

PA Fish & Boat Commission FY 20-21 to FY 22-23 Strategic Plan Summary

* Note - Ongoing goals and sub-goals are highlighted with color corresponding to the associated strategic priority

Strategic Priority	First Year Goals (July 1, 2020-June 30, 2021)	Status	Second Year Goals (July 1, 2021-June 30, 2022)	Status	Third Year Goals (July 1, 2022-June 30, 2023)	Status
Sport Fish Management					1. By June 30, 2023, achieve no net loss of public fishing access.	Green
Sport Fish Management			1.a. By June 30, 2022, update <i>Pennsylvania's Fishing and Boating Access Strategy</i> .	Green		
Sport Fish Management			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.	Green		
Sport Fish Management					1.c. By June 30, 2023, actively promote access to lakes owned by water companies.	Green
Sport Fish Management					2. By June 30, 2023, coordinate with other public landowners on fisheries habitat management and access on publicly-owned lakes and streams.	Green
Sport Fish Management	3. Continue to rear and stock fish to re-establish populations in lakes and provide angling opportunities per fisheries management plans.	Green	3. Continue to rear and stock fish to re-establish populations in lakes and provide angling opportunities per fisheries management plans.	Green	3. Continue to rear and stock fish to re-establish populations in lakes and provide angling opportunities per fisheries management plans.	Green
Sport Fish Management					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.	Green
Sport Fish Management	3.b. By June 30, 2021, implement pilot production studies to provide larger fingerling species for improved survival after stocking.	Green				
Sport Fish Management					3.c. By June 30, 2023, develop an additional early spawn-specific, pathogen-free brood system to supply hatcheries with Brown Trout eggs.	Green
Sport Fish Management					3.d. By June 30, 2023, perform a study to determine the efficacy of vaccination programs in hatcheries to reduce specific pathogens.	Green

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Sport Fish Management					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.	Green
Sport Fish Management	5. Continue scientific aquatic resource assessments, monitoring, and reporting at levels needed to provide effective management.	Green	5. Continue scientific aquatic resource assessments, monitoring, and reporting at levels needed to provide effective management.	Green	5. Continue scientific aquatic resource assessments, monitoring, and reporting at levels needed to provide effective management.	Green
Sport Fish Management	5.a. Conduct mandated annual sampling and long-term monitoring of anadromous species populations in the Delaware River in accordance with the Atlantic States Marine Fisheries Commission and Mid-Atlantic Fishery Management Council, which provide legal sport fishing opportunities to anglers.	Yellow	5.a. Conduct mandated annual sampling and long-term monitoring of anadromous species populations in the Delaware River in accordance with the Atlantic States Marine Fisheries Commission and Mid-Atlantic Fishery Management Council, which provide legal sport fishing opportunities to anglers.	Green	5.a. Conduct mandated annual sampling and long-term monitoring of anadromous species populations in the Delaware River in accordance with the Atlantic States Marine Fisheries Commission and Mid-Atlantic Fishery Management Council, which provide legal sport fishing opportunities to anglers.	Green
Sport Fish Management	5.b. Participate in Lake Erie and Great Lakes Fishery Commission management committees.	Green	5.b. Participate in Lake Erie and Great Lakes Fishery Commission management committees.	Green	5.b. Participate in Lake Erie and Great Lakes Fishery Commission management committees.	Green
Sport Fish Management	5.c. Participate in interstate fisheries management with neighboring states (DE, MD, NJ, NY, OH, and WV) and other wildlife management organizations (e.g., Mississippi Interstate Cooperative Resource Association).	Green	5.c. Participate in interstate fisheries management with neighboring states (DE, MD, NJ, NY, OH, and WV) and other wildlife management organizations (e.g., Mississippi Interstate Cooperative Resource Association).	Green	5.c. Participate in interstate fisheries management with neighboring states (DE, MD, NJ, NY, OH, and WV) and other wildlife management organizations (e.g., Mississippi Interstate Cooperative Resource Association).	Green
Sport Fish Management	6. Continue to review, update, and implement management plans for sport fish species.	Green	6. Continue to review, update, and implement management plans for sport fish species.	Green	6. Continue to review, update, and implement management plans for sport fish species.	Green
Sport Fish Management	6.a. By June 30, 2021, complete and implement the <i>Black Bass Fisheries Management Plan</i> .	Yellow				
Sport Fish Management	6.b. By December 31, 2020, complete and implement an update of the <i>Walleye Fisheries Management Plan</i> .	Red				
Sport Fish Management	6.c. By December 31, 2020, complete and implement an update of the <i>Trout Fisheries Management Plan</i> .	Green				

