



Strategic Plan 2010-2014

.....
The Goldmark Agenda

April 2010



WASHINGTON STATE DEPARTMENT OF
Natural Resources
Peter Goldmark - Commissioner of Public Lands

This Report was prepared by the Washington State Department of Natural Resources (DNR).

Peter Goldmark, Commissioner of Public Lands

Executive Management Team

PO Box 47001

Olympia, WA 98504-7001

Email: information@dnr.wa.gov

Phone: 360-902-1000

TTY: 360-902-1125, TRS: 7-1-1

- Lenny Young, Department Supervisor
- Bridget Moran, Deputy Supervisor for Aquatics & Agency Resources
- Chuck Turley, Deputy Supervisor for Regulatory Programs
- Clay Sprague, Deputy Supervisor for Uplands
- Craig Partridge, Policy & Governmental Relations Director
- Edie Gilliss, Senior Advisor
- Cullen Stephenson, Budget Director
- Aaron Toso, Director of Communications & Outreach
- Heath Packard, Director of Legislative & External Affairs
- Ben Hainline, Internal Auditor
- Roni Pettit, Executive Assistant to the Commissioner
- Linda Heckel, Executive Assistant to the Department Supervisor

Strategic Planning Project Management Team

- Margaret Pilaro Barrette, Public Involvement and Outreach Manager
- Edie Gilliss, Senior Advisor
- Heath Packard, Director of Legislative & External Affairs
- Craig Partridge, Policy & Governmental Relations Director

Strategic Planning Consultants

BERK & ASSOCIATES, *Seattle, WA*

- Bonnie Berk, Principal
- Brian Murphy, Manager
- Julia Warth, Project Associate

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WASHINGTON STATE DEPARTMENT OF
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Dear Friends and Colleagues:

I am pleased to present you with the Department of Natural Resources' (DNR) Strategic Plan for the next five years. The Goldmark Agenda will serve as a forward-looking roadmap to guide the Department in sustainably managing our state lands and protecting the public's natural resources in the face of a struggling economy and a changing environment. Inside this document you will find our vision and mission statements and an explanation of my three guiding principles for the management of this agency, and the public's resources:

- Manage the State's resources sustainably.
- Make decisions based on sound science.
- Make decisions in the public interest and with the public's knowledge.

This document contains details on six major goals—initiatives that have been shaped by tribes, local governments, staff, stakeholders and citizens like you from across the state. From our foresters in Sedro Woolley to public meetings in Ellensburg and Longview, I am happy to say that hundreds of people sent in comments or attended public forums to discuss the future of DNR and the lands and natural resources we have been entrusted to manage. As a result, this document has gone through many changes in order to address the many comments and concerns brought forward by the public and staff.

Your interest in DNR is humbling. Working together we will bring new innovative approaches and perspectives to our work and continue to provide revenue for our communities while serving as an economic engine for the state. We will continue to protect clean air, water, healthy ecosystems and other public resources for future generations. It is my honor and privilege to serve Washington State, its citizens, and this agency in this endeavor.

Yours in stewardship,

A handwritten signature in blue ink, appearing to read "Peter Goldmark".

Peter Goldmark
Commissioner of Public Lands



WASHINGTON STATE DEPARTMENT OF NATURAL RESOURCES STRATEGIC PLAN: 2010-2014 – THE GOLDMARK AGENDA

Planning for DNR's Future

This Strategic Plan establishes a roadmap to guide the Washington State Department of Natural Resources' (DNR) actions over the coming five years, building on and making real the positions and priorities that Commissioner of Public Lands Peter Goldmark articulated in securing the support of Washington voters. As he took over leadership of the agency, Commissioner Goldmark established three Guiding Principles that focused on: 1) sustainably managing the state's resources, 2) relying on sound science, and 3) making transparent decisions in the public interest with the public's knowledge. These Principles establish a high standard for the agency and its staff. This Strategic Plan similarly directs the agency to pursue ambitious objectives by making the policy changes, programmatic shifts, and specific actions required to realize the Goldmark agenda.

This document also emphasizes the need for specific changes and actions needed to responsibly manage Washington's natural resources and address emerging issues. The need for action is clear from the titles of the six Goals that form the structure of this Plan:

- I. **Deliver on Our Promise to Manage State Lands Sustainably**
- II. **Improve Forest Practices Rules and Strengthen Implementation and Compliance**
- III. **Preserve Forest Cover and Protect Working Forests and Agriculture Lands from Conversion**
- IV. **Clean Up and Restore Puget Sound**
- V. **Develop Renewable Energy Resources on State Lands, Address the Challenges of Climate Change, and Create Renewable Energy Jobs**
- VI. **Ensure that DNR is Well-Managed and Supportive of its Employees**

Critical themes that echo throughout this Strategic Plan are the need to protect and create jobs for Washington residents and the need to protect Washington's natural environment. Many of the Major Initiatives and Action Strategies in this Plan reflect these themes.

This Strategic Plan devotes primary attention to major new initiatives intended to guide DNR forward in some new or newly strengthened directions. Several core DNR programs central to its mission are also components of the Goldmark Agenda. These programs will continue in the coming years, while making changes, as needed, to align with the Guiding Principles. These programs include the agency's significant state trust land management and revenue-generating activities, as well as its responsibilities for emergency response including fire suppression (see box, page 2).





FIRE & EMERGENCY RESPONSE

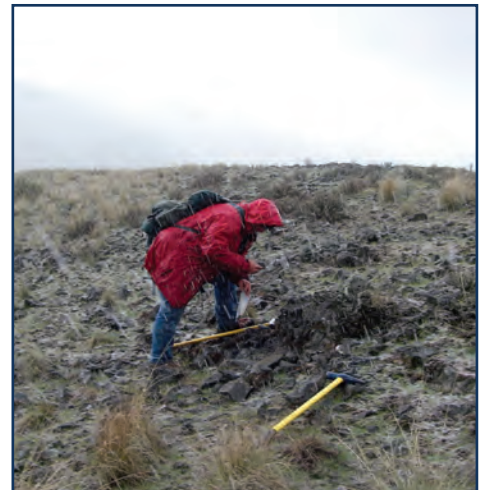
DNR manages the largest on-call Fire Department in Washington and in 2009, the agency developed and implemented a plan to balance budget goals with firefighting needs. Last year, temperatures heated to record or near-record levels on both sides of the Cascades. Despite responding to a higher-than-average number of fires in historically dangerous fire conditions, the Department's new fire strategy avoided about \$5.2 million in additional spending. It did so by improving firefighting effectiveness and taking cost efficiency steps. DNR crews also substantially reduced the number of acres burned this year compared to recent years. Most importantly, it was done safely with no deaths or major injuries.

In the 2009 fire season:

- 1,045 fires were fought by DNR crews—17 percent more than the 5-year average.
- 40 percent fewer acres burned (17,405) in DNR's 12.7 million acre jurisdiction than the 5-year average.
- 94.8 percent of the fires (in FY 09) were kept to less than 10 acres (exceeding the performance goal of 93 percent).

Along with DNR's responsibilities to fight wildland fire, our Geology and Earth Resources Division monitors and researches the causes of earthquakes, landslides, and volcanoes, and publishes information on geologic hazards – information that is critical to decision makers in government and the private sector and key to reducing the human and financial effects of natural disasters.

DNR also implements an active Forest Health program to respond to forest health crises, especially in Eastern Washington, with information, education, and assistance, and by forest health treatments on state-owned forest lands.





Trust Land Management and Revenue Production

DNR has responsibility for managing approximately 3 million acres of state trust lands, which produce about \$200 million each year in non-tax revenue for designated public beneficiaries. These beneficiaries include the state's K-12 "common" schools, universities, state capitol buildings, other public institutions, and counties and their junior taxing districts. Revenue-producing activities include timber harvesting on the 2.1 million acres of forested trust lands, leases and permits on 1 million acres of agricultural lands, and innovative new programs like biomass and wind power on state lands throughout Washington.

The department's trust land management activities are grounded on and guided by its fiduciary trust obligations, originating in Washington State's Federal Enabling Act and the State Constitution. The legal duties of this perpetual trust include various elements such as acting with undivided loyalty to the interests of the trust beneficiaries, exercising reasonable care and prudence in the management of the trust assets, and displaying impartiality toward present and future generations of trust beneficiaries.

Almost half of DNR's 1,200 employees are engaged in carrying out trust land management, in programs such as agricultural lease management, scientific research and monitoring, forest silviculture, timber sales, and maintaining forest roads. These activities are funded from a percentage of trust land revenues.

Generating revenue for the trust beneficiaries is a top priority for DNR in this Strategic Plan. The department's fiduciary duty will be a major consideration in any actions taken related to the various actions in this Plan which involve trust lands.

Accountability to the Public

Accountability is critical to good governance and a central component of DNR's third Guiding Principle, which directs the agency to "Make decisions in the public interest and with the public's knowledge." DNR is broadly accountable to the people of Washington for the expectations in this Plan. The successful implementation of the Goals and Major Initiatives articulated on the following pages will be the measure by which the success of the organization, in responding to new direction, will be evaluated. Milestones and performance measures for the first year of implementation are listed on page 49.

Planning Context

DNR's Strategic Plan was developed during a period of falling timber prices and shrinking budgets. As with many other public agencies across the state and across the country, DNR continues to navigate severe budget restrictions and staff layoffs. These challenges directly affect the capacity of the agency to act, and the Department has repeatedly had to focus on accomplishing its most fundamental priorities. This Plan will help prioritize the agency's limited resources during challenging times. When the economy recovers, the Vision and Action Plan articulated on these pages will focus agency resources on the most critical issues and priorities.





Planning Process and Timeline

The Commissioner of Public Lands, his Executive Management Team (EMT), and a Strategic Planning Project Management Team led the development of this Strategic Plan, benefiting from extensive outreach to the public, stakeholders, and agency staff. Many people care deeply about the future of the agency, the natural resources for which it is responsible, and the fiscal health of trust beneficiaries. Opinions and insights of these groups were solicited twice during the planning process: once to help shape the Draft Plan and once to review and refine the Draft. All comments were considered, including staff and stakeholder opinions about the fundamental role of the agency and the approach it should take to specific issues, advice concerning the steps required to achieve particular policy goals, and suggestions for the draft Vision, Mission, and Guiding Principle statements. As a result, the Plan reflects the best ideas of everyone who participated.

