

2009-15 WDFW Strategic Plan Update
Priority Projects for Remainder of 2009-11 Biennium
May 2010

This update of the Washington Department of Fish and Wildlife's (WDFW) 2009-15 Strategic Plan provides a list of strategic projects the agency will focus on for the remainder of the 2009-11 biennium.

Soon after WDFW's 2009-15 strategic plan was published in June 2008, the national and state economy entered a severe downturn. Responding to resulting major reductions in the agency's state General Fund support, and resulting cuts in agency staff has dominated much of the agency leadership's attention since then. These economic challenges continue.

In recognition of the reduced capacity, WDFW's Executive Management Team (EMT) reviewed and revised the agency's 2008 strategic initiatives and activities. The revised list in this update identifies initiatives and projects that remain priorities for the agency for the remainder of the current biennium.

This list has been used to set performance expectations for senior leaders during the annual performance development planning process.

Projects in this update will be monitored and progress will be reported to staff and the public, through the agency Intranet, the public website and reports to the Fish and Wildlife Commission.

The Executive Management Team also is beginning the planning cycle for the agency's 2011-17 strategic plan. As this plan takes shape, we will be seeking feedback and suggestions from our agency employees, customers and stakeholders. The plan will help inform our 2011-13 budget development process and will be published late this summer.

Questions about this updated priority project list or the 2011-17 strategic planning process should be directed to Dave Geiger, WDFW Manager for Performance and Accountability, at david.geiger@dfw.a.gov, or (360) 902-2241.

**WDFW 2009–2015 Strategic Plan Update
Priority Projects for the Remainder of 2009-11 Biennium**

Revised 2/16/10

VISION

Conservation of Washington’s fish and wildlife resources and ecosystems.

MISSION

Preserve, protect and perpetuate fish, wildlife and ecosystems while providing sustainable fish and wildlife recreational and commercial opportunities.

GOALS, OBJECTIVES, STRATEGIES, PROJECTS

Goal #1: Conserve and protect native fish and wildlife.				
Objective:	Strategy:	Project:	Executive Sponsor (Program)	Project Lead
A. Improve conservation practices to enhance the protection and restoration of fish and wildlife.				
		1. Promote compliance with natural resources laws with emphasis on protecting fish, wildlife, habitat, and on invasive species.		
		a. By June 30, 2011 complete a comprehensive statewide inventory of known captive wildlife/animal facilities including locations with mute swans (excluding licensed game farms, wildlife rehabilitators, and AZA accredited entities).	Bruce Bjork (ENF)	Eric Anderson, Sean Carrell
		b. Enhance Aquatic Invasive Species (AIS) prevention and enforcement by June 30, 2011.	Bruce Bjork (ENF)	Eric Anderson
		2. Identify and implement hatchery reform actions to reduce the risks of hatchery programs to native salmon and steelhead.		

Goal #1: Conserve and protect native fish and wildlife.					
Objective:		Strategy: Project:		Executive Sponsor (Program)	Project Lead
		a.	By June 30, 2011, complete for coastal Washington watersheds and five Puget Sound watersheds action plans that systematically implement hatchery reform as part of a comprehensive, integrated (all-H) strategy.	Jim Scott (FISH)	Heather Bartlett
		b.	By August 31, 2010, develop an implementation plan for hatchery reform consistent with the Commission policy for Hatchery and Fishery Reform.	Jim Scott (FISH)	Heather Bartlett
		c.	By August 31, 2010, with the Fish Program, identify areas of physical change needed to comply with juvenile and adult passage requirements in HSRG recommendations, develop a long range plan for implementation and include implementation steps into the 10 year capital plan.	Bill Phillips (CAMP)	Glenn Gerth
		3.	Continue the implementation of the 21 st Century Salmon and Steelhead Initiative focusing on the completion of the 2009-2011 benchmarks.		
		a.	By June 30, 2011 complete scheduled work for fish passage and RMAP work on Department owned lands.	Dave Brittell (WL)	Paul Dahmer
		b.	By June 30, 2011, complete all 2009-2011 benchmarks assigned to the Fish Program for the Wild Fish Populations, Fisheries/Harvest, and Co-management key result areas.	Jim Scott (FISH)	Jim Scott
		4.	Reduce fishery impacts on native fish of conservation concern.		
		a.	Develop a project management tool to facilitate representation from each program; develop opportunities, funding strategies, schedules, and implementation plans.	Bill Phillips (CAMP)	Bill Phillips
		b.	By May 31, 2011, complete and publish a systematic review of the status of groundfish in Puget Sound, review protective regulations, and identify any changes necessary for stock conservation.	Jo Wadsworth (FISH)	Craig Burley
		c.	Define “full implementation” of mark-selective fisheries and develop an implementation schedule.	Jim Scott (FISH)	Craig Burley

