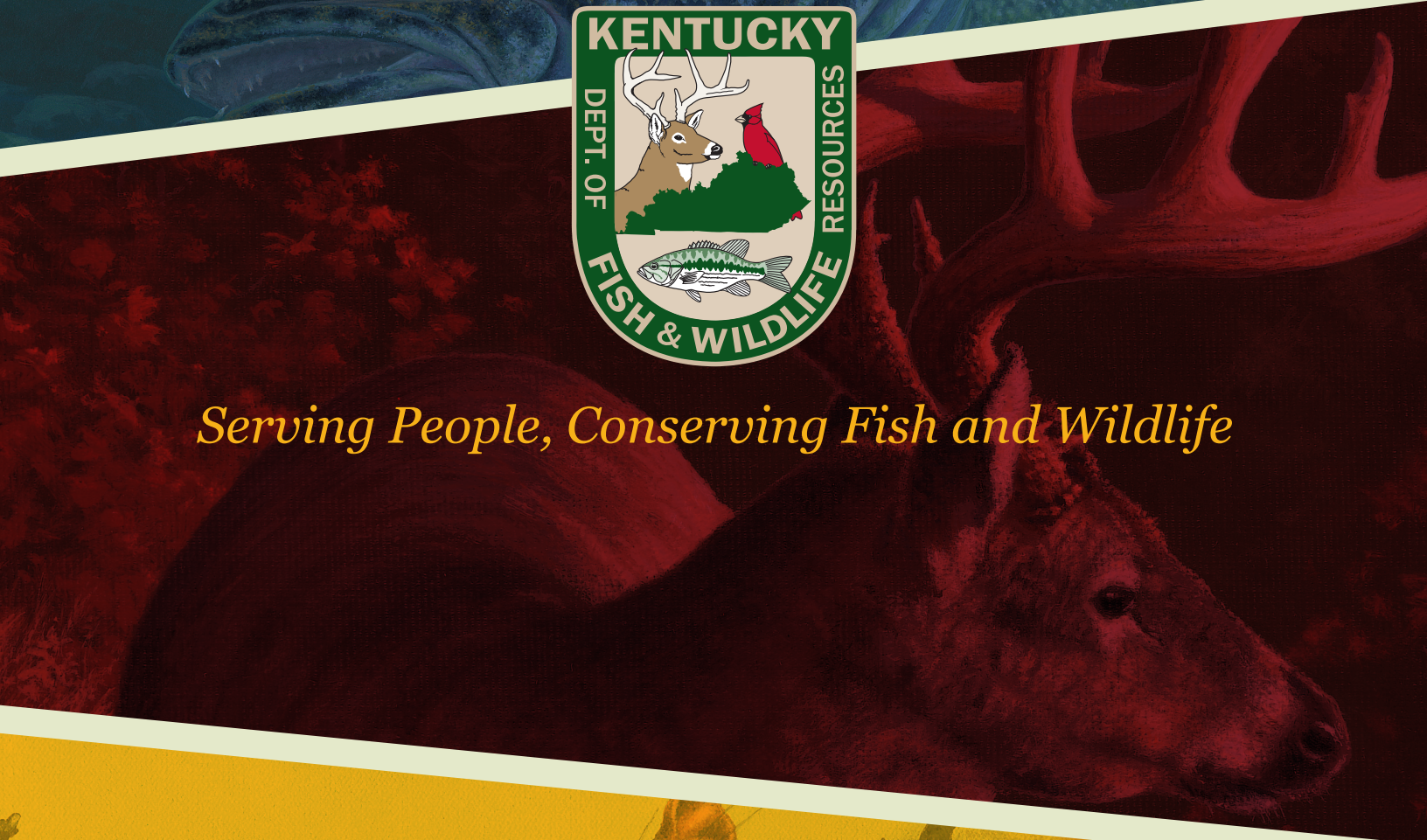




Serving People, Conserving Fish and Wildlife



CONTENTS

...

