PA Fish & Boat Commission Strategic Plan July 1, 2020 - June 30, 2023
Quarterly Progress Report for Strategic Goals
(January 1, 2022 - March 31, 2022)

Strategic Priority	Due Date	Strategic Goal	Percent Complete	Notes
Sport Fish Management	06/30/23	1. By June 30, 2023, achieve no net loss of public fishing access.	0%	
Sport Fish Management	06/30/22	1.a. By June 30, 2022, update *Pennsylvania's Fishing and Boating Access Strategy* .	40%	*Access Strategy* development goals were recalibrated in collaboration with DCNR. Mapping capabilities were assessed and an initial access gap assessment on designated water trails was completed. Development of criteria for prioritizing access investments and identification of resources to assist entities with assessing opportunities began.
Sport Fish Management	06/30/22	1.b. By June 30, 2022, work with partners to develop a fishing access program that opens access to fishing opportunities at rural ponds and urban water bodies.	0%	
Sport Fish Management	06/30/23	1.c. By June 30, 2023, actively promote access to lakes owned by water companies.	40%	Relationships have been established with the associations representing water authorities and companies. Several reservoirs are either already open or finalizing agreements.

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Sport Fish Management	06/30/23	2. By June 30, 2023, coordinate with other public landowners on fisheries habitat management and access on publicly-owned lakes and streams.	100%	Completed: During the spring of 2021, habitat placement projects were completed at Raystown Lake, Yellow Creek Lake, Lake Arthur, Pymatuning Reservoir, and F.J. Sayers Reservoir.
Sport Fish Management	06/30/23	3.a. By June 30, 2023, partner with cooperative nurseries to ensure trout are most effectively raised and used in locations and practices consistent with fisheries management plans.	40%	
Sport Fish Management	06/30/21	3.b. By June 30, 2021, implement pilot production studies to provide larger fingerling species for improved survival after stocking.	100%	Completed: Three pilot production studies were implemented in June 2021 to evaluate rearing larger (advanced size) Largemouth Bass, yearling Channel Catfish, and hybrid Striped Bass at the Pleasant Mount and Tionesta hatcheries. The three studies will show what sizes are achievable and the numbers of fish that can be expected for future stockings. The completion of these studies was October 2021.
Sport Fish Management	06/30/23	3.c. By June 30, 2023, develop an additional early spawn-specific, pathogen-free brood system to supply hatcheries with Brown Trout eggs	20%	

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Sport Fish Management	06/30/23	3.d. By June 30, 2023, perform a study to determine the efficacy of vaccination programs in hatcheries to reduce specific pathogens.	40%	Data were collected from past studies and are being reviewed. A study plan was drafted for an Aeromonas salmonicida (Furunculosis) vaccine efficacy study at the Benner Spring State Fish Hatchery. The vaccine was purchased, manufactured, and is being stored on site. The study will use production Brook Trout. The scheduled start date for this study is May 2022. A study plan was drafted for a Flavobacterium columnarris (Columnarris) vaccine efficacy study at the Linesville State Fish Hatchery. The vaccine was manufactured and delivered. The study will use both Muskellunge and Channel Catfish and is scheduled to run throughout the 2022 production cycle.
Sport Fish Management	06/30/23	4. By June 30, 2023, conduct a statewide survey to estimate angler use, catch, harvest, opinions, and economic impact of angling on Pennsylvania's warm-water, cool-water, and cold-water fisheries to determine angler preferences and inform the Commission on how and where to manage fisheries.	20%	Staff are continuing to explore options for designing a statewide angler use and harvest survey.

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Sport Fish Management	06/30/21	6.a. By June 30, 2021, complete and implement the *Black Bass Fisheries Management Plan.*	60%	The draft plan is under review and will be implemented by 6/30/2022. Recent adjustments to *Bass Plan* goals include PFBC-collected bass abundance data verification as a plan task. This change facilitated the preparation of a complete Plan Draft narrative document that includes non-abundance data or placeholders describing: PFBC internal data sets describing growth, PFBC internal data sets describing angler catch and harvest, PFBC internal tournament angler data sets, PFBC internal study report data sets, and external data sets to guide bass management.
Sport Fish Management	12/31/20	6.b. By December 31, 2020, complete and implement an update of the *Walleye Fisheries Management Plan.*	100%	Completed: Plan was posted on the PFBC's website in December 2021.
Sport Fish Management	12/31/20	6.c. By December 31, 2020, complete and implement an update of the *Trout Fisheries Management Plan.*	100%	Completed: Plan was finalized and posted to the PFBC's website in October 2020.
Sport Fish Management	12/31/20	6.d. By December 31, 2020, complete and implement an update of *Operational Guidelines for the Management of Trout Fisheries in Pennsylvania Waters.*	100%	Completed: *Operational Guidelines* were published on the PFBC's website in February 2022.

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Sport Fish Management	12/31/22	6.e. By December 31, 2022, complete and implement an update of the *Catfish Fisheries Management Plan.*	20%	Staff continues to work on completing catfish otolith aging to incorporate results into the *Catfish Plan* and are working on the first draft of the update.
Sport Fish Management	06/30/21	8. By June 30, 2021, identify and begin to implement strategies that address climate change impacts on habitat, fish species, and angler behavior.	100%	Completed: Staff are implementing strategies to address climate change impacts. A draft PFBC Climate Action Plan document is receiving final revisions and will be released in 2022.
Sport Fish Management	06/30/22	9. By June 30, 2022, identify and collaborate with agriculture and aquaculture community to protect sport fisheries and prevent negative impacts of non-PFBC fish stockings, such as the spread of pathogens and Aquatic Invasive Species (AIS).	40%	Work continued as indicated in sub-goals 9.a., 9.b., and 9.c.
Sport Fish Management	06/30/22	9.a. Revise regulations relating to Propagation and Introduction of Fish into Commonwealth Waters (*58 Pa Code Ch. 71*).	40%	Draft regulations were developed by staff, resulting in a new and consolidated Chapter 71a, which would replace Chapters 71 and 73. The draft regulations were presented as a discussion item at the 3/28/2022 Fisheries and Hatcheries Committee meeting and will be presented as a proposed rulemaking at the 4/25/2022 Commission meeting.