Goal #1: Conserve and protect native fish and wildlife.					
Objective:		Strategy: Project:		Executive Sponsor (Program)	Project Lead
		5. Conduct internal and external peer review of selected critical components of fish and wildlife management.			
		a. Develop and implement a policy/procedure to ensure proposed changes in land use and restoration activities are reviewed for impacts to internal and external stakeholders.	Bill Phillips (CAMP)	Bill Phillips	
		b. Through an external independent review process, complete a “blind” science-focused peer review of the draft Wolf Conservation and Management Plan/EIS and incorporate recommended changes by May 2010.	Dave Brittell (WL)	Rocky Beach	
		c. Utilizing external peer review, complete the white-tailed deer management plan by May 31, 2010.	Dave Brittell (WL)	Dave Ware	
		d. Implement a process resulting in an independent review of two key fishery management topics (Cedar River sockeye spawner goal and alternative methods to assess the abundance of Puget Sound rockfish) by June 30, 2011.	Jim Scott (FISH)	Craig Burley	
		6. Initiate new and enhance existing partnerships with conservation organizations and others to help conserve Washington’s fish and wildlife.			
		a. Work with Colorado State University to complete the “Place and Wildlife” human dimensions survey and consider preliminary information while drafting the 2011-2013 Strategic Plan and for identifying potential new and enhanced partnerships.. Final survey report will be completed by July 1, 2010, and reported to the Fish and Wildlife Commission in August, 2010.	Dave Brittell (WL)	Sandra Jonker	
		b. Enhance working relationship with the Washington State Conservation Commission by utilizing approaches to land acquisition that blend the maintenance of working agricultural lands with the conservation of fish and wildlife during the 2009-11 biennium.	Dave Brittell (WL)	Jennifer Quan	
		c. Present and seek engagement in WDFW’s conservation initiatives with 5 key conservation organizations by June 30, 2011.	Jim Scott (FISH)	Jim Scott	

Goal #1: Conserve and protect native fish and wildlife.					
Objective:		Strategy: Project:		Executive Sponsor (Program)	Project Lead
		7. Complete and implement the highest priority conservation actions identified in species management, habitat management and recovery plans (e.g., 09-15 Game Management Plan, Wolf Conservation plan, Fisher recovery Plan, White Tail Deer management Plan, etc.).			
		a. Utilizing guidance within the recovery plan, complete the reintroduction of fisher on to the Olympic Peninsula by March 31, 2010.	Dave Brittell (WL)	Jeff Lewis	
		b. Complete the final draft of the Wolf Conservation and Management Plan/EIS and present to the Fish and Wildlife Commission by fall 2010.	Dave Brittell (WL)	Harriet Allen	
		c. Finalize and implement current WDFW road management proposals for the Colockum, L.T. Murray and the Wenas Wildlife Areas after completion of Phase 2 land exchange. Public notifications will begin in 2010 with implementation in 2011.	Dave Brittell (WL)	Jerry Nelson	
		d. Complete the Puget Sound Rockfish Conservation Plan and implement action items for “Fishery Management” and “Monitoring, Evaluation, and Adaptive Management” by June 30, 2011.	Jo Wadsworth (FISH)	Craig Burley	
		8. Ensure department lands, fishways, screening structures, water intakes, dams and dikes are compliant with regulations and consistent with conservation and preservation values and best practices.			
		a. By February 28, 2011, develop a communication tool and associated policy that ensures internal and external stakeholders affected by changes to existing structures or the installations of structures are consulted and all impacts evaluated.	Bill Phillips (CAMP)	Glenn Gerth	
		b. Dependent upon funding, complete and submit a draft of the Habitat Conservation Plan for Wildlife Areas to the USWFS by June 30, 2011.	Dave Brittell (WL)	Jennifer Quan	
		c. Complete 30 fish passage scoping reports for WSDOT barriers and 7 for WDFW lands by December 31, 2010.	Peter Birch (HAB)	Marc Daily	