1

Who We Are

2

Impact on Kentucky's
Economy

4

Fisheries Division

5

Wildlife Division

6

Administrative Services Division

7

Engineering, Infrastructure &
Technology Division

8

Information & Education Division

9

Law Enforcement Division

10

Marketing Division

12

Strategic Plan



WHO WE ARE



The Kentucky Department of Fish and Wildlife Resources is an agency of the Kentucky Tourism, Arts & Heritage

Cabinet. Volunteers who serve on our nine-member Commission board are nominated by Kentucky anglers and hunters, appointed by the Governor, and confirmed by the Senate. The Commission hires the Commissioner (agency head), approves research and advises the Commissioner.

We employ about 500 full-time and seasonal staff, including: conservation officers; wildlife and fisheries biologists; conservation educators; engineering and IT specialists; marketers; administrators; and customer service representatives.

Our headquarters is located in Frankfort, but most of our staff works out of field offices across the state. We serve all Kentuckians, and work with landowners, conservation and recreation groups, anglers, hunters, boaters and other stakeholders to achieve our mission.

FW.KY.GOV



WHAT WE DO

Our mission is to conserve, protect and enhance Kentucky's fish and wildlife resources and provide opportunities for fishing, hunting, trapping, boating, shooting sports, wildlife viewing, and related activities.

With your help, we:

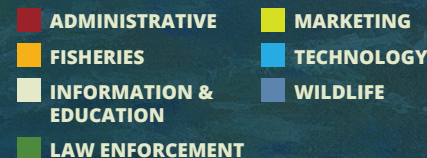
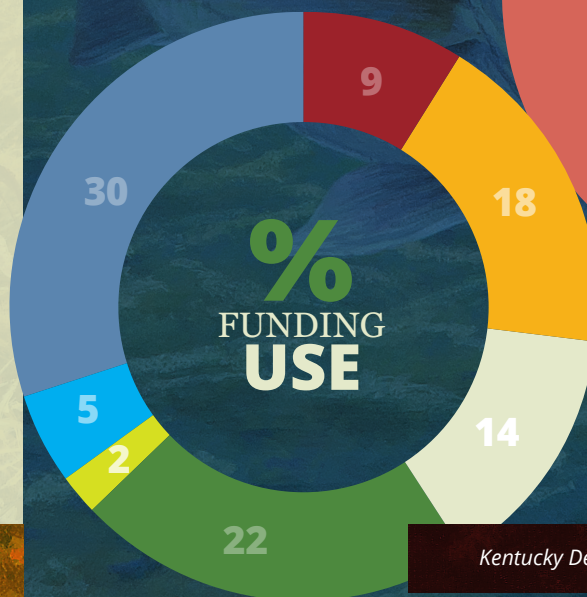
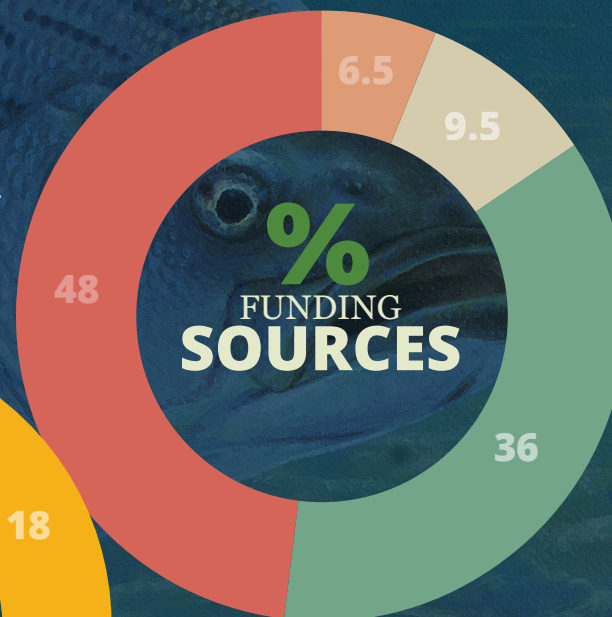
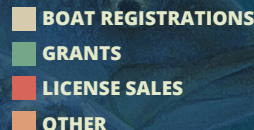
- ❖ Enforce hunting, fishing and boating laws across Kentucky for resource protection and public safety.
- ❖ Own over 165,000 acres and manage with partners over 1 million acres of land and water for the benefit of all fish and wildlife species and public access.
- ❖ Stock over 5 million fish annually in public waters.
- ❖ Build and maintain public boat ramps, shooting ranges, bank fishing access areas, and facilities.
- ❖ Assist over 16,000 private landowners with fish and wildlife habitat improvement.
- ❖ Inform and educate millions of youths and adults through education and outreach programs.
- ❖ Restore streams and wetlands on private and public lands using special grants.

