

DRAFT

Washington State Department of Fish and Wildlife

2011-17 Strategic Plan



Washington State Fish and Wildlife Commission

The Washington Fish and Wildlife Commission (FWC) oversees the Washington Department of Fish and Wildlife (WDFW). The commission consists of nine members, each serving six-year terms. Members are appointed by the governor and confirmed by the senate. Three members must reside east of the summit of the Cascade Mountains, three must reside west of the summit, and three may reside anywhere in the state. However, no two commissioners may reside in the same county.

While the commission has several responsibilities, its primary role is to establish policy and direction for management of fish and wildlife species and their habitats in Washington. The commission appoints and supervises the WDFW director and monitors policy implementation of the goals and objectives established by the commission. The commission also classifies wildlife and establishes the basic rules and regulations governing the time, place, manner and methods used to harvest or enjoy fish and wildlife.

Commission Members

Chair: **Miranda Wecker**, Naselle
(Western Washington position, Pacific County)
Current Term: 01/01/2007 - 12/31/2012

Vice Chair: **Gary Douvia**, Kettle Falls
(At-Large position, Ferry County)
Current Term: 01/15/2007 - 12/31/2012

Dr. Kenneth Chew, Seattle
(Western Washington position, King County)
Current Term: 01/01/2005 - 12/31/2010

David Jennings, Olympia
(At-Large position, Thurston County)
Current Term: 06/18/2009 - 12/31/2014

Conrad Mahnken, Ph.D., Bainbridge Island
(At-Large position, Kitsap County)
Current Term: 11/04/2005 - 12/31/2010

George Orr, Spokane
(Eastern Washington position, Spokane County)
Current Term: 08/08/2007 - 12/31/2010

Chuck Perry, Moses Lake
(Eastern Washington position, Grant County)
Current Term: 01/01/2007 - 12/31/2012

Rolland Schmitt, Leavenworth
(Eastern Washington position, Chelan County)
Current Term: 06/18/2009 - 12/31/2014

Bradley Smith, Ph.D., Bellingham
(Western Washington position, Whatcom
County)
Current Term: 06/18/2009 - 12/31/2014

Susan Yeager, Commission Executive Assistant
Darlene Bartlett, Administrative Assistant (part time)

DRAFT

Washington State Department of Fish and Wildlife

Strategic Plan

2011 – 2017



Phillip M. Anderson
Director

DRAFT

(LEAVE BLANK)

Table of Contents:

Strategic Planning Process	7
WDFW Mission, Vision, Conservation Definition and Legislative Declaration	8
“About WDFW”	9
Director’s Values, Guiding Principles for Planning	10
Top Priorities and Initiatives	11
2011-17 Agency Goals and Objectives	18
Appendix A - 2009-11 Strategic Plan, Priority Projects	21
Appendix B - Current Agency Activity Inventory List	34

(Leave Blank)

Strategic planning and implementation

WDFW's strategic plan is built on a hierarchy of increasing detail, from long-term Goals and Objectives to shorter-term Strategies and Projects that implement those goals. The plan documents the agency's mission, priorities and commitment to our long-term goals, which help to guide decisions and focus agency efforts to achieve desired results.

The plan was developed by agency leaders, with guidance from the Washington Fish and Wildlife Commission (FWC) and feedback and suggestions from customers, stakeholders and WDFW employees.

This plan was developed in the midst of the worst economic downturn since the Great Depression. Agency capacity has been reduced as the result of a nearly 31 percent cut in state General Fund support at the beginning of the 2009-2011 biennium, coupled with further budget reductions in the second year of the biennium. Reflecting this reduction, the Strategic Project list through 2011 is much less aggressive than agency executive managers had first envisioned.* The agency will continue to pursue priorities and long-term goals but must manage these efforts within reduced budget and staff capacity.

Progress in implementing this strategic plan will be reviewed regularly during executive management meetings and specially scheduled internal performance reviews. Progress on projects and priorities will be communicated through staff messages and the agency's web site

* Note: The final 2001-17 project list will be developed by August 2010, based on stakeholder, interested party and WDFW staff feedback.

WDFW Mission

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

Vision

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

Note: Currently under review.

WDFW defines “Conservation” as:

- Protection, preservation, management, or restoration of natural environments and the ecological communities that inhabit them;
- Including management of human use for public benefit and sustainable social and economic needs.

**Adapted from The American Heritage® Science Dictionary Copyright © 2005*

Legislative Declaration

As defined in Chapter 77 RCW, WDFW is Washington’s principal agency responsible for fish and wildlife species protection and conservation.

Legislative mandate (RCW 77.04.012):

“Wildlife, fish, and shellfish are the property of the state. The commission, director, and the department shall preserve, protect, perpetuate, and manage the wildlife and food fish, game fish, and shellfish in state waters and offshore waters.

The department shall conserve the wildlife and food fish, game fish, and shellfish resources in a manner that does not impair the resource. In a manner consistent with this goal, the department shall seek to maintain the economic well-being and stability of the fishing industry in the state. The department shall promote orderly fisheries and shall enhance and improve recreational and commercial fishing in this state.

The commission may authorize the taking of wildlife, food fish, game fish, and shellfish only at times or places, or in manners or quantities, as in the judgment of the commission does not impair the supply of these resources.

The commission shall attempt to maximize the public recreational game fishing and hunting opportunities of all citizens, including juvenile, disabled, and senior citizens.

Recognizing that the management of our state wildlife, food fish, game fish, and shellfish resources depends heavily on the assistance of volunteers, the department shall work cooperatively with volunteer groups and individuals to achieve the goals of this title to the greatest extent possible.

Nothing in this title shall be construed to infringe on the right of a private property owner to control the owner’s private property.”

About WDFW

The Washington Department of Fish and Wildlife (WDFW) is the state agency charged with protecting native fish and wildlife, and providing sustainable fishing, hunting and wildlife viewing opportunities for millions of residents and visitors.

Working throughout the state, WDFW's employees --field biologists, enforcement officers, land stewards, lab technicians and customer service representatives--manage hundreds of fish and wildlife species, maintain nearly a million acres of public wildlife lands, provide opportunities for recreational and commercial fishing, wildlife viewing and hunting, protect and restore habitat and enforce laws that protect fish and wildlife resources.

The Washington Department of Fish and Wildlife (WDFW) is dedicated to preserving, protecting, perpetuating and managing the state's fish and wildlife resources. We do this by applying a renewed conservation ethic to our work while providing sustainable commercial and recreational opportunities that result in economic benefits to local communities and the citizens of Washington state.

Our much-treasured quality of life in the Pacific Northwest depends on healthy and thriving fish and wildlife populations. As the steward of these resources, WDFW is committed to continue building a solid organizational foundation and cooperative relationships with our partners and stakeholders that support both resource and human needs, now and in the future. To fulfill this commitment and achieve our mission, WDFW will continue to strive toward these goals:

- Conserve and protect native fish and wildlife.
- Provide sustainable fishing, hunting and other wildlife recreational experiences.
- Deliver high-quality customer service.
- Use sound business practices and maintain a dedicated workforce.