Goal #1: Conserve and protect native fish and wildlife.					
Objective:		Strategy: Project:		Executive Sponsor (Program)	Project Lead
B. Increase protection and restoration of ecosystem functions.					
		1. Develop and lead a state-wide strategy to conserve fish and wildlife biodiversity threatened by climate change.			
		a. Define methodology and secure funding to complete an assessment of the vulnerability of priority species to climate change by June 30, 2011.		Jo Wadsworth (FISH)	Ken Warheit
		2. Improve compliance and effectiveness of the HPA program to increase protection of fish and wildlife.			
		a. Expand development and issuance of general permits for water crossing structures modeled after the Green Diamond GHPA for other timber companies and counties. Target is two new GHPAs, depending on budget & staff by December 31, 2010 and June 30, 2011, respectively.		Peter Birch (HAB)	Jeff Davis
		b. Develop and begin to implement by August 31, 2010 at a pilot level (2 – 3 dedicated staff) a comprehensive compliance monitoring program.		Peter Birch (HAB)	Dave Price
		3. Minimize impacts to fish, wildlife and their habitats from traditional and new, green energy projects (e.g., wind and solar power, wave energy, etc.).			
		a. Provide fish and wildlife consulting services to EFSEC throughout their site certification process during 2010-11 as a first priority for the Grays Harbor Energy Project, and Whistling Ridge Wind Farm and as a second priority, three new BPA Transmission Lines.		Peter Birch (HAB)	Curt Leigh
		b. Identify monitoring methods and standards for a marine hydrokinetic generation project in Admiralty Inlet by March 2010.		Peter Birch (HAB)	Curt Leigh
		4. Provide technical services and support to implement key Farm Bill conservation programs statewide.			

Goal #1: Conserve and protect native fish and wildlife.			
Objective:	Strategy:	Executive Sponsor (Program)	Project Lead
	a. During the 2009-11 biennium, provide fish and wildlife related technical services to landowners, conservation districts, and federal agencies to help implement Farm Bill conservation programs such as the Conservation Reserve Program (CRP) and the State Acres for Wildlife Enhancement (SAFE) program. The Department will report on accomplishments at the end of each federal fiscal year.	Dave Brittell (WL)	Don Larsen
	5. With stakeholders, develop and implement an action plan for protection of private timber lands susceptible to uses incompatible with conservation of fish and wildlife.		
	a. Establish stakeholder task group to support broad-based partnership efforts for land acquisitions on Simcoe Mountain.	Jeff Tayer (R3), Guy Norman (R5)	David Anderson
	6. Promote ecosystem management through the implementation of the Statewide Wildlife Strategy and other landscape-scale plans.		
	a. Strengthen WDFW conservation strategies by developing and implementing a cross-program, integrated Agency plan by June 30, 2010, that uses ecosystem management principles to improve fish and wildlife conservation.	Phil Anderson	Birch, Bjork, Brittell, Scott, Phillips
	b. By June 30, 2011, spatially enable the statewide Comprehensive Wildlife Conservation Strategy.	Dave Brittell (WL)	John Pierce
	c. During 2010-11, support the USFWS effort to establish two Landscape Conservation Cooperatives in Washington.	Dave Brittell (WL)	Dave Brittell
	7. Successfully implement WDFW's near term (3-5 year) actions as identified in the Puget Sound Partnership's Action Agenda.		

Goal #1: Conserve and protect native fish and wildlife.			
Objective:	Strategy: Project:	Executive Sponsor (Program)	Project Lead
	a. By June 30, 2011, successfully implement high priority Puget Sound Partnership Near-Term Actions for which WFDW is lead.	Lisa Veneroso	Margen Carlson

Goal #2: Provide sustainable fishing, hunting and other wildlife recreational experiences.			
Objective:	Strategy: Project:	Executive Sponsor (Program)	Project Lead
A. Increase the economic benefits and public participation derived from sustainable fish and wildlife opportunities			
	1. Seek partnerships and increase awareness of opportunities for fish and wildlife and other related recreational experiences.		
	a. During the 2009-11 biennium, increase awareness of fish and wildlife recreational opportunities on WDFW lands through outreach and improved access to wildlife area information.	Dave Brittell (WL)	Jennifer Quan
	b. By June 30, 2010, begin creating wildlife viewing opportunities as part of the agency's recreation marketing program.	Dave Brittell (WL)	Mike O'Malley
	2. Develop and implement fishing gears and techniques that reduce the incidental fishing mortality of fish species and stocks of conservation concern.		
	a. Test and report on the effectiveness of three types of alternative commercial fishing selective fishing gear in 2010 in the lower Columbia River by January 31, 2011.	Jim Scott (FISH)	Patrick Frazier