HOW YOU HELP

Kentucky Fish and Wildlife is funded by user fees and grants rather than state taxes.

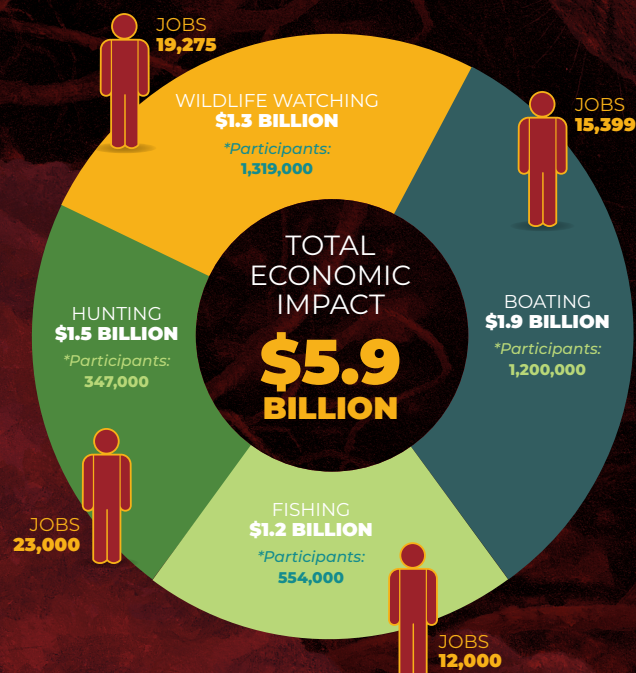
You invest in conservation every time you:

- ❖ Buy a hunting or fishing license
- ❖ Join Kentucky Wild
- ❖ Buy a firearm, ammunition, or fishing or archery equipment
- ❖ Register your boat
- ❖ Buy fuel for your boat



FISH and WILDLIFE RECREATION

A Vital Force for Kentucky's Economy

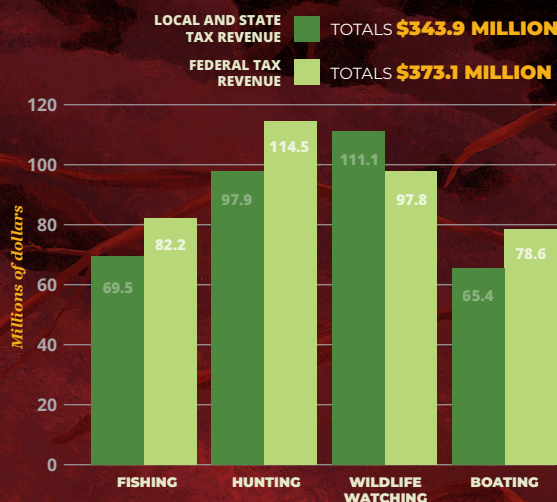


Big Business in the Bluegrass State

Kentucky Department of Fish & Wildlife Resources' conservation and recreation programs help generate tremendous economic benefits to the Commonwealth from hunting, fishing and other wildlife-related recreation—producing **\$5.9 Billion in total economic impact** and supporting about **70,000 jobs**.

