



STATE OF WASHINGTON

2010 NATURAL RESOURCES REFORM PROGRESS REPORT

Office of Financial Management

October 2010

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Questions about this report may be directed to [Kirstan Arestad](#), Office of Financial Management.

EXECUTIVE SUMMARY

BACKGROUND

Recognizing that these are unprecedented economic times, Governor Chris Gregoire and the Legislature directed the state's natural resource agencies to re-think how they work together to improve operations and processes, reduce duplication, enhance responsiveness and increase transparency. Since natural resource agencies' budgets represent less than 2 percent of the state's General Fund budget, cost savings were not the Governor's sole objective.

During the summer of 2009, natural resource agencies conducted an extensive public outreach effort to explore ideas for reforming natural resource agencies and their business processes. The agencies shared their findings with the Governor, Commissioner of Public Lands Peter Goldmark and the Legislature in a September 2009 report, [*Ideas to Improve Management of Washington's Natural Resources*](#).

OVERARCHING GOALS

Governor Gregoire, together with the Commissioner Goldmark, identified three overarching goals in that report to guide natural resources reform:

- Improve customer service;
- Increase efficiencies by improving productivity and reducing costs; and
- Advance the state's commitment to:
 - ✓ Protect and restore natural resources and the environment,
 - ✓ Work collaboratively with the state's tribal governments,
 - ✓ Promote sustainable commercial and recreational uses of natural resources, and
 - ✓ Protect public health.

AUTHORIZATION

Based on input received from the public and stakeholders, the Governor directed natural resource agencies to proceed with 11 reform initiatives. The Legislature reinforced pursuing three of these initiatives through policy and budget bills. The initiatives are described in more detail in this annual progress report. Specific directives may be found in:

- Executive Order 09-07 (Washington's Natural Resources Reform Initiatives)
- Substitute House Bill 2935 (Environmental and Land Use Hearings Boards—Consolidation)
- Substitute Senate Bill 6214 (Growth Management Hearings Boards—Restructuring)
- Engrossed Substitute Senate Bill 6444 (2010 Supplemental Operating Budget)

STATUS OF REFORM INITIATIVES

The Natural Resources Cabinet (Cabinet) was formally created to oversee the progress of these efforts. The Cabinet renewed its commitment to providing excellent service by signing a “Commitment to Service Excellence” agreement.

The table below illustrates the significant progress made by the Cabinet for each reform initiative, and includes brief descriptions and status. A more in-depth look at each initiative, including problem/issue statements, recommendations, Cabinet direction, progress measurements and workgroup participants, may be found in the referenced appendices.

Of the 11 reform initiatives undertaken by the Cabinet this past year, eight have been completed and three are in process.

TITLE	REFORM INITIATIVE DESCRIPTION	STATUS
Formally Create Natural Resources Cabinet – <i>Appendix 1, Page 8</i>	Coordinate programs and policies; prevent, reconcile conflicting processes and policies; and resolve disputes among agencies. Provide direction to reform workgroups and monitor workgroup progress.	Complete. The Cabinet was formally created in 2009, and is meeting monthly to address emerging issues and track reform progress. The Cabinet’s first meeting took place in March 2010.
Provide <i>One Front Door</i> Access to Natural Resource, Recreational and Cultural Activities and Topics – <i>Appendix 2, Page 9</i>	Provide easy access to natural resource topics such as recreational opportunities, environmental services, permitting, grant opportunities, natural resources, forestry and farming.	Complete. The new web portal may be accessed from all natural resource agency websites, the Governor’s website or Access Washington at http://access.wa.gov/environment/index.aspx . Continuous improvements in progress.
Improve Access to Geographic Information System (GIS) Data and Services – <i>Appendix 3, Page 11</i>	Improve access to GIS data and services by providing a single point of access; strengthening coordination across natural resource agencies and stakeholders; implementing cost-effective strategies for managing GIS data and services; and improving data quality through state GIS data standards and guidelines.	Complete. The Cabinet will implement a number of actions to meet the goals of this initiative. For example, all natural resource agencies will participate on the Information Services Board’s Committee on Geographic Information Technology (ISB-GIT) to troubleshoot and sustain large, complex cross-agency GIS projects. Agencies will adopt National Hydrography Dataset standards and execute enterprise license agreements for purchasing GIS software. Proposed actions that require substantial funding investment will be prioritized and submitted for funding consideration as appropriate.

TITLE	REFORM INITIATIVE DESCRIPTION	STATUS
Simplify Grants and Loans Processes and Information – <i>Appendix 4, Page 15</i>	Identify opportunities to simplify and streamline grant and loan information and processes.	Complete. As part of the <i>One Front Door</i> website, information on all natural resources grants and loans was developed and linked. An inventory of each separate database system for managing natural resources grants and loans was developed. The Cabinet created the Natural Resources Grant and Loan Manager Workgroup (GLMW) to share best practices and recommend or implement policy, practice and database improvements. GLMW will work toward common application processes, standardized forms, and streamlined and consistent procedures and protocols. At the request of the Cabinet or the Governor, GLMW may be asked to help scope the development of more comprehensive streamlining efforts, such as the creation of a common grant and loan database system.
Consolidate Back Office Functions of the Puget Sound Partnership (PSP) and Recreation and Conservation Office (RCO) – <i>Appendix 5, Page 18</i>	PSP and RCO to enter into an agreement detailing ways they can consolidate and share administrative functions.	Complete. The PSP and the RCO signed a memorandum of understanding setting forth shared services such as information technology, office management, grant management and graphic services.
Consolidate Certain Land Management Activities – <i>Appendix 6, Page 20</i>	The Department of Natural Resources (DNR) and Washington Department of Fish and Wildlife (WDFW) to identify opportunities to more effectively and efficiently carry out the state’s natural resources land management services.	Complete. DNR and WDFW entered into an interagency agreement on Sept. 30, 2010, establishing which land management services DNR would provide to WDFW, such as appraisal and land surveys; land transactions and title and records management searches; and road maintenance and weed control. The agreement will be updated to allow for adjustments. DNR and WDFW have also entered into an interagency agreement whereby DNR is using WDFW’s P-68 aircraft as an air attack platform for wild land firefighting.

