing opportunities on Service and other Federal lands. The Program will assist National Wildlife Refuges to develop and update comprehensive conservation plans and fishery management plans to include enhanced recreational fishing opportunities and increased access to fishing sites on Service lands. The Fisheries Program will assist the Department of Defense in its management of military lands and waters by cooperating in development of Integrated Natural Resource Management Plans, including provisions for recreational fishing where appropriate and consistent with the military mission. The Program will also assist in implementing recreational fishing programs by conducting inventories and surveys of fishery resources on military installations and stocking fish to support recreational fishing where appropriate.
- **Provide support to States, Tribes, and other partners to identify and meet shared or complementary recreational fishing and aquatic education and outreach objectives.** The Fisheries Program will seek to expand its capabilities for conducting and supporting educational and outreach events to promote the value and benefits of recreational fishing (e.g. National Fishing and Boating Week, scouting jamborees, and local festivals). The Program will also use cooperative fish production agreements with States and Tribes to maximize the benefits of fish production facilities to meet the demand for recreational fishing.
- **Recognize and promote the value and importance of recreational fishery objectives in implementation of other Service responsibilities.** The Fisheries Program will provide increased assistance to Tribes, States, partners, and other stakeholders to promote outreach and educational activities and distribute information materials that describe the value and importance of recreational fishing to the American public. The Program will also promote the value and importance of recreational fishery objectives in the plans, policies, guidelines, and decisions developed throughout the Service. An important aspect of this effort will be maintaining the Fisheries Program's public use facilities in

fair or good condition so this message may be evident to the American public as they visit our field stations.

Program Changes

The Program has an important role in providing the American public with valuable recreational fishing opportunities through a cooperative effort between the Service, other Federal agencies, States, Tribes, private groups, and the sport fishing community. During the next five years, the Fisheries Program will seek opportunities to enhance education and outreach to address the public's interest in learning more about the Nation's fish resources and the habitats on which they depend. The Fisheries Program also will continue to improve the National Fish Hatchery System, not only to ensure production of quality fish, but to provide the American public with enjoyable places to learn about the Nation's fishery resources.

The Program lacks specific performance measures for recreational fishing. By December 31, 2005, the Program will develop measures, with associated definitions and data collection procedures, to meaningfully measure its contribution to recreational fishing opportunities on Service, Tribal, and military lands and other waters where the Service has a role. Annual and long-term targets for recreational fishing measures will also be developed.

The Program will cooperate with the National Wildlife Refuge System to increase quality opportunities for recreational fishing on Refuges, consistent with the System's wildlife conservation mission. The Refuge System has established performance measures for meeting public demand for recreation and the percentage of refuges suitable for fishing that have fishing programs.

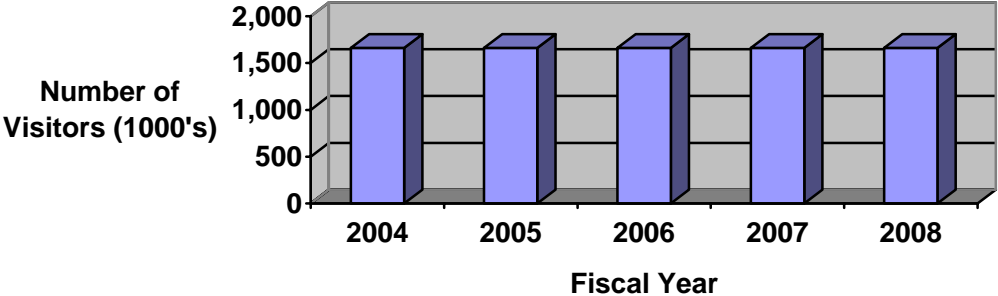
The Fisheries Program will develop information to measure the percentage of military installations with recreational fishing programs, i.e. military installations that have Integrated Natural Resource Management Plans that provide for recreational fishing, where anglers have access to recreational fishing, and where public use is appropriate and consistent with the military mission.