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Sport Fish Management	06/30/22	9.b. Revise regulations relating to Transportation of Live Fish into this Commonwealth (*58 Pa Code Ch. 73*).	40%	Draft regulations were developed by staff, resulting in a new and consolidated Chapter 71a, which would replace Chapters 71 and 73. The draft regulations were presented as a discussion item at the 3/28/2022 Fisheries and Hatcheries Committee meeting and will be presented as a proposed rulemaking at the 4/25/2022 Commission meeting.
Sport Fish Management	06/30/22	9.c. Implement a stocking authorization program.	20%	To facilitate development and implementation of a stocking authorization application and review system, staff will be proposing that 58 Pa. Code Chapter 71 and 73 be amended as a consolidated Chapter 71a at the 4/25/2022 Commission meeting. This concept was presenated as a discussion item to the Fisheries and Hatcheries Committee on 3/28/2022. As proposed, the stocking authorization will be implemented in two phases: 1) a Notice of Stocking (January 1, 2023 through December 31, 2024), and 2) a full stocking authorization (effective January 1, 2025).

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Sport Fish Management	06/30/22	10. By June 30, 2022, adjust delivery of fishing opportunities to angler residence zones via improved data (PALS 2.0).	40%	Women's programs are being scheduled in areas with large concentrations of female customers purchasing licenses in 2021. Email addresses from PALS records are being used to promote these in-person and virtual programs.
Sport Fish Management	06/30/21	11. By June 30, 2021, conduct an evaluation of the PFBC's voluntary permit program to gauge the effectiveness of directing additional resources to specific projects.	100%	Completed: Staff conducted an internal evaluation of the voluntary permit program. The program has largely been a success in directing additional revenue to specific projects and further analysis of the program will take place in future years.
Non-Game Species, Aquatic Resources & Habitat Conservation	06/30/21	13. By June 30, 2021, complete unassessed mussel sampling protocol.	100%	Completed: An unassessed mussel sampling protocol was completed and is being used by PFBC staff. Updates are being considered for the future.
Non-Game Species, Aquatic Resources & Habitat Conservation	06/30/23	15. By June 30, 2023, provide leadership and coordination for AIS in Pennsylvania among federal, state, local, and other organizations.	40%	Work continued as indicated in sub-goals 15.a. through 15.e.

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Non-Game Species, Aquatic Resources & Habitat Conservation	06/30/23	15.a. Participate in and implement the *Pennsylvania Invasive Species Council Aquatic Invasive Species Management Plan.*	60%	The PFBC continues to work with partners toward goals identified in the *Pennsylvania AIS Management Plan* and supported by federal *AIS Management Plan* grant funds.
Non-Game Species, Aquatic Resources & Habitat Conservation	06/30/23	15.b. Develop specific control plans for each prioritized AIS species identified through a risk assessment and response approach and an up-to-date Pennsylvania AIS inventory.	60%	Work continued on control plans for high-priority AIS. Notable progress this reporting period was the finalization of the PFBC's *Rusty Crayfish Control Plan* , which was recently posted on the Commission's website.
Non-Game Species, Aquatic Resources & Habitat Conservation	06/30/23	15.c. Identify and recommend appropriate regulations to control species introduction and distribution.	60%	The AIS Coordinator continued involvement with the Chapter 71 and 73 rewrite process and with the Controlled Plant and Noxious Weed Committee.
Non-Game Species, Aquatic Resources & Habitat Conservation	06/30/23	15.d. Develop a comprehensive AIS communications outreach plan to prevent the spread of AIS.	20%	The AIS coordinator worked with new staff from the Bureau of Outreach, Education, and Marketing to discuss outreach plan strategies for Goal 15d.

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Non-Game Species, Aquatic Resources & Habitat Conservation	06/30/23	15.e. Install boat cleaning stations at PFBC facilities with known AIS occurrences (e.g., Lake Erie marinas).	40%	Progress continued with respect to the planned installation of AIS disposal stations and signage at the Walnut Creek and North East Marinas, and installation is planned in 2022 following in-progress administrative work associated with the acquired grant funds. An external grant proposal for the installation of 12-14 AIS disposal stations at other locations with known AIS occurrences was submitted in March 2022.
Non-Game Species, Aquatic Resources & Habitat Conservation	09/30/21	15.f. By September 30, 2021, deliver 8-12 AIS species identification training sessions for PFBC staff as part of Great Lakes Restoration Initiative (GLRI) grant agreement.	100%	Completed: Nine staff trainings for WCOs and field staff were delivered in a virtual format during the spring of 2021. Because additional funding from this source is available, further in-person trainings for Bureau of Fisheries staff were held.
Non-Game Species, Aquatic Resources & Habitat Conservation	12/31/20	16. By December 31, 2020, initiate a 5-year partnership to expand the stream habitat program to perform stream corridor Best Management Practices (BMPs) to improve local water quality and fish habitat and contribute to the goals of the *Pennsylvania Chesapeake Bay Watershed Implementation Plan* and the *Chesapeake Bay Watershed Agreement.*	100%	Completed: A partnership was initiated to expand the PFBC's efforts in the Chesapeake Bay Watershed. Through the EPA's Chesapeake Bay Implementation Grant Program, the PFBC was approved for a $3,814,646 project over the next four years. The PFBC created a Chesapeake Bay Watershed Habitat Unit within the Stream Habitat Section to implement this project.