In the initial outlining of this strategic planning project, Commissioner Goldmark emphasized the importance of gaining the input of as many of the agency's 1,200 employees and stakeholder groups as possible. The following process was taken to meet that objective within a relatively short timeline, ensuring that the recently elected Commissioner's strategy for the agency could be established and communicated by the end of the first quarter of 2010:



- **Commissioner and Executive Management Retreat (October 2009).** This initial meeting established a preliminary framework for the Strategic Plan. Seven potential Goals were sketched out and refined over the remainder of the planning process, ultimately resulting in the six Goals found in this Strategic Plan.
- **Managers Retreat (November 2009).** The preliminary framework established by the Executive Management Team was critically reviewed and advanced at a meeting of approximately 80 DNR division and regional managers and assistant managers.
- **DNR Staff Outreach (November - December 2009).** DNR managers solicited staff input via 31 meetings held across the state. Participants in each meeting provided their feedback on a draft Vision Statement, description of the agency's Guiding Principles, and potential strategies and priorities in seven topical areas. In addition to these meetings, 197 staff submitted input through a staff survey.
- **Stakeholder Input (November - December 2009).** Stakeholder input in these same topical areas was collected via an on-line survey. The opportunity to provide comment was promoted through emails soliciting input from DNR stakeholder groups, an announcement on the agency's website, and DNR's Twitter and Facebook presence. 520 responses were collected.



- **Plan Development (December 2009 - January 2010).** The Commissioner, Executive Management Team, Planning Project Management Team, and the strategic planning consultant from BERK & ASSOCIATES compiled and analyzed staff and stakeholder input, incorporating feedback into a Draft Plan complete with implementation leads and timelines.
- **Staff and Stakeholder Review of Draft Plan (January - February 2010).** A Draft Strategic Plan was posted to the agency website on January 25, 2010, initiating a second round of staff and stakeholder outreach. Comments were solicited until February 19th and incorporated into a Final Strategic Plan in March. Again, comments were solicited through emails to stakeholder groups, an announcement on the agency's website, and DNR's Twitter and Facebook presence. Comments on the Draft Plan were gathered through:
 - Online stakeholder and staff surveys which produced nearly 140 responses.
 - Seven regional stakeholder meetings held across the state with participation by more than 200 members of the public.
 - Discussions with DNR staff across the agency.
 - Dozens of letters and e-mails.



Plan Structure and Implementation

This plan has six Goals, each of which is composed of multiple Major Initiatives which are to be accomplished through stated Action Strategies and Implementation Steps. Goals are identified with Roman numerals, Major Initiatives with capital letters, Action Strategies with numbers, and Implementation Steps with bullets.

Each specific action called for by the Strategic Plan has been assigned an implementation lead and a timeline for initiation. The lead identifies who within the Department of Natural Resources organization is accountable for advancing the item and the timeline stipulates when the effort will begin, including subordinate items. In some cases, Implementation Steps (bulleted items) under numbered Action Strategies begin in different time periods; in such cases the timeline is noted at the Implementation Step level.

Initiation years assigned in the plan adhere to the following definitions:

- **Years 1-2** = July 1, 2010 to June 30, 2012
- **Years 3-4** = July 1, 2012 to June 30, 2014
- **Years 5+** = July 1, 2014 +

There are many relationships among the Major Initiatives and Action Strategies that make up the plan. In some cases, the strategies are similar in that they work toward a common outcome like developing a statewide conservation strategy, seeking financial resources or supporting a natural-resource based economy. These linkages are identified with a star symbol (★) and a cross-reference in the margin. There are other Major Initiatives and Action Strategies that are dependent upon the completion of one before another, related action is initiated. The listing of these related items is located on page 51 of the document.

To ensure DNR's accountability for implementing the Strategic Plan, a set of Milestones and Performance Measures for the first year of implementation (July 1, 2010 to June 30, 2011) is listed on page 49.



TRIBAL RELATIONS IN WASHINGTON – AN OPPORTUNITY

The history of the interaction of the United States Federal and State Government with Native Americans is long and complex. Native Americans survived federal policies of segregation and assimilation such as the Removal Act, Treaty making, General Allotment Act, Indian Reorganization Act, and Termination. In the late 1960s, federal policy took a new direction, one of self-determination—a policy of encouraging the tribes to shape their own destinies. Self-determination gave tribal government greater autonomy to achieve tribal restoration, self-government, cultural renewal, reservation development, educational control and input in both federal and state government decisions. However, for the purposes of federal and state Indian policy, a tribe must be recognized by the federal government and not all Indian tribes are. In the state of Washington, two tribes are currently pursuing federal recognition.

There are twenty-nine federally recognized tribes in the state of Washington, each with a unique legal and political history(s), a unique culture(s), and a unique language(s). The Washington State Department of Natural Resources respects and recognizes the unique status of Washington's tribes. This unique status is based on the United States Constitution, federal treaties, law, federal executive order, and court decisions.

In 2009, the DNR Tribal Relations Manager met with each federally recognized tribe to receive suggestions regarding the development of the Commissioner's Order for Tribal Relations and to listen to the tribes' natural resource issues. The Commissioner of Public Lands has also met with many of Washington's tribes. These efforts contribute to stronger government-to-government relationships and to development of the following tribal relations priorities:

- Develop the 'Commissioner's Order on Tribal Relations' with tribal leader input.
- Recognize the sovereign status of Native American tribal governments.
 - Ensure protection of American Indian treaty reserved rights as they pertain to DNR programs, projects, and policies.
- Conduct effective and efficient agency outreach through periodic meetings, including:
 - Commissioner meetings with all 29 federally recognized tribes, as well as statewide and regional meetings with tribal leaders.
- Develop tribal relations policies on:
 - Consultation, communication, and notification.
 - Access for gathering (big game, cultural trees, fire-wood, traditional use plants), scientific monitoring, and other purposes.
 - Cultural resources (update policy).

The Washington State Department of Natural Resources recognizes the integral and interdependent nature of Native Americans with their homelands as a place of spiritual connection and a landscape of cultural and emotional meaning.

"...everything on the earth has a purpose, every disease an herb to cure it, and every person a mission. This is the Indian theory of existence."

— Mourning Dove [Christine Quintasket] (1888-1936) Okanogan



OUR VISION

Our decisions and hard work on the ground leave a legacy of healthy forests, clean water, thriving ecosystems, and a vibrant natural resource-based economy.

OUR MISSION

In partnership with citizens and governments, the Washington State Department of Natural Resources provides innovative leadership and expertise to ensure environmental protection, public safety, perpetual funding for schools and communities, and a rich quality of life.

OUR GUIDING PRINCIPLES

Manage the state's resources sustainably.

Through our sustainable management of resources entrusted to our care, future generations will have ample opportunities to enjoy and benefit from Washington's rich natural heritage. We will also ensure that revenues for our trusts will be stable or growing and that associated industries will thrive for generations to come.

Make decisions based on sound science.

Using sound science, data, and information to guide our decisions will result in the best possible outcomes for the State of Washington.

Make decisions in the public interest and with the public's knowledge.

Transparency and accountability are vital to earn the public's trust and appropriately manage shared resources. Decisions should be made for the benefit of current and future generations.



Photo Credit: Gregg M. Erickson



SUMMARY OF PLAN GOALS AND MAJOR INITIATIVES

I. Deliver on Our Promise to Manage State Lands Sustainably

- A. Increase the Value and Area of Forest Stewardship Council Certified State Lands.
- B. Develop and Implement Strategies to Sustainably Manage Agricultural Trust Lands.
- C. Develop and Implement Strategies to Sustainably Manage Shrub Steppe Lands.
- D. Develop and Implement Strategies to Sustainably Manage Aquatic Lands.
- E. Protect At-Risk Ecosystems.
- F. Develop and Implement a Sustainable Public Use/Recreation Program.
- G. Implement the State Uplands Habitat Conservation Plan.
- H. Diversify and Improve the Uplands Asset Portfolio and Improve Asset Management Strategies.

II. Improve Forest Practices Rules and Strengthen Implementation and Compliance

- A. Ensure the Forest Practices Rules Are Fully, Fairly, and Consistently Implemented and Enforced by DNR staff.
- B. Improve Landowner Compliance with the Forest Practices Rules.
- C. Ensure Forest Practices Activities do not Increase the Risk, Frequency, or Severity of Landslides.
- D. Ensure a Well-Funded, Functioning Adaptive Management Program.

III. Preserve Forest Cover and Protect Working Forests and Agricultural Lands from Conversion

- A. Consolidate DNR-Managed Working Forests into Strategically Positioned Blocks.
- B. Help Small Forest Landowners Stay on the Land.
- C. Identify and Advance Policies and Incentives to Prevent the Loss of Private Working Forests and Agricultural Lands and Retain Associated Jobs.
- D. Permanently Protect DNR-Managed Forests at Greatest Risk of Conversion.

IV. Clean Up and Restore Puget Sound

- A. Position DNR to Effectively Execute its Role and Responsibilities in Puget Sound Recovery.
- B. Prioritize and Implement DNR Aquatic and Upland Actions that Contribute to the Recovery of Puget Sound by 2020.
- C. Partner on Puget Sound Recovery while Exercising Leadership and Vision.

V. Develop Renewable Energy Resources on State Lands, Address the Challenges of Climate Change, and Create Renewable Energy Jobs

- A. Reduce DNR's Energy Footprint.
- B. Develop a Renewable Energy Program for State Lands.
- C. Develop and Implement a Climate Adaptation Strategy.
- D. Provide Leadership for Washington's Forest Sector Participation in Climate Change and Bioenergy Programs.
- E. Anticipate Opportunities for the Marketing of Carbon Credits from Carbon Sequestration on State Lands.

VI. Ensure that DNR is Well-Managed and Supportive of its Employees

- A. Strengthen DNR's Financial Health.
- B. Increase Workforce Diversity.
- C. Retain and Support a Diverse and Highly Skilled Workforce.
- D. Recognize Employees for Excellent Work.
- E. Ensure All Employees Receive Adequate Safety Training, are Accountable, and Act in the Public's Interest.
- F. Establish Processes to Use Agency Resources Effectively, Efficiently and in the Public's Interest.





