



STATE OF WASHINGTON

RECREATION AND CONSERVATION OFFICE

July 23, 2009

TO: Salmon Recovery Funding Board Members

FROM: Kaleen Cottingham, Director

SUBJECT: Director and Agency Management Report, August 2009

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### Salmon Grants

Salmon Recovery Funding Board (SRFB) staff members are spending their summers finishing up the last of the early site visits and project reviews with the board's review panel and each of the 27 lead entities. Site visit season started in April, and by the July 28<sup>th</sup> Review Panel quarterly meeting, grant managers and the six-member panel will have reviewed all but two of the lead entities' project lists, and nearly 300 projects.

In the name of saving paper and helping efficiency, staff is testing the use of a SharePoint Web site for themselves, lead entity coordinators, and regional executives to view project information and feedback from the review panel. SharePoint continues to meet the needs of the section and the review panel by supplementing PRISM and providing a one-stop-shop for scheduling visits, viewing project materials, and editing comment forms.

### Touring Skagit County

I recently attended a two-day tour of projects along the Skagit and Nooksack Rivers with Marc Duboiski and Jason Lundgren. The first day was spent reviewing a variety of projects in the Nooksack with the WRIA 1 Recovery Board. Project types included engineered logjams, riparian plantings, levee removal, acquisitions, and Chinook supplementation at a tribal hatchery. The group discussed the complexities of implementing projects in this reach of the south fork of the Nooksack River because of competing needs for flood prevention and public access for recreation. Day two was spent touring salmon projects along the Skagit River. Project types included side-channel reconstruction, engineered logjams, levee removal, and tide gate replacement.

### RCO Takes Responsibility for Three New Programs

As a result of legislation passed this spring, responsibilities for three new programs landed in the Recreation and Conservation Office (RCO). The Governor's Salmon Recovery Office, the Lead Entity Program, and grant management for the Estuary and Salmon Restoration Program are now administered by RCO. The Governor's Salmon Recovery Office is assuming a part of the work to manage the Lead Entity Program and the Salmon Recovery Grant Section staff will manage the grants with lead entities. As part of the transition of estuary grant management to RCO, we



welcome Mike Ramsey back into the ranks of full-time RCO staff. Last year, Mike worked half-time as the ESRP grant manager for the Department of Fish and Wildlife. He will continue that responsibility as part of the RCO.

## **Employees on the Move**

We made a number of hires in July to fill out vacant positions. I'm happy to welcome this new crop of folks to the RCO team.

Wendy Brown joined RCO July 16 as the new coordinator for the Invasive Species Council. Wendy has served on the council since its inception and has been a key leader in the development of the council's strategic plan. She comes to us from the Washington Department of Natural Resources, where she was the invasive species program manager for the Aquatic Resources Division. Before that, Wendy was at The Nature Conservancy and Tetra Tech.

Russ Cunningham and Tauren Ibarra both worked for RCO as temporary employees and moved to full-time permanent employees. Russ is an information technology specialist and Tauren is the administrative assistant for the Recreation Section of RCO.

Lisa Nelson will be our new fiscal analyst. She comes to us with a rich history in the natural resources with experience at Department of Fish and Wildlife and the Department of Agriculture. Lisa will take on the responsibilities of looking more in-depth at some of the invoices that come to RCO for reimbursement each month. She'll also provide training to grant recipients.

The addition of the Governor's Salmon Recovery Office added three new employees: Phil Miller will work with the salmon recovery regions on recovery plan development and implementation, Steve Leider will work with the regions on their monitoring plans, and Lloyd Moody will work with lead entities, in particular, those in the Puget Sound Recovery Region. We are recruiting for the manager of the office to replace Chris Drivdahl who retired in May.

RCO also welcomed two summer interns, Lucienne Guyot and Jeff Cedarbaum, who will assist with compliance checks of projects that have received grant funding to ensure they are still meeting the terms of the contracts. They also will be helping with field inspections, inventory of equipment purchased with grant funds, and mapping of projects in PRISM, among other things.

## **News from Our Sister Boards**

### Monitoring Forum on Salmon Recovery and Watershed Health

The forum met on June 24 to address four main issues.

1. The forum discussed its statutory requirements to adopt high level indicators and protocols. The forum will consider a final proposal in August or September. There appears to be sufficient agreement on high level indicators for salmon while efforts to align indicators for watershed health are continuing.

2. Forum members also reviewed their agencies' budget strategies for monitoring for next year. Given the current budget situation, agencies are not expecting to request new monitoring projects. However, the forum did discuss drafting recommendations for the legislature about maintaining current levels of funding for programs that support forum statutory requirements.
3. Finally, a panel of key policy-level executives and senior staff from the Bonneville Power Administration, Columbia Basin Fish and Wildlife Authority, Northwest Power and Conservation Council, National Oceanic and Atmospheric Administration-Fisheries, and the Washington Department of Fish and Wildlife discussed their recent commitment to develop a framework for monitoring anadromous fish in the Columbia Basin. This group of agencies represent the primary agencies working on salmon recovery in the Columbia basin, and their agreement to develop an integrated monitoring and evaluation program represents a significant step forward toward development of a common, efficient, and robust approach to monitoring salmon recovery (and supporting high-level indicators for salmon recovery) in the Columbia basin.

#### Recreation and Conservation Funding Board (RCFB)

This board approved grant funding in two grant programs – the Aquatic Lands Enhancement Account and the Washington Wildlife and Recreation Program. These grants provide funding for parks, trails, and categories affecting salmon recovery, such as waterfront access and protection of riparian habitat. The board also gave the director authority to approve a large conversion associated with an exchange of land between DNR and WDFW if it meets the board's criteria and if action is required before the September meeting.