The Program will also work with Native American Tribes to measure and set targets for areas open to fishing and the quantity of fishing on Indian reservations.

In all of these cases, the Fisheries Program is not the primary manager of the land and water, so the Program must work closely with the primary managers to design measures and targets that are mutually acceptable.

The Fisheries Program will also seek new partnerships and activities that expand the awareness of fish and aquatic resources, especially among urban youth. Teaching young people to fish, and raising their awareness of aquatic ecosystems, provides long-term support for the Service's mission of conserving fish and aquatic habitats for the benefit of the American people. The Fisheries Program ensures that public use facilities such as kiosks and visitor contact locations on Program stations are maintained and stocked with up-to-date literature and provides appropriate recreational opportunities on station.

**Performance Targets for
Number of Visitors to National Fish Hatchery Facilities**



PUBLIC USE

Mitigation Fisheries Goal (from the *Vision*): The federal government meets its responsibilities to mitigate for the impacts of federal water projects, including restoring habitat and/or providing fish and associated technical support to compensate for lost fishing opportunities.

DOI Strategic Goals: Protect the Nation's natural, cultural, and heritage resources; Provide recreation opportunities for America.					
DOI End Outcome Goals: Sustain biological communities on DOI managed and influenced lands and waters in a manner consistent with obligations regarding the allocation and use of water. Provide for a quality recreational experience, including access, and enjoyment of natural and cultural resources on DOI managed and partnered lands and waters.					
DOI Intermediate Strategies: Enhance the quality of recreational opportunities; Provide effective interpretation and education programs.					
Fisheries Long-Term Performance Goals: By September 30, 2008, meet 42% of mitigation production targets.					
Fisheries Annual Performance Goals: By September 30, 2005, meet 42% of mitigation production targets.					
Performance Measures	2004 Actual	2005 Planned	2006 Planned	2007 Planned	2008 Planned
% of mitigation production targets met (PART)	42% 11/26	42%	42%	42%	42%

Goal Purpose

The Fisheries Program conducts numerous activities to fulfill Federal responsibilities associated with mitigating for the adverse environmental effects of water development projects constructed and operated by federal agencies. Mitigation activities include habitat improvement, native species restoration, and stocking fish to support otherwise lost Tribal, commercial, and recreational fisheries. In most cases, the Fisheries Program is not reimbursed or not fully reimbursed by the Federal

Spotlight on Mitigation Fisheries

National Fish Hatcheries in the Southeast Region produce coldwater fish to mitigate the loss of native fisheries below dams operated by the U.S. Army Corps of Engineers and the Tennessee Valley Authority. For example, the Chattahoochee Forest National Fish Hatchery strives to meet stocking goals established by the Georgia Department of Natural Resources, which then evaluates growth and survival of stocked fish, angler satisfaction, and angler success. Results of the evaluations are used to refine stocking goals and hatchery production methods. The Southeast Region's six coldwater hatcheries operate essentially as a single unit. When inclement weather or drought reduces production at one hatchery, the others quickly and seamlessly compensate through increased production, modified distribution schedules, or transfer of fish between hatcheries. Personnel and equipment are readily moved among the hatcheries to accommodate changes in production and distribution, thereby maximizing the use of Service resources to meet Federal and State stocking requirements.

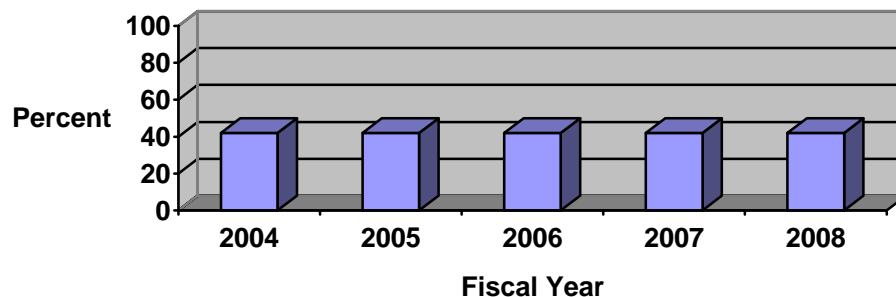
agency responsible for the Federal water project. The Service has committed to placing a high priority on taking the appropriate steps to ensure full mitigation requirements and full cost recovery are achieved.