Supporting Objectives, Strategies and Projects to implement the 2011-17 are detailed in Appendix A, beginning on page 21.

NOTE: This list will be finalized after consideration of Commission, stakeholder and staff feedback received in July 2010. See example projects for the current biennium in Appendix A.

Director's Values

- The Director's Office, senior managers, and supervisors will listen to our employees.
- We will work across program and regional boundaries to preserve, protect, and perpetuate fish, wildlife and their habitats.
- Our customers and stakeholders can help us identify and implement solutions.
- Department employees will provide our stakeholders with meaningful opportunities to help identify and implement solutions.
- We will communicate clearly and openly with our employees and with our customers and stakeholders.
- We will focus the Department on conservation and institute an integrated approach to managing land, water and living resources.

Guiding Principles for Planning:

In accord with guidance from the Fish and Wildlife Commission, the agency applies the following principles in pursuing its strategic goals and managing toward long-term results:

- **Conserve and restore biodiversity** - Conservation of species and effective stewardship of public lands are primary in managing Washington's fish, wildlife and habitat resources. Enforcing rules and increasing voluntary compliance are critical core functions.
- **Ensure the health of our ecosystems** - Manage at the ecosystem level, integrating multiple factors into management plans to account for the interconnectedness and interactions within systems. Strengthen the scientific basis for decisions.
- **Ensure sustainable social and economic utilization of Washington's fish, wildlife and habitat natural resources** - When allowing use for current public benefit and enhancing recreational opportunities, ensure consistency with our primary conservation focus. Emphasize collaboration with landowners.
- **Earn public and staff trust and confidence** - Improve and maintain sound business systems, management practices and effective communications. In allocating services, rank resource importance and revenue impacts to the Department. Strengthen and modernize communications and public education approaches. Build relationships with non-traditional agency constituents.

Top Priorities and Initiatives

WDFW faces continuing challenges with declining financial forecasts and increasing pressures on the environment, fish, wildlife and their habitat. As we continue to manage our day-to-day operations to the best of our ability, we will focus on the following challenges and initiatives as top priorities for agency success for the next six years.

Managing Reductions in Financial Support

At WDFW and most other state agencies, financial support from the state General Fund has dropped precipitously during the past two years due to the current economic downturn. While funding from other sources remains relatively steady, WDFW has lost:

- Nearly 30 percent of its state General Fund support.
- Ten percent of the department's staff positions.
- Ten days of work by most remaining staff in the 2011 fiscal year, due to mandatory temporary layoffs.

Services affected by these reductions include vital activities such as hatchery production and field surveys for deer, elk and waterfowl. Maintenance of state wildlife lands has also been cut, as have recovery efforts for killer whales and other at-risk species.

Future funding is expected to get even tighter, putting more basic services at risk of reduction or elimination. In preparation for the next two-year budget, WDFW and other state agencies have been advised to find new ways to meet their responsibilities with less support from the state General Fund.

Approximately half of WDFW's total budget comes from the state General Fund and the Wildlife Account. The other half, primarily federal and local funds, is dedicated to other purposes and cannot be used to preserve services previously supported by the General Fund.

These reductions affect vital fish and wildlife management activities, such as hatchery fish production and field surveys that monitor deer, elk and waterfowl numbers so that hunting seasons can be set. Also affected are recovery efforts for at-risk species such as orca whales and maintenance of state wildlife lands that provide habitat and recreation.

With national economic recovery still uncertain, the state Office of Financial Management (OFM) is predicting significant revenue shortfalls for at least a decade. In the 2011-13 biennium, the projected shortfall is \$4.6 billion, climbing to \$11.4 billion by 2017-19.

Stabilizing Agency Funding

WDFW is working with stakeholders to identify new ways to pay for vital conservation and resource-management activities. Since hunters and fishers are not the only Washingtonians who benefit from these efforts, the Department is seeking new ways to share costs with others who

benefit from these services. A number of initiatives are being explored to offset funding reductions and continue to offer core functions and services. Any fee increase is subject to approval by the state Legislature.

Recreational and commercial licenses - WDFW is exploring the option to extend, permanently adopt or perhaps increase the temporary 10 percent surcharge on sales of recreational licenses, permits, tags, stamps and raffle tickets initiated in 2009. With the temporary surcharge set to expire in mid-2011, a fee increase for sport and commercial licenses is under consideration. This increase would help support hunting and fishing opportunities throughout the state and help fund hatchery production, stock assessments and other activities that support sustainable fisheries.

Hydraulic Project Approvals (HPA) Fees - WDFW is meeting with stakeholders to discuss ways to support this resource-protection activity. WDFW may seek legislative approval to charge a fee for HPAs to help defray the cost of administering the Hydraulic Project Approval program for projects such as installing culverts, pile driving and other work in or near water that will “use, divert, obstruct or change the natural flow or bed of state waters.” Unlike most state permitting programs, Hydraulic Project Approvals (HPA) are currently issued without charge to the recipient.

Stewardship of WDFW Lands - WDFW currently owns or manages 850,000 acres of land around the state around the state for fish and wildlife, habitat conservation and wildlife-related recreation. Hundreds of thousands of people use state wildlife areas and other wildlife lands each year. Besides fishers and hunters, these visitors include many other recreation enthusiasts, from wildlife viewers to paragliders. Due to lack of funding, basic maintenance on many of these lands has been deferred on issues ranging from fencing to weed control. Several options are being considered to help address these needs.

Other permits - Each year, WDFW reviews proposals and issues permits for a variety of activities that affect fish and wildlife. But the fees charged for some of these permits fall far short of covering WDFW’s costs. Permits to erect cell towers, train dogs, or cut trees on the Department’s lands for commercial purposes cost the same today as they did in 1985. Resetting this fee structure could help pay for conservation and maintenance of wildlife lands.

Natural Resource Reform

Washington’s natural resources are irreplaceable, of immense environmental, economic and cultural value and a big reason visitors flock to our state. Washington State is recognized as a national leader in the protection and restoration of our natural resources, with economically and environmentally significant working lands, fish and wildlife populations and a wide variety of outdoor recreational opportunities. Over the decades, we have created an impressive set of protections to ensure our grandchildren will enjoy the same natural gifts. Yet the time has come to reform the way we protect our natural resources.

Through an executive order, the Governor created a Natural Resources Cabinet to oversee work to improve customer service and deliver programs in the most efficient manner possible. Key

goals are to improving customer service and increasing efficiency while protecting and restoring natural resources and the environment.