#### Washington Biodiversity Council

At its June meeting, the Biodiversity Council members elected a new leadership slate as follows: Josh Weiss as chair, Dave Roseleip as vice chair, and Dave Brittell, Mike Mosman, David Troutt, Ron Shultz, Rob Fimbel, and Ken Berg on the executive committee. Each of the council's four working groups (science, land use, incentives and education/outreach) will be identifying potential projects for the council's review at its October meeting. Council staff also completed two new outreach tools – a tabletop display for use at conferences and a fact sheet about the conservation opportunity framework, which helps local agencies identify the land with the most biodiversity and the highest risk of loss.

#### Washington Invasive Species Council

With a grant recently awarded from the Environmental Protection Agency, the council is looking for two consultants. One consultant will provide a baseline assessment of invasive species, which will identify the high threat species in the Puget Sound basin, the areas most affected, the pathways of entry, and the resources and businesses most at risk. The second request is for an information clearinghouse. A second contractor will develop a Web-based clearinghouse to serve as a portal for information on invasive species. The council also just completed educational posters and materials that include a new reporting hotline 1-877-9-INFEST.





**SALMON RECOVERY FUNDING BOARD**

For the Period of July 1, 2007 - June 30, 2009, actuals through 06/2009 (fm24) 07/02/09

Percentage of biennium reported: 100.0%

	BUDGET		COMMITTED		TO BE COMMITTED		EXPENDITURES	
	new & reapp. 2007-2009	Dollars	% of budget	Dollars	% of budget	Dollars	% of comm	
<b>Grant Programs</b>								
<i>State Funded 01-03</i>	\$847,644	\$847,644	100%	\$0	0%	\$498,626	59%	
<i>State Funded 03-05</i>	\$5,025,994	\$5,006,375	100%	\$19,619	0%	\$3,240,319	65%	
<i>State Funded 05-07</i>	\$13,189,348	\$13,091,212	99%	\$98,136	1%	\$6,857,703	52%	
<i>State Funded 07-09</i>	\$17,460,000	\$17,458,913	100%	\$1,087	0%	\$5,653,003	32%	
State Funded Total	36,522,986	36,404,144	100%	\$118,842	0.3%	16,249,652	45%	
<i>Federal Funded 2003</i>	\$7,232,109	\$7,232,109	100%	\$0	0%	\$7,232,109	100%	
<i>Federal Funded 2004</i>	\$10,130,758	\$10,130,758	100%	\$0	0%	\$10,130,758	100%	
<i>Federal Funded 2005</i>	\$10,447,210	\$10,135,503	97%	\$311,707	3%	\$2,659,522	26%	
<i>Federal Funded 2006</i>	\$15,661,858	\$15,655,569	100%	\$6,289	0%	\$5,051,514	32%	
<i>Federal Funded 2007</i>	\$21,635,238	\$21,225,711	98%	\$409,528	2%	\$5,095,897	24%	
<i>Federal Funded 2008</i>	\$17,082,500	\$16,028,005	94%	\$1,054,495	6%	\$505,375	0.03	
<i>Federal Funded 2008 Monitoring</i>	\$5,712,500	\$5,712,500	100%	\$0	0%	\$556,316	0.10	
Federal Funded Total	87,902,174	86,120,155	98%	\$1,782,019	2%	31,231,491	36%	
Lead Entities	3,412,598	3,412,598	100%	-	0%	1,856,403	54%	
Forest & Fish	8,403,387	8,403,373	100%	14	0%	4,929,792	59%	
Puget Sound	39,527,500	39,509,389	100%	18,111	0%	10,224,064	26%	
Family Forest Fish Pass Prog	8,508,922	8,314,791	98%	194,132	2%	5,582,060	67%	
<b>SubTotal Grant Programs</b>	<b>184,277,567</b>	<b>182,164,450</b>	<b>99%</b>	<b>2,113,117</b>	<b>1%</b>	<b>70,073,461</b>	<b>38%</b>	
<b>Administration</b>								
SRFB Admin/Staff	4,349,981	4,349,981	100%	-	0%	3,127,615	72%	
Technical Panel	470,000	470,000	100%	-	0%	391,889	83%	
<b>SubTotal Administration</b>	<b>4,819,981</b>	<b>4,819,981</b>	<b>100%</b>	<b>-</b>	<b>0%</b>	<b>3,519,504</b>	<b>73%</b>	
<b>Grant and Administration Total</b>	<b>\$189,097,548</b>	<b>\$186,984,431</b>	<b>99%</b>	<b>\$2,113,117</b>	<b>1%</b>	<b>\$73,592,965</b>	<b>39%</b>	

note: Activities such as Smolt Monitoring, Effectiveness Monitoring, Regional Funding are combined with projects in the state and federal funding lines above.

