

FY 2022/2023 Goals and Objectives

Director's Office

The Director's Office is responsible for overall department direction regarding policy, planning, program development, guidelines, and decision-making for key resource activities. Finances, legal services, human resources management, land administration, and information technology support are also administered here. The governor-appointed Fish and Wildlife Commission and Montana State Parks and Recreation Board provide policy direction on resource management, seasons, and use of department lands.

Goal: Recreational Focus

FWP will focus on expanding the recreational focus of the agency to meet the increased public demands for access, site use, and recreation management across all Department lands.

Objectives:

- Review all department access programs and determine ways to enhance access programs to allow more opportunities for the Citizen's of Montana to access public land.
 - Measurement: Increase participation in the PALA program by 25%. This would equate to approximately 50,000 additional acres of public land that would be accessible. The success of this measurement relies on the passage of PL920.

Goal: Agency Efficiency

FWP will focus on improving efficiencies for maintenance of all lands and structures.

Objectives:

- Develop and implement a proprietary maintenance program within FWP to handle all maintenance functions with a centralized management staff and satellite offices/maintenance shops in all regions and other locations state-wide.
 - Measurement: Develop centralized maintenance bureau to include all maintenance staff and activities. Develop proprietary rates and submit for approval of a new proprietary fund and program in the 2025 legislative session. Establish baseline to determine current workload by location, region and division and FTE.

Goal: Interagency Collaboration

The Director's Office will develop collaborative programs and projects with other Natural Resources Agencies.

Objectives:

- Establish an agreement with DNRC to maintain the Sage Grouse Stewardship program.
 - Measurement: A signed agreement is established, and funding is made available to DNRC through an Administrative Appropriation in the amount of \$600k. The success of this measurement relies on the passage of NP925.

Goal: Administration and Financial Management

The Fiscal Services and Operations Division will implement internal process and tools to provide stronger customer service to all FWP Divisions, employees and the public.

Objectives:

- Improve fleet management through maintenance, cost analysis, enhanced software capabilities, and equipment purchases.

- **Measurement:** The agency will adopt the new rate structure, implement new tracking software and maintain the appropriate working capital statutorily required. The success of this measurement relies on the passage of PL624 and the proprietary rates associated.
- Improve payment processes for ProCard transactions and vendor payments.
 - **Measurement:** The Division will have forms and process built in ServiceNow by the end of FY2021 that will allow staff to submit all documents electronically and all approvals to be completed electronically.
- Improve the vendor contract process, allowing the automation of renewals and request from contractors.
 - **Measurement:** The Division will integrate all contracts into the state procurement system by June 30, 2022.

Technology Services Division

The Technology Services Division (TSD) is responsible for FWP's technology infrastructure and website frameworks; software development; technology related oversight and guidance to ensure business alignment; collection, analysis and dissemination of biological and geographical information via GIS technology; and user support, to ensure consistent and effective use of technology expenditures, products, and services. TSD strives to execute its mission using industry best practices, well-trained staff, and in-depth understanding of the agency's business processes to deliver solutions in the most cost-effective and efficient manner possible. FWP's technology program is designed with the state's enterprise principles, sustainable and achievable service levels, and the department's mission in mind.

Goal: Customer Service

The Technology Services Division will maintain and improve customer service levels for internal and external customers.

Objectives:

- Replace FWP's Automated Licensing System to provide a comprehensive business and customer service portal for hunting, angling, and recreation opportunities.
 - **Measure:** Licenses and permits will be sold through ExploreMT and digital carcass tags will be an option for customers for the 2022 license year.
 - The RFP was released in November 2019 but closed without award due to Covid-19. CEP was released in October 2020, a vendor was selected and a contract is being negotiated.
- Retain our highly skilled workforce by providing training on technical and soft skills, connecting staff with the resources we steward, and finding creative ways to maintain and improve moral without relying on monetary rewards or incentives.
 - **Measure:** Maintain a turnover rate that is at or below the average released by the U.S. Bureau of Labor Statistics.
 - During the last biennium we had staff attend the following training courses: American Fisheries Society conference, The Wildlife Summit, ESRI Developers Summit (3 staff per year), ESRI Users Conference, Montana Association of GIS Professional's Conference, Western Association of Fish and Wildlife Agencies meeting, Western Association of Fish and Wildlife Agencies Conservation Business Managers Association workshop (2 staff), ZenWorks Configuration Management Administration Course – Endpoint Management (11 staff), Microsoft 2016 Server Administration, ServiceNow Fundamentals (12 staff), ServiceNow Virtual Agent (12), and SANS Security training (9 staff) as well as several classes offered by the State Professional Development Center.
- Maintain and improve customer service for internal and external customers by providing education and outreach, listening and addressing concerns, and focusing on an overall positive experience.
 - **Measure:** Implement an internal tech support call center to ensure staff can always reach someone during business hours. The response time in the call center will maintain the 80/20 call center industry standard service level.

- **Measure: Offer one outreach opportunity per month.**
 - During the last biennium the division completed three GIS outreach sessions, cybersecurity training, three brown bag sessions, and 16 ALS listening sessions for staff, the public and license providers.

Goal: Security and Safety

The Technology Services Division ensures that we protect the personal information that our customers trust us with and secure all our digital assets. We also will use technology to enhance employee and public safety and security.

Objectives:

- Continue to provide support for the expanding technology footprint of the Enforcement Division, including operating the radio communications program and supporting the SmartCop program; both deliver criminal justice information and officer location which enhance officer and public safety.
 - **Measure: Leverage one Network Services FTE to focus primarily on providing tech support for the Enforcement Division.**
 - Since receiving the original funding for this program during the 2015 session, the department has deployed 116 Toughbooks,(ruggedized computers that are built to withstand the elements), installed 109 mobile radios in vehicles, distributed 117 handheld radios, created and maintained 14 radio codeplugs, and digitized 6 forms, eliminating the need for a paper ticket to be delivered to the local courthouses.
- Enhance and maintain cyber-security by focusing on intrusion detection/prevention and vulnerability/risk assessment, monitoring technology resources, and analyzing our environment for security threats as well as educating employees.
 - **Measure: Ensure completion rate for the annual cybersecurity training is over 75%.**
 - **Measure: Hire a Cybersecurity Analyst that is solely focused on improving the agency's security posture. This measure relies on the passage of NT109.**
 - **Measure: Deploy the risk assessment tool procured by the Department of Administration on all of the department's servers.**

Goal: Fiscal Responsibility

The Technology Services Division will work within our budget to ensure the agency maintains a healthy account balance.

Objectives:

- Oversee technology projects to ensure they are within budget, scope, and timeline.
 - **Measure: Variances over 10% will be reviewed and approved by the Director's Office.**
- Continued effective use of the technology base budget, with emphasis on providing and maintaining accurate project budgets, prioritizing projects at the agency level, and removing business unit boundaries to decrease duplication.
 - **Measure: Develop and leverage weighted criteria to allow the Director's Office to prioritize technology projects.**

Goal: Data Governance

The Technology Services Division will work to ensure agency data is secured in centralized data repositories that are accessible by appropriate programs and individuals.

Objectives:

- Develop a geo-spatial strategy living document to help determine how spatial data can be leveraged to improve decision-making, identify agency priorities, and enrich our customer's experiences.

- **Measure:** The plan for developing the strategy will be completed by June 30, 2023.
- Procure a facilities management system in FY22 that can be used to digitize and store facilities information for the entire agency in a single location to streamline maintenance resources and requests.
 - **Measure:** Secure funding for NP 104 from the 2023 Legislative Session and implement the purchase.