WDFW is leading and/or actively contributing to several multi-agency work groups engaged in implementing new initiatives described in the executive order. These initiatives include improving customer service by creating “one front door” access to natural resources information and assistance, simplifying permitting, establishing a single set of regional boundaries, directing the sharing of scientific expertise and monitoring work and by providing better access to consistent, accurate GIS (geographical information systems) data.

Achieving a Healthy Puget Sound

In a healthy state, Puget Sound supports an incredible diversity of fish, wildlife and their habitats, as well as the quality of life that people here enjoy. However, the natural bounty of this estuary of national significance is at risk from environmental degradation. The Legislature recognized this and, in 2007, established a goal of restoring the Puget Sound by 2020, naming the new Puget Sound Partnership to coordinate the effort. WDFW is a committed partner, and is responsible for delivering species and habitat science, ecosystem and habitat restoration and protection, and enforcement of environmental regulations to support Puget Sound recovery.

WDFW’s commitment to recovery of the Sound is an expression of the agency’s renewed conservation focus. WDFW is looking at the whole ecosystem to understand how best to:

- Deliver scientific information on key species – from marine mammals to threatened rockfish and seabirds – to assess their status, how they respond to our management, and what trends in their health tell us about progress toward Puget Sound recovery;
- Improve the condition of Puget Sound by removing blockages from streams, protecting and restoring estuary and other nearshore habitats, and bringing science and technical expertise to salmon recovery efforts led by watershed groups;
- Protect Puget Sound species and habitats by regulating construction projects in or near water that may harm fish, and enforcing environmental, fishing, and hunting laws.

Responding to Potential Workforce Reductions

The continuing shortfall in General Fund and other fund sources places additional pressure on the agency to focus on core functions and its highest priorities and to make the difficult decisions on which work and services can no longer be supported. Without new sources of funding, these shortfalls will likely result in additional staff reductions.

Agency leadership will continue to seek solutions to these shortfalls that align with agency priorities, will explain its actions open, timely communications and will attempt to minimize staff and service reductions.

Recovering salmon and steelhead populations

No other Washington conservation effort has commanded more attention during the past decade than recovery of the state’s wild salmon and steelhead runs. As icons of the Pacific Northwest,

salmon and steelhead are integral to the region's ecological, commercial, recreational and cultural identity. The health of our native salmon and steelhead reflects the health of our ecosystem. Salmon and steelhead populations have been listed as endangered or threatened throughout most of the state including the Puget Sound and Columbia River populations.

WDFW operates 87 fish hatcheries, which produce millions of salmon, steelhead, and trout for harvest each year. Many facilities also play an important role in recovering wild salmon and steelhead populations by incubating the eggs of at-risk stocks.

The agency has focused on ensuring its hatchery and harvest programs are part of the solution, for wild fish recovery. A Fish and Wildlife Commission Hatchery and Fishery Reform policy directs the agency to meet hatchery reform standards by 2015 as well as define and fully implement selective fisheries and develop new alternative selective fishing gear for commercial fisheries to further protect wild fish.

WDFW continues to focus on the implementation of its Salmon and Steelhead in the 21st Century initiative. The key objectives of that initiative are to:

- Protect and restore Washington's wild fish populations.
- Protect and restore habitat and ecosystem functions necessary for salmon survival and recovery.
- Manage fishery and hatchery programs to support rebuilding of wild populations and sustainable fisheries.
- Conduct tribal co-management efforts in a cooperative environment with identified goals.
- Create an internal support network that ensures multi-disciplinary, cross-program coordination, effective communication and decision-making.
- Create an external support network to enhance WDFW's ability to recover wild populations and maintain sustainable fisheries.

WDFW also plays an important role in the development and implementation of salmon recovery plans at the watershed level. Through a collaborative process, WDFW watershed stewards and area habitat biologists provide technical assistance to develop and implement on-the-ground projects that restore habitat and remove fish passage barriers.

Protecting/Recovering Vulnerable Fish and Wildlife Species and Their Habitat

Dozens of native species are classified as "threatened" or "endangered" in Washington state. WDFW monitors populations throughout their habitat, and develops and implements recovery plans for vulnerable species. Recovery efforts are under way for species ranging from gray wolves to rockfish. Three species of Puget Sound Rockfish were listed under the Endangered Species Act in 2010.

Fish and wildlife must have healthy, functioning habitat in order to survive. WDFW works with local governments, tribes, non-profit groups and private landowners to avert habitat damage and to restore wetlands, estuaries, shorelines and other critical habitat. The department also manages nearly one million acres of lands for fish and wildlife habitat.

Enforcing fish and wildlife regulations

WDFW enforcement officers patrol land and water to ensure compliance with regulations designed to protect fish, wildlife and habitat. WDFW officers also respond each year to thousands of reports of wildlife related threats to public safety and damage to agricultural lands.

Addressing Climate Change

Increasing evidence shows that global warming and climate change are significantly impacting the earth's environment, adding to existing threats on fish and wildlife species and their habitats. Projected climate change impacts are expected to include increased water temperatures in streams, rivers and lakes; loss of freshwater and wetland habitats; inundation of coastal habitats; increased temperatures; drought; increased wildfires; and expansion of invasive species, pests and diseases. Due to these wide-ranging impacts, natural ecological systems may lose their resiliency and become unable to support a number of fish and wildlife species.

In order to fulfill its mission to protect and preserve fish and wildlife, WDFW must ensure that climate impacts to species and ecosystems are addressed in statewide climate research and monitoring initiatives, adaptive management efforts, and energy and infrastructure development. We must increase our understanding about the risks to ecosystems and species in order to develop policy and action plans that will guide the future management of fish and wildlife in light of a changing climate and uncertain future conditions.

The state is taking action to respond to anticipated environmental impacts associated with climate change. One significant step taken by the Legislature was the passage of the state's Climate Change Act in 2008 and in 2009 the passage of legislation requiring the development of an "integrated climate change response strategy". WDFW participates on the state agency steering committee overseeing development of this response strategy, and leads a stakeholder group focused on developing adaptation strategies for species, habitats and ecosystems. WDFW will continue to work with the Department of Ecology, the state agency steering committee and other partners to ensure that the needs of fish and wildlife are represented in the final adaptation strategy submitted to the Legislature and subsequent implementation.

Within WDFW, a climate action plan is in development, which will incorporate climate change considerations into key functions and activities in the agency, with the aim of:

- Maintaining healthy and sustainable fish and wildlife populations.
- Ensuring that climate change effects do not push at-risk species closer to extinction.
- Maintaining healthy ecosystems to prevent the loss of critical ecological functions, such as protective cover and wildlife forage.
- Following sound science to make resource management decisions in regard to climate uncertainty.

WDFW is also a primary partner in other state and regional efforts, including development of a comprehensive study to assess the relative vulnerability of species and ecosystem to projected climate change impact, with preliminary products expected during the next fiscal year.