# Recreation and Conservation Office Monthly GMAP

## REVIEW OF PERFORMANCE MEASURES AND ACTION ITEMS TOWARD AGENCY GOALS

JULY 2009, SRFB REPORT \*\* SRFB Data Only

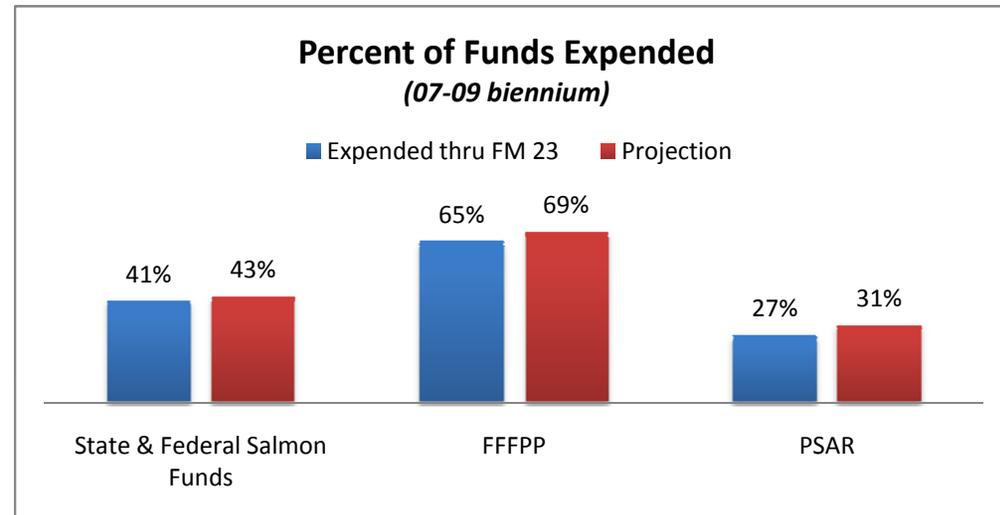
DATA FROM 6/1/09 THROUGH 6/30/09 \*\* DATA ONLY FOR SRFB GRANT PROGRAMS

## Performance At A Glance

### Salmon Recovery Funding Board Data Only

#### Performance Measures Reportable During This Time Period

Project Delivery and Delay	Target	Performance
<a href="#">Percent of Projects Under Agreement within 180 Days of Board Funding</a>	100%	92%
<a href="#">Percent of Projects Closed without Time Extension</a>	50%	43%
<a href="#">Percent of Projects Closed within 120 Days of Funding End Date</a>	80%	58%
<a href="#">Percent of Bills Paid within 30 days</a>	100%	84%



**CORE WORK: MANAGE RECREATION, CONSERVATION, AND SALMON RECOVERY INVESTMENTS**

**WORK RESULT:**

Improve project delivery and reduce project delays

Strategies		Actions (7/1/08 -6/30/09)	Who	Due Date	Status
Review decision-making authority for grant managers	1	Refine current policy re: project termination and delegation authority*	Jim F.	7/31/09	● A list of actions that could be delegated to section managers has been created and is being prepared for Director review.
Streamline grant process	2	Complete process mapping with consultant, create operations manual for grant management	Rachael	Due Date	● Process mapping is complete; operations manual is being worked on.
	3	Implement priority recommendations from business practices team re: billing and fiscal practices	Mark	7/31/09	● Reported at the GMAP meeting. Expect to get to this in September.
	4	Develop baseline data, including quarterly reports, for OGM workload	Rachael	6/30/09	● No action.
Simplify and update policy manuals	5	Prioritize and update manuals with policy decisions made by boards and develop tracking system	Jim F./ Dominga	Ongoing	● Internal e-categorization nearly complete. Working with web designer to fit manuals system into RCO's new webpage.
	6	Update Manual 8	Mark	12/31/09	● Completed
	7	Review manuals for plain talk as they are reviewed	Susan	6/30/09	● Re-edited fiscal Manual 8 and helped finalize SRFB Manual 18.
Develop training plans for grant managers	9	Develop training plan for existing staff	Devi	1/31/09	● Completed. We will continue to improve upon the training resource plan as is necessary. A new employee is going through the plan. Both the employee and supervisor will provide feedback.
Update and improve PRISM	10	Evaluate and implement the recommendations of business process team	Rachael	11/15/08	● Recommendation #6 (Moving planning deadline up) is being implemented.
	52	Implement management team PRISM priorities	Scott C.	6/30/09	● Continuing to work on PCSRF modifications. The goal will be to implement the changes in January 2010. Progress Reports - The final design meeting will be held in June and development will begin in July. Need to meet with management team to review and update the list of PRISM priorities.
Improve coordination with state agencies that provide grant funding to local governments	11	Track OFM's Contracts, Grant, Loan (CGL) Systems development process. Participate on advisory team	Scott C.	6/30/09	● OFM is finding a third party to complete an independent review of the requirements and assumptions for GCLM.
	12	Develop "dashboard" system to track agency performance.	Rebecca	9/30/09	● Continuing to develop template. Looking at how to start by automating existing reports.
	13	Improve functionality of manuals on web site (develop scope)	Susan	6/30/09	● Have met with policy team several times to begin looking at solutions.

**CORE WORK: MANAGE RECREATION, CONSERVATION, AND SALMON RECOVERY INVESTMENTS**

Strategies		Actions (7/1/08 -6/30/09)	Who	Due Date		Status
Use technology to be more efficient	14	Improve remote access to network; create cost/benefit assessment of options.	Karen	6/30/09	●	Sharepoint set up and running quite successfully for Salmon Review Panel. All interested staff are using VPN and/or OWA successfully. GoToMeeting training is being arranged for interested staff. Wireless project put off due to purchasing freeze.
Improve use of project milestones as management tool	15	Set milestone and project length estimates for specific types of projects	Rachael	2/28/09	●	Continuing to review data by section and program. Data are sufficient for planning reappropriation levels.
	16	Work with other state agency heads to improve timely project completion	Kaleen	6/30/09	●	Completed conversations with WDFW. Finalizing memos for DNR and State Parks for July.
Use automatic email notifications to assist sponsors in meeting key milestones	17	Business practices team to develop and implement automatic email notifications	Scott C	11/1/08	●	Complete