Fisheries Division

The Fisheries Division preserves, maintains, and enhances aquatic species and their ecosystems to meet the public's demand for recreational opportunities and stewardship of aquatic wildlife. This mission is supported through four main programs: Fisheries Management Program, Aquatic Habitat Program, Water Recreation and Access Management Program, and Aquatic Invasive Species Management Program. Primary functions of the Division include collection and analysis of fisheries data, fish stocking, establishing fishing regulations, habitat conservation and management, and maintaining sound fish populations and opportunities to enjoy them.

Goal: Habitat and Management

The Fisheries Division develops and implements plans to manage, conserve, and protect fish populations and communities, and it will identify priority aquatic habitats to protect and restore and secure additional funding for their conservation.

Objective:

- Promote access and protect habitat.
 - **Measurable:** Pursue a total of five new fee title acquisitions, leases or private land fishing access agreements (PLFA) to expand water access opportunities for the public.
 - FY20/21 Accomplishments: 2 new fee title acquisitions; 7 new leases; 7 new PLFAs.
 - **Measurable:** Spend \$1.3 million on wild fish habitat projects funded by the Future Fisheries Improvement Program.
 - FY20/21 Accomplishments: Over \$1.3 million was spent on a total of 37 Future Fisheries Improvement Program restoration projects to benefit wild fish habitat.

Goal: Protect Montana Waters from Aquatic Invasive Species

Objective:

- Maintain high level of Aquatic Invasive Species (AIS) prevention, early detection, and community engagement to prevent the introduction and spread of AIS in Montana.
 - **Measurable:** Annually complete a minimum of 150,000 watercraft inspections, 2,000 AIS early detection samples and attend 15 outreach events.
 - FY20/21 Accomplishments: During the 2020 season 173,000 watercraft were inspected, 2,600 AIS early detection samples were collected and presentations were provided at 10 outreach events.

Goal: Species of Concern

The Fisheries Division will emphasize priority species, including those affected by the Endangered Species Act (ESA), and develop new plans or implement existing plans and conservation strategies.

Objective:

- Restore, maintain, and protect native species and their habitats.
 - **Measurable:** Prevent Federal ESA listing of highly sensitive species, such as Arctic Grayling.

- FY20/21 Accomplishments: Efforts by Fisheries staff prevented Arctic Grayling being listed under the ESA. USFWS review found ESA protection of Arctic Grayling not warranted in a decision posted on July 23, 2020.
- **Measurable:** Add five Candidate Conservation Agreement with Assurances, to protect essential habitats for native species.
 - FY20/21 Accomplishments: 37 Candidate Conservation Agreements with Assurances projects completed in the Big Hole and Centennial valleys to improve riparian health, instream flows and fish passage for the benefit of Arctic Grayling. Enrolled 5 new landowners in the Centennial Valley for a total of 9,076 acres of private land.
- **Measurable:** Work with agency partners to update Bull Trout status assessment by 2022.
 - FY20/21 Accomplishments: Fisheries staff have been working with USFWS in preparation of the Bull Trout status assessment update, including partnering with the USFWS on the Swan Lake Environmental Assessment for Lake Trout removal to benefit Bull Trout recovery.
- **Measurable:** Work with partners to implement Fort Peck test flows to benefit endangered Pallid Sturgeon by 2023.
 - FY20/21 Accomplishments: Completed irrigation pump assessment below Fort Peck Dam to identify potential impacts due to test flows to benefit endangered Pallid Sturgeon.

Goal: Develop Access to Public Waters

The Fisheries Division will work with landowners and public agencies to provide access through private lands to improve opportunities to access public waters.

Objectives:

- Enhance efforts to provide access to public waters.
 - **Measurable:** Maintain 340 Fishing Access Sites open to the public for access to public waters for recreation.
 - FY20 Accomplishments: 338 Fishing Access Sites maintained and open for the public.
 - FY21 Accomplishments: 340 Fishing Access Sites maintained and open for the public.
- Address recreational and social conflicts on rivers and lakes and manage to reduce conflicts.
 - **Measurable:** Collect recreational data from anglers and non-angling resource users and identify ways to reduce conflict. Collect data on the Madison River during summer, 2021.
 - FY20/21 Accomplishments: Madison River Recreation Administrative Rule adopted December 2020. Implementation started in January 2021.

Goal: Maintain Hatchery System to Ensure Quality Fish

The hatchery system is facing a backlog of major maintenance projects involving critical infrastructure that could result in loss of fish production capacity.

Objective:

- Repair failing infrastructure to avoid fish production losses.
 - **Measurable:** At the Miles City Hatchery, up to 40, 1-acre fish rearing ponds will be repaired. Some water lines will be replaced. A reuse system will be repaired. Fixing this issue will keep production standards up for the next 30 years. At the Fort Peck Hatchery, the water line, pond valves and boiler will be replaced. This project, to be completed after receiving permission from the COE, would bring gravity flow water from the penstocks at the dam and repair the failing pond valves. At the Giant Spring Hatchery, the settling pond will be brought up to DEQ permit code.
 - FY20/21 Accomplishments: Initiated 24 major projects across 7 hatcheries.

DP306

Goal: Statewide Fisheries Management

Address priority fisheries gaps in the Statewide Fisheries Management Program.

Objective: Evaluate the risks associated with the collection and use of bait fish within the state in order to meet the needs of anglers while conserving bait fish populations; \$70,000 OTO.

- **Measurable:** In FY22 complete stakeholder surveys to be used for a statewide bait fish risk assessment with recommendations for safely allowing the continual use of baitfish by anglers into the future.

Objective: To increase capacity of the water pollution program in order to meet public health needs; \$40,000.

- **Measurable:** Cut lab processing time in half in order to have critical information available to the public in a timelier manner as it relates to water quality public health concerns.

Objective: Improve data collection and analysis to evaluate fisheries management needs; \$100,000.

- **Creel Survey Measurable:** Implement 2 creel surveys annually to collect angling data such as catch rates, harvest rates, angler demographics and other local fishery data needs such as satisfaction and crowding. Results will be summarized in FWP reports.
- **Data Analysis Measurable:** Complete a stock assessment on the Missouri River from Wolf Creek Bridge to Craig to get an increased understanding of growing angling pressure on this economically important fishery. Identify novel data analysis approaches to evaluate fisheries monitoring data in changing ecological systems in order to ensure fish regulations and management actions are appropriate for rivers such as the Upper Yellowstone.

Enforcement Division

The Enforcement Division ensures compliance and enforces all Montana fish, wildlife, state parks, and recreation laws; department, commission, and board rules; and regulations. The Division engages in complex misdemeanor and felony criminal investigations involving unlawful take and possession of Montana's fish and wildlife resources. Division personnel also enforce private property laws and regulations as they relate to public recreation. The Division's efforts are inextricably woven into working with hunters, anglers, state parks users, the general public, private landowners, and state and federal resource agencies in order to optimize access and recreational opportunities, address the needs of private landowners who allow public recreational access, and promote appropriate recreational ethics. In addition, Division staff engage in numerous other duties such as tagging wildlife, hunter education, recreational access initiatives, and responding to urban wildlife and human-wildlife conflict incidents.

Goal: Officer Safety

The Enforcement Division places the safety of its employees as the number one priority of the division and will continue to strive to continually review, revise, and enhance its processes, procedures, and equipment to ensure that safety is not compromised.