TITLE	REFORM INITIATIVE DESCRIPTION	STATUS
Restructure Growth Management Hearings Boards (GMHB) and Consolidate Environmental and Land Use Hearings Boards – <i>Appendix 7, Page 21</i>	Due to budget constraints and the need to simplify the complex array of adjudicatory avenues for environmental appeals, restructure GMHB, and consolidate GMHB and the Environmental Hearings Office (EHO).	Complete. The GMHB and the EHO are successfully combined into the Environmental Land Use Hearings Office. The three GMHB boards have been consolidated into one board, reducing board membership from nine to seven. The five environmental hearings boards have been reduced to two.
Coordinate Fieldwork and Environmental Monitoring and Sampling – <i>Appendix 8, Page 23</i>	Coordinate and streamline environmental fieldwork and monitoring activities to reduce duplication and make efficient use of limited agency resources.	Complete. The workgroup has completed its inventory of field and environmental monitoring work. It will expand this inventory to include federal, tribal and local governments. The Cabinet recommends development of a Web-based calendar to allow sharing of data and information. Agencies will also identify opportunities to increase efficiencies and reduce duplicative activities. An ongoing oversight group will use this information.
Improve the State’s Environmental Permitting Processes – <i>Appendix 9, Page 25</i>	Make environmental permit decisions more timely, predictable and efficient by expanding the use of multi-agency permitting (MAP) teams. Combine permit regulations of multiple agencies and local governments, and issue consolidated environmental permits through a single entity within a specified geographic area.	In Process. The workgroup established several models for MAP teams to manage major projects at a single location. Legislation to incentivize “green shoreline” development will be proposed during the 2011 legislative session. Other ideas for shifting authority to or from the local level will be evaluated. Beyond MAP teams, DNR is collaborating with other natural resource agencies and stakeholders to reform implementation of the Forest Practices Act.

TITLE	REFORM INITIATIVE DESCRIPTION	STATUS
Promote Outdoor Recreational Opportunities – <i>Appendix 10, Page 26</i>	Increase awareness by promoting outdoor recreational opportunities that currently are not coordinated by the state.	<p>In Process. The Cabinet is maximizing marketing opportunities by using the <i>One Front Door</i> portal. It is coordinating with others, such as the Department of Transportation’s vendors, for posting brochures and other materials such as rack cards at rest areas, and with Department of Commerce’s Tourism Division to include travel tip sheets when reaching out to national and international audiences. A marketing plan called out in the Governor’s Executive Order has not yet been completed. DNR and WDFW are collaborating on natural resources recreation legislation to be introduced during the 2011 session. Proposed legislation will significantly strengthen and better integrate both agencies’ recreation programs. WDFW and the Parks and Recreation Commission (Parks) will continue to coordinate efforts.</p>
Consolidate Regional Boundaries and Reduce the Number of Leased Facilities – <i>Appendix 11, Page 28</i>	<p>Adopt common regional boundaries to improve customer service delivery, reduce long-term agency costs and better coordinate work.</p> <p>Reduce the number of facilities being leased by consolidating, wherever possible, regional offices and storage facilities.</p>	<p>In Process. Five common functional boundaries, known as natural resources and recreation management areas, or Resource Areas, have been adopted to promote better coordination and management of natural resources.</p> <p>Parks has co-located with the Department of Agriculture in Wenatchee. EHO has co-located its office with Parks’ headquarter office in Olympia.</p> <p>As part the Six-Year Facilities Planning process, OFM is evaluating opportunities for additional consolidation opportunities. This effort will be completed by Dec. 1, 2010.</p>

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APPENDIX 1

Reform Initiative: Formally Create the Natural Resources Cabinet

Executive Order 09-07 Directive: The Natural Resources Cabinet is formally created and is composed of the Department of Agriculture, Department of Ecology, Recreation and Conservation Office, Puget Sound Partnership, Utilities and Transportation Commission, Department of Commerce, Department of Health, and senior staff members of the Office of the Governor and the Office of Financial Management. The independent natural resource agencies are requested to participate. These are the Department of Natural Resources, Department of Fish and Wildlife, State Parks and Recreation Commission, and State Conservation Commission.

Problems/Issues:

- Improve collaboration with tribal, federal and local governments
- Improve coordination of natural resource and environmental protection programs and policies
- Maximize effectiveness of taxpayer dollars
- Make it simpler for citizens to work with the state
- Make it simpler for state programs to deliver service to public

Outcome: On Dec. 1, 2009, the independent natural resource agencies (Department of Natural Resources, Department of Fish and Wildlife, State Parks and Recreation Commission, and the State Conservation Commission) signed a memorandum of understanding agreeing to coordinate individual programs with the Cabinet to maximize efficiencies, improve customer service and ensure environmental performance.

APPENDIX 2

Reform Initiative Title: Provide *One Front Door* Access to Natural Resource, Recreational and Cultural Activities and Programs

Executive Order 09-07 Directive: The Cabinet is directed to improve natural resource-related services to citizens. The Cabinet will develop easy-to-use and transparent processes for the public to locate state natural resource agency services without the need for detailed knowledge of the organization. This will include:

- A consistent and readily available point of entry for citizens seeking information or technical assistance.
- Information and assistance provided in an understandable, responsive, timely and consistent manner.
- A commitment by state agencies to get customers and other members of the public to the right place as soon and as simply as possible.