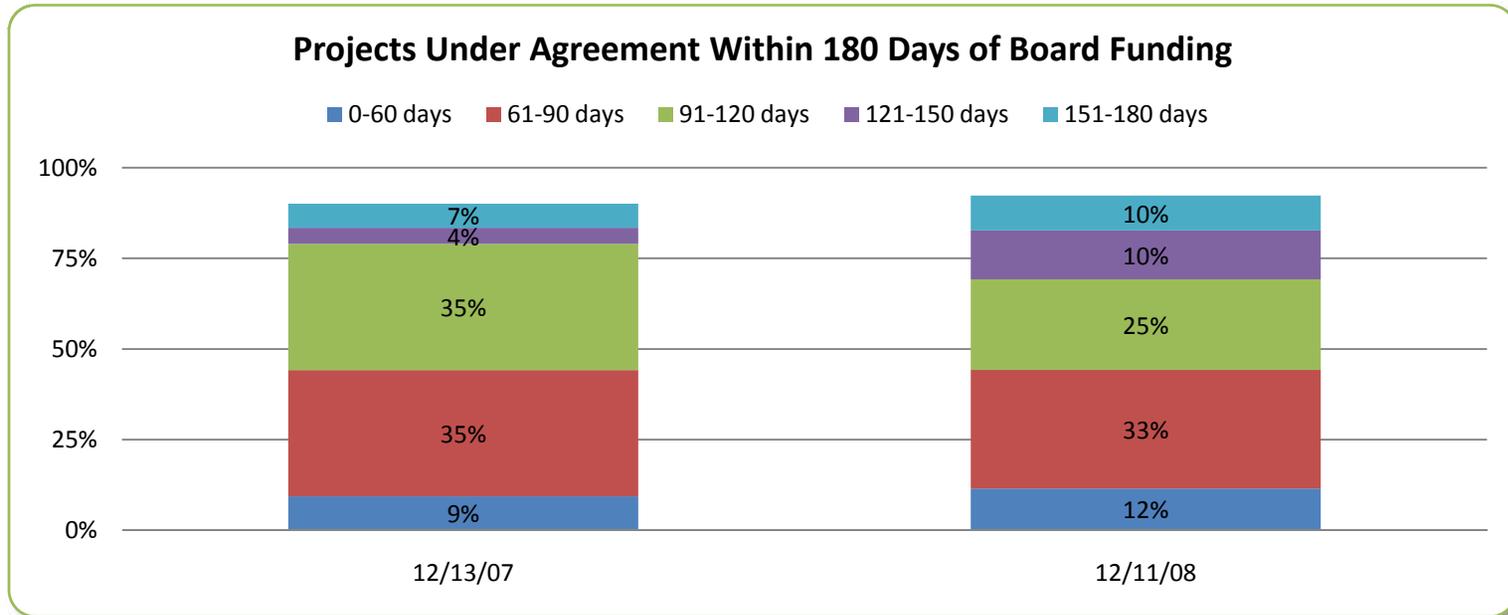
Measures	Target	Frequency
Percent of Projects Issued Agreement within 120 Days of Board Funding	75%	Monthly
Percent of Projects Under Agreement within 180 Days of Board Funding	100%	Monthly
Percent of Projects Closed without Time Extension	75%	Monthly
Percent of Projects Closed within 120 Days of Funding End Date	80%	Monthly
Number of Projects in Project Backlog	0.00	Monthly
Percent of Funds Expended	Varies	Monthly
Percent of Bills Paid within 30 days	100%	Monthly
Percent of Project Sponsors Submitting Annual Bill	100%	Annual
Percent of Employees Reporting that they have Tools to do Their Job		Annual

**CORE WORK: MANAGE RECREATION, CONSERVATION, AND SALMON RECOVERY INVESTMENTS**

**WORK RESULT:**

Improve project delivery and reduce project delays

**Measure** Percent of Projects Under Agreement within 180 Days of Board Funding  
**Target:** 100%  
**Performance:** 92%



Section	Board Funding Date	# Projects	% Issued on time	0-60 days	61-90 days	91-120 days	121-150 days	151-180 days	181 -210 days	211 -240 days	Greater than 240	Dead	Not issued
Salmon	12/13/07	181	90%	9%	35%	35%	4%	7%	3%	3%	1%	3%	0%
Salmon	12/11/08	104	92%	12%	33%	25%	13%	10%	3%	0%	0%	3%	2%

