



**25 Year
Performance
Goals**

WDFW will work to identify and track performance measures to gauge our success.

- 90 percent of the public reports trusting WDFW to do what is right for the fish and wildlife management in our state.
- 10 percent net gain in the quality and quantity of fish and wildlife habitat
- 25 percent increase in wild salmon populations
- 80 percent of species of greatest conservation need have been surveyed and have been incorporated into strategies and plans that ensure their conservation
- 25 percent increase in participation in fish and wildlife-related activities (youth, racial diversity, hunters, anglers, and watchable wildlife)
- 90 percent reduction in WDFW's carbon footprint
- 90 percent of employees report that they would recommend WDFW as a great place to work
- Science goal TBD ? publicly available? Check with Amy

In this summary, you will find some key elements of the Department's 25-Year Strategic Plan including: Strategies, near-term actions, and performance goals. Please know that a full copy of the plan is also available to you, where you will also find: longer-term actions, performance indicators, and reviews of the Department's current challenges and opportunities.

Moving Forward

The contents of this plan will function as a "living document". To help the Department stay focused on the strategic direction represented here, the Department will:

- Revisit this plan every two years, or more frequently, as preparation for development of our proposed biennial budget. In the spirit of adaptive management, we will seek to examine where we are achieving our goals, where we fall short, when short-term goals need more time, or long-term goals must become more urgent.
- Form a series of agency webpages where strategies will be modified to recognize emerging realities.
- Track performance metrics.

We hope you are inspired to learn more and join us in this effort. Please find more information and a full copy of the Washington Department of Fish and Wildlife Strategic Plan at wdfw.wa.gov/about/administration/strategic-planning.



25-Year Strategic Plan Overview

A Path for a New Era

We recognize that human development and population expansion, the spread of invasive species, and climate change are contributing to declines in species and habitats. Not only are some iconic northwest species being lost, but an abundance of animals, even common ones, are decreasing at alarming rates.

The Department must demonstrate bold leadership in conservation, recovery, science, and management in order to better achieve its mission.

To do this, the Department will execute a 25-Year Strategic Plan. These strategies and action items will help us to shift how we do things now; making changes we see as pivotal to modernizing the agency, conserving the state's fish and wildlife, and positioning WDFW for success. Performance metrics will help the Department to continuously adapt our efforts toward the plan's vision and desired outcomes. To focus on these key areas the plan does not discuss all of the Department's work - work which must continue in order to achieve this plan's vision - yet, you can review a synopsis of our existing, work within the context of our full plan online.

The Department does not have the ability nor authority to achieve the necessary change alone. It's going to take all of us working together. Local, state, federal, tribal governments, non-governmental, and conservation organizations, public and land managers, farmers, commercial industries, private landowners, hunters, anglers, and others of all ages and backgrounds must cooperate for a more resilient future for fish, wildlife, and people.

If we act now, and work with our partners, we can change the current trajectory.



Proactively address conservation challenges

Near-term Actions

1. Lead a statewide fish and wildlife conservation road map in collaboration with partners to develop a collaborative approach to landscape-scale ecosystem recovery and fish and wildlife conservation. Build on past efforts from the Washington Biodiversity Council, the State Wildlife Action Plan, ecoregional assessments, etc.
 - Review data and products to assess the current state of conservation and identify the most significant needs and actions.
 - WDFW will publish a state of the state biennial fish and wildlife report.
 - WDFW will collaborate with regional, national, and international partners to:
 - Establish common conservation principles and priorities.
 - Develop and implement an invasive species response plan.
2. Vastly expand current efforts to manage and recover at-risk fish and wildlife species.
3. Implement a co-manager habitat workplan to improve salmon and steelhead populations that are limiting fishing opportunities. Develop and implement a WDFW Climate Resilience Plan.
4. Develop a Statewide Hatchery Monitoring and Evaluation Plan to adaptively manage programs to minimize risk to wild stocks.
5. Ensure that land-use planning and decisions are contributing to the conservation and recovery of fish and wildlife.
6. Shape Washington's 2025 State Wildlife Action Plan to reflect this strategic plan's priorities.
7. Develop and implement a WDFW Climate Resilience Plan to identify habitats and species at risk, find nature-based solutions, align with de-carbonization efforts, and increase the climate resiliency of WDFW's work.



Engage communities through recreation & stewardship

Near-term Actions

1. Connect with youth and young adults - the next generation.
2. Develop a plan to better recruit, retain, and reactivate anglers, hunters and outdoor enthusiasts. In addition, emphasize increased participation from diverse audiences.
3. Expand and improve public access opportunities for all people by developing and broadening partnerships to promote a broad spectrum of sustainable recreation and stewardship opportunities on all lands, including urban areas.
4. Solicit expertise to identify how to eliminate unintentional bias and more effectively engage underserved communities. Vastly expand, promote, and offer incentives for all backyard wildlife habitat programs in public processes.
5. Create and promote education opportunities in WDFW wildlife areas, in urban centers, and on school grounds.
6. Make decision-making processes more transparent and easy to participate in.
7. Better understand and deliver on hunting and fishing customer service, including needs for predictability, as we continue to focus on maintaining healthy fish and wildlife populations.
8. Offer wildlife and wildflower-viewing interpretive programs.
9. Invest in and implement social science to understand how to effectively serve our public and tailor our services and outreach appropriately.
10. Drive community science that creates stronger awareness and stewardship of fish and wildlife while advancing agency goals.
11. Expand WDFW's volunteer program, in concert with our partners, to advance a broader range of Department goals.
12. Reevaluate how we engage with advisory committees to more effectively implement our mission and establish regional advisory groups to represent regional interests.



Deliver science that informs Washington's most pressing fish & wildlife questions

Near-term Actions

1. Develop, prioritize, and deliver a science/policy framework to include the following components:
 - Assess existing science - policy questions, on-the-ground management needs, funding, and processes.
 - Review predictive models and processes in consideration of emerging technologies.
 - Identify alternatives that improve cross-discipline science collaboration and that acknowledges indigenous knowledge.
 - Ensure that our science is supporting adaptive management.
2. Enhance and identify new opportunities for partnerships, including local universities, zoos and aquariums, and other organizations.
3. Implement effective science communication training/strategies.
4. Develop an agency-level data management system to provide better science for agency decision-making and constituent outreach.
5. Pursue opportunities to increase community science in conservation efforts.

Model operational and environmental excellence

Near-term Actions

1. Adapt decision making based on publicly shared performance goals and indicators.
2. Increase decision-making transparency to both internal and external audiences.
3. Expand ways for the Fish and Wildlife Commission to connect with residents.
4. Support the recommendations of employee resource groups and the Department's internal Diversity Advisory Committee, and track workforce diversity, equity, and inclusion measures.
5. Assess the need and identify actions to improve cross-program/region collaboration.
6. Develop measures for strengthening employee satisfaction and adopting best practices for staff retention and advancement.
7. Develop and implement a WDFW sustainability plan which includes actions to minimize our carbon footprint, maximize carbon sequestration, and to achieve more net ecological gain.
8. Develop a culture that supports physical and emotional safety.