GOAL I

DELIVER ON OUR PROMISE TO MANAGE STATE LANDS SUSTAINABLY

The Department of Natural Resources manages 5.6 million acres of state-owned lands, including forest, range, agricultural, aquatic, and commercial lands. The stakeholder groups tied to this natural environment are as varied as the lands themselves, including tribes, foresters, shellfish growers, farmers, mining companies, schools and communities that receive trust revenues, hikers, stock users, bikers, cross-country skiers, kayakers, snowmobilers, other recreational users, and conservation groups dedicated to the preservation of natural habitat for the many plant and animal species that live on these lands.

All of these stakeholder groups and natural species obtain benefit from – or depend entirely upon – the health of the land. To maintain a vital natural-resource based economy, a rich quality of life for Washington residents and visitors, and strong schools and communities, we must maintain the health of the fundamental underlying asset: our natural lands.

Goal I articulates specific strategies to sustainably manage Washington's state-owned lands, ensuring commercial and public use along with the long-term health of our diverse and beautiful natural environment. Specifically, this Goal seeks to:

- Increase the amount of land with Forest Stewardship Council (FSC) certification and increase the revenues received by the state and other landowners for FSC-certified timber products.
- Sustainably manage agricultural lands, considering both revenue generation and environmental sustainability.
- Sustainably manage shrub steppe lands through the development of a conservation strategy and sustainable grazing practices.
- Sustainably manage aquatic lands by completing and implementing the Aquatic Habitat Conservation Plan, improving the aquatic leasing program, and preserving aquatic lands by acquiring strategic land blocks and targeting priority aquatic habitat for conservation and restoration.
- Protect at-risk ecosystems through a variety of new and existing tools.
- Develop a financially sustainable public use/recreation program that allows the continued use of DNR lands for appropriate recreation uses.
- Continue implementation of the state Uplands Habitat Conservation Plan.
- Ensure that the uplands asset portfolio is diversified and well-managed to protect the interests of beneficiaries.



Forest Stewardship Council Certification

The Forest Stewardship Council (FSC) establishes principles, criteria, and standards that guide forest management toward sustainable outcomes. FSC standards have been applied in over 57 countries around the world. Region-specific standards are developed across 10 topical areas by working groups comprised of conservation and forestry organizations. By adhering to these standards, land owners, forestry professionals, and forest managers assure customers that their goods are produced through forest practices that meet high standards of ecological, social, and economic sustainability. The market value for such products may be higher than for non-certified products.

◆ Also see **Goal I**, Major Initiative B, Action Strategies 1 & 3, and **Goal V**, Major Initiative E



Goal I. Deliver on Our Promise to Manage State Lands Sustainably

Start Year

1-2

3-4

5+

A. Increase the Value and Area of Forest Stewardship Council Certified State Lands.

Lead: Forest Resources & Conservation Division

1. Maintain certification for all state lands.	●		
2. Evaluate and pursue FSC certification for state lands when beneficial. <ul style="list-style-type: none"> • Actively interact with FSC governing bodies to seek consistency of standards with trust land management. • Examine the costs and benefits of additional FSC certification for state trust lands. • Evaluate FSC certification through forest land planning. • Incorporate analysis of FSC certification standards when the sustainable harvest is recalculated in 2014. 	●	●	●
◆ 3. Collaborate with FSC to increase the market value of certified wood. <ul style="list-style-type: none"> • Develop a marketing strategy for FSC certified products from state lands. • Promote Washington FSC certified processing infrastructure and associated jobs. 	●		



Goal I. Deliver on Our Promise to Manage State Lands Sustainably

Start Year

1-2	3-4	5+
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B. Develop and Implement Strategies to Sustainably Manage Agricultural Trust Lands.

Lead: Asset & Property Management Division

<p>◆ 1. Increase revenues generated from agricultural lands.</p> <ul style="list-style-type: none"> • Develop and implement a wheat marketing strategy. • Ensure fair leasing and renting programs that recognize the asset value of agricultural resources. • Work with trade organizations to promote Washington’s agricultural commodities. 	●	●	
<p>◆ 2. Review and develop changes in leasing requirements and management practices to ensure long-term sustainability of agricultural resources.</p> <ul style="list-style-type: none"> • Develop a monitoring strategy for lease compliance and resource condition. • Explore incentives for direct seeding, no-till, and other conservation-farming practices where appropriate. • Review grazing practice standards and make changes where appropriate to ensure the long-term sustainability of the resource. • Emphasize biological controls of persistent crop pests. 	●	●	●

◆ Also see **Goal I**, Major Initiative A, Action Strategy 3, and **Goal V**, Major Initiative E

◆ Also see **Goal I**, Major Initiative D, Action Strategy 3, and **Goal VI**, Major Initiative F





◆ Also see **Goal I**, Major Initiative A, Action Strategy 3, and **Goal V**, Major Initiative E

◆ Also see **Goal III**, Major Initiative D, Action Strategy 2, **Goal IV**, Major Initiative B, Action Strategy 1, and **Goal I**, Major Initiative E

◆ Also see **Goal I**, Major Initiative D, Action Strategies 2 & 3

Goal I. Deliver on Our Promise to Manage State Lands Sustainably	Start Year		
	1-2	3-4	5+
<p>◆ 3. Develop a comprehensive water use strategy for agricultural lands considering the effects of climate change on the future availability of water.</p> <ul style="list-style-type: none"> Determine areas of state lands where long-term water availability is sustainable (surface, aquifers, rainfall, etc.). Develop agricultural land transaction and investment strategies based on long-term water potential and rainfall amounts. 		●	
<p>◆ C. Develop and Implement Strategies to Sustainably Manage Shrub Steppe Lands. <i>Lead: Forest Resources & Conservation Division</i></p>			
<p>1. Develop a shrub-steppe conservation strategy.</p> <ul style="list-style-type: none"> Determine what parcels of state trust land can contribute to a comprehensive shrub steppe strategy based on condition of the habitat, location, and related conservation planning efforts. 		●	
<p>◆ 2. Adopt grazing practices that align with the shrub steppe conservation strategy.</p> <ul style="list-style-type: none"> Review grazing practices for compatibility with maintenance or enhancement of shrub steppe habitat on strategically important state lands and adjust leases as needed. 		●	

The Shrub Steppe

Shrub steppe lands are native habitat found on Washington’s dry eastern side where rainfall is sufficient to support the growth of grasses and shrubs.





Goal I. Deliver on Our Promise to Manage State Lands Sustainably

Start Year

1-2	3-4	5+
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D. Develop and Implement Strategies to Sustainably Manage Aquatic Lands.

Lead: Aquatic Resources Division

1. Complete the Aquatic Habitat Conservation Plan (HCP).

- Complete the HCP and submit for final approval to the National Marine Fisheries Service and the U.S. Fish and Wildlife Service.
- Complete environmental review (NEPA/SEPA), ensuring a robust public process with ample opportunities for public involvement and input.
- Secure Endangered Species Act (ESA) Section 10 Permit from NOAA Fisheries and U.S. Fish & Wildlife Service.

●

2. Implement the Aquatic HCP.

- Secure funding for HCP implementation, incorporate measures into aquatic use authorizations, and monitor leases for compliance with HCP.
- Seek partnerships with tribes, state and federal agencies and stakeholders in Aquatic HCP implementation.
- Seek alignment of local, state, and federal permits and plans with DNR HCP standards and measures.
- Develop an aquatic landscape plan to protect priority landscapes.

●

●

●

●

Habitat Conservation Plans

A Habitat Conservation Plan (HCP) is a long-term management commitment that ensures DNR's natural resource management adheres to guidelines established to achieve or strive towards compliance with the federal Endangered Species Act. An HCP establishes policy guidance regarding the full range of DNR's resource management activities. An HCP offsets potential harm to a federally listed threatened or endangered species as a result of land management activities by implementing conservation on lands covered by that HCP.

DNR currently has three established HCPs. One guides the management of state trust lands and other state forested lands. Another HCP is related to the state forest practices regulatory program, and the third is a geoduck wildstock fishery HCP. This Strategic Plan calls for the completion of an additional Aquatics HCP to assure protection of listed species on Washington's fragile and valuable state-owned aquatic lands, which total about 2.6 million acres.

◆ Also see **Goal IV**, Major Initiative B



Photo Credit: Carol Piening, DNR



◆ Also see **Goal I**, Major Initiative C, and **Goal VI**, Major Initiative F, Action Strategy 2



◆ Also see **Goal III**, Major Initiative D, **Goal IV**, Major Initiative B, Action Strategy 1, and **Goal I**, Major Initiative C

Goal I. Deliver on Our Promise to Manage State Lands Sustainably	Start Year		
	1-2	3-4	5+
<p>◆ 3. Ensure the aquatic leasing program is environmentally sustainable and in the public's best interest.</p> <ul style="list-style-type: none"> • Modify leasing and compliance practices to ensure environmental protection. • Modernize leasing rents to ensure fair return to the citizens of the state. • Improve the level of partnership with state-owned aquatic land lessees by seeking a better understanding of their business plans and strategies early in the process. • Evaluate ownership boundaries and baseline conditions to enhance accountability. 	●		
<p>4. Seek authority to purchase strategic blocks of aquatic land.</p>	●		
<p>◆ E. Protect At-Risk Ecosystems.</p> <p><i>Lead: Forest Resources & Conservation Division</i></p>			
<p>1. Secure funding for DNR's Natural Areas/Natural Heritage Programs.</p>	●		
<p>2. Prioritize areas to protect and develop strategies for the protection of additional ecosystems.</p> <ul style="list-style-type: none"> • Integrate science information, conservation priorities, and actions including addressing invasive species, forest health, and other risks to ecosystems. • Work with granting agencies and other partners to secure priority land acquisition funds. 	●		