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Non-Game Species, Aquatic Resources & Habitat Conservation	12/31/20	18. By December 31, 2020, expand habitat management to include non-game species.	100%	Completed: Turtle basking platforms for Red-bellied Turtles and large flat stones for Eastern Hellbender habitat are ongoing projects. Staff continue to identify additional opportunities to improve non-game species habitat.
Non-Game Species, Aquatic Resources & Habitat Conservation	06/30/23	19. By June 30, 2023, initiate, facilitate, and complete population assessments for 29 listed species or species of greatest conservation need.	60%	Data from the 2021 field season were compiled and managed for population assessments of Bog Turtle, Northern Red-bellied Cooter, Green Salamander, and Timber Rattlesnake. A population assessment was completed for the Digger Crayfish. The data are currently being run through threatened and endangered species listing criteria and documentation is underway.
Non-Game Species, Aquatic Resources & Habitat Conservation	06/30/23	21. By June 30, 2023, complete or develop 13 non-game species action plans.	60%	Non-game species action plans are being updated and developed as identified in the notes to goals 21.a. and 21.b. below.
Non-Game Species, Aquatic Resources & Habitat Conservation	06/30/23	21.a. Update seven existing species action plans.	60%	The following species action plans were in the process of being updated: Bog Turtle, Timber Rattlesnake, Eastern Spadefoot, Eastern Massasauga, Eastern Pearlshell, Salamander Mussel, and Chesapeake Logperch.

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Non-Game Species, Aquatic Resources & Habitat Conservation	06/30/23	21.b. Develop six species action plans for endangered and threatened species.	60%	New species action plans were being developed for Southeastern Mud Turtle, Northern Red-bellied Cooter, Pistolgrip, Round Hickorynut, Longnose Sucker, Green Salamander, and inland Burbot. Species Action Plans for federal species are currently being drafted for inclusion as part of the Union City State Fish Hatchery 10.a.1.a. Federal Recovery Permit application. A Species Action Plan progress matrix is being developed to improve the plan-development process.
Non-Game Species, Aquatic Resources & Habitat Conservation	06/30/22	22. By June 30, 2022, dedicate law enforcement resources to special investigations regarding non-game species wildlife trafficking.	100%	Completed.
Non-Game Species, Aquatic Resources & Habitat Conservation	12/31/21	23.a. By December 31, 2021, review and update internal reporting protocol for pollution investigation methods and reporting.	100%	Completed: Internal reporting protocols were reviewed and updated in the fall of 2021. Training on the revised protocols will begin in February 2022.
Non-Game Species, Aquatic Resources & Habitat Conservation	12/31/22	23.b. By December 31, 2022, review and update procedures for coordinating response efforts during a pollution event/investigation.	100%	Completed: Coordinated pollution event and investigation procedures were reviewed and updated in the fall of 2021. Training on the revised procedures will begin in February 2022.

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Non-Game Species, Aquatic Resources & Habitat Conservation	12/31/20	23.d. By December 31, 2020, implement statewide interagency response strategy for Harmful Algal Blooms (HABs) to mitigate potential dangers to public health, water quality, water-based recreation, and aquatic resources.	80%	Final edits are being made to the Draft HAB Strategy document in hopes that it will be ready to implement this 2022 HAB season.
Recreational Boating	06/30/22	25. By June 30, 2022, improve non-powered boating education and communication to improve safety awareness and reduce the annual fatality rate.	60%	Staff participated in the National Association of State Boating Law Administrators (NASBLA) Education Committee/Paddlesports Subcommittee to share successes and challenges relating to non-powered boating education and communications. PFBC staff continued to post and share the new paddlesports legal requirements poster at busy access areas and with partner organizations including water trail managers. The US Coast Guard Auxiliary visited retailers and shared outreach materials including the PFBC's paddlesports legal requirements poster.
Recreational Boating	03/31/21	25.a. By March 31, 2021, develop and begin implementing a non-powered boat safety education and outreach initiative designed to reduce the annual fatality rate in this user group.	100%	Completed: Safe paddling micro-learning videos continue to be produced and released via YouTube and social media outlets, highlighting basic safety for paddling and general swimming/water recreation. A free Paddle Sports Safety Course is available for completion online.

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Recreational Boating	06/30/21	25.b. By June 30, 2021, develop online materials so that every non-powered boater in the Commonwealth has access to information that highlights the responsibilities, risks, and proper protocols of safe non-powered boating.	100%	Completed: Created paddling safety tips, information on launch permits, and free Paddle Sports Safety Course online.
Recreational Boating	12/31/20	25.c. By December 31, 2020, provide retailers with information to include with the sale of non-powered watercraft that highlights the responsibilities, risks, and proper safety protocols.	100%	Completed: WCOs delivered safety messaging to paddlesport retailers within their districts. Boating staff took it a step further by participating in the NASBLA Education Committee/Paddlesports Subcommittee to learn about national initiatives and successes to implement with retailers in PA.
Recreational Boating	06/30/22	27.c. By June 30, 2022, establish and implement best practices for Voluntary Rescue Service Recognition (VRSR) auditing and recertification.	100%	Completed: Boating staff continue to implement best practices for Swiftwater VRSR in coordination with volunteers and PEMA.
Recreational Boating	06/30/22	29. By June 30, 2022, update *Pennsylvania's Fishing and Boating Access Strategy.*	40%	Access Strategy development goals were recalibrated in collaboration with DCNR. Mapping capabilities were assessed and an initial access gap assessment on designated water trails was completed. Development of criteria for prioritizing access investments and identification of resources to assist entities with assessing opportunities began.