Objectives:

- Provide quality, safe, and reliable equipment to mitigate the inherent risks of conservation law enforcement work such as upgrading to retention holsters, implement advances in technology in radio communications, body cameras, and mobile computer terminals to enhance officer safety and acquire and maintain the highest level of training in the use of equipment as well as individual public safety law enforcement skills.
 - **Measurement:** In each FY of the 23 biennium identify 1 to 2 officer safety upgrades and technology upgrades for the division to purchase and implement. If cost is prohibitive, develop a proposal for a future funding request.
 - **Measurement:** Annually set a goal of consistent training opportunities for 100% of staff for both internal and external opportunities. This will be for personnel to develop or enhance needed knowledge, skills, and abilities in equipment and law enforcement techniques. We will also measure success by continual analysis of law enforcement trends across the country in comparison to our direction. Additionally, a point of measure here will be zero to minimal incidents of situations where training, equipment and/or technology was lacking in any way.
- ✓ For CY 2020, the division enhanced and increased the used of body worn cameras to approximately 50% of the staff. That use will increase and become mandatory during FY21.

- ✓ Overall, wardens contacted over 130,000 members of the public and issued nearly 3,000 citations and 3,500 warnings.
- ✓ The 2019 legislature allocated OTO funding for specialized equipment upgrades. With that legislation, the division replaced aging, broken, and dangerous equipment with the following:
 - ✓ 21 patrol boats
 - ✓ 18 ATVs
 - ✓ 2 UTVs
 - ✓ 15 Snowmobiles

Goal: Resource Protection and Enhancement

The Enforcement Division will ensure regulation compliance and public safety as essential components of resource management.

Wildlife Objectives:

- Improve regulation compliance that focuses on improving landowner relations and wildlife population protection by responding to landowner issues in a timely fashion.
 - **Measurement:** Through a combination of electronic activity reports and employee/supervisor feedback, we will develop a baseline of our activities then measure our progress annually against that baseline on whether or not we are meeting the Wildlife conservation law enforcement needs in a particular area and whether or not we are meeting public expectations in terms of Calls For Service (CFS). The division would focus resources toward those areas or on those conflicts that help resolve these issues.

For CY 2020, wardens engaged in the following:

- ✓ 32,558 hunters contacted
- ✓ Nearly 2000 wildlife specific investigations
- ✓ Over 1000 urban wildlife calls
- ✓ Issued over 1,300 citations

- Through efforts by both uniformed wardens and the Special Investigations Unit (SIU), continue to identify and deter large-scale trophy poaching and illicit commercialization and unlawful trafficking of Montana's wildlife resources. Provide support to the Attorney General's office for the prosecution of cases resulting from investigations.
 - **Measurement:** Develop a baseline on case activity such as those investigated and prosecuted to determine where SIU and warden efforts are being deployed. Annually measure our progress against that baseline on whether or not we are addressing the problems around large-scale poaching and unlawful trafficking of wildlife resources.
- Work with the Board of Outfitters and other agencies to reduce the practice of unlicensed outfitting and the resulting resource damage these activities cause.
 - **Measurement:** Develop and report on unlicensed activity issues to establish a baseline on where the division's efforts need to be focused. Measure our progress annually against that baseline on whether or not we are addressing the problems around unlicensed outfitting activity and recommendations that may come from the Board of Outfitters.

For CY 2020, wardens engaged in the following:

- ✓ issued nearly 40 citations specific to unlawful outfitting
- ✓ Submitted multiple reports for prosecution to the Attorney Generals Office and various county attorneys.

Fisheries Objectives:

- Maintain enforcement response, patrol, and administrative services to Fishing Access Site program (FAS) sites to address extremely high visitation, fee compliance, site vandalism, river recreation issues, and user conflicts.
 - **Measurement:** Through a combination of electronic activity reports and employee/supervisor feedback, we will develop a baseline of our activities then measure our progress annually against that baseline on whether or not we are meeting the FAS law enforcement needs in a particular area and whether or not we are meeting public expectations in terms of Calls For Service (CFS). The division would focus resources toward those areas or on those conflicts that help resolve these issues.

For CY 2020, Wardens engaged in the following:

- ✓ 38,241 anglers contacted
- ✓ 631 citations issued
- ✓ Over 300 Fishing Access Site investigations

- Develop and implement strategies to deter, detect, and investigate illegal introductions of fish species into public and private waters and develop specialized techniques to enhance compliance. Support Aquatic Invasive Species (AIS) detection and compliance activities through an enforcement presence at AIS check stations and follow-up investigations and citations.
 - **Measurement:** Through a combination of electronic activity reports and employee/supervisor feedback, we will develop a baseline of our activities then measure our progress annually against that baseline on whether or not we are meeting the illegal introductions law enforcement needs in a particular area and whether or not we are meeting public expectations in terms of Calls For Service (CFS). The division would focus resources toward those areas or on those conflicts that help resolve these issues.
 - **Measurement:** Working with Fisheries AIS management staff and check station personnel maintain a presence at AIS check stations and at high traffic stations review and improve on traffic monitoring processes. Report out on follow-up investigations annually to AIS management.

CY 2020, wardens engaged in the following:

- ✓ Over 250 AIS citations
- ✓ Over 900 fishing investigations
- ✓ 7,583 hours spent at AIS inspection stations

Water Safety, Snowmobile, and Off Highway Vehicle (OHV) Enforcement and Education Objectives:

- Investigate and assist in the prosecution of resource damage by illegal OHV and snowmobile use. Participate in snowmobile, OHV education, and safety presentations statewide and strive for an acceptable compliance level of OHV, and snowmobile rules and laws.
 - **Measurement:** Through a combination of electronic activity reports and employee/supervisor feedback, we will develop a baseline of our activities then measure our progress annually against that baseline on whether or not we are meeting the OHV, Snowmobile law enforcement needs in a particular area and whether or not we are meeting public expectations in terms of Calls For Service (CFS). The division would focus resources toward those areas or on those conflicts that help resolve these issues.
 - **Measurement:** Increase staff safety presentations in each of the regions where increased conflict has occurred by 2 classes each. Continue presentations in other regions statewide at average annual levels.

CY 2020, Wardens engaged in the following:

- ✓ 1,673 hours of Off Highway Vehicle duty
- ✓ Issued 28 ohv specific citations
- ✓ 2,301 hours of snowmobile patrol duty
- ✓ Issued nearly 100 snowmobile specific citations

- Conduct investigations of boat and vessel crashes on Montana's waterways. Continue and maintain an acceptable level of compliance for water safety laws, rules, and regulations.
 - **Measurement:** Through a combination of electronic activity reports and employee/supervisor feedback, we will develop a baseline of our activities then measure our progress annually against that baseline on whether or not we are meeting the water safety law enforcement needs in a particular area and whether or not we are meeting public expectations in terms of Calls For Service (CFS). The division would then focus resources on where crashes, conflicts, violations and safety issues are occurring to resolve these issues.
 - **Measurement:** Increase education of wardens in boat and vessel crash investigation procedures by at least 1 or 2 wardens for the biennium.