Goal I. Deliver on Our Promise to Manage State Lands Sustainably

Start Year

1-2 3-4 5+

F. Develop and Implement a Sustainable Public Use/ Recreation Program.

Lead: Asset & Property Management Division

1. Pursue legislative action for sustainable funding.	●		
2. Increase ongoing and effective partnerships with user groups for stewardship of the land.	●		
3. Complete landscape evaluations to determine the balance of economic, ecological, and social objectives, and management methods to achieve them. <ul style="list-style-type: none"> • Prioritize landscapes to evaluate. • Initiate planning for priority landscapes. 	●		●
4. Update DNR recreation policies.		●	



G. Implement the State Uplands Habitat Conservation Plan.

Lead: Forest Resource & Conservation Division

1. Complete and implement the forest land plan, including research and monitoring for the Olympic Experimental State Forest.	●		
2. Ensure the protection of the Marbled Murrelet on state lands by working to complete the Long-term Marbled Murrelet Conservation Strategy and working to gain Board of Natural Resources and U.S. Fish & Wildlife Service approval.	●		



Goal I. Deliver on Our Promise to Manage State Lands Sustainably

Start Year

1-2

3-4

5+



Photo Credit: Chad Unland, DNR

H. Diversify and Improve the Uplands Asset Portfolio and Improve Asset Management Strategies.

Lead: Asset & Property Management Division

<p>1. Work towards a diversified natural resource-based portfolio.</p> <ul style="list-style-type: none"> • Develop land transaction strategies to increase financial performance of each trust's asset portfolio. • Determine available options and create targets for diversification of the portfolio. • Focus asset acquisition and retention around natural resource lands. • Inventory trust assets by asset type and by trust. • Launch a pilot project with Washington State University trust lands. 	<p>●</p>		
<p>2. Determine the asset value of each trust's assets and assess performance by asset type and by trust.</p>		<p>●</p>	



GOAL II

IMPROVE FOREST PRACTICES RULES AND STRENGTHEN IMPLEMENTATION AND COMPLIANCE

The health and sustainability of Washington's non-federal forests depend on the effectiveness of Forest Practices Rules in ensuring that timber harvesting, pre-commercial thinning, road construction and maintenance, forest chemical application, and other forest practices are conducted in a responsible and sustainable manner. Pursuant to the State Forest Practices Act (RCW 76.0), the Forest Practices Rules are designed to protect public resources including water, fish, and wildlife, while maintaining a viable timber industry.

This Goal addresses the Forest Practices Rules in a comprehensive manner, recognizing the important roles played by DNR, private landowners and foresters, the Forest Practices Board, and the many stakeholders involved in the Adaptive Management Program. The Goal seeks to ensure that:

- The Forest Practices Rules are consistently implemented and enforced by DNR staff.
- It is easy for land owners and operators to comply with the Forest Practices Rules.
- The Forest Practices Rules make certain that forest practice activities do not increase the risk, frequency, or severity of landslides.
- The Adaptive Management Program is well-funded and effective.





Forest Practices and the Forest Practices Rules

The Forest Practices Rules establish standards for forest practices on 12 million acres of non-federal commercial forest lands. The Rules cover practices such as timber harvest, pre-commercial thinning, road construction, fertilization, and forest chemical application. They give direction on how to implement the Forest Practices Act, along with additional legislative guidance regarding stewardship of non-industrial forests and woodlands. The Forest Practices Rules are designed to protect public resources including water, fish, and wildlife, while maintaining a viable timber industry. They are under constant review through the Adaptive Management Program (see page 22). The Forest Practices Board, an independent state agency, adopts the Forest Practices Rules. Rules involving water quality protection must be in concurrence with the Department of Ecology prior to Forest Practices Board adoption.



◆ Also see **Goal III**, Major Initiative B and **Goal VI**, Major Initiative F

Goal II. Improve Forest Practices Rules and Strengthen Implementation and Compliance

Start Year

1-2 3-4 5+

A. Ensure the Forest Practices Rules Are Fully, Fairly, and Consistently Implemented and Enforced by DNR Staff.

Lead: Forest Practices Division

- | | | | |
|---|---|--|--|
| 1. Ensure consistent interpretation, implementation, and enforcement of the Forest Practices Rules across DNR's regions. | ● | | |
| 2. Resume field audits. | ● | | |
| 3. Implement audit findings. | ● | | |
| <ul style="list-style-type: none"> Resume annual forest practices staff training based on field audit and compliance monitoring findings. Increase communication and interaction among division and region staff. | | | |

B. Improve Landowner Compliance with the Forest Practices Rules.

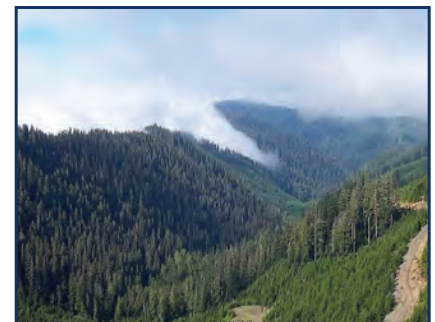
Lead: Forest Practices Division

- | | | | |
|---|---|--|--|
| 1. Review and refine forest practices penalties and incentives, working as needed with the legislature, the Forest Practices Board, and stakeholders. | ● | | |
| <ul style="list-style-type: none"> Create incentives for good behavior. Establish penalties for repeat offenders. Streamline the civil penalty process and establish fines that exceed the market value of the commodity illegally harvested. Work with the Compliance Monitoring Program Stakeholder Committee to develop recommendations to improve compliance. | | | |
| ◆ 2. Seek authority to simplify and streamline permitting and appeals processes without lessening protection for public resources. | ● | | |
| <i>This process should include consideration of the application process for all landowners and the appeals process for all landowners and stakeholders.</i> | | | |



Goal II. Improve Forest Practices Rules and Strengthen Implementation and Compliance	Start Year		
	1-2	3-4	5+
<p>3. Examine reasons for non-compliance.</p> <ul style="list-style-type: none"> Determine commonly violated rules and develop corrective actions. 	●		
<p>4. Develop a plan and timeline to ensure Forest Practices Rules provide compliance with the Clean Water Act.</p>	●		
<p>◆ 5. Develop and implement additional forest practices training for private land-owners and operators.</p> <ul style="list-style-type: none"> Resume DNR's participation in the Washington Contract Loggers Association training and annual logging conferences. Increase training on the use of water typing, first making sure the data layer is accurate, up to date, and available on the web. Pursue a certification program for private foresters and operators. Create web-based training modules. 		●	
<p>6. Review and recommend simplification of the Rules and Board Manual.</p> <ul style="list-style-type: none"> Remove or propose revision of obsolete Forest Practices Rules. Pursue simplifying the Rules and rewriting them in plain English to make them easier to understand, with less room for interpretation. Seek revision of Rules identified as inadequate. 		●	

◆ Also see [Goal II](#), Major Initiative C, Action Strategy 3





Landslide Management

Landslides are a continuing problem along Washington hillsides, shorelines, and roadways. Just since 1996, landslides have caused hundreds of millions of dollars of damage across the state. DNR's Geology and Earth Resources Division is a leader in landslide hazard identification, mitigation, and emergency response

✦ Also see **Goal II**, Major Initiative B, Action Strategy 5

Adaptive Management

By following an adaptive management approach, DNR engages in ongoing monitoring of natural resource health and response to particular Forest Practices Rule changes. Over time, the agency's policies are modified to adopt the most effective approach.

Goal II. Improve Forest Practices Rules and Strengthen Implementation and Compliance

Start Year

1-2

3-4

5+

C. Ensure Forest Practice Activities do not Increase the Risk, Frequency, or Severity of Landslides.

Lead: Forest Practices Division

- | | | | |
|--|---|---|--|
| 1. Address potential flaws with Watershed Analysis by completing the Forest Practices Board process of evaluating continued use of "Watershed Analysis Mass Wasting Prescriptions" and take appropriate steps as identified. | ● | | |
| 2. Work with stakeholders to obtain funding necessary to complete the Landslide Hazard Zonation project. | ● | | |
| ✦ 3. Review, revise, and implement the unstable slopes training. | ● | | |
| 4. Based on monitoring and adaptive management, identify and propose revision of Forest Practices Rules inadequate to meet statutory goals for protection of public resources. | | ● | |

D. Ensure a Well-Funded, Functioning Adaptive Management Program.

Lead: Forest Practices Division

- | | | | |
|---|---|--|--|
| 1. Strive to complete current stakeholder discussions regarding adaptive management. <ul style="list-style-type: none"> Secure short- and long-term Adaptive Management Program funding. Continue discussions with stakeholder caucuses and federal, tribal, state, and local governments regarding necessary reform. | ● | | |
| 2. Conduct a performance review of the Adaptive Management Program and develop recommendations for appropriate changes. | ● | | |



GOAL III

PRESERVE FOREST COVER AND PROTECT WORKING FORESTS AND AGRICULTURE LANDS FROM CONVERSION

Many factors exert pressure on the owners of private natural resource lands to convert their forested properties to non-forest uses. Fluctuations and challenges in the resource-based economy, urbanization, and the opportunity to sell lands for development purposes may cause landowners to sell their property. In such instances, Washington loses valuable natural habitat and recreation lands and sees a reduction in its resource-based economy. This, in turn, may undercut the infrastructure that processes natural resource commodities and lead to challenges for remaining commercial enterprises.

Specifically, this Goal establishes an action plan to:

- Consolidate DNR-managed working forests into strategically positioned blocks that will help provide compatible management for neighboring forest lands.
- Support small forest landowners in maintaining their land as working forests.
- Advance policies and incentives to prevent the loss of private working lands and retain associated jobs.
- Permanently protect DNR-managed forests at greatest risk of conversion through a variety of new and existing tools.



Photo Credit: Carl Cook



Small Forest Landowners

DNR hopes to encourage small landowners to keep their lands forested. It is important to retain the benefits they provide, including fish and wild-life habitat, clean water, and green landscapes while producing valuable wood products and contributing to the economy of many communities. DNR will assist small landowners in facing their unique challenges. Efforts may include:

- Improving and fully funding the Forest Riparian Easement Program.
- Increased funding for Family Forest Fish Passage Program.
- Establishing a baseline for small landowner Road Maintenance and Abandonment Planning status.
- Establishing a fixed width buffer template.
- Establishing a riparian conifer restoration template.
- Developing an economic model to assist landowners in making management decisions for their lands.
- Renewing assistance provided by DNR through its Small Forest Landowner Office.