Renewing Our Conservation Focus

Washington is experiencing unprecedented challenges and threats to our fish and wildlife resources, and the habitats on which they depend. Increases in population growth and urban sprawl, habitat fragmentation and invasive species have led to a growing number of species and habitats at risk, while the emerging threats from climate change will have profound impacts on the ecosystem processes which sustain life for fish, wildlife and humans.

At the core of this shift is the need to increase our emphasis on ecosystem processes and functions as a means to ensure the long-term viability of fish, wildlife, and the continued consumptive and recreation use by human populations. Recognizing the need for our agency to meet these challenges facing fish and wildlife, WDFW is embarking on a new initiative to define and align our work with Ecosystem Conservation Priorities. This initiative will result in our ability to articulate integrated conservation priorities and better address unmet conservation needs.

Protecting Puget Sound Rock Fish Populations

Three species of Puget Sound Rockfish were listed under the Endangered Species Act. WDFW has developed the Puget Sound Rockfish Conservation Plan designed to protect rockfish and their habitat throughout Puget Sound. Because rockfish are often caught inadvertently in fisheries for other species, WDFW has implemented fishery management actions throughout Puget Sound to further protect rockfish.

A systematic status review of Puget Sound's marine fish is underway and necessary fishery changes will be developed to further protect marine fish.

Managing and Reforming Hatcheries and Harvest

The Fish and Wildlife Commission's new Hatchery and Fishery Reform Policy advances the conservation and recovery of wild salmon and steelhead by promoting and guiding the implementation of hatchery and fishery reform. Its intent is to scientifically and systematically redesign hatchery programs to help recover wild salmon and steelhead and support sustainable fisheries. The Department is focused on improving hatchery effectiveness, ensuring compatibility between hatchery production and salmon recovery plans and rebuilding programs, and support sustainable fisheries. To implement hatchery reform, the Department is:

- Prioritizing and implementing improved hatchery broodstock management to reduce the genetic and ecological impacts on natural spawning fish;
- Developing and implementing watershed-specific hatchery action plans;
- Implementing alternative commercial fishing gear to maximize catch of hatchery-origin fish with minimal mortality to native fish;
- Developing a "full implementation" schedule of state-managed mark selective recreational and commercial fisheries that will increase hatchery fish harvest while increasing protection of wild fish.

Increasing Fish and Wildlife Commercial and Recreational Activities

Each year, WDFW resource managers craft fishing and hunting seasons, harvest limits and other Regulations based on the abundance of fish and game in particular areas. Fishing seasons are developed jointly with treaty Indian tribes to meet allocation requirements.

WDFW has undertaken initiatives that will provide new groundfish harvest and processing agreements, increase marketing of outdoor recreational opportunities, continue release of hatchery trout in freshwater lakes across the state, release hatchery salmon for commercial and recreational harvest, continue pheasant release for hunters from multiple locations and expand wildlife viewing opportunities on agency lands and access sites.

Goals and Objectives

These 2011-17 Goals and Objectives express the high-priority focus areas for the agency and communicate the agency's long-term commitment to significant, strategic outcomes. A final list of supporting and implementing strategies and projects and timelines will be developed after considering Commission, stakeholder and staff feedback.

NOTE: the current list of strategic projects for the 2009-11 biennium is at Attachment A, as an example of the list that will be developed for 2011-17.

2011-17 Agency Goals and Objectives

1. Conserve and protect native fish and wildlife.
 - A. Improve conservation practices to enhance protection and restoration of fish and wildlife
 - (Stakeholder, interested party input wanted here)
 -
 - B. Increase protection and restoration of ecosystem functions
 - (Stakeholder, interested party input wanted here)
 -
 - C. Promote and improve compliance with natural resources laws
 - (Stakeholder, interested party input wanted here)
 -
 - D. Enhance and improve land stewardship and asset management to meet conservation goals
 - (Stakeholder, interested party input wanted here)
 -
2. Provide sustainable fishing, hunting and other wildlife-related recreational experiences
 - A. Increase the economic benefits and public participation derived from sustainable fish and wildlife opportunities
 - (Stakeholder, interested party input wanted here)
 -
 - B. Expand access for hunting, fishing and other wildlife recreational experiences
 - (Stakeholder, interested party input wanted here)
 -
 - C. Work with the fishing industry to achieve economically stable and profitable fishing
 - (Stakeholder, interested party input wanted here)
 -
3. Deliver high-quality customer service.
 - A. Maintain high-quality customer services aligned with agency priorities and capacities
 - (Stakeholder, interested party input wanted here)
 -
 - B. Effectively communicate agency priorities

- (Stakeholder, interested party input wanted here)
-
- C. Provide high-quality, responsive and accessible customer service
 - (Stakeholder, interested party input wanted here)
 -
- 4. Use sound business practices and maintain a dedicated workforce.
 - A. Maintain a highly skilled and dedicated workforce
 - (Stakeholder, interested party input wanted here)
 -
 - B. Improve business systems to meet federal and state standards and best practices
 - (Stakeholder, interested party input wanted here)
 -
 - C. Develop strong intra-agency partnerships
 - (Stakeholder, interested party input wanted here)
 -
 - D. Efficiently manage financial resources to demonstrate fiscal integrity
 - (Stakeholder, interested party input wanted here)
 -
 - E. Effectively and efficiently manage agency assets
 - (Stakeholder, interested party input wanted here)
 -
 - F. Used technology effectively to support agency goals and objectives
 - (Stakeholder, interested party input wanted here)
 -

Strategies: Strategies will be added and finalized in July, after consideration of Commission, stakeholder and employee input received during the public review process.

(See Appendix A, for a list of current strategies and projects for the 2009-11 biennium.)

Initiatives/projects: The 2011-17 initiatives/projects will be finalized in August, after consideration of Commission, stakeholder and employee input received during the public review process.

(See Appendix A for a list of strategies and projects the agency is committed to for the 2009-11 biennium. Many of these projects may carry forward into the next biennium.)

Appendices:

- A. 2009-11 Strategic Plan, Priority Projects (To be updated for 2011-2017 Strategic Plan)
- B. Current Agency Activity Inventory List (This is the current list reported to the Office of Financial Management, which provides a comprehensive description for agency activities.)

(LEAVE BLANK)

**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)
		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)
		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)
		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)
		b. Identify monitoring methods and standards for a marine hydrokinetic generation project in Admiralty Inlet by March 2010.	Peter Birch (HAB)
		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: Project:	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.