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Sport Fish Management	6.d. By December 31, 2020, complete and implement an update of <i>Operational Guidelines for the Management of Trout Fisheries in Pennsylvania Waters</i> .	Red				
Sport Fish Management					6.e. By December 31, 2022, complete and implement an update of the <i>Catfish Fisheries Management Plan</i> .	Green
Sport Fish Management	7. Continue to protect, conserve, and enhance the Commonwealth's aquatic resources through modern conservation law enforcement practices.	Green	7. Continue to protect, conserve, and enhance the Commonwealth's aquatic resources through modern conservation law enforcement practices.	Green	7. Continue to protect, conserve, and enhance the Commonwealth's aquatic resources through modern conservation law enforcement practices.	Green
Sport Fish Management	7.a. Conduct overt and covert patrols to address fishing violations.	Green	7.a. Conduct overt and covert patrols to address fishing violations.	Green	7.a. Conduct overt and covert patrols to address fishing violations.	Green
Sport Fish Management	7.b. Conduct specialized fisheries details to address complaint areas for over-harvesting and poaching.	Green	7.b. Conduct specialized fisheries details to address complaint areas for over-harvesting and poaching.	Green	7.b. Conduct specialized fisheries details to address complaint areas for over-harvesting and poaching.	Green
Sport Fish Management	7.c. Establish routine presence at known fish markets to address commercial fishing regulations for both indigenous and imported species.	Green	7.c. Establish routine presence at known fish markets to address commercial fishing regulations for both indigenous and imported species.	Green	7.c. Establish routine presence at known fish markets to address commercial fishing regulations for both indigenous and imported species.	Green
Sport Fish Management	8. By June 30, 2021, identify and begin to implement strategies that address climate change impacts on habitat, fish species, and angler behavior.	Green				
Sport Fish Management			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).	Green		
Sport Fish Management			9.a. Revise regulations relating to Propagation and Introduction of Fish into Commonwealth Waters (<i>58 Pa. Code Ch. 71</i>).	Green		
Sport Fish Management			9.b. Revise regulations relating to Transportation of Live Fish into this Commonwealth (<i>58 Pa. Code Ch. 73</i>).	Green		
Sport Fish Management			9.c. Implement a stocking authorization program.	Green		

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Sport Fish Management			10. By June 30, 2022, adjust delivery of fishing opportunities to angler residence zones via improved data (PALS 2.0).	Green		
Sport Fish Management	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.	Green				
Non-Game Species, Aquatic Resources & Habitat Conservation	12. Annually propagate and stock mussels following the <i>Freshwater Mussel Propagation Plan for Union City State Fish Hatchery</i> .	Green	12. Annually propagate and stock mussels following the <i>Freshwater Mussel Propagation Plan for Union City State Fish Hatchery</i> .	Green	12. Annually propagate and stock mussels following the <i>Freshwater Mussel Propagation Plan for Union City State Fish Hatchery</i> .	Green
Non-Game Species, Aquatic Resources & Habitat Conservation	13. By June 30, 2021, complete unassessed mussel sampling protocol.	Green				
Non-Game Species, Aquatic Resources & Habitat Conservation	14. Annually survey at least 500 priority unassessed streams for wild trout as part of the unassessed waters initiative.	Yellow	14. Annually survey at least 500 priority unassessed streams for wild trout as part of the unassessed waters initiative.	Green	14. Annually survey at least 500 priority unassessed streams for wild trout as part of the unassessed waters initiative.	Green
Non-Game Species, Aquatic Resources & Habitat Conservation					15. By June 30, 2023, provide leadership and coordination for AIS in Pennsylvania among federal, state, local, and other organizations.	Green
Non-Game Species, Aquatic Resources & Habitat Conservation					15.a. Participate in and implement the <i>Pennsylvania Invasive Species Council Aquatic Invasive Species Management Plan</i> .	Green