◆ Also see **Goal II**, Major Initiative B, Action Strategies 2 through 6 and **Goal V**, Major Initiative E, Action Strategy 3



Goal III. Preserve Forest Cover and Protect Working Forests and Agriculture Lands from Conversion

Start Year

1-2

3-4

5+

A. Consolidate DNR-Managed Working Forests into Strategically Positioned Blocks.

Lead: Asset & Property Management Division

<p>1. Identify potential lands for consolidation.</p> <ul style="list-style-type: none"> • Identify potential lands that are at moderate risk of conversion, suitable for trust management, adjacent to private landowners in long-term commercial forest management, and supporting timber industry infrastructure and jobs. 	●		
<p>2. Execute strategies to accomplish consolidation.</p> <ul style="list-style-type: none"> • Emphasize the use of land trades, inter-grant exchanges, replacement account assets, and other tools to prevent conversion. • Seek compensation for the trusts for unrealized development potential. 	●		

◆ B. Help Small Forest Landowners Stay on the Land.

Lead: Forest Practices Division

<p>1. Identify the relationship between categories of small forest landowners and their management activities, environmental impacts, and potential for long-term stewardship.</p>	●		
<p>2. Provide leadership regarding measures to address shared priorities to help small forest landowners with their unique challenges.</p>	●		
<p>3. Recognize small forest landowners who are committed to long-term stewardship of their forests and promote their wood products.</p>		●	



Goal III. Preserve Forest Cover and Protect Working Forests and Agriculture Lands from Conversion

Start Year

1-2

3-4

5+

C. Identify and Advance Policies and Incentives to Prevent the Loss of Private Working Forest and Agricultural Lands and Retain Associated Jobs.

Lead: Policy Office

<p>1. Create the “Evergreen Forests” Program to establish incentives and reward private forest landowners who make long-term commitments to maintaining their working forest landscapes.</p> <ul style="list-style-type: none"> • Develop and adopt criteria for defining “Evergreen Forests.” • Design and adopt incentives for “Evergreen Forests.” • Promote and implement the Program. 	●	●	
<p>2. Support passage of Community Forest Bond legislation in Congress.</p>	●		
<p>◆ 3. Assist landowners in gaining access to additional sources of revenue for the benefits generated from working lands such as carbon sequestration and clean water.</p> <ul style="list-style-type: none"> • Assist and cooperate with private landowners committed to establishing inventory/baseline data for use with emerging carbon market registries. • Provide leadership in exploring the possibility of quasi-market mechanisms for rewarding watershed protection beyond current requirements. 	●	●	
<p>4. Advocate for the required use of Washington-grown certified wood in public facility construction.</p>		●	
<p>5. Promote the increased use of tools such as conservation easements and the lease, transfer, and purchase of development rights to keep working lands working.</p>	●		

Evergreen Forests Program

The Evergreen Forests Program is a new initiative-based approach to encourage private landowners to commit to keeping their land permanently forested.

◆ Also see Goal V, Major Initiative D, Action Strategy 1

Community Forest Bond Legislation

Community Forest Bonds are a means of protecting forest cover on private lands by allowing private conservation-oriented land trusts to issue tax-exempt bonds to raise funds to purchase lands at risk of conversion to non-forest uses. The land trusts can then use commercial forest management on the lands to raise revenue to repay the bonds.



Community Forest Trust

The Community Forest Trust is a proposed state-owned forest land category emphasizing conservation and light-touch “break even” commercial forest activities in which revenue produced would be reinvested in management and protection of the same lands to provide local community benefits. Under the program, existing trust lands or private lands that have significant local conservation value but are at high risk of conversion to non-forest uses would be acquired using legislatively appropriated and/or foundation funding. The lands would then be managed by DNR or other designated managers for community benefits including conservation and light-touch commercial activities.

✦ Also see **Goal IV**, Major Initiative B, Action Strategy 1, and **Goal I**, Major Initiatives C & E

Trust Land Transfer Program

DNR strives to improve returns from state trust lands; however, some trust lands are relatively less appropriate for revenue generation and have important social or ecological values that are desirable of protection for public use and benefit.

Through the legislatively-funded Trust Land Transfer Program, Common School Trust lands best suited for conservation are appraised and transferred at market value out of trust holdings to conservation-oriented programs. The value of the timber provides immediate revenue for K-12 schools. The value of the land is used to acquire replacement property better suited to generate future revenue for common schools.

Goal III. Preserve Forest Cover and Protect Working Forests and Agriculture Lands from Conversion

Start Year

1-2 3-4 5+

6. **Work with local governments through the comprehensive plan update process to identify state lands and working forest and agricultural landscapes of long-term significance.**

●

✦ **D. Permanently Protect DNR-Managed Forests at the Greatest Risk of Conversion.**

Lead: Asset Management & Protection Division

1. **Acquire the authority and funding for a new “Community Forest Trust” intended to ensure non-revenue forest benefits to local communities.**

●

Existing trust lands or private lands at high risk of conversion to non-forest uses but with significant local conservation value would be acquired using legislatively appropriated and/or foundation funding, and managed by DNR or other designated managers for community benefits including conservation and light-touch commercial activities.

2. **Model the Community Forest Trust mechanism on the Trust Land Transfer Program.**

●

GOAL IV

CLEAN UP AND RESTORE PUGET SOUND

Just as DNR has authority to manage forest and agricultural lands for the benefit of a public fiduciary trust, DNR has the constitutional responsibility to manage state-owned aquatic lands as a public trust. However, this is not a fiduciary trust, and instead, DNR is directed by statute to provide for a balance of public benefits, including ensuring environmental protection, providing opportunities for using renewable resources such as shellfish, fostering water dependent uses, and facilitating public access.

In 2007, the legislature established a goal to recover Puget Sound's health by 2020, creating the **Puget Sound Partnership** to oversee the effort. DNR is one of many federal, tribal, state, and regional partners working to implement the Partnership's 2020 Action Agenda. DNR's work in collaboration with the Puget Sound Partnership to save this magnificent asset draws on the ideas and resources of the public, private, and non-profit sectors, with all parties recognizing what is at stake and the enormous complexity of the task. DNR's efforts will focus on sustainable and science-based management of both the state-owned aquatic lands and forested uplands. Healthy aquatic lands are integral to the success of the Puget Sound effort since they are the foundation of the Puget Sound. It is also important to address the upland activities over which DNR has regulatory or proprietary responsibility because they influence the quality of water that flows into forest streams and ultimately to the Sound. To meet the Governor's goal of recovering the Sound to health by 2020, it will be necessary to work across these landscapes and ensure that the interconnectedness of these natural systems is respected as a single ecosystem.

This Goal establishes initiatives to:

- Position DNR to effectively execute its role and responsibilities in Puget Sound recovery by working with staff, stakeholders, and the public to ensure that the Department's programs and activities that affect the Sound are carefully evaluated and modified if necessary.
- Prioritize and implement aquatic and upland actions to benefit the Sound.
- Participate collaboratively in regional efforts, including Puget Sound Partnership activities, the Puget Sound Action Agenda, and a proposed Puget Sound Restoration Jobs Program.

Puget Sound Partnership

The Puget Sound Partnership is a collaborative approach to reversing the environmental degradation of the Puget Sound. Governor Gregoire and the legislature charged the Partnership with developing an action agenda to prioritize cleanup and improvement projects and coordinate federal, state, local, tribal, and private resources. The Puget Sound Action Agenda was released in December 2008 as a strategy to clean up, restore, and protect Puget Sound by 2020.



Photo Credit: Fred Felleman



Photo Credit: Nancy Charbonneau



Goal IV. Clean Up and Restore Puget Sound

Start Year

1-2

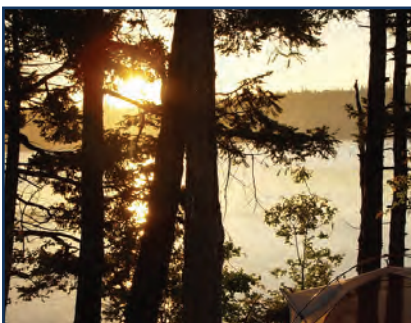
3-4

5+



Puget Sound Checklist

The Puget Sound Checklist will guide DNR's consideration of impacts to the Puget Sound when participating in making resource management decisions or in collaboration with other agencies. For example, the Checklist will ensure that impacts to the Sound are considered in DNR's involvement in growth management and shoreline management planning and regulation, State Environmental Policy Act (SEPA) processes, and Puget Sound Partnership activities and other agency actions that may impact Puget Sound.



A. Position DNR to Effectively Execute its Role and Responsibilities in Puget Sound Recovery.

Lead: Puget Sound Policy Advisor

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|---|----------|--|--|
| <p>1. Establish DNR as an effective leader in Puget Sound recovery through education of and support from DNR staff, stakeholders, and the public.</p> <ul style="list-style-type: none"> • Highlight DNR's role in Puget Sound restoration through the creation of a "Clean Up Puget Sound" page on DNR's web site. • Develop and implement an outreach strategy for dialogue with federal, tribal, state and local governments, as well as business and NGO partners. • Utilize and expand DNR's education, outreach, and communication tools to inform the general public of DNR's role in cleaning up the Sound. | <p>●</p> | | |
| <p>2. Inventory, describe, and align DNR programs and activities that impact Puget Sound.</p> <ul style="list-style-type: none"> • Create a DNR Puget Sound Team with representatives from all divisions. • Conduct an assessment of DNR programs that need to align with the Puget Sound Action Agenda. • Create agency-wide policy guidance on incorporating Puget Sound recovery considerations into agency decisions. • Develop a Puget Sound Checklist to implement policy guidance. • Establish an annual "Puget Sound Star" Award to recognize a DNR staff member who excels on Puget Sound protection and restoration. | <p>●</p> | | |



Goal IV. Clean Up and Restore Puget Sound

Start Year

1-2	3-4	5+
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B. Prioritize and Implement DNR Aquatic and Upland Actions that Contribute to the Recovery of Puget Sound by 2020.