Note- Non-motorized boating accidents account for 70% of boating fatalities in Montana. For CY 2020, Wardens engaged in the following:

- ✓ 853 boating safety patrols
- ✓ 21,418 boater contacts
- ✓ 20 public presentations
- ✓ 41 boat crash investigations
- ✓ 7 fatal boat crash investigations
- ✓ Nearly 300 citations issued

Parks and Recreation Objectives:

- Remain integral in the support of the operation of state parks, general recreational activities and Park's law enforcement needs on department owned and/or managed properties throughout the state. Respond to unlawful activities such as vandalism and resource abuse in state parks and other department owned and/or managed properties.
 - **Measurement:** Through a combination of electronic activity reports and employee/supervisor feedback, we will develop a baseline of our activities then measure our progress annually against that baseline on whether or not we are meeting the Parks law enforcement needs in a particular area and whether or not we are meeting public expectations in terms of Calls For Service (CFS). The division would then focus resources on Parks and other state lands where conflicts, violations and safety issues are occurring to resolve these issues.

For CY 2020, law enforcement efforts in Montana State Parks resulted in the following:

- ✓ 5,476 hours of park specific patrols (an increase of 2000 hours from 2019)
- ✓ 16,750 Park user contacts
- ✓ 412 Parks criminal investigations conducted
- ✓ Over 350 citations issued

Goal: Recruitment and Retention of Enforcement Personnel

The Enforcement Division will recruit, select, train, and retain a dedicated and competent staff while maintaining current training and skills competencies.

Objectives:

- Require the highest academic and personal standards for qualification to serve as a Montana game warden and maintain a rigorous selection system to ensure staffing needs are filled by the best qualified and most competent personnel.
 - **Measurement:** Successful recruitment will be measured by an analysis of the total number of applicants for warden positions during a general hiring process. The analysis will also consider education, qualifications, gender and diversity of applicants. The analysis will guide decision making in any recruitment and selection process adjustments that need to be made.

For CY 2020:

- ✓ A general hire was conducted resulting in approximately 10 new wardens being hired. That group of newly hired wardens included law enforcement officers from other agencies, veterans and resulted in a female as the top candidate.
- The Field Training Office program is a means of assimilating new employees into the ranks of the division with the highest level of professionalism, preparedness, and knowledge of agency values and the criminal justice system. Encourage and support advanced training in both law enforcement and managerial skills requisite to the work of wardens and career advancement and Work with Public Safety Officer Standards and Training, FWP Legal staff, and other law enforcement standards organizations to ensure wardens are current and compliant with the legal requirements of their jobs. This objective is supported by DP410 to provide additional funding.
 - **Measurement:** The success of field training and evaluation of new wardens will be measured by Daily Observation Reports, Step Summary Reports and written evaluations. The overall program will undergo continual assessment for areas of improvement and update and retention challenges will be analyzed by conducting in-depth exit interviews.

For CY 2020, The enforcement division accumulated training time as follows:

- ✓ 8,505 hours in person
- ✓ 1,930 hours in Field Training and Evaluation of new wardens
- ✓ 1,494 hours in Instructor training
- ✓ 2,379 hours of online training

Goal: Encourage and Maintain Good Landowner-Sportsman Relations

Enforcement Division personnel will encourage activities that foster positive and productive relations between private landowners and the recreating public.

Objectives:

- Be actively involved in season setting processes to provide insight and input, to better enable reasonable, clear, and enforceable regulations while continuing to work toward practical regulation simplification for ease of understanding and compliance by anglers, hunters, and trappers.
 - **Measurement:** Set a goal to review and update all regulations through the RRAM committee.
- Maintain reasonable involvement in Block Management, Unlocking State Lands, and other initiatives to broaden hunter access opportunities and participate in meetings and presentations to varied audiences to underscore basic tenets of landowner-sportsman relations.
 - **Measurement:** By promptly addressing conflict, successful landowner - sportsman relations is measured by the degree in which incidents decline. Also, through tracking incidents of conflict, attention can be targeted to those needed areas. Perhaps the most meaningful measure, however, is the dialogue and direct feedback and interaction with landowners, sportsmen and women and other members of the public. Regardless of the feedback loop method, it will inform decision making for adjustments.
- Work in cooperation with the Communications and Education Division to help reduce landowner concerns about hunter behavior and ethics. Emphasize hunter ethics and the importance of fair chase, respect for private property, and compliance with resource laws and regulations.
 - **Measurement:** Annually generate and analyze report data from activity logs to establish a baseline of issues that are occurring and are also developing. From the baseline the division would determine where to apply additional resources and upon the next report see where the issues have been resolved or need further work.

For CY 2020, wardens engaged in the following:

- ✓ 8,907 landowner contacts
- ✓ 989 citations issued on private property
- ✓ Issued over 340 citations for trespassing
- ✓ Issued over 230 citations for hunting without permission.

Note- The 2020 Enforcement Division annual report contains many of the accomplishments noted above and was available on our old website. It will soon be available on the new FWP website once the report is finalized and published.

Wildlife Division

The Wildlife Division is responsible for the conservation and management of Montana's 600+ birds, mammals, reptiles, and amphibians and their habitat. Activities include coordination and planning, monitoring the status of wildlife and habitats, conserving and enhancing wildlife habitat, and providing opportunity for public enjoyment of wildlife through hunting, trapping, and viewing. The program manages animals legislatively categorized as big game, nongame wildlife, migratory game birds, upland game, furbearers, and threatened and endangered species.

Goal: Wildlife Management

The Wildlife Division will monitor and manage game populations to comply with management plans and objectives in a manner that is cost effective, efficient, and transparent.

Objectives:

- Refine harvest management programs to strengthen links between population monitoring parameters, population objectives, social expectations, and hunting season recommendations; focus population management prescriptions on the general gun season.
 - **Measurement:** Compilation of justifications developed and provided to the Fish and Wildlife Commission to support proposed hunting regulations for deer, elk, antelope, moose, sheep, goat, black bear, mountain lion, wolf, furbearer, upland game bird, migratory bird.
 - Annual publication of deer, elk, and antelope population data on FWP website.
 - Publication of hunting regulations for these species by prescribed deadlines.
 - Publication of annual harvest survey results and availability of those estimates on FWP's Hunt Planner on the FWP website: <https://fwp.mt.gov/gis/maps/huntPlanner/>
- Monitor and manage wolf populations, collar wolves as required by statute, implement harvest management, ensure population is maintained at a sustainable level, and report summarizing the above (PL 519).
 - **Measurement:** Statutorily required annual report summarizing wolf population estimate, distribution, harvest, livestock depredation, and overall status and annual report to EQC. Annual report is published on FWP website at: <https://fwp.mt.gov/binaries/content/assets/fwp/conservation/wildlife-reports/wolf/2019-mt-wolf-annual-report-final-9.9.2020all.pdf> and annual wolf harvest reports are provided on the website at: <https://myfwp.mt.gov/fwpPub/harvestReports>. In 2019, there were an estimated 1,156 wolves in 146 packs. 293 wolves were taken by hunting and trapping, 56 by USDA Wildlife Services, and 17 by individuals in defense of property.
- Evaluate furbearer program components and make necessary changes to ensure contemporary, science-based management of furbearer species.
 - **Measurement:** Report summarizing existing furbearer program components and 10-year plan for implementation of furbearer program objectives to ensure contemporary science-based management, by species or by species groups (e.g., forest carnivores, aquatic furbearers). An example includes a recently developed bobcat population reconstruction model that uses tooth aging information to better understand and predict harvest strategies.
 - Examples include range wide wolverine survey; fisher survey results (<https://fwp.mt.gov/binaries/content/assets/fwp/conservation/wildlife-reports/8-mfwp-fisher-study-annual-report-2020.pdf>), bobcat population model, and lynx post-delisting monitoring plan.
- Identify, prioritize, and implement research to address management needs; apply research findings to management recommendations.