Goal Achievement and Strategies

To achieve the Fisheries Vision goal for mitigation, the Fisheries Program will:

- **Identify the mitigation responsibilities of Federal agencies related to water projects.**
The Fisheries Program will work with Federal agencies, Tribes, State agencies, and other partners to identify appropriate mitigation goals and objectives for water development projects, plans for meeting them, and funding responsibilities of the respective Federal agencies wherever that has not already been done.
- **Meet the Service's responsibilities for mitigating fisheries.**
The Service is committed to meeting current mitigation responsibilities. In cooperation with project partners, the Service identifies mitigation requirements and supports mitigation fisheries. The Fisheries Program will work cooperatively to monitor and evaluate its mitigation programs to determine if mitigation goals and objectives are achieved.
- **Achieve full cost recovery from water project sponsors.**
As directed by the Service's Appropriations Committees and the Office of Management and Budget, the Fisheries Program will pursue recovery of all direct and indirect costs for mitigation activities associated with hatchery production and stocking from the Federal agency on whose behalf the mitigation program is conducted. Cost-recovery mechanisms will need to be structured in ways that maintain existing capabilities to address the priority demands on the Fisheries Program.

**Performance Targets for
Percent of Mitigation Production Targets Met**



Program Changes

The Service will continue to work with other Federal agencies, Tribes, States, and others to ensure the full Federal mitigation requirements are achieved. During the next five years, the

Fisheries Program will work with the responsible Federal agencies and other partners to develop appropriate resource mitigation goals, mitigation plans, and reimbursable agreements where that has not already been done.

COOPERATION WITH NATIVE AMERICANS

Native American Assistance Goal (from the *Vision*): Assistance is provided to Tribes that results in the management, protection, and conservation of their treaty-reserved or statutorily defined trust natural resources, which helps Tribes develop their own capabilities.

DOI Strategic Goal: Safeguard lives, property and assets, advance scientific knowledge, and improve the quality of life for communities we serve.					
DOI End Outcome Goals: Fulfill Indian Fiduciary Trust Responsibilities; Advance Quality Communities for Tribes and Alaska Natives.					
DOI Intermediate Strategies: Improve Indian Fiduciary Trust Beneficiary Services; Promote Indian and Alaska Native Self-Governance and Self-Determination.					
Fisheries Long-Term Performance Goal: By September 30, 2008 fulfill 76% of tribal requests for technical assistance.					
Fisheries Annual Performance Goal: By September 30, 2005, fulfill 76% of tribal requests for technical assistance.					
Performance Measures	2004 Actual	2005 Planned	2006 Planned	2007 Planned	2008 Planned
% of technical assistance requests fulfilled on Tribal lands and waters	76% 536/709	76%	76%	76%	76%
Supporting Workload Measures	2004 Actual	2005 Planned	2006 Planned	2007 Planned	2008 Planned
# of training sessions	103	103	103	103	103
# of new or modified cooperative agreements or Intergovernmental Personnel Act Agreements	72	72	72	72	72
# of Tribal consultations	630	630	630	630	630
% of agreements fulfilled for Tribal Trust responsibilities	74% 58/78	74%	74%	74%	74%

Goal Purpose

Conservation of this Nation's fish and other aquatic resources cannot be successful without the partnership of Tribes; they manage or influence some of the most important habitats for fish and wildlife, both on and off reservations. In addition, the Federal government and the Service have distinct trust obligations toward Tribes based on treaty provisions and statutory mandates. The Fisheries Program plays an important role in providing help and support to Tribes as they exercise their sovereignty in the management of their fish and wildlife resources on more than 55 million acres of Federal Indian trust land and in treaty-reserved areas.