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Non-Game Species, Aquatic Resources & Habitat Conservation					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.	Green
Non-Game Species, Aquatic Resources & Habitat Conservation					15.c. Identify and recommend appropriate regulations to control species introduction and distribution.	Green
Non-Game Species, Aquatic Resources & Habitat Conservation					15.d. Develop a comprehensive AIS communications outreach plan to prevent the spread of AIS.	Green
Non-Game Species, Aquatic Resources & Habitat Conservation					15.e. Install boat cleaning stations at PFBC facilities with known AIS occurrences (e.g., Lake Erie marinas).	Green
Non-Game Species, Aquatic Resources & Habitat Conservation			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.	Green		
Non-Game Species, Aquatic Resources & Habitat Conservation	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 <i>Pennsylvania Chesapeake Bay Watershed Implementation Plan</i> and the <i>Chesapeake Bay Watershed Agreement</i> .	Green				

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Non-Game Species, Aquatic Resources & Habitat Conservation	17. Continue to work with partner organizations to coordinate and implement connectivity plans that improve fish passage.	Green	17. Continue to work with partner organizations to coordinate and implement connectivity plans that improve fish passage.	Green	17. Continue to work with partner organizations to coordinate and implement connectivity plans that improve fish passage.	Green
Non-Game Species, Aquatic Resources & Habitat Conservation	17.a. Maintain the PFBC's position as a national leader in small dam removal.	Green	17.a. Maintain the PFBC's position as a national leader in small dam removal.	Green	17.a. Maintain the PFBC's position as a national leader in small dam removal.	Green
Non-Game Species, Aquatic Resources & Habitat Conservation	17.b. Identify and prioritize culvert replacement opportunities.	Green	17.b. Identify and prioritize culvert replacement opportunities.	Green	17.b. Identify and prioritize culvert replacement opportunities.	Green
Non-Game Species, Aquatic Resources & Habitat Conservation	17.c. Identify and prioritize water quality improvements to eliminate chemical or pollution blockages to fish movement.	Yellow	17.c. Identify and prioritize water quality improvements to eliminate chemical or pollution blockages to fish movement.	Green	17.c. Identify and prioritize water quality improvements to eliminate chemical or pollution blockages to fish movement.	Green
Non-Game Species, Aquatic Resources & Habitat Conservation	18. By December 31, 2020, expand habitat management to include non-game species.	Yellow				
Non-Game Species, Aquatic Resources & Habitat Conservation	18.a. Continue to coordinate and implement habitat management for species of greatest conservation need per the <i>Pennsylvania Wildlife Action Plan</i> to include Timber Rattlesnake, Eastern Massasauga Rattlesnake, and Bog Turtle.	Green	18.a. Continue to coordinate and implement habitat management for species of greatest conservation need per the <i>Pennsylvania Wildlife Action Plan</i> to include Timber Rattlesnake, Eastern Massasauga Rattlesnake, and Bog Turtle.	Green	18.a. Continue to coordinate and implement habitat management for species of greatest conservation need per the <i>Pennsylvania Wildlife Action Plan</i> to include Timber Rattlesnake, Eastern Massasauga Rattlesnake, and Bog Turtle.	Green
Non-Game Species, Aquatic Resources & Habitat Conservation	18.b. For PFBC properties, develop and/or implement one management plan per year.	Green	18.b. For PFBC properties, develop and/or implement one management plan per year.	Green	18.b. For PFBC properties, develop and/or implement one management plan per year.	Green

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Non-Game Species, Aquatic Resources & Habitat Conservation	18.c. For other public lands, develop and/or implement one management plan per year.	Green	18.c. For other public lands, develop and/or implement one management plan per year.	Green	18.c. For other public lands, develop and/or implement one management plan per year.	Green
Non-Game Species, Aquatic Resources & Habitat Conservation					19. By June 30, 2023, initiate, facilitate, and complete population assessments for 29 listed species or species of greatest conservation need.	Green
Non-Game Species, Aquatic Resources & Habitat Conservation	20. Continue to implement climate change adaptation strategies outlined in the <i>Pennsylvania Wildlife Action Plan</i> .	Green	20. Continue to implement climate change adaptation strategies outlined in the <i>Pennsylvania Wildlife Action Plan</i> .	Green	20. Continue to implement climate change adaptation strategies outlined in the <i>Pennsylvania Wildlife Action Plan</i> .	Green
Non-Game Species, Aquatic Resources & Habitat Conservation					21. By June 30, 2023, complete or develop 13 non-game species action plans.	Green
Non-Game Species, Aquatic Resources & Habitat Conservation					21.a. Update seven existing species action plans.	Green
Non-Game Species, Aquatic Resources & Habitat Conservation					21.b. Develop six species action plans for endangered and threatened species.	Green
Non-Game Species, Aquatic Resources & Habitat Conservation			22. By June 30, 2022, dedicate law enforcement resources to special investigations regarding non-game species wildlife trafficking.	Green		