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Recreational Boating	06/30/21	30.b. By June 30, 2021, change the boat registration expiration date to December 31 to have the expiration date coincide with the calendar year.	60%	SB 403, which would amend Title 30 to change the boat registration expiration date, passed unanimously in the PA Senate in May 2021. The bill most recently received an affirmative unanimous vote from the members of the House Game & Fisheries Committee on 11/9/21 and is pending further action.
Recreational Boating	06/30/21	30.c. By June 30, 2021, begin issuing temporary launch permits for unpowered watercraft to improve the overall efficiency of the permitting process.	100%	Completed: Implementation of HuntFishPA on 01/15/2021 improved the efficiency and availability of launch permits for customers at agent locations or online.
Recreational Boating	12/31/21	30.d. By December 31, 2021, work with other state agencies to promulgate uniform launch permit regulations for Commonwealth-owned or Commonwealth-controlled properties.	0%	
Recreational Boating	06/30/23	31. By June 30, 2023, align the PFBC's boating offerings to accommodate the needs and expectations of both powered and non-powered boaters.	0%	
Recreational Boating	06/30/21	31.a. By June 30, 2021, develop a prioritized list of actions to improve user experiences at PFBC properties based upon evaluation data from field staff and the public.	100%	Completed: On 06/21/21 a list of potential launch ramp and access area improvements was compiled using access area inspections and input from PFBC field staff.

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Employee Investments and Agency Organization	06/30/23	32. By June 30, 2023, implement PFBC training academy program to ensure employees have the knowledge, skills, and abilities to safely and effectively perform their jobs.	20%	Work continued as indicated in sub-goals 32.a. and 32.b.
Employee Investments and Agency Organization	06/30/21	32.a. By June 30, 2021, develop an organizational needs assessment to determine person- and position-specific training needs.	20%	Bureau Directors were surveyed to identify training needs.
Employee Investments and Agency Organization	06/30/22	32.b. By June 30, 2022, document all bureau training in LSO to ensure employees have the knowledge, skills, and abilities to safely and effectively perform their jobs.	100%	The LSO system is scheduled to be replaced in the fall of 2022. Existing training is documented in LSO. Future training modules will be added to the new system when it is up and running.
Employee Investments and Agency Organization	06/30/23	33. By June 30, 2023, implement PFBC leadership development program to prepare next generation of agency management roles.	20%	
Employee Investments and Agency Organization	06/30/21	33.a. By June 30, 2021, administer self-assessment tools to improve communication, teamwork, and personal growth among PFBC management employees.	100%	Completed: Executive staff participated in emotional intelligence training and one-on-one debriefings with consultants to discuss results and areas for personal improvement.

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Employee Investments and Agency Organization	06/30/23	33.b. By June 30, 2023, facilitate professional development seminars for management staff to increase their leadership skills and abilities.	0%	
Employee Investments and Agency Organization	06/30/23	34. By June 30, 2023, implement employee development program to provide essential knowledge, skills, and abilities to all PFBC employees regardless of job function.	0%	
Employee Investments and Agency Organization	06/30/21	34.a. By June 30, 2021, implement annual PFBC new employee orientation program to provide an overview of the agency, its operations, and employee resources.	100%	Completed: In-person sessions for new employees will be held twice per year at the Centre Region Office.
Employee Investments and Agency Organization	06/30/22	34.b. By June 30, 2022, use needs assessment to develop course catalogue to provide training in succession planning, professional development, and workplace compliance.	80%	Bureau Directors were surveyed to identify training needs and results are being used to guide the development of the course catalogue.
Employee Investments and Agency Organization	06/30/23	34.c. By June 30, 2023, implement internal mentoring program to assist employees with their professional development and help prepare future leaders within the agency.	20%	

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Employee Investments and Agency Organization	12/31/20	34.d. By December 31, 2020, develop an experiential learning program to allow staff to spend at least one day per year assisting with an activity conducted by a different bureau within the PFBC to build camaraderie, learn about other functional areas, and encourage collaboration across bureaus.	80%	A draft experiential learning program SOP is under internal review.
Employee Investments and Agency Organization	12/31/20	35. By December 31, 2020, implement a means of sharing information electronically about staff and Commission activities.	100%	Completed: The first edition of a new quarterly newsletter was released to employees on 12/23/21.
Employee Investments and Agency Organization	06/30/21	36. By June 30, 2021, implement PFBC employee appreciation event that enhances employee awareness of the agency's mission and builds a sense of community.	0%	
Employee Investments and Agency Organization	12/31/20	37. By December 31, 2020, convene a workgroup of PFBC employees to review recommendations put forth in the Fish and Wildlife Relevancy Roadmap as well as other relevant sources, and provide recommendations for promoting diversity and inclusion within the agency.	40%	

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Employee Investments and Agency Organization	06/30/21	39. By June 30, 2021, require mandatory Equal Employment Opportunity (EEO) diversity training for supervisors and management.	40%	
Employee Investments and Agency Organization	06/30/23	40. By June 30, 2023, increase employee safety through targeted employee training, investment in safety equipment (e.g., viral personal protective equipment), and improving general safety awareness among both employees and management.	20%	
Employee Investments and Agency Organization	06/30/22	41. By June 30, 2022, implement annual mandatory on-site safety training at PFBC field locations.	20%	
Communications and Marketing	12/31/20	43. By December 31, 2020, implement an agency-wide approach to messaging and imaging that provides clarity and consistency across all platforms.	100%	
Communications and Marketing	12/31/20	43.a. Conduct an audit of current branding at PFBC.	100%	Completed: An audit of the PFBC's branding was completed in the fall of 2020.