Spotlight on Assistance to Native Americans

The 562 Federally-recognized Tribes in the United States manage or influence some of the Nation's most important fish and wildlife resources. The Fisheries Program has a long history of assisting Native American tribal governments in conserving their fish and wildlife resources. Many Fisheries field stations in the West and Midwest were established specifically for this purpose.

In recognition of its relationships with Tribes, the Fisheries Program had the lead role in developing the Service's 1994 *Native American Policy*, which guides the agency in its government-to-government relationship to Native American governments in the conservation of fish and wildlife resources.

As Tribes have become increasingly sophisticated and capable resource managers, the Program's role has changed from providing assistance to true partnerships in conserving native species and their habitats, providing recreational fishing opportunities, and sustaining Native American economies and cultures.

Goal Achievement and Strategies

To achieve the Fisheries Vision goal for Native American Assistance, the Fisheries Program will:

- **Provide technical assistance to Tribes.** The Fisheries Program will continue to provide technical assistance to Tribes, as requested and to the maximum extent possible, for Tribal natural resource management activities. Assistance will include training, development of management plans, maintaining healthy hatchery fish, and developing hatchery operating procedures.
- **Identify sources of funds to enhance Tribal resource management.** The Fisheries Program will increase its efforts to work with Tribes and other stakeholders to identify sources of funds that can be used to enhance Tribal resource management infrastructures or for partnerships or initiatives involving Tribes. For example, Fisheries will help Tribes develop quality proposals for funding under the Service's Tribal Wildlife Grants program and Tribal Landowner Incentive Program.
- **Provide fish for Tribal resource management.** The Fisheries Program will continue to provide fish as part of recovery plans for listed species, in support of sustainable fisheries management, and for trust species and ongoing programs to enhance outdoor recreation on Tribal lands.
- **Recognize and promote the Service's distinct obligations toward Tribes within the Fisheries Program.** The Fisheries Program will continue to be vigilant that its actions, programs, and partnerships do not infringe on Tribal rights.

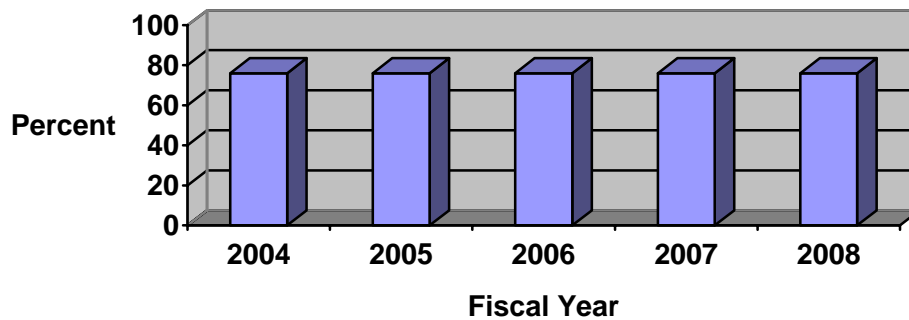
Program Changes

The challenge to the Fisheries Program is to prioritize a wide spectrum of needs in the Tribal community, seeking a partnership role with the overall goal of facilitating self-determination. Where Tribes have full fish and wildlife management capabilities, the Program's relationship is on a co-equal basis addressing issues of mutual concern. In some cases, the Tribes request the Program to provide specific expertise related to recovery and restoration of native species. In other cases, the Program may work with Tribes on the need for and degree of basic harvest controls of big game, upland birds, waterfowl, and fish.

Program changes required to meet priorities involve:

- Providing technical assistance to Tribes through training and developing management plans and hatchery operating procedures;
- Increasing cooperative agreements and Intergovernmental Personnel Act Agreements;
- Working with Tribes to identify potential funds for tribal resource management; and
- Consulting with and integrating Tribes into decisions affecting them to ensure that actions, decisions, and policies address Tribal roles and responsibilities.