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Non-Game Species, Aquatic Resources & Habitat Conservation	23. Continue to support the PFBC pollution response and investigation responsibilities.	Green	23. Continue to support the PFBC pollution response and investigation responsibilities.	Green	23. Continue to support the PFBC pollution response and investigation responsibilities.	Green
Non-Game Species, Aquatic Resources & Habitat Conservation			23.a. By December 31, 2021, review and update internal reporting protocol for pollution investigation methods and reporting.	Green		
Non-Game Species, Aquatic Resources & Habitat Conservation					23.b. By December 31, 2022, review and update procedures for coordinating response efforts during a pollution event/investigation.	Green
Non-Game Species, Aquatic Resources & Habitat Conservation	23.c. Regularly conduct pollution investigation refresher training for field staff.	Green	23.c. Regularly conduct pollution investigation refresher training for field staff.	Green	23.c. Regularly conduct pollution investigation refresher training for field staff.	Green
Non-Game Species, Aquatic Resources & Habitat Conservation	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.	Red				
Non-Game Species, Aquatic Resources & Habitat Conservation	24. Continue to implement restoration/recovery plans for Dunkard Creek, Sinnemahoning Creek, and Texas Eastern pollution events.	Green	24. Continue to implement restoration/recovery plans for Dunkard Creek, Sinnemahoning Creek, and Texas Eastern pollution events.	Green	24. Continue to implement restoration/recovery plans for Dunkard Creek, Sinnemahoning Creek, and Texas Eastern pollution events.	Green
Recreational Boating			25. By June 30, 2022, improve non-powered boating education and communication to improve safety awareness and reduce the annual fatality rate.	Green		

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Recreational Boating	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.	Green				
Recreational Boating	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.	Green				
Recreational Boating	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.	Green				
Recreational Boating	26. Continue to standardize boat operation and enforcement training by using the National Association of State Boating Law Administrators (NASBLA) nationally recognized programs.	Green	26. Continue to standardize boat operation and enforcement training by using the National Association of State Boating Law Administrators (NASBLA) nationally recognized programs.	Green	26. Continue to standardize boat operation and enforcement training by using the National Association of State Boating Law Administrators (NASBLA) nationally recognized programs.	Green
Recreational Boating	27. Maintain the PFBC's status as the national leader in water rescue to benefit all Pennsylvanians.	Green	27. Maintain the PFBC's status as the national leader in water rescue to benefit all Pennsylvanians.	Green	27. Maintain the PFBC's status as the national leader in water rescue to benefit all Pennsylvanians.	Green
Recreational Boating	27.a. Continue to implement and improve training for first responders, all WCOs, the PA-Helicopter Aquatic Rescue Team (PA-HART), and Swiftwater Emergency Response Team (SWERT).	Yellow	27.a. Continue to implement and improve training for first responders, all WCOs, the PA-Helicopter Aquatic Rescue Team (PA-HART), and Swiftwater Emergency Response Team (SWERT).	Green	27.a. Continue to implement and improve training for first responders, all WCOs, the PA-Helicopter Aquatic Rescue Team (PA-HART), and Swiftwater Emergency Response Team (SWERT).	Green
Recreational Boating	27.b. Continue to facilitate quarterly training exercises to ensure readiness and ability to work with other Commonwealth agencies.	Yellow	27.b. Continue to facilitate quarterly training exercises to ensure readiness and ability to work with other Commonwealth agencies.	Green	27.b. Continue to facilitate quarterly training exercises to ensure readiness and ability to work with other Commonwealth agencies.	Green
Recreational Boating			27.c. By June 30, 2022, establish and implement best practices for Voluntary Rescue Service Recognition (VRSR) auditing and recertification.	Green		
Recreational Boating	28. Continue to facilitate water trail development and promotion in conjunction with partner organizations to accommodate the increased interest in non-powered boating.	Green	28. Continue to facilitate water trail development and promotion in conjunction with partner organizations to accommodate the increased interest in non-powered boating.	Green	28. Continue to facilitate water trail development and promotion in conjunction with partner organizations to accommodate the increased interest in non-powered boating.	Green