Users Pay, Everyone Benefits

Kentucky Department of Fish & Wildlife helps to produce these economic benefits using no state General Fund tax dollars. **Licenses, other user fees, and grants fund the Department.** KDFWR's spending and staffing directly produce programs and resources that benefit all of Kentucky's citizens and our state's economy at all levels.



A group of young adults enjoys a day of fishing at Brickyard Pond in Knox County. KDFWR partners with dozens of municipal governments statewide to make high quality fishing opportunities available through local Fishing in Neighborhoods (FINs) lakes.



KDFWR raises millions of fish and stocks public lakes and streams from Paducah to Pikeville for hundreds of thousands of Kentucky residents and visitors to enjoy.

**Estimates derived from statistically-representative state and national surveys. References available upon request.*



A family from central Kentucky enjoys a weekend of hunting at Yellowbank Wildlife Management Area in Breckinridge County. Many Kentuckians don't own or have recreational access to private land and thus depend on WMAs and other public lands.

CASE IN POINT:

Benefits of Public Land.

Over one-third (37%) of licensed resident hunters use public lands to hunt in Kentucky. The estimated economic impact of public hunting lands in Kentucky is \$182 per acre per year, which demonstrates their economic value in terms of tax revenues, retail expenditures and ripple effects. A substantial proportion of nonresident visitors also use public lands and waters for hunting, fishing and boating in Kentucky because of their accessibility; Kentucky businesses welcome and rely on these nonresidents' tourism dollars.

Lost access to private hunting and fishing sites has repeatedly been identified by lapsed participants as a top reason for dropping out. By contrast, **active and prospective hunters and anglers have identified public access sites within an hour's drive from home one of the most important factors in continuing or beginning participation.**

Programs Result In Participation

KDFWR programs generate tens of millions of recreation days among both Kentucky residents and nonresident visitors, sustaining a substantial proportion of Kentucky's tourism industry. Here are a few examples of these important programs:

- ❖ Fishing & Boating Access Sites
- ❖ Wildlife Management Areas for Public Hunting, Fishing & Wildlife Watching
- ❖ Fish Hatcheries & Stocking
- ❖ Fishing in Neighborhoods (FINs) lakes partnership
- ❖ Conservation Camps & Events for Youths
- ❖ Game Species Research & Harvest Management
- ❖ Mobility-impaired Access Sites
- ❖ Hunter and Angler Recruitment & Retention
- ❖ Wildlife Viewing Events & Facilities

An artistic illustration of two birds perched on a dark, gnarled branch against a muted blue-green background. The bird in the foreground is a vibrant red with dark grey wings and tail, its beak open as if singing. The bird in the background is a pale yellow-green, also perched on the branch. The overall style is painterly and serene.

DIVISIONS

...

FISHERIES DIVISION

Purpose

Conserving Kentucky's aquatic resources and providing opportunities for public enjoyment through stream restoration, sport fish management, reservoir habitat improvement and invasive species control.



At a glance

Employees: 107 full-time and interim staff

Budget: \$10.5 million (\$6 million federal, \$3.2 million agency revenue, \$1.3 million stream mitigation fund)

Primary Users: Upward of 750,000 anglers enjoy more than 10 million fishing trips each year in Kentucky.

Conservation and Public Access: This division manages fisheries and their habitats in Kentucky's 215,000 surface acres of waterways.

Fishing in Neighborhoods (FINs): Partnering with local governments to intensively stock and manage 44 urban lakes for public fishing.

Key Initiatives

War on Asian Carp: Invasive, non-native Asian carp remain a significant threat to boating and fishing tourism in Kentucky, particularly in our western lakes, the Ohio River and its tributaries. Kentucky leads the Southeast through numerous state and regional research, management and removal projects, which have led to a current annual commercial harvest of more than 5 million pounds from Barkley and Kentucky lakes.