**Performance Targets for
Tribal Assistance Requests Fulfilled**



LEADERSHIP IN SCIENCE AND TECHNOLOGY

Goal (from the *Vision*): Science developed and used by Service employees for aquatic resource restoration and management is state-of-the-art, scientifically sound and legally defensible. Technological advances in fisheries science developed by Service employees are available to partners.

DOI Strategic Goal: Protect the Nation's natural, cultural, and heritage resources.					
DOI End Outcome Goal: Sustain Biological Communities on DOI Managed and Influenced Lands and Waters in a Manner Consistent with Obligations Regarding the Allocation and Use of Water					
DOI Intermediate Strategies: Manage populations to self-sustaining levels for specific species Improve Information Base, Information Management, and Technical Assistance Provide effective interpretation and education programs					
Fisheries Long-Term Performance Goals: By September 30, 2008, develop 231 applied aquatic science and technologic tools, and share with partners through publications, web pages, technical bulletins, patents, meetings, and symposia. By September 30, 2008, submit 59 technical sections of animal drug applications for fish and aquatic populations to the FDA. By September 30, 2008, develop 228 techniques and culture technology tools.					
Fisheries Annual Performance Goals: By September 30, 2005, develop 222 applied aquatic science and technologic tools, and share with partners through publications, web pages, technical bulletins, patents, meetings, and symposia. By September 30, 2005, submit 58 technical sections of animal drug applications for fish and aquatic populations to the FDA. By September 30, 2005, develop 211 techniques and culture technology tools.					
Performance Measures	2004 Actual	2005 Planned	2006 Planned	2007 Planned	2008 Planned
# of applied aquatic scientific and technologic tools shared with partners	222	222	231	231	231
# of technical sections of animal drug applications submitted for fish and aquatic populations	58	58	59	59	59
# of techniques and culture technology tools developed	211	211	228	228	228
% of applied science and technology tasks implemented as prescribed by Recovery Plans	50% 51/101	54%	66%	66%	66%
% of applied science and technology tasks implemented as prescribed by Fishery Management Plans	47% 96/206	50%	54%	54%	54%

Goal Purpose

Science and technology form the foundation of successful fish and aquatic resource conservation and are used to structure and implement monitoring and evaluation programs that are critical to determining the success of management actions. Achieving the goals described in this plan will help the Program demonstrate a commitment to following established principles of sound science and increase the success of resource conservation.

Goal Achievement and Strategies

To achieve the Fisheries Vision goal for science and technology, the Fisheries Program will develop, apply, and disseminate state-of-the-art science and technology to conserve and manage aquatic resources, focusing on the following areas:

- **Develop and share applied aquatic scientific and technologic tools with partners.** The Fisheries Program will

continue to proactively develop science and technology at its Fish Technology Centers, Fish Health Centers, and Fishery Resources Offices, including its Conservation Genetics Laboratory, and share those capabilities in order to provide a platform for cooperative programs that are beyond the scope of individual States and Tribes. The Fisheries Program will coordinate with the U.S. Geological Survey (USGS), Cooperative Fish and Wildlife Research Units, and other research partners to improve connections between science delivery and fishery management needs. It will continue to encourage scientific

Spotlight on Science & Technology

In the Pacific Region, the Fisheries Program will continue to participate in the Regional hatchery and fisheries management workshop and invite other Service programs, Tribes, States, partners, and other stakeholders. Workshops are designed to identify and resolve aquatic resource management problems, explore new management opportunities, maintain productive working relationships, and share scientific and technological tools.

Spotlight on Science & Technology

In the Alaska Region, the Fisheries Program has pioneered the use of digital video technology to monitor wild stocks of Pacific salmon. Video technology improves monitoring programs by reducing costs, improving accuracy, and reducing potential impacts on fish and aquatic habitats. Advances in video technology are shared with partners, bolstering monitoring efforts statewide.

The quality and defensibility of scientific investigations conducted by the Region's Fisheries Program is enhanced by policies requiring the pre-approval of investigation plans and guiding the peer review and publication of study results.

excellence in the Program by providing opportunities for employees to acquire and upgrade their scientific skills, fostering involvement in scientific societies, requiring adherence to the highest scientific and ethical standards, and encouraging publication of research results in peer-reviewed journals.