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Recreational Boating			29. By June 30, 2022, update <i>Pennsylvania's Fishing and Boating Access Strategy</i> .	Green		
Recreational Boating	30. Continue to improve boating opportunities and convenience in the Commonwealth.	Green	30. Continue to improve boating opportunities and convenience in the Commonwealth.	Green	30. Continue to improve boating opportunities and convenience in the Commonwealth.	Green
Recreational Boating	30.a. Continue to implement the renewed Boating Facilities Grants program to allow partners to update and maintain public boating access.	Green	30.a. Continue to implement the renewed Boating Facilities Grants program to allow partners to update and maintain public boating access.	Green	30.a. Continue to implement the renewed Boating Facilities Grants program to allow partners to update and maintain public boating access.	Green
Recreational Boating	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.	Green				
Recreational Boating	30.c. By June 30, 2021, begin issuing temporary launch permits for unpowered watercraft to improve the overall efficiency of the permitting process.	Green				
Recreational Boating			30.d. By December 31, 2021, work with other state agencies to promulgate uniform launch permit regulations for Commonwealth-owned or Commonwealth-controlled properties.	Green		
Recreational Boating					31. By June 30, 2023, align the PFBC's boating offerings to accommodate the needs and expectations of both powered and non-powered boaters.	Green
Recreational Boating	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.	Green				
Employee Investments and Agency Organization					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.	Green

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Employee Investments and Agency Organization	32.a. By June 30, 2021, develop an organizational needs assessment to determine person- and position-specific training needs.	Green				
Employee Investments and Agency Organization			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.	Green		
Employee Investments and Agency Organization					33. By June 30, 2023, implement PFBC leadership development program to prepare next generation of agency management roles.	Green
Employee Investments and Agency Organization	33.a. By June 30, 2021, administer self-assessment tools to improve communication, teamwork, and personal growth among PFBC management employees.	Green				
Employee Investments and Agency Organization					33.b. By June 30, 2023, facilitate professional development seminars for management staff to increase their leadership skills and abilities.	Green
Employee Investments and Agency Organization					34. By June 30, 2023, implement employee development program to provide essential knowledge, skills, and abilities to all PFBC employees regardless of job function.	Green
Employee Investments and Agency Organization	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.	Green				
Employee Investments and Agency Organization			34.b. By June 30, 2022, use needs assessment to develop course catalogue to provide training in succession planning, professional development, and workplace compliance.	Green		

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Employee Investments and Agency Organization					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.	Green
Employee Investments and Agency Organization	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.	Red				
Employee Investments and Agency Organization	35. By December 31, 2020, implement a means of sharing information electronically about staff and Commission activities.	Green				
Employee Investments and Agency Organization	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.	Green				
Employee Investments and Agency Organization	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.	Green				
Employee Investments and Agency Organization	38. Regularly distribute job postings and routinely collaborate with the Governor's Advisory Commissions (African American Affairs, Asian American Affairs, Latino Affairs, and LGBTQ Affairs) to help the PFBC with its diversity and inclusion efforts.	Green	38. Regularly distribute job postings and routinely collaborate with the Governor's Advisory Commissions (African American Affairs, Asian American Affairs, Latino Affairs, and LGBTQ Affairs) to help the PFBC with its diversity and inclusion efforts.	Green	38. Regularly distribute job postings and routinely collaborate with the Governor's Advisory Commissions (African American Affairs, Asian American Affairs, Latino Affairs, and LGBTQ Affairs) to help the PFBC with its diversity and inclusion efforts.	Green