Problem/Issue:

Customers have difficulty locating and understanding all pertinent information because multiple agencies provide similar or related services, or enforce similar or related regulations.

Workgroup Recommendations:

Deliverable	Cabinet Direction	Status
Develop web portal: “One Front Door to Washington’s Outdoors: environmental services – permits – outdoor recreation – natural resources – forestry – farming.”	Proceed	Portal launched; continuous improvement in progress.
Establish system for monitoring, improving and maintaining web portal.	Proceed	In process, to be completed by Sept. 30, 2010.
Develop and have each agency sign a “Commitment to Service Excellence.”	Proceed	Completed Sept. 30, 2010.
Each agency adopts or refreshes its own service standards.	Proceed	In process

Ways to Measure Progress/Success:

- Conduct website surveys and review of website data to understand how visitors are using the site and how satisfied they are
- Number of agencies that have adopted or refreshed their own service standards
- Customer satisfaction ratings

Workgroup Members:

Faith Lumsden, Lead, Office of Regulatory Assistance
Kirstan Arestad, Oversight, Office of Financial Management
Peter Birch, Department of Fish and Wildlife
Matt Bridges, Office of Financial Management
Jason Kelly, Department of Agriculture
Steve McLellan, Recreation and Conservation Office
Virginia Painter, State Parks and Recreation Commission
Ron Schultz, State Conservation Commission
Cheryl Smith, Department of Commerce
Jennifer Tebaldi, Department of Health
Sally Toteff, Department of Ecology
Chuck Turley, Department of Natural Resources
Sharon Wallace, Utilities and Transportation Office
Dave Workman, Department of Ecology

APPENDIX 3

Reform Initiative Title: Improve Access to Geographic Information Services (GIS) Data and Services

Executive Order 09-07 Directive: To streamline and reduce duplication, the Cabinet is directed to identify cost-effective opportunities for developing a single point of access for common GIS data and services. Each agency, by Jan. 10, 2010, will appoint a GIS representative to work with others in developing a coordinated, multi-agency approach with other state agencies and tribal, federal and local governments on cost-effective strategies for managing state natural resource GIS mapping data and services.

Problem/Issue:

A GIS allows a user to view, understand, question, interpret and visualize geographic and map data to discern relationships, patterns and trends. Mapping locations allows the user to find places that have certain characteristics so the user knows where to take action. (www.gis.com/). For example, the Recreation and Conservation Office Invasive Species Council would monitor areas infested with spartina, an invasive weed, to prioritize the state's eradication efforts.

Unfortunately, natural resource agencies currently manage GIS data and services at the individual agency level. Consequently, to gain access to these data and services, users must navigate multiple agency websites and staffs. Furthermore, insufficient compliance with established GIS standards complicates users' efforts to locate, create and integrate GIS data.

In response to these challenges, a number of natural resource agencies developed a single point of access approach to managing GIS data and services with funding and/or in-kind services. This coordination has occurred through the Information Service Board's Committee on Geographic Information Technology (ISB-GIT). However, this ad hoc approach has limited the state's ability to deliver and sustain large, complex, cross-agency projects such as the GIS Portal (the means by which we access GIS data).

The workgroup identified the following goals to guide its recommendations for improving access to GIS data and services:

- Provide a **single point of access** for GIS data to both state agencies and outside stakeholders.
- Strengthen **coordination** across natural resource agencies and stakeholders.
- Implement **cost-effective strategies** for managing GIS data and services.
- Improve **data quality** through state GIS data standards and guidelines.

Workgroup Recommendations:

For each goal, the workgroup presented a series of solutions and deliverables. The workgroup sought low-cost alternatives whenever possible. However, the total cost to implement the recommended solutions is \$5.8 million. Given the budget situation, the Cabinet agreed to pursue only those deliverables that could be absorbed through in-kind services and monies by the agencies (\$375,000). For the remaining deliverables, the Cabinet requested the workgroup to prioritize items so that funding can be requested as monies become available.

Single Point of Access:

Recommendation(s)	Deliverables	Cabinet Direction
Establish a single point of access via the GIS Portal to the state’s GIS data and services.	Acquire additional disk space for storage of data and descriptive information (\$55,000 one-time).	Hold until funding is available
	Develop web front page, data entry templates and query forms (\$15,000 one-time).	Hold until funding is available
	Fund position to support the GIS portal (\$100,000 per year, ongoing).	Hold until an assessment of the need for and role of such a position can be completed
	Provide access to GIS portal to all current non-participating natural resource agencies (\$50,000 per year, ongoing).	Hold until funding is available

Coordination:

Recommendation(s)	Deliverables	Cabinet Direction
Encourage natural resource agencies to participate on the ISB-GIT.	Cabinet directors agree to participate on ISB-GIT (minor, in-kind).	Proceed
Determine what elements of GIS can be implemented as an information technology shared service using formal criteria identified by the ISB-GIT.	Final list of elements of GIS that can be implemented as a shared service (\$30,000 one-time).	Hold until funding is available

Data Quality:

Recommendation(s)	Deliverables	Cabinet Direction
Adopt statewide standards and guidelines for GIS web services, data collection, data automation, storage, access and distribution.	Adopt ISB-GIT standards.	Proceed
	Post data and services documentation to GIS portal (\$25,000 per year, in-kind).	Proceed

Cost-Effective Strategies:

Recommendation(s)	Deliverables	Cabinet Direction
GIT evaluates enterprise license agreements with vendors.	Department of Information Services to develop and execute appropriate enterprise license agreement(s) for GIS software purchases (\$40,000 one-time, in-kind).	Proceed
Adopt a state standard for surface water hydrography (streams, rivers, lakes) data.	Determine conversion cost estimates from existing data formats to the National Hydrography Dataset (NHD) (\$5,000 one-time, in-kind).	Proceed
	Adopt NHD as the state standard for hydrography data (\$10,000 one-time, in-kind). *	Proceed
	Designate Department of Ecology as the state's hydrography data steward (\$120,000 per year, in-kind).	Proceed
	DNR to migrate to the NHD hydrography layer (TBD but in excess of \$4.5 million, one-time). *	Hold indefinitely
	DFW to complete migration to the NHD (\$120,000 one-time).	Hold until funding is available
Acquire and deliver aerial photography data.	Update statewide aerial photos every 3 years in conjunction with established federal partners (\$200,000 per year).	Hold until funding is available

* DNR cannot implement the NHD layer as it does not meet DNR's operational requirements.

Ways to Measure Progress/Success:

- Number of GIS standards /policy/guidelines adopted per biennium
- Number of GIS data sets available through a portal
- Progress on deliverables via reports to the ISB-GIT
- Number of natural resource agencies participating on the ISB-GIT
- Ability to track in-kind services from state agencies
- Number of agency hydrography tables mapped to NHD
- Number of users accessing the GIS portal
- Establishment of enterprise licenses
- Number of cooperative initiatives/projects undertaken per year
- Completion of a GIS shared services study
- Ortho-imagery data obtained on three-year refresh cycle

Workgroup Members:

Carl Harris, Lead, Department of Agriculture

Tim Young, Co-lead, Department of Fish and Wildlife

Kirstan Arestad, Oversight, Office of Financial Management

Ilene Frisch, State Parks and Recreation Commission

Pat Gebhardt, Department of Natural Resources

Brian Gillespie, Utilities and Transportation Commission

David Jennings, Department of Health

Morgan Lee, Department of Archaeology and Historic Preservation

Joy Paulus, Department of Information Services

Dan Saul, Department of Ecology

Carol Smith, State Conservation Commission

Gary Wilkinson, Department of Commerce

Appendix 4

Reform Initiative: Simplify Grants and Loans Processes and Information

Executive Order 09-07 Directive: To improve the public's understanding of and access to the state's natural resources grant and loan programs, the Cabinet will identify and recommend common application processes, standardized forms, streamlined and consistent procedures and protocols, and other improvements designated to simplify the grant and loan process. The goal is to provide citizens and other governments direct and easy access to the broad array of grant and loan programs available for natural resources protection and management.

Problem/Issue:

It is inefficient and costly for customers to search for grant and loan opportunities. It is also inefficient for customers who deal with multiple grant or loan programs to navigate the different, and sometimes conflicting requirements, applications, forms, awards criteria and time frames. Processes, policies and procedures are different, which causes duplicative efforts and expense. Even when agencies have similar policies, there is no mechanism to promote consistency among award criteria, performance measures or processes.

Specific issues include the following:

- Grant applicants must visit several websites to find all pertinent grants and loan information.
- Grant applicants must submit duplicate information when they apply for more than one grant.
- Grant applicants are often unable to submit applications electronically because agencies lack the necessary infrastructure, or operate outdated or inadequate infrastructure.
- Similar grant programs are located in multiple agencies.
- Staff members lack information about other agencies' grants and loans programs, and aren't able to make referrals.
- State agencies have different database systems for managing their grants and loans. Most of these systems are so antiquated that they can't be modified or modernized. Only one system allows online applications.

Workgroup Process:

Deliverable	Due Date	Status
To improve the public's ability to find funding opportunities, each agency provided links for grant and loan programs as part of the development of the <i>One Front Door</i> website. For the first time, all this information is organized and easily accessible.	Sept. 1, 2010	Complete

Deliverable	Due Date	Status
<p>To minimize the amount of information a grant applicant must submit on each application, the workgroup evaluated OFM's vendor registration project to see if it could be connected to each application. In the process, the group evaluated all grant and loan databases and determined that only one system (PRISM, at the Recreation and Conservation Office (RCO) could be modified to connect to the vendor database. The assessment of all databases resulted in changing the direction of the workgroup.</p>	Sept. 1, 2010	<p>Complete. Information provided to OFM. Efforts to link PRISM will occur over the course of the year as OFM completes its work.</p>
<p>To see whether agencies could move to more electronic filing of applications, the workgroup assessed the status of all database systems. Only PRISM now allows electronic filing. A complete assessment of all database systems was compiled, and identifies each grant and loan system (infrastructure) agencies use.</p>	Aug. 1, 2010	<p>Complete</p>
<p>With the assessment of the database systems in hand, the workgroup looked at whether any of the systems could be modified. The answer is just PRISM. The better approach may be to develop an enterprise system for all grants and loans. However, given the current budget situation, this is not likely to occur in the short term. Accordingly, Ecology and PSP will be exploring the use PRISM until a decision is made to develop an enterprise system. It is recommended that the department of Information Services and OFM resume their roles in evaluating whether to move forward with an enterprise system for managing grants and loans.</p>	Sept. 1, 2010	<p>Complete. Will scope pilot use of PRISM for 2 other agencies and will encourage DIS and OFM to resume a leadership role for an enterprise data management system.</p>
<p>To see if the number of similar grant programs could be consolidated, the workgroup identified programs that potentially could be merged or moved.</p>	Aug. 23, 2010	<p>Complete. No mergers; revisit boating grants after JLARC review in October.</p>
<p>Create basic information on grant and loan programs and put this information on the <i>One Front Door</i> website.</p>	Aug. 1, 2010	<p>Complete</p>
<p>Subgroup to identify best practices for improving customer service:</p> <ul style="list-style-type: none"> ▪ Create a master grant calendar ▪ Identify and hold joint grant workshops ▪ Make grant and loan application and review processes transparent and easy to understand by the public ▪ Schedule periodic meeting with Department of Archeology and Historic Preservation to discuss and share cultural resources issues 	Oct. 1, 2010	<p>Complete. Cabinet approved the workgroup's charter.</p>