- **Utilize appropriate scientific and technologic tools in formulating and executing fishery management plans and policies.** The Fisheries Program will increase its efforts to identify, revise, and update aquatic science tools as necessary to support the management and conservation of sustainable fisheries. The Program will implement the Science and Technology tasks in management plans and recovery

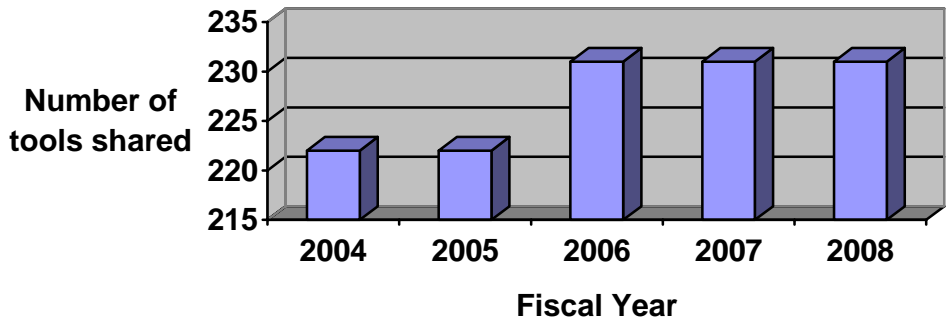
plans, and work with partners to ensure that plans are based on scientifically valid information. It will coordinate with partners and other Service programs to promote and develop technical and management forums to increase efficiencies, share information, and leverage funding. It will support and create databases and Internet resources to promote information accessibility.

These objectives represent an increased emphasis from a decade ago on developing, using, and sharing science and technology that is state-of-the-art, scientifically sound, and legally defensible.

Program Changes

To achieve the goal of Leadership in Science and Technology, the Fisheries Program will place increased emphasis over the next five years on promoting scientific excellence. It will foster improved coordination with the USGS by participating in annual meetings with the USGS Director, Regional Directors and Coop Units, and joint USGS-Service Science Summits, and by visiting USGS facilities. The Program will encourage excellence among its scientific professionals by expanding participation and leadership in scientific societies, providing increased opportunities for training to update and acquire skills, and ensuring that Program scientists maintain their professional currency by reading scientific publications, attending seminars, and publishing in peer-reviewed journals.

Performance Targets for Applied Science Tools Shared with Partners



WORKFORCE MANAGEMENT

Goal (from the *Vision*): Maintain and support an adequately-sized, strategically positioned workforce with state-of-the-art training, equipment, and technologies in their career fields.

DOI Strategic Goal: Manage the Department to be highly skilled, accountable, modern, functionally integrated, citizen-centered, and results-oriented.					
DOI End Outcome Goal: Workforce has job-related knowledge and skills necessary to accomplish organizational goals.					
DOI Intermediate Strategies: Increase Partnerships, Volunteer Opportunities, and Stakeholder Satisfaction; Human Capital Management					
Fisheries Long-Term Performance Goals: By September 30, 2008, maintain the number of volunteer participation hours at 102,208. By September 30, 2008, the condition of assets directly supporting infrastructure (maintenance and administrative buildings; safety and storage properties) as measured by the DOI FCI is 0.029.					
Fisheries Annual Performance Goals: By September 30, 2005, maintain the number of volunteer participation hours at 102,208. By September 30, 2005, the condition of assets directly supporting infrastructure (maintenance and administrative buildings; safety and storage properties) as measured by the DOI FCI is 0.029.					
Performance Measures	2004 Actual	2005 Planned	2006 Planned	2007 Planned	2008 Planned
# of volunteer participation hours	102,208	102,208	102,208	102,208	102,208
Condition of assets directly supporting infrastructure (maintenance and administrative buildings; safety and storage properties) as measured by the DOI FCI.	0.029	0.029	0.029	0.029	0.029