REFERENCE DATES

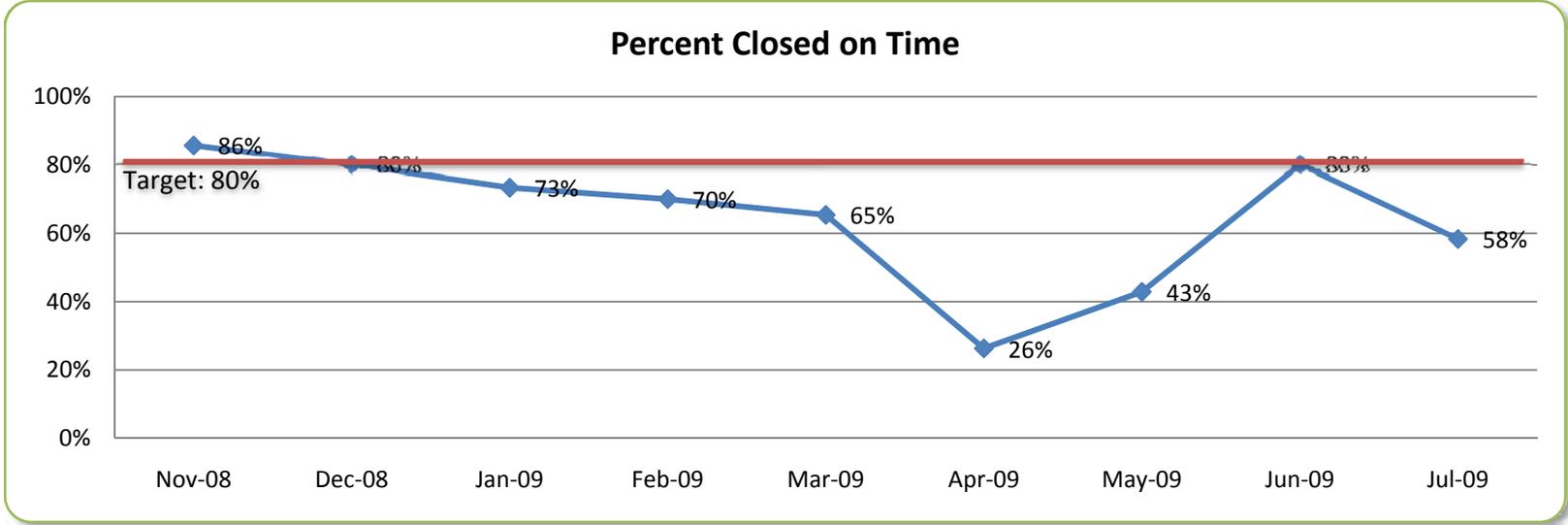
Section	Board Funding Date	0-60 days	61-90 days	91-120 days	121-150 days	151-180 days	181 -210 days	211 -240 days
Salmon	12/11/08	9-Feb	11-Mar	10-Apr	10-May	9-Jun	9-Jul	8-Aug
Salmon	12/13/07	11-Feb	12-Mar	11-Apr	11-May	10-Jun	10-Jul	9-Aug

**CORE WORK: MANAGE RECREATION, CONSERVATION, AND SALMON RECOVERY INVESTMENTS**

**WORK RESULT:**

Improve project delivery and reduce project delays

**Measure:** Projects closed within 120 days of funding end date \*  
**Target:** 80%  
**Performance:** 58%



Number Closed	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09
<b>Salmon total</b>	<b>8</b>	<b>7</b>	<b>15</b>	<b>16</b>	<b>23</b>	<b>12</b>	<b>7</b>	<b>20</b>	<b>20</b>
<i>on time/early</i>	6	4	11	14	17	5	3	12	7

(preliminary July data)

Number Closed Early or On Time	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09
New backlog	1	1	4	6	9	14	4	3	5
Closed early or on time	6	4	11	14	17	5	3	12	7
Percent Closed on Time	86%	80%	73%	70%	65%	26%	43%	80%	58%

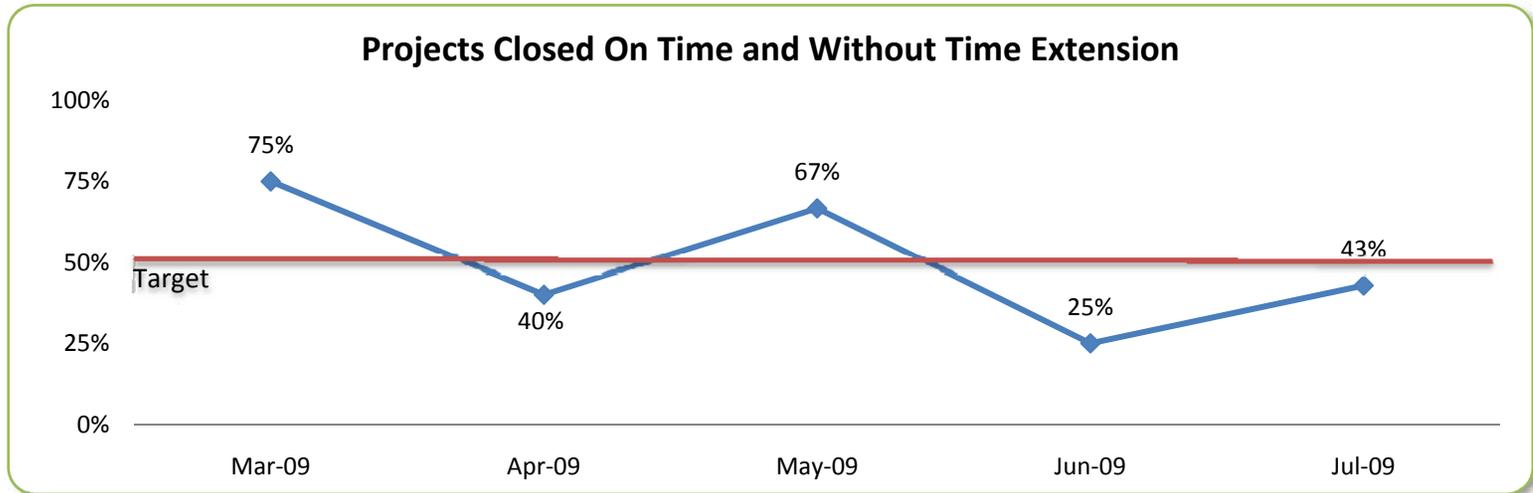
(preliminary July data)

**CORE WORK: MANAGE RECREATION, CONSERVATION, AND SALMON RECOVERY INVESTMENTS**

**WORK RESULT:**

Improve project delivery and reduce project delays

**Measure:** Projects Closed Without Time Extension  
**Target:** 50%  
**Performance:** 43%



Projects Closed on Time		Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09
Salmon	Total	16	5	3	12	7	
	No Time Extension	12	2	2	3	3	
	% Closed Without TE	75%	40%	67%	25%	43%	
	Avg. Days Extended	465	530	489	241	243	

(preliminary data, 7/24)