Lead: Aquatics Resources Division

<p>◆ 1. Establish an ecosystem-based network of aquatic reserves for lands essential to protect for Puget Sound recovery.</p> <ul style="list-style-type: none"> Engage in a marine spatial planning effort to ensure consistency with DNR's HCP and external regional plans. Secure stable and adequate funding to support DNR's Aquatic Reserve Program. Complete landscape prioritization plans under the HCP to identify new reserve areas. 	<p>●</p> <p>●</p>	<p>●</p>	
<p>2. Develop a strategy to reduce the number of outfalls and their impact to state-owned aquatic lands around the Puget Sound.</p> <ul style="list-style-type: none"> Collaborate with the Puget Sound Partnership and other partnering entities as they develop and implement a comprehensive stormwater strategy for Puget Sound. Increase DNR's role and presence on toxics issues that impact state-owned aquatic lands. Assess impacts on state-owned aquatic land from other kinds of outfalls. 	<p>●</p> <p>●</p>	<p>●</p>	

◆ Also see **Goal I**, Major Initiative E

Outfalls

Outfalls are locations where stormwater or other effluent is discharged through a pipe into a body of water. There are more than 5,000 outfalls that empty into Puget Sound, significantly affecting state-owned aquatic lands and the health of the Sound.

Toxics Issues that Impact State-Owned Aquatic Lands

Toxic material flows into and contaminates the state's aquatic lands daily. As the steward of that land, DNR hopes to engage in many efforts to reduce these sources of contamination. Potential topics include source control, low impact development standards, stormwater retrofitting, chemical phase-outs and bans, advanced wastewater treatment, NPDES compliance, and water reclamation.



Nearshore Restoration Program

The following actions provide examples of how expanding DNR's nearshore restoration program will aid in Puget Sound recovery:

- On-the-ground nearshore habitat restoration projects.
- Shoreline landowner education.
- Creation of a dedicated fund for incentives for removal of armoring and for expansion of DNR's creosote, derelict vessel, and invasive species removal programs.
- Adequate and reliable funding for implementation and program development, in coordination with Department of Fish and Wildlife and the Puget Sound Nearshore Ecosystem Restoration Project.
- Accelerating toxic cleanups under Model Toxics Control Act on state-owned Puget Sound aquatic lands.
- Developing a Puget Sound aquatic vegetation management plan.
- Continuing to provide data and research regarding nearshore habitats and impacts.



Photo Credit: Carol Cloen, DNR

Goal IV. Clean Up and Restore Puget Sound

Start Year

1-2 3-4 5+

3. Expand DNR's nearshore restoration program and utilize it in Puget Sound recovery.

- Explore and implement actions and strategies that complement existing nearshore restoration activities.

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4. Support forest restoration strategies with an initial focus on riparian lands and urban/community forests.

Lead: Forest Resources & Conservation Division

- Provide seedling trees and other assistance to partners when possible.

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5. Ensure the delivery of cold, clean water from forested streams that drain to Puget Sound.

Lead: Executive Management

- Monitor water quality, flow regimes, and cumulative impact data from forested and other upland watersheds and work with the Forest Practices regulatory program and its stakeholders if necessary to address sediment, temperature, flow, and chemical impacts.
- Secure an adequate and reliable method of funding for monitoring to demonstrate ongoing achievement of water quality standards.
- Expand the scope of state uplands HCP monitoring to address Puget Sound and the effectiveness of the implementation of the HCP in protecting water quality and flow regimes.
- Secure needed funding and complete a 3-D geologic map of the Puget Sound basin.

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Goal IV. Clean Up and Restore Puget Sound

Start Year

1-2 3-4 5+

C. Partner on Puget Sound Recovery While Exercising Leadership and Vision.

Lead: Puget Sound Policy Advisor

<p>1. Effectively manage and leverage DNR's participation in Puget Sound Partnership activities and in the refinement and implementation of the 2020 Action Agenda.</p> <ul style="list-style-type: none"> • Provide leadership on the Puget Sound State Caucus and the Ecosystem Coordination Board. • Develop DNR budget proposals that reflect the agency's responsibilities for Puget Sound recovery. 	●		
<p>◆ 2. Partner with public and private entities to explore a Puget Sound Restoration Jobs Program.</p>	●		

Puget Sound Restoration Jobs Program

The proposed Puget Sound Restoration Jobs Program would be a major jobs initiative employing dislocated workers in forest, watershed, and shoreline restoration projects. DNR will be working with partners to develop and advance a legislative proposal to fund the launch and operation of the Program.

◆ Also see **Goal V**, Major Initiative B, Action Strategy 3 and Major Initiative D, Action Strategy 5



Photo Credit: Carol Cloen, DNR



Photo Credit: Ryan Cloud



Photo Credit: Fernando Tomas



GOAL V

DEVELOP RENEWABLE ENERGY RESOURCES ON STATE LANDS, ADDRESS THE CHALLENGES OF CLIMATE CHANGE, AND CREATE RENEWABLE ENERGY JOBS

DNR can help reshape our energy use around renewable sources, improving energy independence, reducing reliance on fossil fuels, and creating new industries and jobs in the process.

Scientifically predicted changes in Washington's climate will create many challenges for the future management and protection of Washington's lands, resources, and ecosystems. Predicted changes include warmer and drier summers, reduced water availability in eastern Washington, more precipitation falling as rain rather than snow, and a rise in sea level along Washington's saltwater shoreline.

This Goal calls for specific actions to:

- Reduce DNR's energy footprint through the most cost-effective strategies possible.
- Work with partners to develop an ecologically sustainable renewable energy program for state lands incorporating diverse renewable energy sources such as wind, biomass, solar, wave/tidal, geothermal, and others as they emerge.
- Incorporate adaptation to climate change in all affected programs and activities.
- Provide leadership for Washington's forest sector participation in climate change and bioenergy programs.
- Evaluate opportunities to generate revenues through selling credits for carbon storage in trees on state lands.





Goal V. Develop Renewable Energy Resources on State Lands, Address the Challenges of Climate Change, and Create Renewable Energy Jobs

Start Year

1-2

3-4

5+

◆ Also see **Goal VI**, Major Initiative F, Action Strategy 2

DNR's Energy Footprint

In seeking to reduce DNR's energy footprint, emphasis will be placed first on conservation and then on the identification of new, less resource-intensive energy sources. The cost-effectiveness of alternative strategies will be a major consideration.



◆ **A. Reduce DNR's Energy Footprint.**

1. Develop a benchmark of current energy use and reduction targets, making use of energy audit tools and checklists.
Lead: Engineering and General Services Division

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2. Determine and implement the most cost-effective strategies to reduce DNR's energy use, engaging agency leadership and contributions from all parts of the agency.
Lead: Engineering and General Services Division

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Specific strategies should be evaluated for each of the following areas:

- *Vehicle type and technology.*
- *Fuel type.*
- *Reducing vehicle miles traveled, both commuting and on-the-job, through various means such as office location, carpooling, telecommuting, and work shifts.*
- *Facility design, construction, and operation.*
- *Equipment purchase and operation.*
- *Supplies, including paper.*
- *Computing.*
- *Waste reduction and recycling.*

3. Establish a communications strategy to share DNR's energy reduction goals, policies, and ongoing performance updates to staff and outside audiences.
Lead: Policy Office, Communications & Outreach Group

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Goal V. Develop Renewable Energy Resources on State Lands, Address the Challenges of Climate Change, and Create Renewable Energy Jobs

Start Year

1-2

3-4

5+

◆ **B. Develop a Renewable Energy Program for state lands.**

Lead: Policy Office

1. Clearly articulate agency goals and policy for this initiative consistent with DNR's Mission.

This process should:

- Distinguish carefully between the compatible roles of the Department, those of other agencies and governments, research institutions, landowners, and the private sector.
- Project an appropriate timeline for the major elements of this Initiative.
- Identify significant challenges, as well as opportunities and strategies for addressing them, such as supporting technology development, ensuring ecological sustainability, and targeting the most appropriate markets.



2. Develop staff knowledge and relationships with partners to ensure DNR has access to necessary expertise.

Seek to:

- Establish department-wide capacity, expertise, and empowerment.
- Involve agency scientists, particularly to avoid facility locations and resource use patterns with significant environmental impacts.
- Establish strategic networks and partnerships to augment DNR expertise and authority, reaching out to academia, agencies, non-governmental organizations, industry, and utilities.



◆ Also see **Goal VI**, Major Initiative A, Action Strategy 2

Renewable Energy Program

In developing a renewable energy program for state lands, DNR will consider a variety of renewable energy sources, including wind, biomass, solar, wave/tidal, geothermal, and others as they emerge.



◆ Also see [Goal IV](#), Major Initiative C, Action Strategy 2



Goal V. Develop Renewable Energy Resources on State Lands, Address the Challenges of Climate Change, and Create Renewable Energy Jobs	Start Year		
	1-2	3-4	5+
<p>◆ 3. Analyze renewable resource and job creation potential for state lands and appropriately prioritize the implementation of specific energy resource strategies.</p> <ul style="list-style-type: none"> • Develop renewable energy resource inventory and siting information to ensure ecological sustainability and to avoid inappropriate siting decisions. • Employ life-cycle analysis to ensure renewable energy development (such as forest biomass utilization) makes a positive contribution to reduction of greenhouse gases. • Work to become a leader in environmentally suitable wind development in Washington. • Employ cost/benefit analysis to ensure renewable energy development on state lands provides positive net revenue to trust beneficiaries. • Coordinate with local partners to optimize sustainable job creation in rural areas associated with renewable energy projects on state lands. 		●	
<p>4. Ensure DNR has adequate funding tools and statutory and contractual authorities for the development of renewable energy.</p> <ul style="list-style-type: none"> • Establish clear legal authority to convey rights to energy resources on state lands, including biomass, in a predictable manner that encourages private investment while promoting the best interests of the trusts. • Secure appropriate funding sources, including federal grants. 	●		



Goal V. Develop Renewable Energy Resources on State Lands, Address the Challenges of Climate Change, and Create Renewable Energy Jobs	Start Year		
	1-2	3-4	5+
<p>5. Implement the Biomass Pilot.</p> <ul style="list-style-type: none"> Initiate two or more woody biomass-to-energy projects pursuant to legislative authorization. Pursue other projects as opportunities arise and projects become feasible. Develop a two phase approach for biomass, building upon phase one pilot efforts to help the industry grow in Washington. 	●		
<p>6. Implement an active forest health program, linked to the forest biomass energy initiative, especially in eastern Washington.</p> <p><i>In doing this, seek to:</i></p> <ul style="list-style-type: none"> Ensure the creation of more natural resource jobs in eastern Washington. Support the retention of existing biomass processing infrastructure and the development of new infrastructure. Incorporate forest health benefits into cost benefit analyses while ensuring ecological sustainability. Coordinate with other public and private forest landowners on forest health issues. 	●		
<p>7. Seek to positively affect the development of state and federal renewable energy policy.</p> <p><i>Encourage the development of state and federal energy policy that reflects established state policy goals for state trust lands, forest management/health, rural economic development and jobs, working forest retention, and water use, in addition to reduction in greenhouse gas emissions.</i></p>	●		



Forest Biomass Energy Initiative

Washington’s forests have an abundant supply of woody biomass. Using some of this renewable resource for heat, power, and fuel will play an important role in Washington’s emerging green economy and help address climate change. Removing biomass from forests in ecologically sustainable ways can provide income for forest landowners while improving forest health, creating jobs in rural parts of the state, and reducing wildfire risk and greenhouse gas emissions. The goal of DNR’s biomass initiative is to provide the leadership needed to forge public/private partnerships between forest biomass suppliers, biomass purchasers, and energy producers to allow the state and local communities to utilize biomass materials to create renewable energy.