- **Measurement:** Summary of research projects proposed to address specific management needs
- Summary of ongoing and completed research, and description of how research findings have been incorporated into management recommendations. Ongoing research includes studies of deer, elk, antelope, sage grouse, sharp tail grouse, grizzly bears, and big horn sheep. Examples of research interim and final reports are available on the FWP website at: <https://fwp.mt.gov/conservation/wildlife-management/wildlife-research>.
- Gather requisite information and take necessary actions to proactively mitigate risks from diseases that have unacceptable negative effects on wildlife populations, including CWD (**PL501, NP522**)
 - **Measurement:** Identification of priority wildlife diseases and development of plans to address those if/when they occur, and implementation of monitoring/surveillance as applicable. Example is a Bovine Tb surveillance plan that was recently adopted by the Fish and Wildlife Commission, available at FWP website at: <https://fwp.mt.gov/binaries/content/assets/fwp/commissionagendas/2020-05-28/20-tb-proposed-plan.pdf>
 - Specific to CWD: Report summarizing implementation of the chronic wasting disease (CWD) management plan including collection and testing of up to 14,000 CWD samples submitted by hunters and collected by FWP, and summary of management efforts in response to CWD detection. In 2020, FWP provided staff to help collect samples at 31 different sites, and had over 8,000 samples tested. A summary of work completed in 2020 is described in a report prepared by EQC in September 2020 (<https://leg.mt.gov/content/Committees/Interim/2019-2020/EQC/Meetings/sept-2020/cwd-final-report-oct2020.pdf>) and information maintained on the FWP website at: <https://fwp.mt.gov/conservation/chronic-wasting-disease>. A dashboard showing sampling results for 2020 is on FWP's website at: <https://mtfwp.maps.arcgis.com/apps/opsdashboard/index.html#/f7ada61c3d844f1cb84a8dd7e1ca75c9>.

Goal: Species of Concern

The Wildlife Division will emphasize the monitoring, management, and conservation of priority species, including those affected by the ESA, and develop new plans or implement existing plans and conservation strategies.

Objectives:

- Maintain or restore state authority to manage wildlife species in Montana by recovering Endangered Species Act (ESA)-listed species and prevent the need to list state-managed species. Fully engage in ESA activities, including but not limited to evaluating and addressing threats that could lead to listing; participate in ESA processes to demonstrate that species are adequately managed or recovered; and participate in legal challenges to important ESA issues, such as grizzly bear delisting.
 - **Measurement:** Summary of ESA petitions, listing rules, and delisting rules, and FWP's involvement in each of those. In recent years, FWP was influential in decisions by the US Fish and Wildlife Service to determine wolverine and fisher are not warranted for listing under the ESA (<https://www.federalregister.gov/documents/2020/10/13/2020-19538/endangered-and-threatened-wildlife-and-plants-withdrawal-of-the-proposed-rule-for-the-north-american-wolverine>)(<https://www.gpo.gov/fdsys/pkg/FR-2017-10-05/pdf/2017-21352.pdf>) and that lynx is warranted for delisting under the ESA (https://www.fws.gov/mountain-prairie/es/species/mammals/lynx/SSA2018/01112018_SSA_Report_CanadaLynx.pdf). FWP was also instrumental in delisting of the Yellowstone Population of grizzly bears (<https://www.federalregister.gov/documents/2017/06/30/2017-13160/endangered-and-threatened-wildlife-and-plants-removing-the-greater-yellowstone-ecosystem-population>), although that decision was subsequently overturned by a federal court.
- Collect data on status and distribution of priority species that have been identified as species of concern, especially if little data are available.

- **Measurement:** Report summarizing efforts to document status and distribution of species of concern. This is summarized in a 2-year Nongame Program progress report that is posted on the FWP website at: <https://fwp.mt.gov/conservation/wildlife-management/nongame-wildlife>.
- Continue efforts to keep greater sage grouse and wolverine off the Endangered Species list and continue efforts to delist grizzly bears and lynx.
 - **Measurement:** Report summarizing efforts and federal status of each of those species.
 - Statutorily required report to EQC on sage grouse population estimate. In 2020 there were an estimated 79,977 sage grouse based on counts conducted at a portion of 998 confirmed sage grouse leks. The sage grouse population report provided to EQC is on their website at: <https://leg.mt.gov/content/Committees/Interim/2019-2020/EQC/Meetings/sept-2020/fwp-sage-grouse-population-2020-report.pdf>.
 - Reports on grizzly bear conservation and recovery efforts by ecosystem.

Goal: Hunting Access

The Wildlife Division will review existing programs to explore additional public hunting access to private lands from willing landowners, and improve opportunities to access public lands.

Objectives:

- Review all department access programs and develop strategies in conjunction with Private Land/Public Wildlife (PL/PW) to enhance access programs to ensure access to wildlife resources on private and public lands.
 - **Measurement:** PL/PW meeting notes and actions plus summary of access program results including private acres open to public hunting access and parcels of public lands access was provided to. Results are summarized in statutorily required legislative report <https://fwp.mt.gov/legislative-reports>. For example, in 2020, there were 1,293 landowners enrolled in Block Management resulting in 899 BMAs totaling 7,159,707 acres, spread out throughout the state. This resulted in contract payments to landowners of \$6,199,631. In its 25 years, the landowners enrolled in the Block Management Program have provided >10 million public hunter days.

Goal: Wildlife Conflict

The Wildlife Division will implement measures to reduce the potential for conflict with wildlife and will respond to wildlife conflict to protect public safety.

Objectives:

- Develop and implement public outreach efforts to provide information to the public to help reduce wildlife conflicts that require response by staff.
 - **Measurement:** Report summarizing outreach efforts. Between January 1, 2020 and December 31, 2020, 5,960 public contacts were made in Montana by collaborators funded by FWP, which was about 73% fewer people than in 2019. Last year 22,509 were contacted in the same time period. Covid-19 is the main reason for the dramatic reduction in public contacts.
- Respond to wildlife conflicts that present a threat to human health and safety. **(PL 505)**
 - **Measurement:** Report summarizing number and type of conflicts and outcome of those conflicts. In 2020, FWP staff conducted 79 captures of grizzly bears. FWP captured bears 22 times for monitoring and research purposes, 4 times for augmentation purposes, and 53 times for management purposes. Nineteen grizzly bears were removed, 34 were relocated (30 wild, 4 captivity), 0 were translocated to the CYE for augmentation purposes, and 26 were released on site. FWP personnel captured 64 individual bears (34 F, 30 M) 67 times in the NCDE; 0 bears in the CYE; and 10 individual bears (3F, 7M) 12 times in the GYA. Total management captures during 2020 (53) represent an 71% increase over the number of management captures during 2015 (31).