Workgroup Recommendations:

Recommendations	Fiscal Impact	Cabinet Direction
Request OFM and DIS take lead on determining whether to develop an enterprise grant and loan data system.	Unknown. Last attempt was \$5.4 million estimate.	Agrees with this direction
Ecology, PSP work with RCO on the use of PRISM for data management purposes.	Unknown. Much less than an enterprise system.	Supports
Create the natural resource grant and loan work group and adopt the charter as described above.	None	Approved charter

Ways to Measure Progress/Success:

- Number of visits to the grant and loan link of *One Front Door*
- Conduct web surveys asking applicants “How did you learn about this program?”, “How easy or difficult was the process?” and “How can we make this process better?”

Workgroup Members:

Kaleen Cottingham, Lead, Recreation and Conservation Office
Kirstan Arestad, Oversight, Office of Financial Management
Debbie Becker/Karla Heinitz, State Conservation Commission
Kristin Bettridge, Department of Health
Clare Billings, Department of Commerce
Jim Cahill, Puget Sound Partnership
Ilene Frisch, State Parks and Recreation Commission
Jim Morgan/Brian Richardson, Department of Natural Resources
Scott Robinson, Recreation and Conservation Office
Lee Rolle, Department of Fish and Wildlife
Polly Zehm, Department of Ecology

Appendix 5

Reform Initiative: Consolidate Back-Office Functions of the Puget Sound Partnership (PSP) and the Recreation and Conservation Office (RCO)

Operating Budget Bill (ESSB 6444) Proviso: The PSP will negotiate an agreement with the RCO to consolidate or share certain administrative functions currently performed by each agency independently. The agencies will proportionately share the costs of such shared functions. Examples of shared functions may include, but are not limited to, support for personnel, information technology, grant and contract management, invasive species work, legislative coordination, and policy and administrative support of various boards and councils.

Problem/Issue:

With recent budget reductions, state agencies are finding creative ways to share resources. The PSP and the RCO are agencies with fewer than 50 employees each. The Governor and the Legislature directed these agencies to seek ways to consolidate or share administrative functions.

Proposal:

Pursuant to ESSB 6444, PSP and RCO entered into a memorandum of understanding detailing certain operational efficiencies. The original scope of the shared services was pared down due to the decision to move PSP staff to Tacoma. The MOU sets forth the agreed-to shared services, specifically that the majority of the shared services will be provided by RCO to PSP on an agreed-to reimbursable basis. Some services PSP will provide to RCO on a reimbursable basis. The following list details the shared services:

- Information technology services, including:
 - ✓ Hiring one IT manager, supervised by the RCO deputy director, who will manage the IT staff, networks and IT projects
 - ✓ Managing the IT budget
 - ✓ Purchasing IT equipment and software, and maintaining network services
 - ✓ Ensuring the network adheres to DIS security standards and policies
 - ✓ Supervising desktop support
 - ✓ Tracking leases for IT equipment
 - ✓ Maintaining software licenses, equipment, leases, warranties and expiration dates
- Office management services. The majority of PSP's staff members are located in Tacoma. The PSP will have an Olympia presence in the Natural Resources Building. For the Olympia office, RCO will provide to PSP such services as reception, mail, facility management, fleet management, copier equipment, supplies and additional administrative support.
- Grant management services. The RCO will continue to manage all project-specific grants related to salmon and/or watershed recovery in Puget Sound. Additional projects may be added to the portfolio with Environmental Protection Agency (EPA) funding as deemed appropriate by PSP, EPA or other potential project proponents. Currently, RCO is managing 345 salmon recovery and watershed projects in the Puget Sound Basin, totaling \$118 million. Of these, 80 projects are in the review stage for final funding decisions in October and December 2010.
- Graphics services as needed. The PSP's graphic designer will provide reimbursable graphics support for RCO previously obtained by contract with external vendors.

Ways to Measure Progress/Success:

- Successful hiring of a shared IT manager
- Budget reductions realized
- Number of grants RCO managed on behalf of the PSP? (Use existing RCO grant management effectiveness measures.)

Workgroup Members:

Kirstan Arestad, Oversight, Office of Financial Management

Rachael Langen, Recreation and Conservation Office

Gerry O’Keefe, Puget Sound Partnership

Appendix 6

Reform Initiative Title: Consolidate Certain Land Management Services

Operating Budget Bill (ESSB 6444) Proviso: By Oct. 1, 2010, the Department of Fish and Wildlife (WDFW) will enter into an interagency agreement for establishing which land management services DNR will provide to WDFW. Land management services may include but are not limited to records management, real estate services such as surveying, and land acquisition and disposal services. The interagency agreement will describe business processes, service delivery expectations, cost and timing. In the agreement, DNR will define its roles and responsibilities. A draft agreement will be submitted to OFM and the appropriate fiscal committees of the Legislature by July 1, 2010.