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Employee Investments and Agency Organization	39. By June 30, 2021, require mandatory Equal Employment Opportunity (EEO) diversity training for supervisors and management.	Green				
Employee Investments and Agency Organization					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.	Green
Employee Investments and Agency Organization	40.a. Ensure the PFBC Safety Committee is comprised of at least 50% union-covered employees.	Green	40.a. Ensure the PFBC Safety Committee is comprised of at least 50% union-covered employees.	Green	40.a. Ensure the PFBC Safety Committee is comprised of at least 50% union-covered employees.	Green
Employee Investments and Agency Organization			41. By June 30, 2022, implement annual mandatory on-site safety training at PFBC field locations.	Green		
Employee Investments and Agency Organization	42. Regularly review, update, and maintain the PFBC's Continuity of Operations Plans (COOPs), division operational plans, Standard Operation Procedures (SOPs), directories, and other reference materials.	Green	42. Regularly review, update, and maintain the PFBC's Continuity of Operations Plans (COOPs), division operational plans, Standard Operation Procedures (SOPs), directories, and other reference materials.	Green	42. Regularly review, update, and maintain the PFBC's Continuity of Operations Plans (COOPs), division operational plans, Standard Operation Procedures (SOPs), directories, and other reference materials.	Green
Communications and Marketing	43. By December 31, 2020, implement an agency-wide approach to messaging and imaging that provides clarity and consistency across all platforms.	Red				
Communications and Marketing	43.a. Conduct an audit of current branding at PFBC.	Green				
Communications and Marketing	43.b. Identify and communicate approved uses of agency logos.	Red				

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Communications and Marketing	43.c. Develop an agency style guide for electronic and written communications.	Red				
Communications and Marketing	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.	Green				
Communications and Marketing	44.a. Develop best practices for frequency, content, and delivery methods.	Green				
Communications and Marketing	44.b. Develop performance metrics to evaluate effectiveness of communications.	Green				
Communications and Marketing	44.c. Employ the media, methods, and content consistent with market research and R3 guidelines.	Green				
Communications and Marketing	44.d. Promote positive conservation messaging that encourages non-participants to support agency programs and interests.	Green				
Communications and Marketing	44.e. Highlight the value of what fishing licenses and boat registrations provide for all Commonwealth residents and visitors.	Green				
Communications and Marketing	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.	Green				
Communications and Marketing	45. By December 31, 2020, develop and implement targeted initiatives to improve the PFBC's customer service experience.	Green				
Communications and Marketing	46. By June 30, 2021, refine the PFBC's social media presence.	Green				

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Communications and Marketing	46.a. By December 31, 2020, develop and implement a social media policy to ensure consistency across all agency platforms.	Green				
Communications and Marketing	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.	Green				
Communications and Marketing	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).	Yellow				
Communications and Marketing			48. Host a 1-day Pennsylvania Fisheries Summit in 2021.	Green		
Communications and Marketing	49. By December 31, 2020, administer a survey to evaluate the human dimensions aspect of anglers and boaters.	Yellow				
Communications and Marketing			50. By June 30, 2022, implement a marketing strategy that segments the PFBC's customer base into recruitment, reactivation, and retention (R3) segments.	Green		
Communications and Marketing			50.a. Enhance marketing to traditional and emerging markets along state, regional, national, and international lines.	Green		
Communications and Marketing			50.b. Implement programs designed to attract customers and participants from diverse social and demographic backgrounds to fishing, boating, and conservation programs.	Green		
Communications and Marketing			50.c. Align and work with other Commonwealth agencies, local tourism offices, and businesses to identify and promote fishing and boating opportunities in Pennsylvania.	Green		

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Communications and Marketing			50.d. Develop an eCommerce and search engine optimization strategy.	Green		
Communications and Marketing			50.e. Seek additional partners and channels for co-marketing and promotion of products and services.	Green		
Communications and Marketing					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.	Green
Communications and Marketing	52. Continue to increase recruitment, reactivation, and retention of under-represented populations by expanding high-demand programs that target diverse audiences.	Green	52. Continue to increase recruitment, reactivation, and retention of under-represented populations by expanding high-demand programs that target diverse audiences.	Green	52. Continue to increase recruitment, reactivation, and retention of under-represented populations by expanding high-demand programs that target diverse audiences.	Green
Communications and Marketing	53. Optimize Trout in the Classroom (TIC) program to increase conservation awareness and the recruitment of new anglers and/or boaters.	Green	53. Optimize Trout in the Classroom (TIC) program to increase conservation awareness and the recruitment of new anglers and/or boaters.	Green	53. Optimize Trout in the Classroom (TIC) program to increase conservation awareness and the recruitment of new anglers and/or boaters.	Green
Communications and Marketing					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.	Yellow
Communications and Marketing	54. Continue to increase fishing and paddling skills via in-person training and education.	Green	54. Continue to increase fishing and paddling skills via in-person training and education.	Green	54. Continue to increase fishing and paddling skills via in-person training and education.	Green
Communications and Marketing					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).	Green