**CORE WORK: MANAGE RECREATION, CONSERVATION, AND SALMON RECOVERY INVESTMENTS  
 PROVIDE EFFICIENT AND EFFECTIVE ADMINISTRATIVE SUPPORT**

**WORK RESULT:**  
 Improve communication and outreach with project sponsors and other partners

Strategies		Actions (7/1/08 -6/30/09)	Who	Due Date	Status
Maintain sponsor and partner satisfaction with workshops and grant management	18	Conduct survey of sponsors and partners regarding satisfaction with grant management	Rachael	9/30/2009	● Scoping this project for implementation in FY 2010.
Support Puget Sound Partnership	19	Continue relationship re; PSAR grants and SRFB grants	Brian	1st round PSAR funds end 6/30/2011	● SRFB gave conditional approval for projects for early round PSAR funding at its May meeting.
	20	Participate in Puget Sound state agency caucus	Dominga	Ongoing	● Meeting with PS Caucus workgroup and internal workgroup to revise program eligibility, criteria and scoring in order to align WWRP, ALEA, and SRFB programs with Action Agenda.
Increase usability of web site	21	Redesign web site	Susan	6/30/2009	● Rewriting content.
Implement communication plan	22	Increase outreach to eligible applicants	Susan	Ongoing	● Completed analysis of sponsors for look at what areas to target.
	23	Focus media attention on successful projects in new areas	Susan	Ongoing	● Have highlighted projects completed in several counties via web community events
	24	Update communication plan	Susan	9/30/2009	● Have done some analysis of web and media coverage.

Measures	Target	Frequency
Number of Grant Applicants	None	Annual
% of Grant Applicants that are New *	None	Annual
Percent of Statewide Eligible Applicants that Applied for Grants	None	Annual
Number of web visits		Quarterly

\* In time, this should be adjusted to reflect the success of applicants by type, size, experience, etc. Communication targets to be set in updated communication plan.

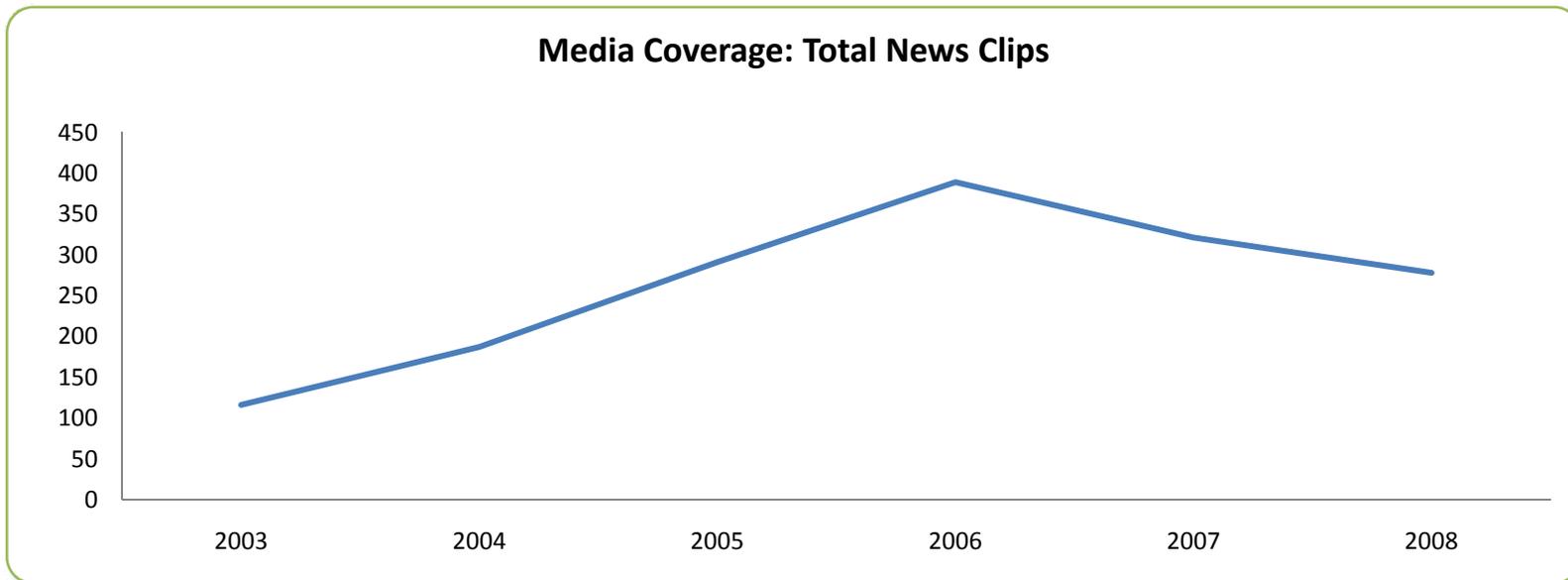
**CORE WORK:** MANAGE RECREATION, CONSERVATION, AND SALMON RECOVERY INVESTMENTS  
 PROVIDE EFFICIENT AND EFFECTIVE ADMINISTRATIVE SUPPORT

**WORK RESULT:**

Improve communication and outreach with project sponsors and other partners

DATA ON THIS PAGE IS FOR ALL RCO, NOT JUST SRFB

<b>Measure</b>	<b>Total Media Coverage: Number of news articles about RCO</b>
<b>Target:</b>	<b>Not yet set; 2005-06 target was 10% increase. New target to be in communication plan.</b>
<b>Performance:</b>	<b>n/a</b>



News Articles	2003	2004	2005	2006	2007	2008	2009
RCFB	83	121	210	242	181	165	20
SRFB	33	66	81	147	140	113	27
<b>Total Clips</b>	<b>116</b>	<b>187</b>	<b>291</b>	<b>389</b>	<b>321</b>	<b>278</b>	<b>47</b>