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Communications and Marketing	12/31/20	43.b. Identify and communicate approved uses of agency logos.	100%	Completed: Updated logo design was approved and disseminated to staff for purchasing and design purposes.
Communications and Marketing	12/31/20	43.c. Develop an agency style guide for electronic and written communications.	100%	Completed: A new agency style guide was completed.
Communications and Marketing	06/30/21	44. By June 30, 2021, implement a comprehensive communications strategy that increases public awareness and engagement with respect to the PFBC's programs and the resources entrusted to the PFBC.	100%	Completed: The PFBC communications strategy is consistent with the Recruit, Retain, and Reactivate (R3) strategy used in marketing and e-commerce efforts. Staff coordinated efforts around a communications calendar that includes annual fishing and boating-related events and seasons. Staff develop content for paid advertising, earned media, email, and social media with consistent messaging across platforms. Communications are intended to serve the broad audience of existing anglers and boaters, as well as engage diverse and underserved audiences. Staff are proactive in messaging with the media to gain positive story placements, and often produces in-house videos that are distributed widely and used by TV stations across Pennsylvania and border states.

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Communications and Marketing	06/30/21	44.a. Develop best practices for frequency, content, and delivery methods.	100%	Completed: These have been developed internally and will be reflected in the branding documents.
Communications and Marketing	06/30/21	44.b. Develop performance metrics to evaluate effectiveness of communications.	100%	Completed: The PFBC uses several methods to judge performance of paid advertising, email messaging, earned (news) media, and social media posts. Through the HuntFish.pa.gov commerce website, the PFBC gathers email addresses and other information that can be used to create and distribute more effective communications. Marketing vendors and the BOEM data analyst monitor and analyze data, including key age and gender demographics of viewers, and click-through rates of email recipients who were provided with a path to make the purchase of a fishing license, launch permit, or other PFBC product. The Communications Director monitors and compiles an extensive bi-weekly report of earned media stories called “Trending Now,” and distributes to staff, Commissioners, and Boating Advisory Board members as a proof of performance tool.

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Communications and Marketing	06/30/21	44.c. Employ the media, methods, and content consistent with market research and R3 guidelines.	100%	Completed: Staff regularly review R3 efforts and compare them with research and efforts from other national and state conservation entities to ensure the PFBC's education, outreach, and marketing materials are following industry best practices.
Communications and Marketing	06/30/21	44.d. Promote positive conservation messaging that encourages non-participants to support agency programs and interests.	100%	Completed: Conservation and stewardship messaging regularly is incorporated into the PFBC's paid media, earned media (news) stories, email, and social media efforts. In addition to existing publications and website content, a series of education and instructional fishing and boating videos were produced and published on the PFBC YouTube channel and Activities and Education Portal. In addition to standard fishing and boating topics, the PFBC highlighted special conservation efforts and partnerships, including forested buffer plantings along waterways and freshwater mussel relocation.

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Communications and Marketing	06/30/21	44.e. Highlight the value of what fishing licenses and boat registrations provide for all Commonwealth residents and visitors.	100%	Completed: Staff shared educational videos, social media, and earned media (news) stories that highlight the work being accomplished by PFBC staff through the good stewardship of fishing license and boating dollars. Many examples of these videos can be found on the PFBC's YouTube channel. The videos promote positive “proof of performance” stories to media outlets highlighting activities such as trout stocking in the spring, fall, and winter; the PFBC’s world class musky program; fish habitat projects; rehabilitation of public boating access areas; and dam rehabilitation projects that create enhanced destination fisheries that drive local economies through tourism.

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Communications and Marketing	06/30/21	44.f. Incorporate content about angler and boater ethics to address public perception issues, such as littering, trespassing, and knowledge of fishing and boating regulations.	100%	Completed: Staff included anti-littering messaging on social media posts (#leavenotrace), through in-person remarks at media events, and in earned media interviews, specifically around the start of trout stocking operations, to stress the threat of losing fishing access on private property due to angler litter. Trespassing was addressed proactively on social media and earned media, including suggestions that paddlers recreate on established water trails and launch from public access areas. The same warning occurred in media interviews about boating and swimming accidents on private property. Fishing and boating regulation education happened through social media and earned media with special emphasis around trout season, National Safe Boating Week, and busy summer holidays. Top PFBC law enforcement officials were commonly made available to the media and the public, including a live Q&A session during the inaugural 2021 Virtual Outdoor Expo.

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Communications and Marketing	12/31/20	45. By December 31, 2020, develop and implement targeted initiatives to improve the PFBC's customer service experience.	100%	Completed: Initiatives were identified in the fall of 2020, and ongoing customer service improvements continue happening in 2021.
Communications and Marketing	06/30/21	46. By June 30, 2021, refine the PFBC's social media presence.	100%	Completed: The Social Media Coordinator provides a consistent voice across PFBC platforms and will continuously refine PFBC's social media presence to adhere to the PFBC mission and needs, social media trends, and audience targeting.
Communications and Marketing	12/31/20	46.a. By December 31, 2020, develop and implement a social media policy to ensure consistency across all agency platforms.	100%	Completed: The Social Media Coordinator has sole access to social media accounts and ensures content is consistent across all platforms.
Communications and Marketing	06/30/21	46.b. By June 30, 2021, complete an agency-wide social media strategy that considers a workload analysis and evaluation of the PFBC's existing social media effectiveness, as well as an evaluation of social media platforms, management tools, and performance metrics.	60%	The Social Media Coordinator is progressing on the social media strategy and developing social media policies regarding agency use and comment moderation.