Enhancing Fish Habitats: Large-scale reservoir projects on Cave Run, Carr Creek and Barren River lakes are in various stages of completion. These angler-centric projects leverage local support and partnerships to enhance fish habitat in aging reservoirs. This division works cooperatively with legislators, local government officials, and the U.S. Army Corps of Engineers to address aging reservoir infrastructure and fisheries habitat.

Increasing efficiency: Continue to implement efficiency measures and evaluate fisheries management strategies. Recently, combined Hatchery and Transportation offices and reduced positions to realize cost savings and enhance program delivery.

Stream Restoration: Ongoing restoration projects encompassing more than 170 miles of stream are repairing eroded banks and stabilizing them with native plants. The department is working with the Finance and Administration Cabinet to improve project delivery time and increase service to businesses that contribute to the \$162 million in federally restricted stream and wetland mitigation funds.

WILDLIFE DIVISION

Purpose

Providing science-based conservation of all wildlife species on public lands and encouraging sound stewardship on private lands. This includes: promulgating regulations; habitat management; facilitating public use; operating lands owned by the department or other entities for public access through cooperative agreements; monitoring and research for game and nongame species; and free technical assistance to the public.



At a glance

Employees: 211 full-time and interim staff

Budget: \$18.1 million (\$8.6 million federal, \$9.5 million agency revenue)

Primary Users: 350,000 hunters and trappers

Conservation and Public Access: Although the department owns only 165,000 acres, lease agreements and cooperative partnerships afford the public with more than 1 million acres for recreational access.

Program Delivery: Biologists and technicians perform on-the-ground conservation through free private lands assistance, management of public lands, and species-specific programs.

Key Initiatives

Private Land Conservation & Access: The division partners with timber companies, coal companies and other landowners to provide public access for fishing and hunting on private lands, particularly through wildlife management area agreements, the Hunter Access Program and the Voucher Cooperator Program in the elk zone of southeastern Kentucky.

Enhancement of Imperiled Habitats: In eastern Kentucky, the division is undertaking several projects to improve forest habitat for declining species of special concern, such as ruffed grouse and golden-winged warblers. In western Kentucky, wetland initiatives at Ballard WMA are improving management of one of the Southeast's premier public waterfowl areas.

Elk and Bear research: The division has major research projects ongoing or beginning for these species to enhance population modeling to help ensure the long-term health of these populations.

Invasive Species: Kentucky is increasingly home to exotic, invasive plant and animal species that must be controlled to conserve native species. Examples include wild pigs (illegal releases and escapes from farms) and bush honeysuckle (escaping into the wild from widespread uses in landscaping).

Chronic Wasting Disease (CWD): While currently free of this always-fatal deer and elk disease, CWD is found in 6 of 7 bordering states. The division annually tests deer and elk for this disease statewide and updates its CWD response plan.

ADMINISTRATIVE SERVICES DIVISION

Purpose

Provides support to department operations and thus services to the public through procurement and assets management, payments, grants management and human resources functions.



At a glance

Employees: 26 full-time and interim staff

Budget: \$5.7 million (agency revenue)

Primary Users: Department employees

Program Delivery: Division staff is organized into branches of specialization for efficiency and effectiveness.

Key Initiatives

Transparency: Openness has been enhanced by publishing financial, audit, and other documents of interest on the agency's website for ready access and review by the public.

Budget: Budget efficiencies have been realized through careful purchasing review and approval processes.

Restructuring and downsizing: Providing human-resource assistance to the divisions to reorganize branches, reduce costs through attrition, reallocate positions and redistribute duties to ensure delivery of customer services while meeting fiscal objectives.

The Purchasing Branch: This branch conducts semi-annual auctions to sell confiscated and department surplus property. In 2019, these two auctions sold about 300 items and generated \$525,000 (less auction fees).