Problems/Issues:

The budget proviso assumes there are opportunities for more cost-effective and efficient ways to carry out the state's natural resources land management services. In response to the proviso, the workgroup defined land management services to include real estate services, property management, land management, environmental review, cultural resource management, capital facilities and infrastructure, and fire management.

Workgroup Recommendations:

The DFW and WDNR entered into an interagency agreement on Sept. 30, 2010, establishing which land management services DNR could initially provide to WDFW. These include appraisals; public works contracts for road construction, operation and maintenance; and assessments for cultural resources. The agencies also committed to the development of a mutually satisfactory implementation schedule for these services, as well as continued analysis of additional land management services DNR could provide within the constraints of the agencies' budget allotments for the 2009–11 and 2011–13 biennia.

Ways to Measure Progress/Success:

- Whether the interagency agreement is completed.
- Number of land management services/activities subject to an interagency agreement.

Workgroup Members:

Kirstan Arestad, Oversight, Office of Financial Management

Clay Sprague, Department of Natural Resources

Joe Stohr, Department of Fish and Wildlife

Appendix 7

Reform Initiative Title: Consolidate the Environmental and Land Use Hearings Boards

Substitute Senate Bill 6214-Growth Management Hearings Boards Restructuring: The legislation requires the three regional Growth Management Hearings Boards (GMHBs) to be consolidated into a single, statewide board by July 1, 2010, and the number of board members to be reduced from nine to seven in July 2010.

Substitute House Bill 2935 – Consolidating Environmental and Land Use Hearings Boards: Within the Environmental Hearings Office, the legislation consolidates five environmental review boards into two by July 1, 2010. By July 1, 2011, the legislation directs the merger of the GMHB into the Environmental Hearings Office, and renames the agency the Environmental and Land Use Hearings Office. It also directs the Governor to appoint a member of the Pollution Control Hearings Board or GMHB to serve as the director of the consolidated agency. Contingent on caseload, it allows the Governor to reduce the number of GMHB members from seven to six in 2012.

Problems/Issues:

- Budget constraints drove consolidation of the GMHB administrative offices, staff and board members. A nine-member, three-board structure was reduced to a seven-member, one-board structure. Analysis of future caseload per GMHB member is required to determine if board membership can be further reduced to six in 2012.
- Prior to the legislation, there was a complex array of adjudicatory avenues for environmental appeals. Now those appeals will be directed to the Pollution Control Hearings Board. We will measure the number and types of appeals directed to and handled by this board rather than what was previously handled in four separate appeal forums, and the capacity of existing staff to handle the workload.
- The opportunity to achieve greater efficiencies in the administration of the boards will be measured by implementing cost-saving opportunities for administrative functions (e.g., not physical co-location or reduced lease costs, but other possible types of shared administrative service costs such as OFM's Small Agency Client Services [SACS], mandatory training, policy development, assistant attorneys general services, etc.)

Outcome:

The GMHB and Environmental Hearings Office are successfully combined into the Environmental Land Use Hearings Office. Both offices had separately undertaken a variety of measures in advance of the consolidation that will help with integration. For example, GMHB consolidated its three boards into one board, created regional panels to hear cases from the jurisdiction in which the case arose, reduced board membership from nine to seven members and laid off two support staff members. The Environmental Hearings Office relocated to a new physical space with the potential to accommodate co-location with GMHB, absorbed cases and workload from the Hydraulic Appeals Board and the Forest Practices Appeals Board into the Pollution Control Hearings Board, and absorbed two additional types of environmental appeals previously handled by the Office of Administrative Hearings.

Workgroup Members:

Kathy Mix, Lead, Environmental Hearings Office

Kirstan Arestad, Oversight, Office of Financial Management

Nina Carter, Growth Management Hearings Board

Andrea McNamara Doyle, Environmental Hearings Office

Appendix 8

Reform Initiative Title: Coordinate Fieldwork and Environmental Monitoring and Sampling

Executive Order 09-07 Directive: To make efficient use of limited agency resources and reduce duplication of environmental monitoring efforts, the Cabinet will streamline, coordinate and consolidate fieldwork and environmental sampling done by state agency personnel. To further increase efficiencies and avoid duplicative activities, the Cabinet will:

- Collaborate with tribal, federal and local governments to achieve maximum efficiency and coordination of fieldwork and environmental sampling across different levels of government.
- Develop a web-based calendar and/or portal to allow the sharing of data and information among state and other natural resource agencies.

Problem/Issue:

Natural resource agencies assess the health of our environment by collecting and assessing data on environmental conditions for fish, streams, beaches, shorelines, marine environments and air quality. The diversity of the state's environmental monitoring activities requires ongoing coordination of monitoring at all levels of government so this work can be done efficiently and comprehensively.

Workgroup Recommendations:

To make efficient use of limited agency resources and reduce duplication of environmental monitoring efforts, the workgroup recommended a four-step approach. The first step is to complete an inventory of all monitoring and fieldwork performed by state natural resource agencies. The second step is to expand that inventory and include environmental monitoring activities of federal, tribal and local government natural resource agencies. The third step is to build a GIS tool to display and track all inventoried monitoring efforts across the state. The final step is to periodically convene staff from these agencies to identify opportunities/actions to increase efficiencies and avoid duplicative monitoring and fieldwork activities.

The workgroup determined that greater coordination and efficiency in collecting field data and monitoring requires oversight by a multi-agency body. It recommended that the current Forum on Monitoring Watershed Health and Salmon Recovery (Forum), serve as an oversight body. The Forum, however, is due to sunset in statute in June 2011, so alternate strategies must be considered. The workgroup also determined the need for updated, centralized and easily accessed information on the diverse array of monitoring conducted by state agencies.