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)
		b. By August 31, 2010, develop and implement a cost allocation model that fairly allocates costs and administrative charges proportionately across the agency.	David Giglio
		4. Develop and maintain effective strategies and sustainable structure for fees and other funding.	Kim Hoang
		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	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.	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.	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

2009-11 Biennium
OFM/WDFW Activities and Performance Measures

OFM Act #	WDFW Act #	Activity Title	Activity Description	Performance Description
A006	1	Collect essential data needed to maintain healthy fish and wildlife populations	<p>The agency collects and monitors information about: (a) fish and wildlife species to ensure populations are not over-hunted or over fished, (b) population trends of other species to assess whether recovery actions are effective, and (c) habitats that fish and wildlife populations rely on.</p> <p>The agency manages and protects state fish and wildlife, and provides sustainable commercial and recreational fishing and hunting opportunity. Collecting sound scientific information, including population surveys for hunted and fished species, ensures that hunting and fishing season decisions and harvest activity do not impact healthy animal populations. The agency also collects fish and wildlife population data to monitor trends for sensitive or protected species that are not hunted or fished. WDFW surveys and monitors fish and wildlife habitats to ensure management decisions keep the habitats healthy.</p>	<p>Expected Results: Hunting and fishing season decisions support healthy sustainable populations. Endangered species are recovered and removed from protection listings. Habitats support abundant, productive fish and wildlife populations.</p> <p>Performance Measures:</p> <p>Percentage of state and federal threatened and endangered species and their habitats which are monitored to assess delisting criteria</p> <p>Percentage of other agency priority species and habitats monitored to assess status and trends.</p>

2009-11 Biennium
OFM/WDFW Activities and Performance Measures

OFM Act #	WDFW Act #	Activity Title	Activity Description	Performance Description
A005	2	Conduct sound scientific fish and wildlife research	<p>The agency conducts research and analysis to provide a scientific basis for fish, wildlife and habitat management.</p> <p>Scientific knowledge is the basis for policy and management decisions that protect, restore and enhance Washington's fish and wildlife and their habitats. Scientific research is vital in understanding how fish and wildlife populations will likely respond to changes in climate, land-use and the effects of hunting and fishing activity. Research, laboratory activities and data analysis provide information to protect species and promote recovery efforts, to develop sustainable hunting and fishing opportunities, and to aid enforcement efforts. Research results are validated through peer reviews and communicated through professional presentations and publications. Collaboration with research institutions ensures that emerging science is incorporated into decision-making.</p>	<p>Expected Results: Research and laboratory activities provide sound science and new information on which critical decisions for protecting and restoring fish and wildlife are based. Agency work is acknowledged by peers and partners.</p> <p>Performance Measures:</p> <p>Percentage of priority research needs being met</p> <p>Percentage of research projects for which peer review publication goals are met</p>

**2009-11 Biennium
OFM/WDFW Activities and Performance Measures**

OFM Act #	WDFW Act #	Activity Title	Activity Description	Performance Description
A022	3	Protect essential fish and wildlife habitat	<p>The agency acquires and protects land, negotiates land and species agreements to protect wildlife habitat, and responds to oil spills in order to conserve and minimize damage to fish, wildlife, and their habitats.</p> <p>Healthy, stable habitats are critical to achieving diverse and sustainable fish and wildlife populations. The department protects fish and wildlife by acquiring land that provides key habitat. The agency works with operators of hydroelectric dams, wind power, and other energy projects to avoid, mitigate and compensate for effects on fish and wildlife. The WDFW oil spill team responds to spills and works with the state Department of Ecology to help reduce impacts, and to assess natural resource damage when spills occur.</p>	<p>Expected Results: Sufficient habitat supports healthy fish and wildlife populations. Energy projects avoid or mitigate harm to fish, wildlife and habitat. Prompt, effective response to oil spills minimizes damage to fish and wildlife.</p> <p>Performance Measures:</p> <p>Percentage increase in the number of acres of fish and wildlife habitat protected through conservation easements or land acquisitions</p> <p>Percentage of oil spills responded to in accordance with the WDFW Oil Spill Response Plan</p>

2009-11 Biennium
OFM/WDFW Activities and Performance Measures

OFM Act #	WDFW Act #	Activity Title	Activity Description	Performance Description
A017	4	Protect threatened and endangered species	<p>The agency identifies actions essential to recover threatened and endangered fish and wildlife populations, and prevent further decline in at-risk species.</p> <p>WDFW analyzes species population data to determine which species may need protection as endangered, threatened or at risk of decline. WDFW works extensively with stakeholders and other fish and wildlife experts to develop plans that define actions needed to recover each protected species. Using management and recovery plan strategies, WDFW works to restore and enhance protected fish and wildlife and their habitats. Examples include reestablishing pygmy rabbit populations, reintroducing big horn sheep and rearing and releasing wild salmon into their historical habitats. The agency also obtains federal grants to plan for sensitive species and to purchase lands to protect habitat for species conservation and recovery.</p>	<p><u>Expected Results:</u> At-risk populations stabilize or increase.</p> <p><u>Performance Measures:</u></p> <p>Percentage of ESA-listed wild salmon and steelhead stocks showing increased or unchanged returns of spawning fish in Washington rivers</p> <p>Percentage of threatened and endangered wildlife species with increasing populations</p>
A004	5	Restore and enhance habitat to support healthy fish and wildlife populations	<p>The agency restores and enhances habitat that is essential to sustaining healthy fish and wildlife.</p> <p>Functional habitat including wetlands, stream-side areas and shrub-steppe, is vital to the survival of fish and wildlife species. WDFW provides landscape-scale planning to address fish and wildlife habitat needs with consideration for the impacts human development has on habitat availability and quality. Using these plans, WDFW restores and enhances critical fish and wildlife habitats on agency-owned lands and through projects with other public agencies, tribes, or non-governmental organizations. The department also provides habitat-restoration funding and expertise to public and private landowners, through projects such as planting native vegetation to restore degraded habitat, working with the state Department of Transportation to correct fish passage barriers (culverts and other restrictions), and helping farmers install fish screens on irrigation water-diversion projects.</p>	<p><u>Expected Results:</u> State-wide habitat and ecosystems that are critical to the survival of fish and wildlife are protected, restored and enhanced.</p> <p><u>Performance Measures:</u></p> <p>Number of new miles of streams opened annually</p>

2009-11 Biennium
OFM/WDFW Activities and Performance Measures

OFM Act #	WDFW Act #	Activity Title	Activity Description	Performance Description
A013	6	Conserve fish and wildlife habitat and sustain recreational opportunity through sound public land management.	<p>WDFW maintains agency lands and sites for fishing, hunting and wildlife viewing consistent with conservation goals, and provides additional hunting opportunities through landowner agreements.</p> <p>Each year, four million people visit the 900,000 acres of land WDFW owns or manages, including more than 650 water and land access sites. These wild lands provide essential habitat for fish and wildlife and provide fishing, shellfishing, hunting and wildlife viewing opportunities for the public. As state population increases and development expands, areas open to hunting are becoming scarce. Hunters rely on WDFW- negotiated agreements with private landowners for access to an additional 1.4 million acres of land. With assistance from citizen advisory groups and input from other stakeholders, the department develops comprehensive management plans for each department wildlife area. These plans guide agency land-management activity to help ensure species conservation and sustainable recreational use. Habitat conservation, road maintenance, signage, weed control and boundary fence maintenance are critical activities on department lands that WDFW must perform as a community partner.</p>	<p>Expected Results: Department land and sites are accessible for fishing, hunting and/or wildlife viewing. Negotiated landowner agreements provide additional hunting opportunities.</p> <p>Performance Measures:</p> <p>Percentage of Game Management Plan private land goal made available to public for outdoor recreation</p> <p>Percentage of wildlife area plan priority projects completed annually</p> <p>Percentage of road miles improved per Road Maintenance and Abandonment Plans (RMAPs)</p>

