

Goal 5**Develop Renewable Energy Resources on State Lands, Address the Challenges of Climate Change, and Create Renewable Energy Jobs**

- 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; complete the statewide biomass inventory by supply regions, at least for state lands.

Progress: DNR obtained state and federal funding for a statewide sustainable forest biomass supply study and for forest treatments that will produce biomass. We gained legislative authority for long-term biomass sales contracts from state trust 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; 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; 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 that need to be taken.

Progress: A 10-month climate change speaker series was designed and conducted for DNR staff, open to other agencies and the public. Interagency monitoring and prioritization was budget-limited.

A workplan was developed to incorporate adaptation strategy into agency programs. DNR Policy staff led a major portion of the statewide interagency strategy development, including incorporating expert and stakeholder input and the drafting of a plan chapter.

Goal 6**Ensure that DNR is Well-managed and Supportive of its Employees**

- Attain a 100 percent completion rate for up-to-date employee position/competency descriptions and for current employee performance expectations, training plans, and performance evaluations.

Progress: A timeline has been developed for the performance evaluation audit. Next, staff will review, revise or develop standards and guidance. A website with tools and guidance will be created as a training aid to managers, and an audit is scheduled for completion by November 2011, in conjunction with development of Leadership Competencies. Feedback and guidance to managers will be provided by February 2012.

- 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.

Progress: The Workforce Diversity Action Plan was delayed due to the Department's Diversity Coordinator position being vacant. This position was filled in March 2011. Planning has resumed. Recruitment strategies, based on the Plan, will be undertaken at the beginning of Year 2.

- 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.

Progress: This milestone is just one example of progress on Goal 6 to ensure that DNR is well-managed; to strengthen DNR's financial health and optimize value on state trust lands.

- Identify and prioritize key land transactions to facilitate a department program of leases for solar power development on state lands.

Progress: This milestone helps strengthen DNR's financial health by evaluating alternative energy opportunities on state trust lands.



Strategic Plan Milestones and Performance Measures

YEAR ONE | JULY 1, 2010 THROUGH JUNE 30, 2011

The Goldmark Agenda is the road map for the Department of Natural Resources (DNR) to sustainable management of our state lands and natural resources. This is a first-year report to the people of Washington on the milestones and performance measures. By taking an honest look at what has been completed and the work still to be done, we can set the milestones and performance measures for year two.

Many accomplishments, even some unanticipated when we began, were achieved in the first year:

- ▶ Created the Community Forest Trust to help protect forestland from conversion
- ▶ Developed a recreation plan that includes forested trust lands in the Reiter Foothills
- ▶ Collaborated with sister state agencies to ensure recreation access on state lands by creating the Discover Pass
- ▶ Created the Puget SoundCorps to perform cleanup and restoration projects, and put returning veterans to work
- ▶ Dedicated two new aquatic reserves in Puget Sound
- ▶ Removed hazardous boats through the nationally recognized Derelict Vessel Removal Program
- ▶ Worked in partnership with the City of Bainbridge to improve navigation, and clean up Eagle Harbor
- ▶ Performed dozens of restoration projects on state aquatic lands including removing tons of creosote-laden pilings
- ▶ Earned more than \$1 million for trust beneficiaries in 2010 from 106 wind turbines on leased state trust lands
- ▶ Reduced our vehicle fleet by 125, slashing \$3 million in costs from our budget
- ▶ Developed two biomass pilot projects
- ▶ Organized the Tribal Summit to bring federally recognized tribes together with DNR
- ▶ Created the new 7,800-acre Middle Fork Snoqualmie Natural Resources Conservation Area

This chart summarizes progress toward our goals—those that have been completed, those in progress, and those not yet begun.

○ Incomplete ◐ In progress ● Completed

Goal 1

Deliver on Our Promise to Manage State Lands Sustainably

- **Initiate market analysis and secure independent funding sources for conducting an audit for FSC certification of trust lands.**
Progress: We now are offering FSC certified timber through the Direct Sales Program. DNR worked with the Forest Stewardship Council (FSC®) to update US FSC standards, and we are working to secure outside funding sources to conduct audits. Unfortunately, budget constraints prevented staffing to complete broader analysis; however, we completed print and web-based marketing.
- ◐ **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.**
Progress: This is scheduled for the 2011-13 Biennium. The Agricultural Program Business Plan now underway will address the scope and timing of a review of grazing practices standards for state trust lands.
- **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, 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.**
Progress: Finalized Draft Aquatic Lands Habitat Conservation Plan, and initiated development of an Environmental Impact Statement. DNR continues ongoing consultation with stakeholders and tribes.
- **Ensure that 95 percent of new and reauthorized uses of state-owned aquatic land incorporate established conservation practices.**
Progress: DNR incorporated stewardship measures into state aquatic land leases to protect and restore aquatic lands.

- **Complete the Olympic Experimental State Forest plan.**
Progress: Draft plan & Draft of EIS scheduled for 2012.
- ◐ **Begin developing the Long-Term Marbled Murrelet Strategy.**
Progress: The Marbled Murrelet Long-term Strategy Development Team was formed and meets regularly. A steering committee for the long-term strategy also has been formed and project leads hired.
- ◐ **Complete the Washington State University pilot project for targeted diversification of trust lands.**
Progress: Transactions and region staff are coordinating to identify, analyze and pursue agricultural and forested properties meeting identified criteria. Based on legislative direction, acquisitions of replacement properties for the trusts is limited to working forests and other natural resources lands at risk of conversion to other uses.