- Continue to work with landowners and the public to address risks from bears, wolves, and lions, thereby increasing tolerance for their presence on the landscape, using non-lethal measures when possible and lethal measures when necessary. **(PL 505)**
 - **Measurement:** Reports summarizing conflict reduction efforts and conflict response specifically for grizzly bears in the Greater Yellowstone, Northern Continental Divide, and Cabinet-Yaak Ecosystems. These will soon be available again on the FWP website. An example of a presentation of this information is linked here: <http://igbconline.org/wp-content/uploads/2020/11/Fall-2020-NCDE-Manley-Presentation.pdf>
- Provide technical assistance and materials to private landowners who are experiencing game damage problems using the suite of tools available.
 - **Measurement:** Summary of game damage complaints responded to and solutions provided. In 2020, FWP staff responded to 242 formal game damage complaints. The complaints and types of actions and number of each resulting from the complaints are documented in a database maintained by FWP. In 2020, in response to the 242 complaints, FWP implemented the following actions:
 - Provided plastic deer or elk fencing - 31
 - Provided herders – 7
 - Provided materials – 18
 - Issued a kill permit – 28
 - Authorized a game damage or management hunt – 92
 - Scare cannon – 15
 - Provided Stock yard – 33
 - Stock panels - 2
- Continue risk management efforts to minimize the potential for spread of brucellosis between wildlife and livestock; continue brucellosis surveillance and research efforts.
 - **Measurement:** Report summarizing brucellosis surveillance, research, and risk management efforts. These are presented annually to the Fish and Wildlife Commission. Example is handout provided to the Section C subcommittee in January 2021 and linked here: <https://fwp.mt.gov/binaries/content/assets/fwp/aboutfwp/legislature/brucellosis-report.pdf>

Goal: Habitat Conservation

The Wildlife Division will identify priority habitats, including large or threatened landscapes, and work to secure additional funding for their conservation.

Objectives:

- Identify highest priority habitats and specific parcels for conservation using GIS modeling of vegetation type, biodiversity importance, relative conservation value to specific species, migratory corridors, and other factors. Focus efforts on sagebrush-steppe, wetland-riparian, and grassland habitats to preclude Endangered Species Act (ESA) listing of greater sage grouse and other sensitive species.
 - **Measurement:** At least once per year solicit habitat conservation projects from regions using a standardized submission template that incorporates a scoring/ranking system that recognizes priority factors including habitat types, habitat priority, threats, species benefits, anticipated maintenance costs, and proximity to other conservation properties (easements or fee title).
 - List of proposed projects that were reviewed and prioritized based on those priority factors.
 - Report summarizing completed projects summarized in statutorily required report. The 2019-2020 report is available on FWP website at: <https://fwp.mt.gov/legislative-reports>. In 2019-2020 (calendar years), FWP conserved 69,957 acres through a combination of 7 fee title projects totaling 1,546 acres (2%) and 9 conservation easements totaling 68,411 acres (98%). The fee title projects were focused on parcels within and adjacent to existing WMAs.

- Leverage Habitat Montana with federal and non-governmental programs to better meet the mission of the department to manage all wildlife.
 - **Measurement:** Ratio of Habitat Montana dollars leveraged with other funding state, federal, and private dollars such as Forest Legacy, Pittman-Robertson, mitigation funds, private donations, and donated value. The fair market value of the 16 projects completed in 2018-2019 totaled \$32,839,523, of which \$12,459,450 (38%) came from Habitat Montana. (\$2,889,245 was donated/\$17,490,828 other funding). Reported in statutorily required biennial report available on FWP website at: <https://fwp.mt.gov/legislative-reports>.
- Maintain Wildlife Management Areas (WMA) to meet the intent of the Good Neighbor Policy, including weed management, fencing, signage, roads, water management, and habitat enhancement. **(PL 511)**
 - **Measurement:** At least once per year solicit major maintenance needs from WMA managers using a standardized template. Review and prioritize maintenance projects based on meeting the above objective and available funding.
 - Report summarizing major maintenance projects completed, including acres of weeds treated (e.g., in FY2020 FWP treated 6,783 acres of weed infestations using chemical, mechanical, biocontrol, and revegetation treatments). A summary report of weed management efforts on FWP lands will soon be available again on the FWP website.
 - Description of FWP Wildlife Management Area maintenance objectives and accomplishments is available in the linked Montana Outdoors article: <https://fwp.mt.gov/binaries/content/assets/fwp/montana-outdoors/wma-maintenance.pdf>
- Implement programs to enhance important wildlife habitat, including upland game bird habitat, migratory bird habitat, and forest habitat.
 - **Measurement:** Report of completed Upland Game Bird Enhancement Program (87-1-246, MCA) projects in statutorily required biennial report available on FWP website at: <https://fwp.mt.gov/legislative-reports>. Over the past biennium, the UGBEP enrolled 170 new habitat projects totaling over 33,090 project acres. This resulted in approximately 232,256 acres open to public upland game bird hunting and providing a minimum of 19,000 hunter days annually. Project length ranges from 1-15 years.
 - Report of Forest Management projects completed on FWP lands per 87-1-622, MCA) and available on FWP website at: <https://fwp.mt.gov/legislative-reports>. In 2019-20, FWP completed or currently has active forest management projects at Libby Field Station, Wood's Bay FAS, Johnsrud Park FAS, Thompson Chain of Lakes SP, Placid Lake SP, Salmon Lake SP, Wood's Ranch WMA, Blackfoot-Clearwater WMA, Nevada Lake WMA, Threemile WMA, Robb Ledford WMA, Mt Haggin WMA, Sun River WMA, Blackleaf WMA.
 - 7,698 acres directly affected
 - 8,814 tons of logs harvested; ~ \$1,089 in net income (\$80,920 of generated revenue, nearly all of which was used to offset the cost of forest treatments).
 - \$774,955 in *outside* grant funding secured to help pay for treatments where service work exceeds timber value
 - Report of ongoing and completed Wildlife Habitat Improvement Program (WHIP) projects (87-5-801, MCA) and accomplishments in statutorily required report to EQC and available on FWP website at: <https://fwp.mt.gov/legislative-reports>. Since 2018 we have funded 9 projects improving almost 1 million acres of priority wildlife habitat. Two additional projects totaling 122,380 habitat acres were recently recommended for funding by the Advisory council just last month: in Judith Gap and Blackfoot-Clearwater areas.
- Report of ongoing migratory bird habitat projects (87-2-411). Projects completed in the biennium include: 7 wetland repair/restoration projects totaling 110 wetland acres and 3 grazing infrastructure cost share projects that helped to retain 1,422 acres of grasslands, surrounding productive wetland habitats.

Note #1: Most of the work described below is completed using federal Pittman-Robertson funds secured through annual – multi-year grants approved by the U.S. Fish and Wildlife Service and authorized by the legislature. These grants require completion reports that include summary of work completed relative to stated objectives and an accounting summary of funds expended. While not

posted on a website, these reports are available to demonstrate attainment of many of the goals and objectives as described below.

Note #2: FWP completes numerous annual and project completion reports that are posted on the FWP website. However, FWP recently transitioned to a new website, and is still in the process of repopulating the website. Therefore, links to specific reports may not be available at this time but will be in the near future.

Parks Division

The Parks Division (Montana State Parks) is responsible for conserving recreational, scenic, historic, archaeological, and scientific resources of the state, and providing for their use and enjoyment. The Division manages state parks and administers recreation programs for the benefit of current and future generations. In FY22/23, the Division will focus on improved customer service; building sustainable funding; developing and maintaining strategic partnerships; and engaging constituents in a manner that is transparent and supportive of the state parks system's most significant, relevant, and accessible sites and programs. Objectives listed below highlight the highest of the Division's priorities.

Goal: Service

The Parks Division will provide high quality services to state parks visitors and recreationists; provide strong and efficient program leadership to local Montana communities and agencies; and provide camping, interpretive, and other recreational opportunities across Montana.

Objectives:

- Direct resources to ensure planned projects, ongoing operations, maintenance backlogs and critical needs are budgeted for at sustainable levels over the biennium.