2009-11 Biennium
OFM/WDFW Activities and Performance Measures

OFM Act #	WDFW Act #	Activity Title	Activity Description	Performance Description
A029	7	Issuing permits that protect fish habitat during work in or near water.	<p>The agency reviews proposed projects for work in or near water (hydraulic projects) and sets conditions that adequately protect fish and their habitats.</p> <p>Thousands of construction and maintenance projects occur each year that could damage or destroy fish, shellfish, and their habitats. These projects require a Hydraulic Project Approval permit (HPA) from WDFW ensuring the activity avoids, minimizes, and compensates for impacts to fish life. WDFW reviews HPA applications, works with applicants to help them plan their project to protect fish life, issues Hydraulic Project Approvals, and checks on compliance with HPA conditions. The department also surveys HPA applicants to assess customer satisfaction with WDFW's review process.</p>	<p>Expected Results: Permitted projects fully avoid, minimize, or compensate for adverse impacts to fish, shellfish, and their habitats.</p> <p>Performance Measures:</p> <p>Percentage of HPAs reviewed and processed within statutory timelines</p> <p>Average customer satisfaction rating (1=poor, 5=excellent) for Hydraulic Project Approvals</p>
A003	8	Enhance fishing and hunting opportunity through hatchery and game farm production	<p>The agency maintains and enhances hunting and fishing opportunities by producing fish and pheasants at hatcheries and game farms.</p> <p>Fish hatcheries and game farms owned and operated by the agency are used to improve fishing and hunting opportunities that have been impacted by growth in human population, increased consumption and associated expansion into natural habitat. Fish and pheasants are produced, purchased, and released to provide multiple harvest opportunities for anglers and hunters. The Department annually produces 175 million salmon, steelhead, trout, and warm water game fish, such as bass and walleye. The pheasant game farm and release programs provide 63,000 pheasants annually. Clam and oyster seed is purchased from commercial growers and planted on popular public beaches. By maintaining opportunity, these enhancement programs also benefit small businesses and local communities where people fish and hunt.</p>	<p>Expected Results: Hunting and fishing opportunities are maintained or increased.</p> <p>Performance Measures:</p> <p>Percent of annual salmon catch that is hatchery produced</p> <p>Percent of Western Washington pheasant hunter participation goal achieved</p>

2009-11 Biennium
OFM/WDFW Activities and Performance Measures

OFM Act #	WDFW Act #	Activity Title	Activity Description	Performance Description
A003	9	Support wild salmon and steelhead recovery by changing hatchery and fishing practices	<p>WDFW is reforming hatchery operations and developing mark-selective fisheries to support wild salmon and steelhead recovery and conservation.</p> <p>Wild salmon and steelhead are icons of Northwest culture. Some declining salmon and steelhead populations are protected as threatened or endangered. Meanwhile, salmon and steelhead fisheries for these fish provide important economic benefits to Washington state, particularly rural areas. Hatchery programs provide the majority of fishing opportunities, but traditional hatchery operations have also been identified as a factor contributing to the decline of many natural spawning salmon and steelhead populations. A federally funded, comprehensive review of state hatcheries was conducted by the Hatchery Scientific Review Group (HSRG) to identify needed changes in hatchery practices. WDFW promotes the conservation of wild salmon and steelhead by implementing HSRG recommendations, including marking all hatchery-produced salmon and steelhead (more than 100 million fish annually), removing hatchery fish from natural spawning areas, properly managing hatchery broodstock and marking juvenile hatchery fish so they eventually may be harvested in selective fisheries. Capital improvements to hatcheries have also been initiated. Hatcheries also support local stock-recovery programs.</p>	<p><u>Expected Results:</u> Wild salmon and steelhead populations are stable or growing. Fishing is focused on hatchery-produced fish. Hatchery operations do not adversely affect wild salmon/steelhead.</p> <p><u>Performance Measures:</u></p> <p>Number of mark-selective fisheries implemented</p> <p>Percent of HSRG recommendations implemented</p>

2009-11 Biennium
OFM/WDFW Activities and Performance Measures

OFM Act #	WDFW Act #	Activity Title	Activity Description	Performance Description
A020	10	Develop opportunities and promote participation in fish and wildlife viewing	<p>The agency provides and promotes fish and wildlife-viewing opportunities that generate revenue for small businesses and local economies.</p> <p>Washington ranks among the nation's top-10 states for wildlife viewing. For many wildlife watchers, Washington is a tourism destination. Fish- and wildlife-viewing opportunities create jobs and generate revenue for local communities and small businesses, contributing \$1.5 billion (USFWS, 2006) to the state's economy each year, primarily in rural areas. "Watchable wildlife" opportunity contributes to Washington's unique quality of life, and increases interest and support for species and habitat conservation. The department works with the state Department of Commerce and local communities to develop and promote wildlife-viewing activities and festivals. WDFW also provides wildlife web cameras (featuring bald eagles, salmon, owls, etc.) on its website; maintains interpretive signs at select wildlife areas; and produces self-guiding pamphlets; and birding trail maps.</p>	<p>Expected Results: Fish and wildlife-viewing participation increases, generating additional revenue for small businesses and local economies.</p> <p>Performance Measures: Percentage of WDFW activities in the Watchable Wildlife Strategies implemented</p>
A027	11	Be a primary resource to others for science and professional expertise that affects fish, wildlife and their habitats	<p>The agency provides scientific and technical information and expertise to other entities to improve management of activities that affect Washington's fish, wildlife and their habitats.</p> <p>Our partners in protecting fish and wildlife resources include federal, state and local agencies, non-governmental organizations, industries and private citizens. WDFW ensures that our partners are provided with data and other scientific information, computer mapping tools, other technical support and planning tools. These partners rely on the Department's assistance to make informed conservation decisions at all scales, from individual property owners' back yard projects, to ecosystem habitat protection, to national policy issues with the federal government.</p>	<p>Expected Results: Decisions and actions affecting fish, wildlife and habitats are informed by fish and wildlife science and expertise.</p> <p>Performance Measures: Percent of identified/formal interactions that resulted in improved protection/recovery of fish and wildlife</p>