Goal 2

Improve Forest Practices Rules and Strengthen Implementation and Compliance

- ◐ **Finalize initial internal field audits and coordinate necessary modifications with regions; re-confirm/redesign future audit cycles.**
Progress: Phase one field audits were not completed fully due to resource constraints; field audits are planned to resume in the 2011-13 Biennium, coordinated with regions.
- **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 the Watershed Analysis prioritization and review process.**
- ◐ **Obtain long-term funding for Adaptive Management.**
Progress: More than two attempts were made to secure long-term funding; however, given state budget challenges, the primary focus has been on year-to-year funding necessary to continue active projects.

Goal 3

Preserve Forest Cover and Protect Working Forests and Agriculture Lands from Conversion

- **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 the level and type of harvest or other forest practices and the level of environmental impact.**
Progress: Budget reductions have limited the Forest Practices program’s ability to complete the data collection and analysis necessary to complete this study.
- **Develop and publicize proposed criteria for Evergreen Forests.**
Progress: Agency energies were focused on the development of the Community Forest Trust, so little progress was made on the ‘Evergreen Forests’.
- **Develop request legislation for the Community Forests program.**
Progress: We secured broad support and legislative sponsorship for the Community Forest Trust, and the legislation was passed in 2011.

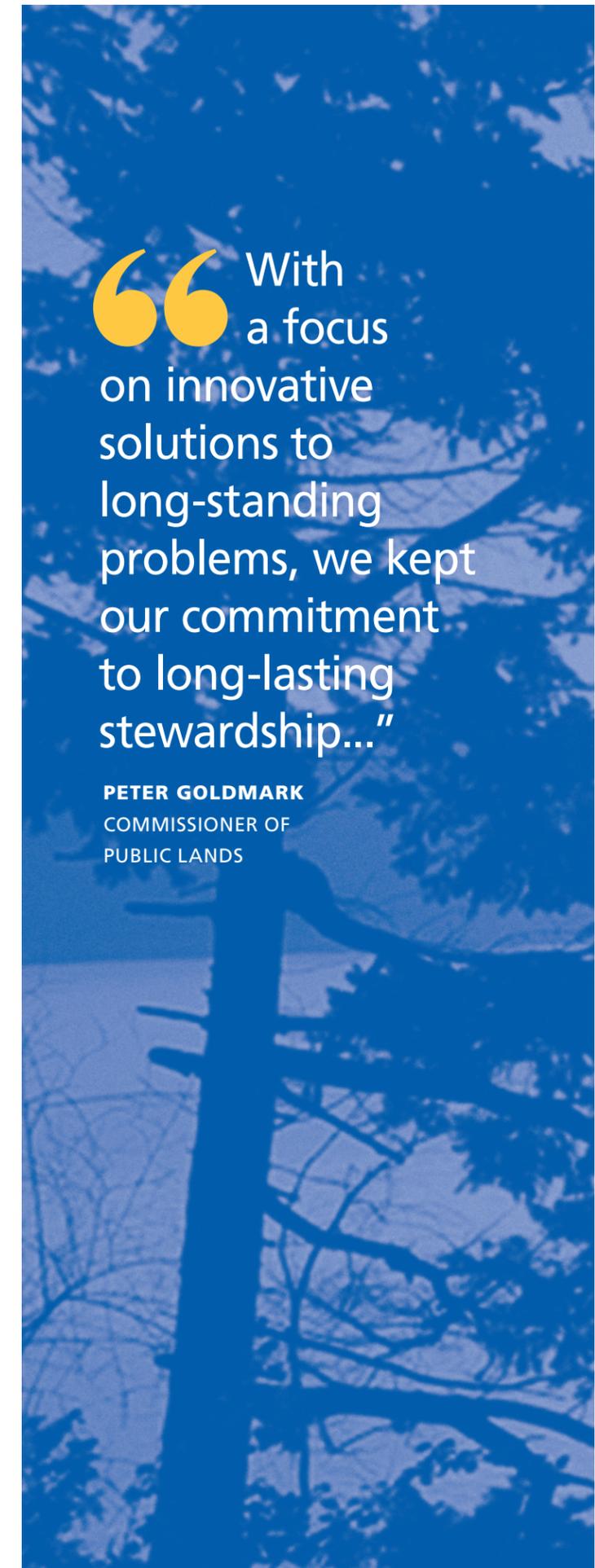
Goal 4

Clean Up and Restore Puget Sound

- **Complete policy guidance and Puget Sound Checklist.**
Progress: Adoption of ecosystem recovery targets by the Puget Sound Partnership (PSP) was delayed until June 2011. The Checklist will be based, in part, on DNR’s contribution to achieving these targets. It is scheduled for completion in the first quarter of 2012.

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YEAR 1 MILESTONES AND PERFORMANCE MEASURES ARE LISTED ON PAGES 49 AND 50 OF THE STRATEGIC PLAN.



“With a focus on innovative solutions to long-standing problems, we kept our commitment to long-lasting stewardship...”

PETER GOLDMARK
COMMISSIONER OF
PUBLIC LANDS