Striving for efficiency through streamlined processes: The majority of license/permit fees go directly to Treasury via internet and agent sales. Likewise, having more than 156 cardholders makes procurement more efficient across the state.

ENGINEERING, INFRASTRUCTURE & TECHNOLOGY D I V I S I O N

Purpose

Carries out the design, construction and maintenance of projects, including capital improvements and construction of facilities, such as boat ramps and fishing piers, and ongoing maintenance of facilities and fishing/boating access points. This Division also supports statewide software, web, mobile and database functions, and operates and manages the Kentucky Direct Sales System (KDSS) for issuing recreational fishing, hunting and trapping licenses and permits, plus various commercial licenses through the department's online sales portal and statewide retail license agents.



At a glance

Employees: 26 full-time and interim staff

Budget: Approximately \$3.2 million (\$600,000 federal, \$2.6 million agency revenue funds)

Primary Users: Department employees and Kentucky's more than 1 million anglers, hunters and boaters.

Technology: Maintains the department's website, which is visited by about 2 million users each year.

Program Delivery: Staff is based at department offices in Frankfort to readily provide design, construction and maintenance services on statewide projects.

Key Initiatives

License System Modernization:

At present, this division is in the requirements-gathering stage and has hired a contractor through the Commonwealth Office of Technology (COT) to oversee a project to update the department's license system from planning through to implementation. Anticipating release of an RFP soon for a hosted license and permitting system to improve customer service and delivery for all license and permit sales, applications and drawings, and developing a license-centered app.

Boat Ramp Maintenance and Construction:

Through partnerships and in-house crews, the department currently maintains about 165 boat ramps and a variety of fishing access sites used by recreational anglers and boaters. A new boat ramp at Shawnee Park in Louisville is one of multiple boat ramps in the construction or planning phases.

Facilities Updates: Ongoing projects of importance that provide functional spaces for the public to recreate and for staff to work and interact with resource users. Examples include: a lead recycling project at a WMA shooting range; facilities maintenance at the Salato Wildlife Education Center; and refurbishing berms and installing new water control structures to create optimal waterfowl habitat at Ballard WMA.

Mobility Impaired Accessibility:

Providing opportunity for all to access the outdoors. Construction projects scheduled for 2020 include ADA-compliant kayak launches at Lake Reba in Madison County and McNeely Lake in Jefferson County, as well as fishing piers at Green River Lake State Park for mobility impaired individuals. These projects rely heavily on partnerships from legislators and local government officials.

INFORMATION & EDUCATION DIVISION

Purpose

Promoting awareness, appreciation and conservation of Kentucky's fish and wildlife resources, and participation in related recreational opportunities, to millions of Kentuckians and others worldwide through a variety of communications platforms, outdoor programming, and other outdoor education and skills programs.



At a glance

Employees: 155 full-time and interim staff

Budget: \$8.3 million (\$2 million federal, \$6.3 million agency revenue)

Conservation Education: Three conservation camps, Salato Wildlife Education Center, and in-school educators reach tens of thousands of youths and new participants each year

Kentucky Afield: Weekly television show on KET, YouTube, Facebook, Twitter, podcasts, magazine and outdoors columns.

Recruitment, Retention, and Re-activation (R3): Hunter and angler participation, Hunter Education and National Archery in the Schools Program (NASP).

Key Initiatives

Expanding Kentucky Afield's

Audience: Reaching an estimated 250,000 households each week on KET, "Kentucky Afield" continues to branch out into new social media platforms, such as YouTube, ROKU and podcasting.

Conservation Camps: More than 4,400 Kentucky students in grades 4-6 create lifelong memories and learn outdoors skills by attending summer conservation camps at Kentucky Lake, Lake Cumberland and Grayson Lake each year.