Goal V. Develop Renewable Energy Resources on State Lands, Address the Challenges of Climate Change, and Create Renewable Energy Jobs

Start Year

1-2

3-4

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Climate Adaptation Strategy

A climate adaptation strategy outlines an approach to dealing with the potential effects of climate change on Washington's natural environment and resources. Almost all DNR programs will be affected by climate change, and must therefore consider how best to adapt. Programs that must incorporate climate change adaptation include forest and agricultural land management, asset management, aquatic lands management, forest health, fire control, forest practices, natural areas management, and natural heritage.

C. Develop and Implement a Climate Adaptation Strategy.

Lead: Policy Office

<p>1. Develop staff education efforts regarding scientifically sound adaptation information and priorities in partnership with university and other scientists.</p>	<p>●</p>		
<p>2. Participate in an integrated monitoring program with other entities and identify the most vulnerable situations and trigger points for change in management actions.</p>	<p>●</p>		
<p>3. Incorporate climate change adaptation considerations in all relevant agency programs, including attention to ecological interactions, species genetics and adaptiveness, migration pathways, response to major disturbance events, and management of human infrastructure.</p>	<p>●</p>		
<p>4. Coordinate with other state and federal agencies, tribal governments, and private organizations to develop a statewide and/or broader climate adaptation strategy.</p>	<p>●</p>		
<p>5. Link climate adaptation strategies in eastern Washington with the renewable biomass energy initiative. <i>In doing this, pay particular attention to fire prevention efforts and incorporate forest resilience to anticipated future climate conditions.</i></p>	<p>●</p>		



Goal V. Develop Renewable Energy Resources on State Lands, Address the Challenges of Climate Change, and Create Renewable Energy Jobs

Start Year

1-2

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D. Provide Leadership for Washington’s Forest Sector Participation in Climate Change and Bioenergy Programs.

Lead: Policy Office

◆ 1. Support opportunities for carbon storage benefits for private working forests, including market- and incentive-based options.	●		
2. Support well-distributed processing infrastructure, including energy infrastructure, to maintain the value of working forests and provide rural jobs.	●		
3. Promote sustainable urban forestry programs that could demonstrate increased carbon storage.		●	
4. Advocate for state and federal legislative and executive actions that support and reward enhanced carbon storage in Washington forests and wood products.	●		
◆ 5. Promote reforestation efforts to increase carbon storage.	●		
6. Promote university research on biological control methods for persistent crop and forest pests on state and private lands, working towards increased yields and a reduced dependence on pesticides.	●		

◆ Also see [Goal III](#), Major Initiative C, Action Strategy 3



Photo Credit: Linda Heckel

◆ Also see [Goal IV](#), Major Initiative C, Action Strategy 2



Goal V. Develop Renewable Energy Resources on State Lands, Address the Challenges of Climate Change, and Create Renewable Energy Jobs

Start Year

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◆ Also see **Goal I**, Major Initiative A, Action Strategy 3, and Major Initiative B, Action Strategy 1.

Carbon Credits and Carbon Sequestration

DNR and other forest landowners may be able to generate revenue based on the forests' ability to capture carbon dioxide from the atmosphere and permanently store (sequester) it in trees, other forest vegetation, and soils, as well as in long-lived wood products like lumber in buildings. Credits for this storage could be sold to power companies and others who wish to or are required to reduce their emissions of greenhouse gases like carbon dioxide.

◆ Also see **Goal III**, Major Initiative A, Action Strategy 2

◆ E. Anticipate Opportunities for the Marketing of Carbon Credits from Carbon Sequestration on State Lands.

Lead: Forest Resources & Conservation Division

1. Provide clear agency and program objectives, deliverables, and budget.		●	
2. Develop a forest carbon accounting capability and explore participation in carbon offset markets if feasible and cost-effective. <ul style="list-style-type: none"> Establish clear baseline modeling and data for state lands. Consider a more active management approach if feasible and cost-effective. <p><i>This approach may include a harvest/leave tree design and regeneration strategy to increase in-forest carbon storage and storage in long-lived wood products, and incorporate thinning for biomass energy.</i></p>		●	●
3. Develop an avoided conversion offset strategy linked to acquisition of replacement trust lands where cost effective and consistent with trust fiduciary duties. <ul style="list-style-type: none"> Contribute to large blocks of resource lands resistant to conversion pressure. Evaluate the potential for improved carbon sequestration in trust land acquisitions. 		●	



Goal V. Develop Renewable Energy Resources on State Lands, Address the Challenges of Climate Change, and Create Renewable Energy Jobs

Start Year

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4. Work to avoid large wildfire emissions.

- Give greater priority to fire prevention on state lands.
- Use slash for biomass energy and reduce slash burning unless there is a high probability of avoiding larger fires.
- Emphasize the linkage of hazardous fuel treatments and forest health objectives where possible.



5. Pursue credits for requiring agricultural practices including "direct-seed" by lessees on state-owned agricultural land.



Direct-Seed

Direct-seed refers to a technique in which a seed is planted without tilling the ground to minimize soil disturbance and the release of stored carbon.



Photo Credit: Wild Fish Conservancy



Photo Credit: Dave Vagt, DNR



Photo Credit: Nancy Charbonneau, DNR



GOAL VI

ENSURE THAT DNR IS WELL-MANAGED AND SUPPORTIVE OF ITS EMPLOYEES

DNR's ability to effectively execute its day-to-day responsibilities and the ambitious initiatives contained in Goals I through V of this Strategic Plan rely on the expertise, dedication, and skill of its staff. DNR can only be successful in sustainably managing Washington's natural resources if it is well-managed. In a well-managed workplace, there is a strong framework for individual accountability and tools for providing recognition and support for excellent performance by staff.

The actions contained in this Goal seek to:

- Strengthen DNR's financial health and ability to perform its duties by establishing a stable staffing and expenditure plan and evaluating revenue generation opportunities such as administrative fees, natural resource revenue-generating programs, and leases.
- Recruit a diverse workforce so DNR has the perspectives and skills required to be successful now and in the future.
- Retain and support its workforce through cross-training, mentoring, and developmental assignments, with a particular focus on succession planning for critical specialized positions.
- Use new and existing mechanisms to recognize employees for excellent work.
- Ensure that job descriptions, measurable performance expectations, and yearly performance reviews are utilized to guarantee that DNR's employees are accountable and acting in the public's best interest.
- Employ internal audits and performance reviews of business processes to ensure that agency resources are used effectively, efficiently, and in the public's interest.





◆ Also see [Goal V](#) Major Initiative B



Goal VI. Ensure that DNR is Well-Managed and Supportive of Its Employees

Start Year

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3-4

5+

A. Strengthen DNR's Financial Health.

- | | | | |
|---|---|---|--|
| <p>1. Seek to recover DNR's administrative costs.
<i>Lead: Executive Management Team</i></p> <ul style="list-style-type: none"> Summarize analysis, identify programs and processes that lose money and define the characteristics of a fair cost recovery fee. Establish a policy of recovering administrative costs for all enterprise operations through fees. Seek legislative support for cost recovery plans. | ● | | |
| <p>◆ 2. Evaluate natural resource revenue-generating programs for opportunities to optimize value.
<i>Lead: Deputy Supervisor, Uplands</i></p> <ul style="list-style-type: none"> Evaluate and implement methods to increase value from commodities from state lands. Evaluate alternative energy revenue opportunities. | ● | | |
| <p>3. Review current leases and identify leases that do not meet performance expectations.
<i>Lead: Asset Management & Recreation Division</i></p> <ul style="list-style-type: none"> Establish criteria for a leasing program that is fair and in the public interest. Ensure all new leases meet these criteria. | ● | | |
| <p>4. Create a stable staffing plan.
<i>Lead: Executive Management Team</i></p> <ul style="list-style-type: none"> Determine base staffing needs for major programs. Establish a policy to emphasize temporary hiring to meet peak workloads. | | ● | |



Goal VI. Ensure that DNR is Well-Managed and Supportive of Its Employees

Start Year

1-2 3-4 5+

B. Increase Workforce Diversity.

1. Establish a Diversity Workgroup and Develop a Diversity Action Plan.

Lead: Human Resources Division

- Develop and implement strategies and processes that will attract and hire diverse, qualified candidates to increase the diversity of DNR’s workforce.

●

2. Promote a workplace in which diversity is valued and respected.

Lead: Commissioner of Public Lands

- Charge the Diversity Workgroup with developing goals and policies for respect.

●

3. Expand recruiting strategies & candidate outreach activities resulting in more diverse candidate pools.

Lead: Human Resources Division

- Expand relationships with diverse organizations and communities, including providing information promoting careers in natural resources.
- Ensure that hiring managers have performance expectations to increase workforce diversity, including encouraging external candidates for all vacancies.
- Report candidate and hiring data.