News Articles Resulting from Agency Press Releases	2003	2004	2005	2006	2007	2008	2009
From Press Releases	10	60	100	133	85	80	0
% Clips from Press Releases	8.6%	32.1%	34.4%	34.2%	26.5%	28.8%	0.0%

Potential Readers	2003	2004	2005	2006	2007	2008	2009
Total Circulation	3,164,506	3,554,625	7,211,064	8,371,277	7,020,945	4,068,539	1,479,581
Change from Previous Yr		12%	103%	16%	-16%	-42%	-64%

**CORE WORK: MANAGE RECREATION, CONSERVATION, AND SALMON RECOVERY INVESTMENTS  
 PROVIDE EFFICIENT AND EFFECTIVE ADMINISTRATIVE SUPPORT**

**WORK RESULT:**  
 Maintain the high quality, impartiality, and accountability of our grant programs

Strategies		Actions (7/1/08 -6/30/09)	Who	Due Date	Status
Work with RCFB to scope and write a statewide recreation and conservation plan	25	Establish a subcommittee and process and scope the project (big picture planning, statewide plan)	Jim E	6/30/09	● Subcommittee deciding on whether and how to continue
	26	Work with the HRLCG to increase coordination of habitat and recreation land acquisitions.	Dominga	6/1/12	● Held first Annual Forum on July 16th.
Implement compliance policy, including consequences, adopted by the RCFB	27	Develop project scope and implement compliance policy and consequences (follow up to action #1)	Rachael	Scope due 12/31/08	● Updates provided at March and July 2009 RCFB meetings.
Implement a system of accountability and performance measures	28	Develop a system of output and outcome measures for all core work	Rebecca	11/30/08	● Prioritizing measures for 2010 development.
	29	Implement sub-recipient (sponsor) audits, Develop risk basis for determining which sponsors will be audited	Mark	Ongoing	● This is underway. We are attempting to finish old audits and tracking trends to inform training and identify other issues.
Clarify "Deed of Right"	30	Develop options, conduct outreach, secure approval to clarify deed of right	Megan	6/30/09	● Discussions with acquisition experts and legal advisors are underway.

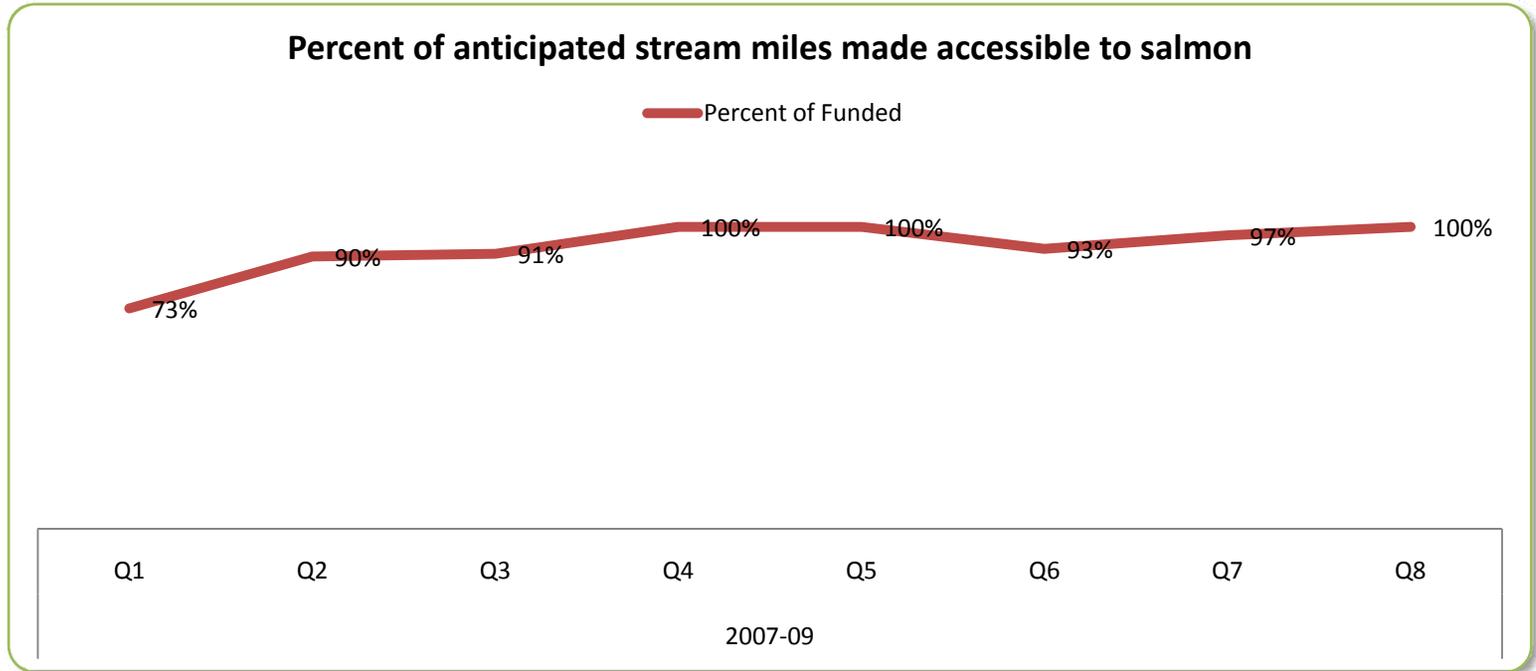
Measures	Target	Frequency
Number or percent of "at risk" sponsor projects audited by RCO	None Est.	Quarterly
Percent of anticipated miles of habitat made accessible to salmon	90%	Quarterly
Percent of anticipated parks/trails created or enhanced	90%	Quarterly
Percent of anticipated acres of habitat protected or improved	90%	Quarterly
Percent of required reports completed on time	100%	Monthly