Strategic Priority	First Year Goals (July 1, 2020-June 30, 2021)	Status	Second Year Goals (July 1, 2021-June 30, 2022)	Status	Third Year Goals (July 1, 2022-June 30, 2023)	Status
Communications and Marketing			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.	Green		
Communications and Marketing					57. By June 30, 2023, improve the use of visitors centers to better share the PFBC's message and increase public engagement.	Green
Communications and Marketing	57.a. By June 30, 2021, compile and analyze data on visitation, costs, and benefits.	Green				
Communications and Marketing					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	Green
Communications and Marketing					57.c. By June 30, 2023, evaluate the potential to develop visitors centers at additional PFBC facilities.	Green
Infrastructure and Equipment	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.	Green				
Infrastructure and Equipment	58a. 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.	Green				
Infrastructure and Equipment	58.b. By December 31, 2020, conduct a study to begin consolidation and identify optimal locations for remaining regional facilities.	Green				
Infrastructure and Equipment	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	Green				

Strategic Priority	First Year Goals (July 1, 2020-June 30, 2021)	Status	Second Year Goals (July 1, 2021-June 30, 2022)	Status	Third Year Goals (July 1, 2022-June 30, 2023)	Status
Infrastructure and Equipment					59. By December 31, 2022, initiate upgrades of hatchery facilities based on priority needs.	Green
Infrastructure and Equipment			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.	Green		
Infrastructure and Equipment			59.b. By December 31, 2021, develop a schedule for design and construction for hatchery facilities upgrades.	Green		
Infrastructure and Equipment					59.c. By December 31, 2022, initiate design of projects and obtain permitting documents for hatchery facilities upgrades.	Green
Infrastructure and Equipment	60. Continue to improve the condition of the PFBC's access facilities.	Green	60. Continue to improve the condition of the PFBC's access facilities.	Green	60. Continue to improve the condition of the PFBC's access facilities.	Green
Infrastructure and Equipment	60.a. By June 30, 2021, finish the current staff evaluation of boating access facilities.	Green				
Infrastructure and Equipment			60.b. By June 30, 2022, replace and improve docks, signs, ramps, and parking lots for regional priority projects.	Green		
Infrastructure and Equipment					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.	Green
Infrastructure and Equipment	60.d. By June 30, 2021, implement an adopt-an-access pilot program to provide opportunities for local organizations to partner with the PFBC.	Green				
Infrastructure and Equipment	61. Continue to repair and improve the PFBC's dams to protect public safety and provide fishing and boating opportunities.	Green	61. Continue to repair and improve the PFBC's dams to protect public safety and provide fishing and boating opportunities.	Green	61. Continue to repair and improve the PFBC's dams to protect public safety and provide fishing and boating opportunities.	Green

Strategic Priority	First Year Goals (July 1, 2020-June 30, 2021)	Status	Second Year Goals (July 1, 2021-June 30, 2022)	Status	Third Year Goals (July 1, 2022-June 30, 2023)	Status
Infrastructure and Equipment	61.a. By June 30, 2021, initiate design for ten priority high hazard dam projects.	Green				
Infrastructure and Equipment					61.b. By June 30, 2023, complete construction of seven high hazard dam projects.	Green
Infrastructure and Equipment			61.c. By June 30, 2021, evaluate PFBC's low hazard dams and prioritize for future rehabilitation.	Green		
Infrastructure and Equipment	62. Continue to implement the PFBC's 5-year strategic project list to replace aging vehicles and equipment.	Green	62. Continue to implement the PFBC's 5-year strategic project list to replace aging vehicles and equipment.	Green	62. Continue to implement the PFBC's 5-year strategic project list to replace aging vehicles and equipment.	Green
Infrastructure and Equipment	63. By December 31, 2020, submit Property Disposition Reports to the Department of General Services for liquidation of all surplus equipment at PFBC properties.	Green				
Infrastructure and Equipment	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 the Centre Region Office, and the installation of solar panels at the two PFBC facilities best suited for solar electric generation.	Green				
Infrastructure and Equipment	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.	Red				
Infrastructure and Equipment	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.	Green				