Goal Purpose

Achieving the goals in this plan requires that the Fisheries Program keep its workforce aligned with changing priorities. The Fisheries Program relies on a broad range of professionals to accomplish its mission: biologists, managers, administrators, clerks, animal caretakers, and maintenance workers. Employees must be trained, equipped and supported in order to perform their jobs safely, often under demanding environmental conditions, and to keep current with the constantly expanding science of fish and aquatic resource management and conservation. In addition, the thousands of hours donated by dedicated volunteers are critical to the Fisheries Program mission. Without the collective skill and dedication of employees and volunteers, the Fisheries Program cannot succeed.

Goal Achievement and Strategies

To achieve the Fisheries Vision goal for Workforce Management and to support achievement of other goals in this plan, the Fisheries Program will:

- **Staff Fisheries Program field stations at levels adequate to effectively meet the Service's goals and objectives in fish and other aquatic resource conservation.** The Program will analyze positions and organizational structures at all Fisheries field stations, identify the critical staff and functions needed to support various types and sizes of hatcheries and Fishery Resources Offices, and fill critical vacancies or gaps in the workforce with well-qualified individuals.
- **Provide employees with opportunities to maintain competencies in the expanding knowledge and technologies needed to improve opportunities for professional achievement, advancement and recognition.** The Program will identify training and developmental learning opportunities both inside and outside the Service for all skills utilized, as well as preparing staff for future leadership positions.
- **Provide employees with access to facilities and equipment needed to effectively, efficiently, and safely perform their jobs.** The Program will provide its employees with state-of-the-art biotechnology, information technology, and maintenance and safety

Spotlight on the Workforce

The Fisheries Program is managing its workforce to address fiscal constraints and better meet aquatic resource conservation goals. In Fiscal Year 2004, volunteers donated 102,208 hours to help accomplish Fisheries Program resource and public use goals.

- Volunteer labor was equivalent to 50 full-time-equivalents (FTEs).
- Value of volunteer hours is estimated at nearly \$1.14 million.

To more efficiently address aquatic resource conservation goals, the Fisheries Program has made extensive use of complexing and co-location of its offices.

- Eighty percent of Fisheries Program field stations are complexed or co-located with other Fisheries Program offices or other Service or non-Service offices.
- The Service benefits by joining similar operations, improving operational efficiency, and providing one-stop shopping for Service customers.
- Cost savings may be realized by consolidating administrative staff functions, reducing space rental costs, and sharing equipment and other resources.

equipment. Those assets that indirectly impact the ability of the Fisheries Program to fulfill its mission will be maintained in fair or good condition.

All Federal agencies are required to improve human capital management by law and by the President's Management Agenda. In 2001, the Service completed a high-level workforce analysis as a first step in examining the Service's readiness to meet future mission requirements. In 2002, the Service developed Human Capital Investment solutions that strategically address skill gaps and workforce issues identified through the workforce analysis. These solutions include job analysis and position management review, training and development profiles, training delivery and tracking, and strategic recruitment.

In FY 2005, the Fisheries Program will complete a pilot project to apply the workforce solutions, focusing on the Fish and Wildlife Management Assistance component of the program. In FY 2006, the effort will be expanded to the National Fish Hatchery System. In subsequent years, the workforce will be analyzed on a regular basis, followed by review and re-application of solutions to achieve the Fisheries Vision goal for Workforce Management.

Fisheries field stations will identify workforce needs (FTEs and skills) in conjunction with resource and operational needs, by entering these data into FONS. As FONS projects are prioritized and selected for funding, workforce needs will be easily identified.