Accomplishments in the last biennium:

Developed project selection criteria for major maintenance projects. Drafted documents for every park in the system which identify park purpose and planning needs. The link to: [Classification and Investment Strategy Policy](#)

- **Measurement:** Use improved visitation data, standard criteria, facility condition inventories to establish priorities and select projects. Track and report number of preventative maintenance tasks funded with the operations increase. The success of this measurement relies on the passage of PL608.

- Address increasing visitor demands as the season expands to provide visitor service, safety, and historic and natural resource site protection.

Accomplishments in the last biennium:

Completed an evaluation of visitation data collection for every park in the system. Began replacement of out dated data counters with equipment that will better track visitor use patterns. The link to: [2020 Annual Visitation Report](#) – Visitation increased over 30%.

- **Measurement:** Track Ranger FTE placed in the parks where visitation trends, chronic safety issues, resource degradation and day to day operational demands show the greatest need. The success of this measurement relies on the passage of PL613.

- Provide high quality customer service to all park visitors.

Accomplishments in the last biennium:

Completed an analysis of every state park visitor center's interpretive exhibits to better inform where resources need to be allocated to address outdated information, worn out exhibits, improve universal access and overall visitor experience. The link to: [Interpretive Services Report](#).

- **Measurement:** Implement three recommendations from the 2020 Interpretive Services and Exhibit evaluation. Use visitor comment cards and visitor surveys to gauge satisfaction and prepare a report of findings.

Goal: Stewardship

The Parks Division will promote stewardship of natural, cultural, paleontological, and recreational resources for current and future generations.

Objectives:

- Identify and prioritize restoration projects that would improve water quality and habitat to ensure that we are successfully stewarding the precious resources that in turn provide top quality recreational opportunities on the Smith River.
 - **Measurement: Smith River Management Plan is completed by the end of 2022. Corridor enhancement projects have been identified. The success of this measurement relies on the passage of PL618.**
- Implement the Heritage Resources Strategic Plan.
 - Accomplishments in the last biennium:
Completed SB3 State Agency Biennial report documenting the division progress and compliance for managing state owned heritage properties and resources. Links to the [Heritage Resource Strategic Plan](#) and [State Owned Heritage Properties Report](#).
 - **Measurement: Establish the Heritage Leadership Team and complete two additional goals listed in the plan by the end of 2023.**
- Aggressively apply best practices for control of terrestrial noxious weeds and prevent aquatic invasive species.
 - Accomplishments in the last biennium:
Utilizing chemical, mechanical, biological control and revegetation treatment methods the division treated 3,262 acres, equaling approximately 67% of infested acres treated for the fiscal year 2020. Link to: [FY 2020 Montana Fish, Wildlife and Parks Noxious Weed Management Report](#)
 - **Measurement: Track number of acres treated to include in annual department weed report.**
- Implement the maintenance management system into capital and operations programs to enhance long term functionality of state parks infrastructure through improved monitoring and cost management.
 - Accomplishments in the last biennium:
Facilities Inventory Database started. Over 5,000 infrastructure assets have been geo located in a GIS database. Critical operation documents have been digitized and made accessible ensuring that as staff turnover occurs resources are readily available.
 - **Measurement: All infrastructure in each state park unit will be geolocated and critical maintenance documents will be digitized for easy access by maintenance personnel.**
- Provide input and planning support to communities, tribes, agencies, and nonprofit organizations that are providing recreational opportunities throughout Montana.
 - Accomplishments in the last biennium:
The Statewide Comprehensive Outdoor Recreation Plan has been updated. This document is required for distribution of Land and Water Conservation funds to local communities. Link to the: [2020-2024 Statewide Comprehensive Outdoor Recreation Plan – Enhancing Montana’s Outdoor Recreation Legacy](#).
 - **Measurement: Document contacts, consultations, and public comments submitted on planning efforts over the biennium.**

Goal: Sustainability

The Parks Division will strive to enhance the long-term sustainability of the state parks system and recreational resources, promoting fiscally responsible resource conservation.

Objectives:

- Maximize resources where appropriate and allowed to help sustain parks operations.

- **Measurement:** Refunding of state water-based park system. The success of this measurement relies on the passage of PL616.
- Implement tailored strategies to extend the life of various funding sources and secure FTE for the long-term solution towards improved management and customer service.
 - **Measurement:** Extend the life of NRDP funds by funding FTE with base while remaining NRDP funds can be used for day to day operational expense. The success of this measurement relies on the passage of NP601.
- Integrate state parks into communities, improve state park land, and increase volunteerism.

Accomplishments in the last biennium:

State Parks had 432 volunteers providing 30,573 service hours. 133,348 individuals participated in interpretive programs and special events.

 - **Measurement:** Track AmeriCorps member effort which contribute to expanding capacity to address state parks land improvement, educational programming and volunteer management. Produce an annual report of program performance measures of acres of land improved, volunteers recruited and community outreach engagement efforts.

Goal: Safety

The Parks Division will provide a safe environment for employees to innovate, explore, and improve the state parks system and programs, while also improving public safety and reduced exposure to liability by improving management practices, critical incident responses, hazard reductions, and visitor experiences.

Objectives:

- Continue to monitor and reduce workplace accidents to minimize claims and provide a safer working environment. [Link to: Montana State Parks Maintenance Making Sense of a Complex World.](#)
 - **Measurement:** Train parks staff on updated safety related protocols and operations. Track number of workplace injuries to determine if a reduction occurs from year to year.
- Address forestry issues, such as diseased or hazard trees, in state parks and reduce potential fire danger in areas that may threaten adjacent lands.

Accomplishments in the last biennium:

Initiated forest management projects at Thompson Chain of Lakes State Park and Salmon Lake State Park. [Link to: Thompson Chain of Lakes State Park Hazard Tree Removal Report.](#)

- **Measurement:** Hazard tree analysis is completed in each region by the end of 2022. Prescribed burns are completed at least 2 parks by the end of the biennium.
- Repair failed septic and water systems.
 - **Measurement:** Failing systems are replaced at two parks. Prioritization of subsequent replacement needs have been identified and included in capital program request.
- Enhance safety and ethics training for motorized and non-motorized users, especially in the OHV and snowmobile programs, to reduce conflict, promote compatibility, and improve resource stewardship using programs such as Leave No Trace, Tread Lightly, and Avalanche Awareness trainings.
 - **Measurement:** Allocate at least 10% of the grant funding available to safety and ethics training. Provide information on how many safety and ethics trainings occurred by funded partners.
- Establish and replace grooming equipment to ensure safety and reliability in equipment operation while grooming over 4,000 miles of snowmobile trails each year.
 - **Measurement:** Purchase 2-3 snowmobile groomers in order to replace old groomers that are past their useful and serviceable life. The success of this measurement relies on the passage of PL614.

- Integrate and enhance recreation program management with Division field staff involvement outside of state parks boundaries to help clubs, user groups, counties, communities, and federal agency partners administer safe and healthy programs.
 - **Measurement: Outdoor Recreation/Trails Program staff attend at least two club or community-based meetings or events annually and provide workshops on grant opportunities and how to apply.**

Communications and Education Division

The Communications and Education Division is the information and education arm of FWP. The Division acts as a clearinghouse for information on FWP activities; is a contact point for people requesting information about FWP business, including state and national media; and publishes FWP's official magazine Montana Outdoors. Several educational and recreation-safety programs are administered from this division, including hunter and bow hunter education, shooting range development, boating safety, youth-education; and hunting, fishing, and trapping regulation booklets, films, and videos.

Goal: Public Awareness and Involvement

The Communications and Education Division will increase public awareness and support of Montana's outdoor resources and the associated recreational opportunities as well as FWP's mission, vision, and core beliefs.