By creating a central location for easy input and display of sampling activities, opportunities for collaboration and efficiency will be more apparent. Oversight could be provided by the Forum (or similar cross-agency collaborative group). Application development costs are primarily one time, with some support costs. Other costs, such as oversight by the Forum and data entry by participating agencies, will be absorbed.

As mentioned above, this proposal would provide for the development of a map-based application that would display key attributes of major monitoring programs across the state. The application would allow for user entry of key attributes with the intent that data will be updated on a regular basis. Key attributes include location, sampling frequency, type of sample, equipment, contact information, etc. Application development would be a one-time cost of approximately \$100,000 for in-house programming. Costs would total \$20,000 for application maintenance. Data entry costs would be absorbed by participating agencies.

Coordinate Fieldwork and Environmental Monitoring and Sampling:

Recommendation(s)	Deliverables	Cabinet Direction
Institute a process and system to make efficient use of limited agency resources, and reduce duplication of environmental monitoring and field work efforts.	Complete an inventory of fieldwork and environmental monitoring efforts now conducted by state agencies.	Proceed
Collaborate with tribal, federal and local governments to achieve maximum efficiency and coordination across levels of government.	Expand this inventory to include federal agencies, tribes and local governments.	Proceed
	Develop a web-based calendar and/or portal to allow the sharing of data and information among state and other natural resource agencies.	Proceed
	Convene staff from these agencies to identify opportunities/actions to increase efficiencies and avoid duplicative monitoring and fieldwork activities.	Proceed

Ways to Measure Progress/Success:

- Number of joint-agency programs created
- Number of samples gathered by a cooperating agency/entity/volunteer
- Number of sampling field trips saved/avoided

Workgroup Members:

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Appendix 9

Reform Initiative Title: Improve the State’s Environmental Permitting Processes

Executive Order 09-07 Directive: To make environmental permitting decisions more timely, predictable and efficient, the Cabinet will expand the use of multi-agency permitting (MAP) teams. The Cabinet will also evaluate combining permit regulations of multiple agencies and local governments and issuing consolidated environmental permits through a single entity within a specified geographic area. The goal is to provide citizens with a simpler way to receive coordinated, timely and consistent environmental permits from state agencies.

Problem/Issue:

- The many layers and overlapping jurisdictions of local, state and federal permit processing are confusing and unnecessarily time consuming.
- Some local and state permitting requirements make implementing sustainable development practices a more complicated process than doing something the “old-fashioned” way.

Workgroup Recommendations:

Deliverable	Cabinet Direction	Status
Expand the use of MAP teams.	Proceed	Ongoing. New MAP team models are in use.
Evaluate state and local permit regulations and processes for consolidation into a single or joint decision issued through a single entity within a specified geographic area.	Proceed	Ongoing. Legislation to eliminate or consolidate permitting for certain “green shoreline” projects is being drafted for 2011. Other areas for consolidation will be considered.

Ways to Measure Progress/Success:

- Number of MAP teams established
- Applicant and agency satisfaction ratings for MAP team process (Satisfaction and desired improvements to MAP processes will be evaluated over the course of project review.)
- Number of projects using an abbreviated permit process that consolidate or eliminate a currently required local or state permit

Workgroup Members:

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Appendix 10

Reform Initiative: Promote Outdoor Recreational Opportunities

Executive Order 09-07: The Department of Fish and Wildlife (WDFW) and the Parks and Recreation Commission (Parks) are directed to work with the Cabinet to enhance tourism and recreational use of the state’s natural resources. The agencies will develop an integrated program for marketing wildlife viewing, hunting, fishing, boating activities, and the use of WDFW and Parks lands both nationally and internationally.

Problem/Issue: Marketing and promotion of outdoor recreational opportunities are not formally coordinated by natural resource agencies. Instead, agencies promote recreational opportunities separately, using limited budgets and free media.

Workgroup Recommendations:

Given budget constraints, this workgroup focused on recommendations and deliverables that maximize coordination and marketing opportunities with existing resources. As this workgroup continues to meet, it will identify additional opportunities for promoting and marketing outdoor recreation.

Recommendation	Deliverable	Cabinet Direction	Status
Determine marketing opportunities and activities that are achievable within current budget.	Create displays and brochures and deliver to WSDOT vendors for them to post at rest areas. Identify materials such as videos and cards that may be included in these displays.	Proceed	In process. To be completed by Dec. 2010.
	In Parks’ current mailings to visitor convention bureaus, include rack cards and recreation information for WDFW and DNR.	Proceed	In process. To be completed by Dec. 2010.
	Include recreational opportunities for multiple agencies on the web portal.	Proceed	Completed
Work with Department of Commerce to enhance national and international outreach promoting the state’s natural, cultural and historic travel and adventure opportunities.	Develop travel tip sheets on recreational opportunities for use by Commerce’s Tourism Division staff in outreach to national and international audiences.	Proceed	In process. To be completed as staffing becomes available.

Should funding become available, this workgroup recommends that the Department of Commerce, the state’s marketing and tourism expert, be the central tourism office responsible for coordinating the marketing activities of all the natural resource agencies.

Ways to Measure Progress/Success:

- Number of web page hits
- Number of park visits and recreational license sales

Workgroup Members:

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Margaret Ainscough, Co-lead, Department of Fish and Wildlife

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Appendix 11

Reform Initiative Title: Consolidate Regional Boundaries and Reduce the Number of Leased Facilities

Executive Order 09-07 Directive: To improve customer service delivery, reduce long-term agency cost and better coordinate work among state natural resource agencies, the Cabinet will, by July 1, 2010, adopt common regional boundaries, considering information such as salmon recovery regions, eco-regions and county boundaries. The goal is to provide citizens easier access to the state's natural resource agencies while improving cross-agency coordination of program delivery.