Program Changes

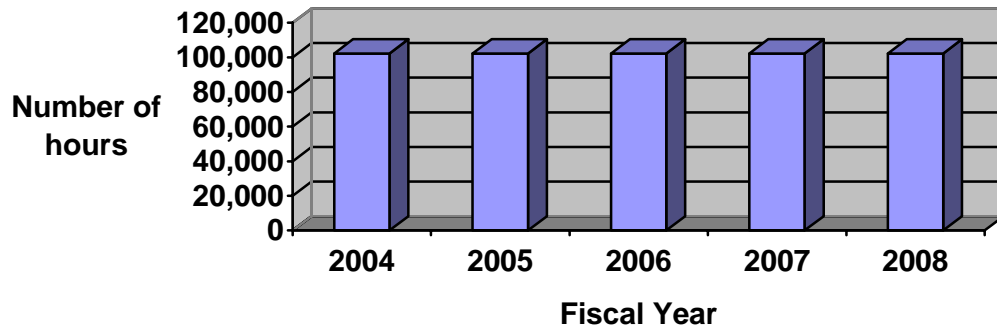
Applying a deliberate workforce management approach across the Fisheries Program may require significant changes in organizational culture and process. Applying the workforce solutions will likely be a key component to achieving a strategically planned workforce that is more effective and efficient in achieving the Program's mission. Changes or increases in the Program's workforce may require budget changes; these will be clearly linked to changes in performance targets to achieve aquatic resource conservation goals.

The Fisheries Program lacks specific performance measures for workforce management. By December 31, 2005, the Program will use the completed studies of the Fisheries Program workforce to develop appropriate measures, with associated definitions and data collection procedures, to link the deployment and competencies of the workforce to the Program's strategic goals. The measures will gauge progress toward:

- filling the highest priority staffing positions needed to implement the Strategic Plan, and
- meeting training needs to reach and maintain competencies required to implement the Strategic Plan.

Annual and long-term targets for workforce measures will also be developed. Supporting workload measures may include progress toward meeting the required 40 hours of training per employee annually and the satisfaction level of employees.

Performance Targets for Number of Volunteer Participation Hours



IMPLEMENTATION AND EVALUATION

This strategic plan serves as a general contract between the Service and its partners, by identifying key actions the Service and its Fisheries Program will take in the interest of conserving America's fish and other aquatic resources and in sustaining the benefits those resources provide. The plan represents the priorities of the Program, as identified in concert with its partners, and the Program will direct its resources toward these priorities.

This national strategic plan will be implemented by Fisheries Program offices throughout the nation through specific projects that link back to tactics and objectives in a Regional strategic plan. Each Regional strategic plan sets ambitious targets in order to overcome the crises facing the Nation's fisheries and aquatic resources. The Program will deploy its resources as needed to achieve its goals and targets. Many of the goals in this plan will impact plans and priorities of other Service programs, including the National Wildlife Refuge System, the Habitat Conservation Program, and the Endangered Species Program.

Partners will be consulted as key decisions are made that affect the direction of the Fisheries Program. The Fisheries Program will use five criteria to decide which fishery activities, opportunities, and issues to address. The criteria are based on the identification of a Federal role and the determination of whether or not the Fisheries Program is the most appropriate Federal agency to fill the role. The Fisheries Program will weigh proposed and potential activities by:

- The strength of Federal authority and responsibility;
- The extent to which our efforts will complement others in the fisheries and aquatic resource conservation community;
- The likelihood that our efforts will produce significant economic or social benefits;
- The extent of partner support; and
- The likelihood that our efforts will produce measurable resource results.

The Fisheries Program will measure results in implementing this strategic plan by monitoring and evaluating accomplishments. Monitoring and evaluation will supply information needed to fine-tune Program priorities when developing annual performance plans during the annual budget and performance cycle. Progress made toward meeting the goals of the strategic plan will be reviewed annually, and adjustments made as necessary. The Program will communicate results to its partners, stakeholders, Congress, and the Administration. Meetings and consultations will be held each year to communicate progress and accomplishments and a report to Congress will be written biennially.

The Service expects that the organizational culture of the Fisheries Program will be transformed as this plan is fully implemented. This will be achieved by the clear expectation for the Program to involve partners and stakeholders in setting priorities, set targets for performance, measure results of projects, report regularly to stakeholders and Congress, and hold Program personnel accountable for performance at all levels of the organization.

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