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Communications and Marketing	06/30/21	47. In conjunction with the Pennsylvania Game Commission, host the 2021 Annual Northeast Fish & Wildlife Conference for the Northeast Association of Fish & Wildlife Agencies (NEAFWA).	0%	The conference was postponed until 2023.
Communications and Marketing	12/31/21	48. Host a 1-day Pennsylvania Fisheries Summit in 2021.	100%	Completed: The Fisheries Summit was held on 2/20/21.
Communications and Marketing	12/31/20	49. By December 31, 2020, administer a survey to evaluate the human dimensions aspect of anglers and boaters.	100%	Completed: COVID disrupted some activities related to this goal. PFBC contracted with Responsive Management to conduct a survey of residents in the Philadelphia metro area. The survey was completed in February 2021 and staff are using results to modify existing approaches as needed. Results from this survey also confirmed existing activities and plans of action. Questions about fishing were included in the statewide Lion Poll, conducted in April 2021, and results are being reviewed. A survey of trout permit holders was conducted in June/July 2021 to assess opinions about the opening day of trout season.

Strategic Priority	Due Date	Strategic Goal	Percent Complete	Notes
Communications and Marketing	06/30/22	50. By June 30, 2022, implement a marketing strategy that segments the PFBC's customer base into recruitment, reactivation, and retention (R3) segments.	60%	A comprehensive marketing strategy is being developed to engage existing and new customer bases while short-term R3 campaigns continue.
Communications and Marketing	06/30/22	50.a. Enhance marketing to traditional and emerging markets along state, regional, national, and international lines.	40%	A comprehensive marketing strategy is being developed that includes engaging partners that reach state and regional audiences.
Communications and Marketing	06/30/22	50.b. Implement programs designed to attract customers and participants from diverse social and demographic backgrounds to fishing, boating, and conservation programs.	60%	The PFBC entered into an agreement with Venture Outdoors to conduct educational programs in the Pittsburgh area. Bilingual components are being added to programs conducted in the southeast region.

Strategic Priority	Due Date	Strategic Goal	Percent Complete	Notes
Communications and Marketing	06/30/22	50.c. Align and work with other Commonwealth agencies, local tourism offices, and businesses to identify and promote fishing and boating opportunities in Pennsylvania.	100%	Completed: Staff regularly engaged with other Commonwealth agencies on messaging, including but not limited to the Governor's office, DCNR, PGC, PA State Police, PennDOT, and Health. These strong relationships included safety messaging during the pandemic, joint news releases and media conferences at the reopening of lakes on other agency properties such as Whipple Lake State Park (DCNR) on 3/12/2021 and Meadow Grounds Lake (PGC) on 4/30/2021. Staff serve on the PA Invasive Species Council Communications Committee, a partnership among state agencies to share information related to common interests. PFBC messaging and promotion of recreational fishing and boating destinations were shared through earned and paid media placements in electronic media and publications, and on websites and social media channels of tourism agencies, such as Pocono Mountains Visitors Bureau and PA Wilds.
Communications and Marketing	06/30/22	50.d. Develop an eCommerce and search engine optimization strategy.	20%	The PFBC is building a paid media strategy, and continues to evaluate paid search engine marketing to determine how it will fit into the overall strategy.

Strategic Priority	Due Date	Strategic Goal	Percent Complete	Notes
Communications and Marketing	06/30/22	50.e. Seek additional partners and channels for co-marketing and promotion of products and services.	100%	Completed: Staff have several new partners and channels in 2021 and will be seeking additional new partners and channels in the future.
Communications and Marketing	06/30/23	51. By June 30, 2023, based upon an evaluation of all the PFBC's outreach and education programs, direct staff, funding, and volunteer efforts toward those programs that effectively and efficiently meet R3 goals and objectives.	20%	The aquatic resource education manager position was filled, and the new employee identified a process to evaluate current programming for R3 efforts.
Communications and Marketing	06/30/23	53.a. By June 30, 2023, increase the total TIC participation in fishing, conservation, and/or boating activities by 25% over 2018-2019 school year levels.	20%	TIC student participation in fishing continued to decline in 2021 because COVID-19 restrictions impacted in-person instruction and school field trips. It's expected most TIC classrooms that took field trips in the past will do so again in the spring of 2022.
Communications and Marketing	06/30/23	55. By June 30, 2023, develop and provide alternative learning opportunities online to increase knowledge and skills for fishing and boating (e.g., internet tools, instructional/experience-based videos, and educational series).	100%	Completed: The PFBC continues to offer programs in both in-person and virtual formats. An Activity & Education Portal was created on the PFBC website to provide educational series, videos, and other resources for visitors.

Strategic Priority	Due Date	Strategic Goal	Percent Complete	Notes
Communications and Marketing	06/30/22	56. By June 30, 2022, explore opportunities to engage veterans and senior citizens through state veterans homes, senior centers, long-term care, and retirement communities.	20%	The PFBC continues to provide fishing license exemptions to organizations and health-care providers. Legislation to include therapeutic recreation programs continues to move through legislative process. The Senate version of the bill (SB 241) passed and awaits a vote in the House. The House version (HB 1108) passed and awaits action in the Senate.
Communications and Marketing	06/30/23	57. By June 30, 2023, improve the use of visitor centers to better share the PFBC's message and increase public engagement.	20%	Extensive evaluation of all facilities is underway to determine best strategy for consistent environmental branding across all PFBC facilities.
Communications and Marketing	06/30/21	57.a. By June 30, 2021, compile and analyze data on visitation, costs, and benefits.	0%	
Communications and Marketing	06/30/23	57.b. By June 30, 2023, based upon prioritized listing, make improvements to existing visitors centers that convey updated content, branding, and messaging that is relevant to today's public	40%	Extensive evaluation of facilities is underway.
Communications and Marketing	06/30/23	57.c. By June 30, 2023, evaluate the potential to develop visitors centers at additional PFBC facilities.	0%	