**CORE WORK:** MANAGE RECREATION, CONSERVATION, AND SALMON RECOVERY INVESTMENTS  
 PROVIDE EFFICIENT AND EFFECTIVE ADMINISTRATIVE SUPPORT

**WORK RESULT:**

Maintain the high quality, impartiality, and accountability of our grant programs

**Measure** Percent of anticipated stream miles made accessible to salmon  
**Target:** 90%  
**Performance:** 97%



		2007-09							
Stream Miles Protected		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
Proposed in Applications		14.8	25.5	44.8	11.1	14.9	37.6	97.1	72.8
Protected at Project Close		10.8	23.0	40.8	11.1	14.9	34.9	94.3	72.8
Percent of Funded		73%	90%	91%	100%	100%	93%	97%	100%

This measure compares the number of stream miles made accessible to the number of miles anticipated in the grant applications.

**CORE WORK: Administrative and Operational Tasks (not in strategic plan)**

Strategies		Actions (7/1/08 -6/30/09)	Who	Due Date		Status
Agency Administration	42	Conduct bimonthly all staff meetings and annual retreat	Rachael	Ongoing	●	All staff meeting was held July 15
	48	Implement ISB security guidelines	Karen	8/31/2009	●	Ordered VM Ware to set up multiple virtual machines on new server. Will set up as soon as it arrives. Testing should be completed by June 15. Still on target for 8/31 due date.
	49	Update policies regarding travel, meals, etc. to reflect SAM from OFM	Mark	4/30/2009	●	Draft should be by June.
	51	Update personnel policies	Devi	Ongoing	●	Staff are identifying Critical Business Functions of the agency for flu pandemic plan

Measures	Target	Frequency
Percent of Annual Expectations Documents Completed by January 31	100%	Annual
Percent of Annual Performance Evaluations Completed by January 31	100%	Annual
Overall average employee satisfaction (survey results)	4.00	Annual
Percent of staff reporting that evaluation provides meaningful information about performance.		Annual
Percent of employees reporting that they know what is expected of them and know how their work contributes to goals of agency		Annual

CORE WORK:

DEVELOP AND COORDINATE A STATEWIDE BIODIVERSITY AND CONSERVATION STRATEGY

**WORK RESULT:**  
Support the implementation of action items in Executive Order 08-02 (Biodiversity Council)

Strategies		Actions (7/1/08 -6/30/09)	Who	Due Date		Status
Conduct outreach activities and maintain the biodiversity project website	33	Prepare and distribute appropriate outreach materials (e.g., brochure) and periodically update the website.	Lynn	Ongoing	●	Produced a tabletop display for use at workshops and conferences.
Facilitate Council activities and cross-agency partnerships to implement early action items	34	Develop proposal for future leadership entity and support implementation as appropriate	Lynn	Nov. 2008	●	Developed 2009-2011 budget and workplan for Council approval.
Fund pilot projects, as funding is available, to test recommendations	35	Secure funding for 4-5 pilot projects and work with project leads to achieve successful outcomes	Lynn	Ongoing	●	Staff visited the North Central Washington Pilot Project; Land Use Committee Members attended meeting with NCW planners.
Support development of biodiversity scorecard, as funding is available	36	Secure funding and develop and implement a scope of work for scorecard development	Lynn	6/30/2009	●	Scorecard leads met with Science Committee for full day work session. Presented at South Puget Sound Science Symposium and Citizen Science Symposium.

Measures	Target	Frequency
Percent of pilot projects completed without the need for time or cost changes.	None Set	Annual
% Pilot Projects Completed and Meeting Outcome Goals	None Set	Annual
Number of Biodiversity Conservation Strategy recommendations assigned to and accepted by agencies or other entities, or implemented by the Council or its successor.	None Set	Annual

CORE WORK:

DEVELOP & COORDINATE A STATEWIDE STRATEGY TO PREVENT, DETECT, & RESPOND TO INVASIVE SPECIES

WORK RESULT:

Support implementation of the five priority recommendations (Invasive Species Strategy)

Strategies		Actions (7/1/08 -6/30/09)	Who	Due Date		Status
Conduct a baseline assessment of programs & activities that address invasive species	37	Interview agencies regarding actions & programs, then collate information	Gen	6/30/2009	●	EPA grant award is complete.
Develop a web clearinghouse for information	38	Create scope and RFP for use pending budget request	Gen	4/30/2009	●	Two draft RFP's have been written (Baseline assessment & Information Clearinghouse) and will be sent to the council for review before the end of the month.
Develop an early detection and rapid response network	39	Include state agencies and critical partners. Clarify authority and jurisdiction	Gen	TBD by Council	●	Emergency Funding workgroup is developing a form or spreadsheet to track this information. The form will be sent to invasive species experts to fill out. Then workgroup will review for gaps, overlaps and policy issues.
Improve agency coordination	40	Coordinate project to develop an emergency response flow chart	Gen	TBD by Council	●	Council workgroup lead will create a template for the flow chart and will then send to experts to help fill out.
	41	Coordinate work with PSP	Gen	Ongoing	●	Council members are planning to meet with PSP staff and consultant to develop results chain/logic model for the Action Agenda around the threat of invasive species

Measures	Target	Frequency
Percent of preliminary information items collated for baseline assessment of programs and activities that address invasive species in Washington (ISC Strategic Plan Recommendation #1).	None Set	Annual