Goal #2: Provide sustainable fishing, hunting and other wildlife recreational experiences.					
Objective:		Strategy: Project:		Executive Sponsor (Program)	Project Lead
		3. Increase public participation and economic benefits of commercial and recreational fishing by developing promotional partnerships, expanding sustainable fishing opportunities and optimizing the use of hatchery programs.			
		a. Develop a joint recreation marketing program with State Parks, by June 30, 2010, as outlined in Natural Resources Reform Initiatives Executive Order 09-07.		Joe Stohr (DO)	Margaret Ainscough
		b. By June 30, 2010, implement special hunt permit and raffle opportunities as part of the agency's recreation marketing program.		Dave Brittell (WL)	Dave Ware
		c. By January 31, 2011, develop a hatchery stocking plan for trout and warmwater in Washington State that promotes increased public participation.		Jim Scott (FISH)	Heather Bartlett
		d. Develop a marketing plan for trout and warmwater fisheries in Washington State by January 31, 2011.		Jim Scott (FISH)	Craig Burley
		4. Provide increased hunting opportunities by enhancing the number of special permit and raffle opportunities.			
		a. Provide additional hunting opportunities by increasing the number of special permit and raffle hunting opportunities available to hunters during the Fall 2010 season.		Dave Brittell (WL)	Dave Ware

Goal # 3: Deliver high quality customer service.					
Objective:		Strategy: Project:		Executive Sponsor (Program)	Project Lead
A. Maintain high quality services aligned with agency priorities and capacities.					
		1. Enhance public communications through the WDFW web site and new media tools to inform and engage stakeholders, customers and citizens about fish and wildlife conservation priorities and sustainable recreational opportunities.			
		a. Complete website redesign to improve customer service and highlight department conservation efforts and major initiatives.	Margaret Ainscough (DO)	John Burrows	
		b. By June 2010, complete the salmon conservation and recovery Web application to effectively communicate progress and action steps for salmon recovery.	Jim Scott (FISH)	Ken Warheit	
		2. Develop strategic, coordinated outreach efforts to further understanding and build support for agency policy initiatives and activities.			
		a. Develop and implement a strategic outreach work plan by July 1, 2010.	Margaret Ainscough (DO)	Madonna Luers	
		b. By July 1, 2010 develop and implement a communication plan for the new wildlife conflict rules.	Dave Brittell (WL)	Dave Ware	
		3. Improve the HPA permit issuance process.			
		a. Complete HPA viewer pilot with tribes & expand use to other parties based on pilot results by December 31, 2010.	Peter Birch (HAB)	Pat Chapman	

c.

Goal #4: Use sound business practices and maintain a dedicated workforce.				
Objective:	Strategy:	Project:	Executive Sponsor (Program)	Project Lead
A. Maintain a highly skilled and dedicated workforce				
		1. Improve internal coordination and cohesiveness, focusing on agency priorities.		
		a. By March 31, 2010, explicitly identify activities that will no longer be conducted due to FY10 budget reductions, discuss with staff, and revise position descriptions and expectations.	Jo Wadsworth (FISH)	Jo Wadsworth
		b. By June 30, 2011, Senior Management will conduct frequent formal and informal meetings with staff and develop a communication tool on the intranet for the purpose of information sharing, idea exchange, and team building.	Joe Stohr (DO)	EMT Members
		2. Develop and implement ways to enhance the agency's competitiveness to attract and retain high quality staff.		
		a. By March 1, 2010, review and revise selected policies as needed to respond to staff concerns, including as a minimum alternate works schedule, exchange time and telework options.	Joe Stohr (DO)	Cindy Lerch
		3. Implement the WDFW Enforcement staffing study done by the International Association of Chiefs of Police (IACP) to the extent possible.		
		a. Develop an implementation plan by March 31, 2011, that identifies necessary steps, milestones, and funding options for pursuing improved staffing based on the IACP study.	Bruce Bjork (ENF)	Garret Ward
		b. Evaluate options and redirect agency resources by June 30, 2011, toward implementing the IACP study recommendations.	Bruce Bjork (ENF)	Bruce Bjork, EMT Members
		c. Continue ongoing recruiting and testing effort through Public Safety Testing (PST), International Game Warden Magazine, and local media to fill officer vacancies.	Bruce Bjork (ENF)	Steve Crown