Objectives:

- Continue to raise awareness of impacts from aquatic invasive species, illegal introductions, chronic wasting disease, and other threats to fish and wildlife species, their habitats, and the associated public opportunities.
 - **Measurement: Increase web traffic to AIS and CWD webpages by 10% annually through targeted social media and advertising outreach efforts.**
 - **Measurement: Continue marketing campaign to promote AIS awareness with resident and nonresident watercraft owners, to include a 10% increase of impressions on digital and print ad placement.**
 - ✓ Past Biennium: Sent targeted emails to more than 100,000 fishing license holders promoting our Clean, Drain, Dry message and the importance of Protection our Waters.
 - ✓ Past Biennium: Achieved more than 31 million impressions on AIS digital ads annually and nearly 2 million impressions on traditional newspaper advertisements. Click here for the [2020 AIS Education/Outreach report](#).
- Continue to assist Montana's management of grizzly bears by teaching and mentoring bear awareness across Montana.
 - **Measurement: Develop and enhance grizzly bear awareness webpage to include a clearinghouse of informational material. Monitor the web traffic to establish baseline numbers of users.**
 - **Measurement: Update postcard with conflict response resources for landowners. Distribute 2,000 pieces each summer around NCDE and GYE recovery areas.**
 - ✓ Past Biennium: Worked with landowners, USDA Wildlife Services and local FWP bear specialists to produce 500 cards that had all Wildlife Service and FWP grizzly bear conflict specialist contact information. These were intended to give producers a quick resource to use should a grizzly bear conflict occur.
- Strengthen the ability of regional staff, communication and education staff, and others to deliver skill-building education programs for the public.
 - **Measurement: Train 50 staff members outside of the division who are providing education programs. Trainings will focus on increasing program delivery skills.**
 - **Measurement: Survey education program participants on program quality and effectiveness in 50% of our educational programs delivered.**

- ✓ Past Biennium: Worked with internal staff and stakeholders to complete a strategic education plan for the department.
- Increase efforts to serve, engage, and recruit non-traditional constituents who also benefit from diverse and sustainable fish and wildlife populations, state parks, and outdoor recreation in Montana, and to increase their awareness, appreciation, and support for FWP.
 - Measurement: Create Living with Wildlife webpage.
 - Measurement: Use social media campaign to launch web page with a goal of 500 visitors the first month.
 - ✓ Past Biennium: In collaboration with Technology Services Division, hired an external contractor to design a new website, which went live in late 2020.
- Improve communications, awareness, and relations among and between landowners, recreationists, and FWP.
 - Measurement: Create a webpage to promote ethical hunting and improved landowner relations. This will include educational material such as videos, quizzes and more. Monitor the web traffic to establish baseline numbers of users.
 - ✓ Past Biennium: Conducted advertising campaign for Public Access Land Agreement, which included 48 newspaper/magazine ads, social media posts, television and radio spots.
 - ✓ Past Biennium: Conducted advertising campaign encouraging hunters to ask for access to hunt on private land, which included 64 newspaper ads, 10 statewide billboards, 10,000 bumper stickers and online advertising with 250,000 impressions.
- Promote ethical outdoor recreation and promote awareness of the impacts to natural resources from irresponsible recreation activities.
 - Measurement: Create webpage to promote responsible recreation, including information on where to go for different activities and how to protect the resources while enjoying the outdoors. Monitor the web traffic to establish baseline number of users.
 - ✓ Past Biennium: Delivered Hunter and Bowhunter Education programs to more than 8,800 students in 2019 and more than 16,000 students in 2020 (increase largely due to COVID and a switch to free, online classes).
- Identify and implement contemporary social media opportunities to match the public's own interest and use of these tools. Expand use of video, integrating it into social media engagement efforts for a variety of communication and education outreach efforts.
 - Measurement: Increase market reach with social media platforms by 10%, specifically Instagram, YouTube and Facebook.
 - ✓ Past Biennium: Increased web traffic from 9.4 million to 11 million-page views. Increased targeted email communication from 209 separate emails in 2019 to 477 separate emails in 2020.
 - ✓ Past Biennium: Increased Facebook and Instagram followers by about 25%. Posts on both platforms reached more than 3 million people.
- Continue to promote and support *Montana Outdoors* as a cornerstone communication tool by integrating it more fully online and in social media efforts.
 - Measurement: Use GovDelivery email weekly to promote Montana Outdoor articles and content to a broader audience and expanding readership by 10%.
 - Measurement: Dedicate 1 to 2 articles in each edition that raise awareness on key challenges the agency is undertaking in the areas of AIS, illegal introductions, chronic wasting disease, and other threats to fish and wildlife species, their habitats.

Goal: Provide diverse opportunities and Public Service

MT WILD Education Center will increase public awareness and support of Montana's outdoor resources and the associated recreational opportunities through its educational offerings.

Objectives:

- Continue to serve Montana schools by providing transportation and lodging grants and providing on-site fish and wildlife and outdoor education programs led by FWP staff and MT WILD volunteer instructors. This objective is supported by DP817 to provide additional funding.

- Measurement: Increase the number of students served by 15% through targeting schools in both rural and tribal communities and improving school coordination through establishing a MT WILD Event Coordinator.
- Measurement: Increase the number of MT WILD volunteer instructors from 5 to 10 to increase the number of students MT WILD can serve.
- Develop a formalized virtual MT WILD education program and professional development for Montana Teachers and live stream events for the public.
 - Measurement: Secure external funding to build a filming studio to produce high quality education videos and deliver live stream education programs to schools statewide and the public.
 - Measurement: Develop, coordinate and deliver 30 virtual education programs and professional development opportunities for teachers. Provide 75 virtual education programs for the public to be delivered through social media.

Goal: Improve Public Awareness and Service

MT WILD's Wildlife Rehabilitation Center will increase public awareness on reducing human-wildlife conflict and improve public service by providing more resources for the public to solve wildlife-related issues.

Objectives:

- Create a Living with Wildlife website page
 - Measurement: Provide information on 20 different species biology, stewardship, and resources on mitigating damage, control and exclusion for private landowners.
 - Measurement: Create a social media campaign around Living With Wildlife with bi-weekly posts providing information on reducing human-wildlife conflict and wildlife-related issues.
 - Measurement: Develop a formalized process for handling wildlife-related calls from the public and offer trainings to MT WILD and FWP Admin Staff to improve public service.
- Create a MT WILD Wildlife Rehabilitation Center website page.
 - Measurement: Provide public information on what animals the wildlife center can take in.
 - Measurement: Provide public information on how to handle injured and orphaned wildlife.
 - Measurement: Provide public information on how to reduce human-wildlife conflict and wildlife-related issues.

Goal: Improve Animal Care

MT WILD's Wildlife Rehabilitation Center will improve the standards of care for the wildlife it rehabilitates.

Objectives:

- Improve wildlife enclosures.
 - Measurement: Secure external funding from donors and foundations to build new raptor enclosures that meet the minimum standards set forth by the National Wildlife Rehabilitation Association and USFWS.
 - Measurement: Provide mental and physical enrichment items for wildlife using existing enclosures.
- Improve animal diet and veterinarian care. This objective is also supported by DP817 to provide additional funding.
 - Measurement: Increase the feed available for wildlife under its care and provide veterinarian care for all of the injured wildlife it receives that have a high likelihood of being released back into the wild.



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EXHIBIT	12
DATE	3.10.21
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