Increasing and Diversifying

Participation: Adopting new approaches to attract more diverse participants to educational programs, such as Field to Fork, Hook and Cook, Becoming an Outdoors Woman (BOW) and collegiate mentoring programs. Approximately 10,000 people receive hunter education certification through classroom, online and range training opportunities each year.

Unparalleled Youth Programming:

Increasing outreach to young adults while continuing to invest heavily in youths to combat nationwide declines in hunting and fishing participation. On a quarterly basis, department educators reach more than 65,000 middle school students through in-school programming. The Salato Wildlife Education Center in Frankfort is a popular field trip destination for schools, and attracts more than 50,000 visitors annually (second in attendance only to the state Capitol).

Increased Communication:

In 2019, division staff produced 38 informational videos that garnered more than 525,000 views on departmental social media channels. The department's call center provides personal service to the public by telephone and email.

LAW ENFORCEMENT DIVISION

Purpose

Kentucky Conservation Officers are sworn law enforcement officers with statewide jurisdiction, focusing on fish, wildlife and boating to promote conservation-related recreation and public safety.



At a glance

Employees: 130 full-time and interim staff

Budget: \$14.8 million (\$1.7 million federal, \$13.1 million agency revenue)

Primary Users: 350,000 hunters and trappers, 750,000 anglers, and 1.2 million boaters

Public Access and Protection: Conservation Officers annually perform tens of thousands of license and registration compliance checks, investigate boating accidents and drownings, and provide emergency response services statewide.

Program Delivery: Conservation Officers are organized into five supervisory regions and subsidiary districts to best serve the geographic and population needs of the Commonwealth.

Key Initiatives

Enhancing Efficiency: A recent restructuring consolidated top supervisory positions and redirected savings to field officers to improve officer retention and increase advancement opportunities.

Simplifying Regulations: Staff is reviewing all regulations to identify redundant, conflicting, confusing and antiquated regulations for amendment or removal to improve enforcement and experiences for end users.

Professional Standards Branch: This branch was established to refine policies, review public complaints and investigate all use-of-force incidents to ensure accountability and effectiveness.

Public Relations: Staff is improving relationships with end users and organizations through increased presence at public meetings, functions and special youth outreach events.

MARKETING DIVISION

Purpose

Promoting the agency brand and enhancing revenue generation through department programs, partnerships and sponsorships, promoting participation in fish and wildlife-related recreation, and recreational license and permit sales.



At a glance

Employees: 6 full-time and interim staff

Budget: \$1.1 million (agency revenue)

Primary Users: The 1 million customers who buy Kentucky fishing and hunting licenses, register their boats, enjoy wildlife viewing, and join or sponsor Kentucky Wild

Developing New Revenue Sources: To counter long-term declines in hunting and fishing participation, this division is cultivating new revenue sources, such as sponsorships and the Kentucky Wild program.

Key Initiatives

Kentucky Elk Hunt Drawing:

Applications achieved record sales for the sixth consecutive year in 2019 through comprehensive marketing and promotion. The drawing now generates \$800,000 to directly support elk management, research and public access.

Kentucky Wild: This burgeoning program debuted in 2018 as a new revenue source for the department. It aims to enlist the financial support of nontraditional stakeholders (such as birdwatchers) to conserve species that don't have dedicated conservation funding.

Sponsorships: A developing revenue source the division is leveraging to help companies reach new audiences while contributing financially to department programs. A new sponsorship manager will develop this burgeoning opportunity in 2020 and beyond.

Integrated Multi-Media Marketing:

Using the strong social media following of platforms owned by the department, partners and key contractors allows this division to reach millions of active and prospective customers through websites, email bulletins, Facebook, Instagram, Twitter, YouTube, ROKU, and Amazon Prime.

Outdoor and Community

Events provide division staff with quality opportunities to interact with thousands of customers and constituents at outdoor shows/expos and the Kentucky State Fair. The division also provides promotional materials and staff for selected events.



STRATEGIC PLAN

...