Strategic Priority	Due Date	Strategic Goal	Percent Complete	Notes
Infrastructure and Equipment	06/30/21	58. By June 30, 2021, complete analysis of regional facilities to improve public service and energy efficiency while providing a modern and safe work environment.	100%	Completed: Analysis was completed as part of the Investment Grade Audit finalized in October 2021 and produced as part of the PFBC's participation in the Guaranteed Energy Savings Act (GESA) program.
Infrastructure and Equipment	06/30/21	58.a. By June 30, 2021, begin design of a new LEED certified Northeast Regional Office in Sweet Valley, Luzerne County, and a new LEED certified Northwest Regional Office in Fairview, Erie County.	100%	Completed: Taheria Architecture began design for the North East regional facility. The Bostwick Design Partnership was selected for the design of the regional facility at Fairview and preliminary design was initiated.
Infrastructure and Equipment	12/31/20	58.b. By December 31, 2020, conduct a study to begin consolidation and identify optimal locations for remaining regional facilities.	100%	Completed: A consolidation study was completed in December 2020.
Infrastructure and Equipment	06/30/21	58.c. By June 30, 2021, set priorities and develop a detailed scope of work, project cost estimates, and establish general locations for regional office facilities.	100%	Completed: Regional facility evaluations are complete, regional facility sizes, locations, and estimates have been established based on current staff needs. A scope of work was generated for each regional office and projects were prioritized.
Infrastructure and Equipment	12/31/22	59. By December 31, 2022, initiate upgrades of hatchery facilities based on priority needs.	40%	

Strategic Priority	Due Date	Strategic Goal	Percent Complete	Notes
Infrastructure and Equipment	09/30/21	59.a. By September 30, 2021, establish prioritized list and scope of work to modernize existing hatchery facilities to improve customer experience, functionality, and safety.	100%	Completed: This task was completed in cooperation with the Bureau of Hatcheries. The hatchery capital project list is a comprehensive list of priority projects within each hatchery facility.
Infrastructure and Equipment	12/31/21	59.b. By December 31, 2021, develop a schedule for design and construction for hatchery facilities upgrades.	100%	Completed: A consolidation study was completed in December 2020.
Infrastructure and Equipment	12/31/22	59.c. By December 31, 2022, initiate design of projects and obtain permitting documents for hatchery facilities upgrades.	20%	
Infrastructure and Equipment	06/30/21	60.a. By June 30, 2021, finish the current staff evaluation of boating access facilities.	100%	Completed: All PFBC-owned and PFBC-maintained access areas have been evaluated using an updated access inspection index.
Infrastructure and Equipment	06/30/22	60.b. By June 30, 2022, replace and improve docks, signs, ramps, and parking lots for regional priority projects.	60%	

Strategic Priority	Due Date	Strategic Goal	Percent Complete	Notes
Infrastructure and Equipment	06/30/23	60.c. By June 30, 2023, develop a new regular inspection program that uses an index-based condition rating system to accurately rate the condition of PFBC-owned and maintained access areas and begin remediation of the top 10 deficient access areas identified through this inspection program.	0%	
Infrastructure and Equipment	06/30/21	60.d. By June 30, 2021, implement an adopt-an-access pilot program to provide opportunities for local organizations to partner with the PFBC.	80%	A webpage, informational sheet, and legal agreement for interested entities were created. A piilot phase of the program was launched and organizations were solicited to adopt specific accesses.
Infrastructure and Equipment	06/30/21	61.a. By June 30, 2021, initiate design for ten priority high hazard dam projects.	100%	Completed: Design work has started on all ten projects.
Infrastructure and Equipment	06/30/23	61.b. By June 30, 2023, complete construction of seven high hazard dam projects.	40%	
Infrastructure and Equipment	06/30/22	61.c. By June 30, 2021, evaluate PFBC's low hazard dams and prioritize for future rehabilitation.	100%	Completed: Further, in-depth evaluations will be recommended after funding sources are identified.

Strategic Priority	Due Date	Strategic Goal	Percent Complete	Notes
Infrastructure and Equipment	12/31/20	63. By December 31, 2020, submit Property Disposition Reports to the Department of General Services for liquidation of all surplus equipment at PFBC properties.	100%	Completed: Bureaus submitted 119 items for surplus prior to 12/31/20. Staff are encouraged to continue surplussing items as necessary in the future.
Infrastructure and Equipment	06/30/21	64. By June 30, 2021, begin making energy efficiency and systems improvements identified through the Commonwealth's Guaranteed Energy Savings Act (GESA) program. Improvements will include the following: installation of electric vehicle charging stations at the Harrisburg Headquarters and Centre Region Office, and the installation of solar panels at the two PFBC facilities best suited for solar electric generation.	80%	The GESA agreement was signed by all parties in February 2022 and planning is underway to begin making energy efficiency and systems improvements at PFBC facilities in May 2022.
Infrastructure and Equipment	09/30/20	65. By September 30, 2020, order battery electric or plug-in electric hybrid passenger fleet vehicles based at the Harrisburg Headquarters and Centre Region Office.	60%	Paperwork for contracting and financing to install electric vehicle charging stations at the PFBC's Harrisburg and Centre Region Office was signed by PFBC as part of the GESA agreement.