Strategic Priority	First Year Goals (July 1, 2020-June 30, 2021)	Status	Second Year Goals (July 1, 2021-June 30, 2022)	Status	Third Year Goals (July 1, 2022-June 30, 2023)	Status
Infrastructure and Equipment	67. Continue to evaluate IT infrastructure needs of all PFBC employees and facilities.	Green	67. Continue to evaluate IT infrastructure needs of all PFBC employees and facilities.	Green	67. Continue to evaluate IT infrastructure needs of all PFBC employees and facilities.	Green
Infrastructure and Equipment	68. Continue to ensure the FishBoatPA app is current, relevant, regularly updated, and promoted.	Green	68. Continue to ensure the FishBoatPA app is current, relevant, regularly updated, and promoted.	Green	68. Continue to ensure the FishBoatPA app is current, relevant, regularly updated, and promoted.	Green
Infrastructure and Equipment	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.	Green				
Infrastructure and Equipment	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).	Green				
Infrastructure and Equipment					68.c. By June 30, 2023, double the number of FishBoatPA app users.	Green
Infrastructure and Equipment	68.d. Continue to analyze FishBoatPA app usage data to determine opportunities and optimization.	Green	68.d. Continue to analyze FishBoatPA app usage data to determine opportunities and optimization.	Green	68.d. Continue to analyze FishBoatPA app usage data to determine opportunities and optimization.	Green
Infrastructure and Equipment					69. By June 30, 2023, investigate the ability to harness GIS technology and improve user interface.	Green
Infrastructure and Equipment					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.	Green
Infrastructure and Equipment					69.b. Leverage GIS applications and data to provide accurate and precise analyses to improve service and product delivery.	Green
Infrastructure and Equipment					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.	Green

Strategic Priority	First Year Goals (July 1, 2020-June 30, 2021)	Status	Second Year Goals (July 1, 2021-June 30, 2022)	Status	Third Year Goals (July 1, 2022-June 30, 2023)	Status
Infrastructure and Equipment	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.	Green				
Infrastructure and Equipment	71. By June 30, 2021, create bundled license options that target specific segments of PFBC's customer base.	Green				
Infrastructure and Equipment	71.a. By June 30, 2021, create bundled launch permit with multiyear fishing license.	Green				
Infrastructure and Equipment	71.b. By June 30, 2021, create non-resident Pennsylvania college student fishing license.	Green				
Infrastructure and Equipment	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.	Green				
Infrastructure and Equipment	72. By December 31, 2020, complete redesign of the Outdoor Shop to modernize online sales opportunities and improve overall customer experience.	Green				
Infrastructure and Equipment					73. By June 30, 2023, improve the efficiency of permit issuance and administration (e.g., scientific collectors' permit and special activities permit).	Green
Infrastructure and Equipment	73.a. By December 31, 2020, develop and implement credit card payment system for the scientific collectors', Grass Carp, and blasting permit programs.	Red				
Infrastructure and Equipment			73.b. By December 31, 2021, identify and implement improvements for online reporting for scientific collectors' permit program.	Green		
Infrastructure and Equipment			73.c. By December 31, 2021, identify redundancies and inefficiencies and consider implementing updates for species impact reviews.	Green		
Infrastructure and Equipment	73.d. By December 31, 2020, implement PALS reporting system for venomous snake and commercial snapping turtle permit reporting.	Red				

Strategic Priority	First Year Goals (July 1, 2020-June 30, 2021)	Status	Second Year Goals (July 1, 2021-June 30, 2022)	Status	Third Year Goals (July 1, 2022-June 30, 2023)	Status
Infrastructure and Equipment					73.e. By June 30, 2023, develop a web-based application and reporting system for amphibian and reptile rehabilitation and education/outreach possession programs.	Green
Infrastructure and Equipment					73.f. By June 30, 2023, develop and implement an online application form for Special Activity Permits.	Green
Infrastructure and Equipment					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.	Green
Infrastructure and Equipment					73.h. By June 30, 2023, develop and implement an online application form for Aid to Navigation (ATON) permits.	Green