2009-11 Biennium
OFM/WDFW Activities and Performance Measures

OFM Act #	WDFW Act #	Activity Title	Activity Description	Performance Description
A023	12	Protect people, fish and wildlife by monitoring wildlife disease and shellfish contamination	<p>The agency protects public safety by monitoring for serious fish and wildlife diseases and contaminants that could sicken or kill people if fish or game was consumed.</p> <p>WDFW checks animal tissue samples and monitors and enforces closed shellfish beaches to protect public health and safety. Field biologists collect tissue samples that are analyzed for the presence of chronic wasting disease in deer and elk and avian influenza in wild bird populations, as well as contaminants in fish that could affect human health if consumed. In addition, samples of shellfish contaminant levels are collected and reported to the Department of Health to identify outbreaks of paralytic shellfish poisoning (red tide) and domoic acid poisoning so that human health is protected by not opening beaches for harvest.</p>	<p>Expected Results: Public health is protected by avoiding consumption of diseased or contaminated fish, shellfish and game animals. Timely and accurate data is provided.</p> <p>Performance Measures:</p> <p>Percent of shellfish beach openings sampled</p> <p>Compliance Rate on beaches closed to commercial harvest due to pollution/contamination</p> <p>Percentage completed of screened sample size needed to meet chronic wasting disease monitoring standards</p>

2009-11 Biennium
OFM/WDFW Activities and Performance Measures

OFM Act #	WDFW Act #	Activity Title	Activity Description	Performance Description
A007	13	Partner with tribes to soundly manage and conserve fish and wildlife resources	<p>The agency works cooperatively with Indian tribes to promote sound fish and wildlife management.</p> <p>Washington's 29 federally recognized Indian tribes along with three tribes in Oregon and Idaho have certain overlapping management authority and jurisdiction of fish and wildlife populations. Under the 1989 Centennial Accord and several Federal Court orders, WDFW is responsible for developing and maintaining healthy management relationships with each tribe. These relationships continue to mature and result in fishing and hunting agreements and joint resource/recovery plans, resulting in many successful fish, wildlife and habitat management projects. WDFW devotes considerable effort to implementing federal and state court orders on treaty fishing and hunting rights and privileges. We engage in co-management planning processes (such as the annual North of Falcon process that sets salmon-fishing seasons and harvest levels), hatchery-production agreements and development of habitat mitigation plans.</p>	<p>Expected Results: WDFW and Indian tribes work cooperatively to effectively manage fish and wildlife. The department and tribes share key fish, wildlife and habitat management information.</p> <p>Performance Measures:</p> <p>Percentage of tribes sharing harvest data</p> <p>Percentage of tribes sharing harvest regulations</p>

2009-11 Biennium
OFM/WDFW Activities and Performance Measures

OFM Act #	WDFW Act #	Activity Title	Activity Description	Performance Description
A026	14	Promote public awareness, understanding and stewardship of natural resources	<p>The agency informs and engages citizens to broaden awareness and understanding of the importance of fish, wildlife and habitat; to encourage participation in sustainable fishing and hunting and viewing activities; and to further compliance with resource-protection regulations.</p> <p>Informed and engaged citizens are vital in sustaining Washington’s fish and wildlife resources. The department provides accurate, timely information on WDFW activities, recreational opportunities and natural resource issues to the public through a variety of means including news releases, recreation reports, reporter contacts, website content, pamphlets and brochures. This information sustains participation and promotes compliance with resource-protection regulations.</p> <p>In addition, department outreach staff involves citizens in many ways, including volunteer activities, Regional Fisheries Enhancement Groups, youth fishing clinics, and programs such as <i>Becoming An Outdoor Woman</i>, <i>Hunter Education</i>, and citizen science programs. Two popular, hands-on school programs - <i>Project CAT (Cougars and Teaching)</i> and <i>Salmon In The Classroom</i> – helps children develop lifelong appreciation for natural resources.</p>	<p><u>Expected Results:</u> The public is well informed about WDFW activities and fish- and wildlife-related issues and activities. A substantial and growing number of citizens participate in fish and wildlife-related conservation activities. Public information provided by the department is timely, accurate and informative. Public stewardship of the state’s fish, wildlife and habitats is improved.</p> <p><u>Performance Measures:</u></p> <p>Percentage of K-12 school districts participating in fish and wildlife education programs</p> <p>Percent change in the number of hours of participation in agency volunteer programs</p>

2009-11 Biennium
OFM/WDFW Activities and Performance Measures

OFM Act #	WDFW Act #	Activity Title	Activity Description	Performance Description
A012	15	Ensure compliance with Endangered Species Act and other environmental laws	<p>Agency activities are conducted in compliance with the federal Endangered Species Act and other state and federal environmental regulations.</p> <p>WDFW conducts many activities affected by state and federal environmental regulations, such as setting fishing and hunting seasons, managing a statewide hatchery system and maintaining nearly one million acres of wildlife lands. WDFW reviews and modifies its activities to comply with the federal Endangered Species Act and other environmental laws. These include seeking permits for fisheries under ESA, developing Hatchery & Genetic Mgmt. Plans, water quality permits, and State Environmental Policy Act review.</p>	<p>Expected Results: WDFW activities comply with the federal Endangered Species Act (ESA) and other environmental requirements.</p> <p>Performance Measures:</p> <p>Percentage of hatchery programs operated in compliance with federal ESA requirements</p> <p>Percentage of WDFW's non-tribal fisheries in compliance with NOAA established harvest protection goals for listed stocks</p>

2009-11 Biennium
OFM/WDFW Activities and Performance Measures

OFM Act #	WDFW Act #	Activity Title	Activity Description	Performance Description
A008	16	Use electronic technology to improve public access to information and meet department business needs.	<p>The agency maintains vital technology systems and resources that support agency operations and public access to key information.</p> <p>WDFW maintains and enhances Information Technology (IT) systems to enhance internal and external communication, and support business activities. Public information provided on the department's Internet web site includes hunting and fishing seasons, wildlife viewing and other outdoor recreation opportunities, and living with wildlife information, as well as details on WDFW and Fish and Wildlife Commission activities. The website also links to the WILD on-line license sales tool. External users make more than five million visits monthly to the WDFW website during peak summer recreation periods. The department develops and maintains agency-wide information systems and databases that support resource management and decision-making, scientific research, enforcement activities and business management. WDFW coordinates services with the state Department of Information Services and other agencies, and works to maintain current technology.</p>	<p>Expected Results: Citizens can readily access information on state fish- and wildlife-related opportunities and WDFW activities. Agency operations are adequately supported by IT technology.</p> <p>Performance Measures:</p> <p>IT systems reliability</p> <p>Percentage of license transactions conducted online</p>