Strategic Priority	Due Date	Strategic Goal	Percent Complete	Notes
Infrastructure and Equipment	03/31/21	66. By March 31, 2021, replace current online licensing system with a new user-friendly Pennsylvania Automated Licensing System (PALS 2.0) to improve customer service by streamlining the license application and purchase process and facilitating auditing and reporting for licensing agents.	100%	Completed: PALS 2.0 went live on 01/15/21.
Infrastructure and Equipment	06/30/21	68.a. By June 30, 2021, increase FishBoatPA app capability to include instant purchase and "proof of license" capability to improve customer convenience and increase total license sales.	100%	Completed: A link was established between the FishBoatPA app and HuntFishPA that allows people to purchase a fishing license through the app.
Infrastructure and Equipment	06/30/21	68.b. By June 30, 2021, determine if the FishBoatPA app can be used for two-way communication (e.g., creel surveys and weekly regional reports).	100%	Completed: An analysis of the existing FishBoatPA app concluded that two-way communication was not possible.
Infrastructure and Equipment	06/30/23	68.c. By June 30, 2023, double the number of FishBoatPA app users.	20%	
Infrastructure and Equipment	06/30/23	69. By June 30, 2023, investigate the ability to harness GIS technology and improve user interface.	0%	

Strategic Priority	Due Date	Strategic Goal	Percent Complete	Notes
Infrastructure and Equipment	06/30/23	69.a. Allow the public to view multiple layers of data on one web page instead of needing to access multiple pages within the map galleries on the PFBC website.	0%	
Infrastructure and Equipment	06/30/23	69.b. Leverage GIS applications and data to provide accurate and precise analyses to improve service and product delivery.	0%	
Infrastructure and Equipment	06/30/23	69.c. Increase promotion of existing PFBC mapping and locational tools available to the public, including development of online tutorials that help the public maximize the capabilities of the PFBC's online tools.	0%	
Infrastructure and Equipment	12/31/20	70. By December 31, 2020, develop new fishing license evaluation process to routinely review the PFBC's license offerings to ensure they achieve the greatest return on investment.	100%	Completed: Staff developed a new license evaluation process that will begin incorporating marketing research with sales and revenue data generated by the new PALS 2.0 licensing system.
Infrastructure and Equipment	06/30/21	71. By June 30, 2021, create bundled license options that target specific segments of PFBC's customer base.	100%	Completed: This capability is available in the HuntFishPA system and items can be configured in the system to meet this goal.

Strategic Priority	Due Date	Strategic Goal	Percent Complete	Notes
Infrastructure and Equipment	06/30/21	71.a. By June 30, 2021, create bundled launch permit with multiyear fishing license.	100%	Completed: This capability is available in the HuntFishPA system and items can be configured in the system to meet this goal.
Infrastructure and Equipment	06/30/21	71.b. By June 30, 2021, create non-resident Pennsylvania college student fishing license.	100%	Completed: This license was created in PALS 2.0 and was made available when PALS 2.0 went live on 1/15/21.
Infrastructure and Equipment	06/30/21	71.c. By June 30, 2021, work with the Pennsylvania Game Commission to explore cross-promotion and sales of combined hunting and fishing license packages.	100%	Completed: PFBC staff have been engaged with the PA Game Commission (PGC) on cross-promotional opportunities since the initial development of PALS 2.0. Potential opportunities have been identified, but the differing license year terms pose substantial constraints, as well as ensuring that revenue is directed to the appropriate funds with each purchase. Further discussions will occur later this fall once the PGC's peak license sales season is over.
Infrastructure and Equipment	12/31/20	72. By December 31, 2020, complete redesign of the Outdoor Shop to modernize online sales opportunities and improve overall customer experience.	100%	Completed: The upgraded Outdoor Shop site went live in January 2021.

Strategic Priority	Due Date	Strategic Goal	Percent Complete	Notes
Infrastructure and Equipment	06/30/23	73. By June 30, 2023, improve the efficiency of permit issuance and administration (e.g., scientific collectors' permit and special activities permit).	20%	
Infrastructure and Equipment	12/31/20	73.a. By December 31, 2020, develop and implement credit card payment system for the scientific collectors', Grass Carp, and blasting permit programs.	80%	
Infrastructure and Equipment	12/31/21	73.b. By December 31, 2021, identify and implement improvements for online reporting for scientific collectors' permit program.	20%	The scientific collectors' permit user-side of the program is shut down for security reasons. PFBC staff have developed an interim application review and reporting process and are implementing the interim process. A total of 155 new, renewal, and permit amendments have been reviewed and issued since 01/01/2022.
Infrastructure and Equipment	12/31/21	73.c. By December 31, 2021, identify redundancies and inefficiencies and consider implementing updates for species impact reviews.	20%	A list of enhancements to address redundancies and inefficiencies was developed for consideration as part of future enhancements

Strategic Priority	Due Date	Strategic Goal	Percent Complete	Notes
Infrastructure and Equipment	12/31/20	73.d. By December 31, 2020, implement PALS reporting system for venomous snake and commercial snapping turtle permit reporting.	80%	
Infrastructure and Equipment	06/30/23	73.e. By June 30, 2023, develop a web-based application and reporting system for amphibian and reptile rehabilitation and education/outreach possession programs.	20%	The amphibian and reptile applications for rehabilitation and education/outreach possession are currently under review.
Infrastructure and Equipment	06/30/23	73.f. By June 30, 2023, develop and implement an online application form for Special Activity Permits.	0%	
Infrastructure and Equipment	06/30/23	73.g. By June 30, 2023, develop and implement an online application form for certifications, inspections, and licenses associated with the PFBC's Passenger for Hire program.	100%	Completed: The application form was revised and the certificate template was updated. Processes for inspection and issuance of licenses were reviewed and revised, as needed. Staff have pursued improvements to the database rather than the development of an online application form.
Infrastructure and Equipment	06/30/23	73.h. By June 30, 2023, develop and implement an online application form for Aid to Navigation (ATON) permits.	100%	Completed: The ATON program manual, guidelines, and application were revised, a website was established, and a web-based form was developed to report discrepant aids. An online application form for ATON permits was determined to be unnecessary at this time.