Goal #4: Use sound business practices and maintain a dedicated workforce.					
Objective:		Strategy: Project:		Executive Sponsor (Program)	Project Lead
B. Improve business systems to meet federal and state standards and best practices.					
		1. Develop and implement performance management systems and practices to effectively monitor and manage progress toward agency goals, objectives, and priorities.			
		a. By March 1, 2010, refine the Wildlife Program training matrix to provide a tool available to all programs during the annual evaluation process. WL		Dave Brittell (WL)	Cindy Lerch
		b. Develop and implement an effective, data based internal performance review process by April 15, 2010.		Joe Stohr (DO)	Dave Geiger
		c. Develop and implement an effective performance measures tracking and reporting system by June 30, 2010.		Dave Geiger (DO)	Dave Geiger
		d. By April 30, 2010, analyze and implement effective agency response to results of the 2009 Employee Satisfaction Survey, including the promotion of a collegial, problem solving environment.		Joe Stohr (DO)	Dave Geiger
		e. Analyze and implement effective agency response to results of the 2009 Agency Self Assessment by March 30, 2010.		Dave Geiger (DO)	Dave Geiger
		f. By April 15, 2010, develop and implement an effective framework (system) for program business and operational plans.		Dave Geiger (DO)	Dave Geiger
		2. Align and improve the strategic plan and budget process which facilitates the development of a balanced, comprehensive 10 year capital plan.			
		a. Implement an effective 2011-17 strategic planning process and produce a completed plan by June, 1, 2010.		Joe Stohr (DO)	Dave Geiger
		b. By June 30, 2011, develop a plan that identifies the physical needs, implementation steps and a funding strategy for of the department in terms of capital improvements and operating/maintenance costs.		Bill Phillips (CAMP)	Glenn Gerth

Goal #4: Use sound business practices and maintain a dedicated workforce.					
Objective:		Strategy: Project:		Executive Sponsor (Program)	Project Lead
		3. Improve financial and business systems and processes to ensure planning, controlling and reporting of financial information meets state and federal standards.			
		a. Beginning by May 31, 2010 and ongoing, improve agency quarterly budget meetings to monitor agency revenues, expenditures, and FTEs. To improve the process, define roles and responsibilities, expectations for the review, and improve how data is presented.	Jeff Olsen (FIT)	David Giglio	
		b. By August 31, 2010, develop and implement a cost allocation model that fairly allocates costs and administrative charges proportionately across the agency.	Jeff Olsen (FIT)	Kim Hoang	
		4. Develop and maintain effective strategies and sustainable structure for fees and other funding.			
		a. By July 30, 2010, formulate for EMT consideration and discussion a “Care of Lands and Protection of Biodiversity” budget initiative for use in the 2011 Legislative process. WL	Dave Brittell (WL)	Rocky Beach, Jennifer Quan	
		b. Evaluate the impact of the 10% temporary surcharge expiring, consider alternatives to replace the surcharge and complete the report by October 31, 2010.	Jeff Olsen (FIT)	Kim Hoang	
		c. By December 31, 2010, develop and implement an annual report process that summarizes agency activities, revenues, and expenditures, to assist stakeholders in understanding where the funding comes from and where it goes.	Jeff Olsen (FIT)	Kim Hoang	
		5. Align technology improvements and information systems with agency core functions and priorities.			

Goal #4: Use sound business practices and maintain a dedicated workforce.					
Objective:		Strategy: Project:		Executive Sponsor (Program)	Project Lead
		a.	By March 31, 2011, update the agency review process for determining IT priorities to ensure the process results in investments consistent with the strategic plan and the Information technology work plan and update the project list.	Jeff Olsen (FIT)	Jim Eby
		b.	Implement key projects such as LIFT for completion by June 30, 2011 and complete the Vista migration project by July 31, 2010.	Jeff Olsen (FIT)	Jim Eby