2009-11 Biennium
OFM/WDFW Activities and Performance Measures

OFM Act #	WDFW Act #	Activity Title	Activity Description	Performance Description
A014	17	Regulate activities to ensure continued fishing and hunting opportunities	<p>WDFW regulates hunting and fishing to provide opportunity to the public and to benefit local economies.</p> <p>WDFW's legislative mandate includes the requirement to provide sustainable commercial fishing and recreational fishing and hunting opportunities. These activities generate hundreds of millions of dollars annually for small businesses and local economies - particularly in the state's rural areas - and enhance the quality of life of state residents. The department develops carefully managed fishing and hunting seasons and regulations using the best-available science and an extensive public participation process. Rules establish seasons and harvest limits, equipment and gear requirements and area closures. Collecting information from hunters and fishers through scale and creel sampling, check stations, coded wire tagging and harvest reports is essential to monitor the status of fish and wildlife populations so that these opportunities can continue.</p>	<p>Expected Results: Fishing and hunting activity continues to generate billions of dollars annually for local economies. Opportunities are maintained or enhanced.</p> <p>Performance Measures:</p> <p>Percent change in angler and hunter days</p>
A011	18	Promote and enforce compliance with fish and wildlife regulations	<p>WDFW promotes and enforces compliance with state and federal regulations designed to protect fish, wildlife and habitat;</p> <p>Washington's fish and wildlife populations are among the largest, most diverse and most valuable of any state in the union. Protecting our natural resources is vital to the state's economy and environment. Approximately three million people spend over \$1.5 billion on wildlife-related recreation in Washington State each year (USFWS, 2006). In addition, the commercial fishing industry provides thousands of jobs and millions of dollars in revenue to the state each year. Natural resource regulations are put in place to protect Washington fish and wildlife populations, provide sustainable commercial and recreational harvest, and maintain these assets WDFW enforcement officers monitor fishing and hunting activity, protect department lands, check compliance with Hydraulic Project Approval (HPA) permits, and issue citations to violators.</p>	<p>Expected Results: Fish and wildlife populations are protected through increased compliance with fish and wildlife regulations. Recreational and commercial opportunities are sustainable.</p> <p>Performance Measures:</p> <p>Percentage of enforcement contacts in compliance with state laws</p>

2009-11 Biennium
OFM/WDFW Activities and Performance Measures

OFM Act #	WDFW Act #	Activity Title	Activity Description	Performance Description
A030	19	Control invasive species to protect state waters and lands	<p>The agency reduces the threat and limits the spread of invasive species that could damage or destroy Washington’s fish and wildlife populations.</p> <p>Aquatic and terrestrial invasive species are one of the top threats to Washington’s natural resources and to sustainable fish and wildlife-related opportunities. Invasive species can cause irreparable environmental damage, including impacts to including fisheries and harm to human health. Significant economic damage also occurs, such as the impact of the spartina weed infestation in coastal Washington, resulting in the loss of income to shellfish growers and increased cost to government agencies for control. The department responds to this threat by checking for aquatic invasive species on boats and boat trailers entering the state by conducting other monitoring activities, and by controlling or eradicating invasive species already present. The department primarily focuses on invasive animal species, but also works with other government agencies, environmental and stakeholder organizations and citizens to control the spread of invasive plants and organisms.</p>	<p><u>Expected Results:</u> Damage to Washington’s native plants, animals, and ecosystems is limited or prevented.</p> <p><u>Performance Measures:</u></p> <p>Percent of vessels at check stations with indentified aquatic invasive species (AIS)</p> <p>Percentage of high priority aquatic invasive species that are established at some level in the state</p>

2009-11 Biennium
OFM/WDFW Activities and Performance Measures

OFM Act #	WDFW Act #	Activity Title	Activity Description	Performance Description
A018	20	Respond to public safety and property damage situations caused by wildlife	<p>The agency responds to conflicts between dangerous wildlife and people, and resolves property damage caused by wildlife.</p> <p>Washington is the smallest western state with the second-largest human population, second only to California. The resulting loss of natural habitat means humans and wildlife are coming into contact more frequently. The Department, with its licensed Nuisance Wildlife Control Operators (NWCO) and crop damage assessment contractors, responds annually to thousands of reports of dangerous and nuisance wildlife. Situations threaten public safety and involve crop and property damage or attacks on pets and livestock. Trained staff must respond quickly with the appropriate tools and resources. WDFW resolves deer and elk agricultural damage through monetary reimbursements, or by involving landowners with cooperative measures such as special hunting permits, fencing, herding/hazing, and winterfeeding. The department educates citizens to prevent wildlife conflicts through information on the website, information distributed to the news media or by customer-service staff and enforcement officers.</p>	<p><u>Expected Results:</u> Public safety is protected through prompt, effective response to human/wildlife conflicts. Wildlife damage is reduced and claims are resolved.</p> <p><u>Performance Measures:</u></p> <p>Change in confirmed public safety wildlife complaints filed each year</p> <p>Percentage of deer and elk damage claims solved by cooperative solutions</p>

2009-11 Biennium
OFM/WDFW Activities and Performance Measures

OFM Act #	WDFW Act #	Activity Title	Activity Description	Performance Description
A028	21	Effectively Develop and Manage WDFW capital Assets	<p>The agency plans, budgets for, develops and maintains facilities that support its mission and serve the public.</p> <p>The Department's Capital Program uses sound business practices to effectively manage public property, support fish and wildlife, and provide recreational opportunity. Critical management activities include capital planning and development, specialized design, project management and resource maintenance. These services are necessary to ensure the preservation and continuation of irreplaceable natural resources for future generations. Work includes fish screen and fish way installation, inspection and maintenance; hatchery upkeep and improvements; habitat restoration projects; dam and bridge safety inspections and maintenance; and facility management, all necessary for staff and visitor safety and the protection of the public resources..</p>	<p><u>Expected Results:</u> Capital assets meet department needs and are well maintained.</p> <p><u>Performance Measures:</u></p> <p>Percent of assets maintained to an adequate operational standard</p> <p>Percent of assets maintained to safety standards</p> <p>Percent of assets maintained to an adequate OFM standard</p>
A001	22	Use sound business practices to manage public resources.	<p>The agency follows sound business practices that support agency management and program operations, and make maximum use of taxpayer resources.</p> <p>Business services and administration are essential to supporting WDFW, and to achieving its mission of conserving fish and wildlife and providing sustainable commercial and recreational opportunity. Sound, responsive management effectively uses agency resources to achieve intended results and provide optimum public service. Strategic planning, regional management, performance monitoring and accountability, budgeting, fiscal management, employee recruitment and management, cost-effective contracting and procurement, recreational and commercial licensing, legislative interactions and support to the Fish and Wildlife Commission all are vital to WDFW operations..</p>	<p><u>Expected Results:</u> Agency business systems are cost-efficient and effective. External stakeholders have a high level of confidence in agency financial information and other business operations.</p> <p><u>Performance Measures:</u></p> <p>Number of audit findings</p> <p>Ratio of repeat audit findings</p>