●

4. Work with colleges and universities to train and support candidates for internships and employment at DNR.

Lead: Communications & Outreach Group

- Develop an agency-wide internship program for DNR.
- Maintain and enhance an up-to-date database of school contacts, organizations, and professional groups that can be contacted regarding recruitment.

●



Photo Credit: DNR Nearshore Program



Photo Credit: Nancy Charbonneau



Photo Credit: Nancy Charbonneau

Goal VI. Ensure that DNR is Well-Managed and Supportive of Its Employees

Start Year

1-2 3-4 5+

C. Retain and Support a Diverse and Highly Skilled Workforce.

1. Expand cross-training, mentoring, and developmental opportunities for DNR Staff.

Lead: Human Resources Division

- Provide tools and policies that give direction and consistency on agency approach.
- Managers and supervisors utilize available and new tools to promote opportunities for cross training, mentoring, and development.

2. Use workforce planning concepts and tools to ensure the agency is prepared to meet future staffing needs, including both specialized technical functions and distinct management functions.

Lead: Region & Division Managers

- Establish and recognize leadership competencies to form the basis for explicit succession planning, training, mentoring, and recruitment for excellent managers.
- Identify needs, trends, and specialized positions, and develop qualifications and desk manuals for specialized positions.

D. Recognize Employees for Excellent Work.

1. Utilize current achievement award programs.

Lead: Region & Division Managers

2. Create additional achievement award programs.

Lead: Executive Management Team

- Implement additional recognition awarded annually by the Commissioner.
- Implement Deputy and Division Manager annual awards.



Goal VI. Ensure that DNR is Well-Managed and Supportive of Its Employees

Start Year

1-2	3-4	5+
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E. Ensure All Employees Receive Adequate Safety Training, are Accountable, and Act in the Public's Interest.

Lead: Human Resources Division

<p>1. Become an industry leader in safety, improving the safety performance and reducing costs associated with injuries at DNR.</p> <ul style="list-style-type: none"> • Develop, communicate, and implement a site-specific accident prevention manual. • Establish a supervisor safety observation process. • Establish and implement a formal workers compensation case management process to reduce the costs of workplace injuries and illnesses. 	●		
<p>2. Ensure employee job descriptions (Position Description Forms) are accurate, have clear and consistent position qualifications and descriptions of work, and are prepared in a manner that clearly delineates how the position supports the Mission of the agency.</p> <ul style="list-style-type: none"> • Provide tools and guidance on agency expectations. 	●		
<p>3. Ensure employee performance reviews (Performance and Development Plans) set clear expectations, standards, and goals for employees, recognizing and utilizing employee strengths, ensuring employees understand how success is achieved, and ensuring employees are trained to perform the critical skills.</p> <ul style="list-style-type: none"> • Provide tools and guidance on agency expectations, including quality assessments. • Hold managers accountable for implementing performance reviews by tracking completion of reviews at the division and region level. 	●		





◆ Also see [Goal V](#), Major Initiative A



Goal VI. Ensure that DNR is Well-Managed and Supportive of Its Employees

Start Year

1-2

3-4

5+

F. Establish Processes to Use Agency Resources Effectively, Efficiently, and in the Public's Interest.

1. Establish an internal audit program.

Lead: Internal Auditor

- Create an internal audit charter which establishes the purpose, authority, and responsibilities of internal audit activities.
- Conduct independent evaluations to determine if processes and systems are effective enough to meet the intended objective, are being followed, and are working as intended.

●

2. Improve the efficiency and effectiveness of DNR business processes, involving staff as appropriate.

Lead: Department Supervisor

- Develop clear and measurable objectives for each business process.
- Conduct performance reviews on priority business processes to determine if objectives are being met.
- Identify risks that hinder the agency's ability to meet its objectives.
- Ensure information is available to governments and stakeholders in an effective and efficient manner.

●



YEAR 1 – MILESTONES AND PERFORMANCE MEASURES

As indicated in the introduction to this Strategic Plan, DNR holds itself broadly accountable to the people of Washington for progress toward the Goals and Major Initiatives in the Plan, and will explicitly evaluate that progress. Performance measures are a well-established method of evaluation and improvement. Accordingly, DNR has established performance measures and milestones for each of the Strategic Plan Goals.

The milestones and performance measures that follow apply to the first fiscal year of Plan implementation: from July 1, 2010 to June 30, 2011. Each year, the Goals and Major Initiatives will be reviewed, along with progress on these milestones and performance measures, and new measures will be developed. For the biennium of fiscal years 2011-2013, new measures for this Strategic Plan will be integrated with all of DNR's externally reported measures, and will be subject to appropriations in the state's biennial budget. Meanwhile, the milestones and performance measures listed here will be tracked in parallel with DNR's existing measures for fiscal years 2009-11.

DNR believes these first year milestones and performance measures can be met with existing resources except where specifically noted. To provide a manageable number of new measures, not every Major Initiative or Action Strategy has a measure. However, DNR believes this collection of milestones and measures captures its intentions for launching this Strategic Plan. In addition, DNR intends to meet all the specific commitments to action in years 1-2 included in this Strategic Plan, even where explicit performance measures are not being tracked.

Goal I

- Initiate market analysis and secure independent funding sources for conducting an audit for FSC certification of trust lands.
- Create a set of standards for grazing practices that ensures resource protection and ecosystem health while meeting the needs of our lessees, to be implemented as leases are renewed.
- Design and launch a biennial recreation user survey to measure alignment among the department's recreation program and major user groups, in the areas of funding strategies, recreation landscape assessments, volunteer activities, and effective communication, and to suggest areas for improvement.
- Submit the Aquatics Habitat Conservation Plan & Incidental Take Permit application to the U.S. Fish and Wildlife Service and National Marine Fisheries Service.
- Ensure that ninety-five percent of new and reauthorized uses of state-owned aquatic land incorporate established conservation practices.
- Complete the Olympic Experimental State Forest plan.
- Begin developing the Long-Term Murrelet Strategy.
- Complete the Washington State University pilot project for targeted diversification of trust lands.

Goal II

- Finalize initial internal field audits and coordinate necessary modifications with regions, and re-confirm/re-design future audit cycles.
- Complete the Clean Water Act assurances extension milestone of developing a plan and timeline for improving compliance with the Forest Practices Rules.
- Develop and implement Watershed Analysis prioritization and review process.
- Obtain long-term funding for Adaptive Management.



Goal III

- Complete a prioritized acquisition plan for forest lands at risk of conversion, as replacement trust lands. Identify new sources of compensation for unrealized development rights on acquired lands.
- Complete study plan and secure resources for a study of characteristics of small forest landowners (acreage, location, other) associated with level and type of harvest or other forest practices and level of environmental impact.
- Develop and publicize proposed criteria for Evergreen Forests.
- Develop request legislation for the Community Forests program.

Goal IV

- Complete policy guidance and Puget Sound Checklist.

Goal V

- Develop benchmark information and adopt specific strategies for fleet and facilities to use as the basis for meeting the reduction targets specified in E2SSB 5560, Section 2(1).
- Secure legislative authority to enter into long-term biomass supply contracts, and funding to conduct a statewide investment-grade biomass inventory, and complete the statewide biomass inventory by supply regions, at least for state lands.
- Lead a technical group to complete the components of a statewide climate change response strategy assigned to DNR's leadership, necessary for an initial statewide strategy to be completed by December, 2011 as required by E2SSB 5560 Section 11. Complete a speaker series to orient DNR staff and provide a common knowledge base and identify program staff who will be assigned responsibility for developing program-specific climate adaptation strategies, coordinated with the statewide strategy. All affected DNR programs will identify program-relevant climate change vulnerabilities and potential trigger values for initiating adaptation strategies, and three high-priority programs (e.g., Aquatic Resources, Silviculture, Natural Heritage) will identify the major elements of a climate adaptation strategy and the initial steps needing to be taken.

Goal VI

- Attain a 100% completion rate for up-to-date employee position/competency descriptions, and for current employee performance expectations, training plans, and performance evaluations.
- Complete the workforce diversity Action Plan, and undertake at least three new focused recruitment strategies intended to improve the diversity of DNR's workforce over time.
- Write a statement of public interest principles to guide execution of new or renewed leases.
- Reach \$1 million annually from wind power leases on state lands.
- Identify and prioritize key land transactions to facilitate a department program of leases for solar power development on state lands.



Related Initiatives and Actions that Occur in Sequence

The following large topic areas are addressed by multiple actions housed in various locations throughout this Plan. The sequencing summarized below illustrates the interdependencies that require one action be completed before another, related action is initiated.

Transactions, land acquisition and the consolidation of lands

- **Goal IIIA1** – identify lands for consolidation in years 1-2.
- **Goal IIIA2** – execute strategies to accomplish desired consolidation in years 1-2.
- **Goal IE2** – prioritize and develop strategies for protection of additional ecosystems in years 1-2.
- **Goal IH1-1** – develop transactions strategies to increase financial performance in years 1-2.
- **Goal IH1-4** – focus asset acquisition around resource lands in years 1-2.

Water use and Climate change

- **Goal IB3** – develop water use strategy for agricultural lands considering climate change in years 3-4.
- **Goal VC** – develop and implement climate adaption strategy in years 1-2.

Clean Water Act assurances and secure funding for monitoring

- **Goal IIB4** – ensure Forest Practices Rules are improving compliance with Clean Water Act assurances in years 1-2.
- **Goal IVB-5-2** – secure an adequate and reliable method of funding for monitoring to demonstrate ongoing achievement of water quality standards.

Research and emphasis on biological controls

- **Goal V-D-6** – promote research for biological control in years 1-2.
- **Goal I-B-2-4** – emphasize biological controls of persistent crops in years 3-4.

Planning

- **Goal ID1** – completion of the Aquatic Habitat Conservation Plan in years 1-2.
- **Goal IVB1-2** – landscape prioritization plan under the HCP to identify new reserves in years 3-4.
- **Goal IVB1-3** – engage in marine spatial planning to ensure consistency with HCP and external plans in years 1-2.



WASHINGTON STATE DEPARTMENT OF
Natural Resources
Peter Goldmark - Commissioner of Public Lands

MAIL STOP 47001
OLYMPIA, WA 98504-7001