MISSION

Conserve, protect and enhance Kentucky's fish and wildlife resources and provide outstanding opportunities for fishing, hunting, trapping, boating, shooting sports, wildlife viewing, and related activities

VALUES

Science-based and responsible resource conservation

Kentucky's legacy of fish and wildlife recreation

Public engagement and Commission representation

Partnerships for conservation success

Public service, accountability and transparency

Dedicated staff as a cornerstone of the agency



VISION

*Healthy and diverse fish and wildlife populations
and habitats that are valued and enjoyed by current
and future generations*





GOALS

1 *Manage for sustainable fish and wildlife populations and habitats*

- ❖ **Expand the use of 'active management'** conservation practices on selected lands and waters
- ❖ **Expand research** on species and habitat management efforts statewide
- ❖ **Evaluate native fisheries species** restoration efforts
- ❖ **Expand reservoir habitat initiatives**
- ❖ **Carefully prioritize projects**, evaluate effectiveness, and adaptively manage agency Wildlife Management Areas (WMAs)
- ❖ **Identify critical needs** for enhancing Kentucky Wild species diversity consistent with the State Wildlife Action Plan
- ❖ **Improve facilities** at fish hatcheries and WMAs to allow staff to better manage fish and wildlife populations
- ❖ **Revise and update** species management plans

2 *Increase opportunities for and participation in fish and wildlife recreation*

- ❖ **Increase and promote boating and fishing opportunities** on underutilized waters
- ❖ **Expand our management efforts on public land** in partnership with federal agencies and private landowners
- ❖ **Enhance agency effectiveness** by implementing the Recruitment, Retention and Reactivation (R3) plan for Kentucky
- ❖ **Improve mentor, coach and instructor development** to strengthen R3 efforts
- ❖ **Improve access to quality areas** for hunting, fishing and other wildlife related recreation
- ❖ **Develop new public facilities** that provide additional hunting, fishing, and recreational shooting opportunities
- ❖ **Evaluate and improve all aspects of the customer experience**



3 *Increase public awareness, engagement and partnerships*

- ❖ **Increase transparency** of management and finances
- ❖ **Expand participation in Kentucky Wild** and opportunities for other wildlife-related activities
- ❖ **Broaden and strengthen project management collaboration** with governmental, private and corporate partnerships on public and private lands
- ❖ **Grow our base** by expanding our education and outreach approach to reflect a changing society
- ❖ **Continue to develop and expand agency sponsorship programs**
- ❖ **Develop and implement a comprehensive communications strategy**
- ❖ **Enhance the Department's ability to facilitate and quantify public input** when making management decisions

4 *Enhance the department's responsiveness and effectiveness*

- ❖ **Provide effective employee management** and a positive work environment
- ❖ **Enhance recruitment** to ensure a diverse, inclusive, well-suited workforce that relates to all customers
- ❖ **Offer opportunities for professional development** to ensure operational effectiveness
- ❖ **Enhance efficiency of administrative operations** and optimize organizational structure
- ❖ **Improve private lands, water conservation, and stream and wetland restoration programs**



5 *Protect Kentucky's fish and wildlife resources and promote user safety*

- ❖ **Control, reduce and eradicate invasive species**
- ❖ **Increase public safety** for hunting, fishing, boating and recreational shooting
- ❖ **Protect fish and wildlife** resources through increased regulation compliance
- ❖ **Provide professional law enforcement** services to the Commonwealth through mission-focused policing
- ❖ **Promulgate clear and concise fish and wildlife regulations** for anglers, hunters, trappers and boaters
- ❖ **Enact proactive measures** in response to existing and emerging fish and wildlife health threats
- ❖ **Promote safe and enjoyable experiences** for all recreational boaters





1 Sportsman's Lane, Frankfort, KY 40601
800-858-1549



FW.KY.GOV

Kentucky
UNBROKEN SPIRIT