Once common boundaries are adopted, the Cabinet will:

- Identify eco-system based management opportunities to include measurable goals, barriers and priorities.
- Evaluate and develop implementation plans for consolidating regional offices, including identifying potential costs, savings and performance effects resulting from regional consolidation.

Facilities Consolidation – ESSB 6444 Budget Proviso – Section 129 (5): The OFM will, with the assistance of the Cabinet, reduce the number of facilities being leased by the state by consolidating, wherever possible, regional offices and storage facilities of the natural resource agencies.

Problem/Issue:

Many of our natural resource agencies have adopted distinct regional boundaries to carry out their respective missions. These are the Department of Ecology, Department of Fish and Wildlife, Department of Natural Resources, State Conservation Commission, and State Parks and Recreation Commission. While these administrative boundaries allow agencies to operate programs specific to their missions, these boundaries don't necessarily reflect Washington's eco-regions or observe other agencies' boundaries. Coordination and collaboration among agencies is done more commonly on an issue- and resource-specific basis rather than on a planned, structured or ecosystem basis.

The context in which agencies work to achieve their missions is changing. This requires agencies (including the Department of Agriculture, which doesn't have regional boundaries) to take full advantage of partnerships, synergy and capacity. The volume of information available about natural resources is growing rapidly. However, the capability to share and integrate information is becoming easier with technology. Above all, the financial stresses are great and increasing. To work as a cohesive state body, we have to purposefully collaborate, coordinate and make the best use of limited resources.

Workgroup Recommendations:

The Cabinet implemented a three-pronged approach for achieving efficiencies in regional service delivery throughout the state.

The strategy will:

- Identify opportunities to reduce the number and cost of facilities leased by state agencies throughout Washington.
- Use a newly established set of shared, localized natural resources and recreation management areas (Resource Areas) to coordinate and improve management of natural resources and recreation in five regions of the state.
- Provide One Front Door customer service, making it easier for people and businesses to find what they need from Washington's natural resource agencies.

Reduce the number and cost of state facilities.

Requests from natural resource agencies to renew facilities leases, relocate or expand facilities, or reduce office space will be carefully evaluated in the state's 2011–2017 Six-Year Facilities Planning process led by OFM.

Evaluators will work with agencies to achieve cost savings and business efficiencies and to reduce the total square footage occupied by the state whenever possible. Particular focus will be given to opportunities to consolidate office space, co-locate agencies and regional offices, and share storage facilities among natural resource agencies.

Facilities leasing, replacement and relocation decisions will be evaluated based on how well the requested facilities:

- Meet the business needs of state agencies.
- Provide healthy, safe, accessible and sustainable space.
- Use state facilities efficiently.
- Reduce the total cost of facilities.

This initiative is consistent with a directive in the 2009–11 state budget.

Establish a common set of service-improvement regional boundaries for natural resource agencies to coordinate program delivery and improve state management of natural resources and recreation.

As expected, each agency is organized to conduct its operations and deliver service to customers in communities across the state. Operational and service delivery needs vary among agencies, depending on customers, agency location and geographical distribution of the agency's natural resources base. This service model lacks a unified approach to managing local and regional issues, community needs and inter-agency problem-solving.

To address this shortcoming, the natural resource agencies will share five Resource Areas while retaining the operational and organizational flexibility they each need to deliver their respective services in all areas of the state.

Regardless of how the agencies are organized to deliver services, and regardless of which agencies have local offices or operations, the agencies will be represented in each Resource Area. The Resource Areas represent the distinctive geography and natural resources, as well as the counties, of the state. These areas are depicted on the attached map, and reflect elements such as eco-regions, county boundaries, tribal ownership and proximity to natural features.

The agencies will operate as extensions of the Cabinet in each geographic area, and convene regularly to:

- Communicate as a cohesive state unit.
- Share information and resources to better coordinate work, avoid overlap and prevent confusion in communities about the work of state natural resource agencies.
- Achieve region-specific conservation, management and outdoor recreation objectives.
- Bring the combined expertise and best practices of all state agencies to local natural resource problem-solving.
- Break down communication barriers among agencies and with communities.
- Improve multi-agency communication and coordination with federal, local and tribal governments in Resource Areas.

This nimble approach builds on the distinctive business and operational needs of the state's natural resource and recreation agencies. It avoids costs and operational inefficiencies that often result from top-down reorganization efforts.

Deliver customer service to better connect agencies' programs and services and make it easier for the public to find what it needs from agencies.

The new "[One Front Door to Washington's Outdoors](#)" online service is the third prong of the strategy to achieve efficiencies in all regions of the state. This service creates linkages and fosters partnerships between and among various agencies' programs and services. It also makes it easier than ever for the public and businesses to locate environmental services, permits, outdoor recreation, natural resources, forestry, farming and other services they need, regardless of where the agencies' operations and staffing are located.

Ways to Measure Progress/Success:

For facilities planning:

- Total square footage occupied
- Total estimated facilities costs over the next six years
- Cost per workspace (or per staff person)
- Increased communication/collaboration (potential outcome for co-location)

For regional boundaries:

- Increase in collaborative projects
 - ✓ Number of cross trainings conducted
 - ✓ Number of joint programs streamlined (between/among state agencies and/or between/among state and other jurisdictions)
- Decrease in time/resources spent responding to information requests
- Increase in customer satisfaction
- Redistribution of activities/workload (decrease in duplication)
 - ✓ Number or percent of activities conducted by local/federal/tribal entities on behalf of the state (and vice versa)

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Proposed Natural Resources and Recreation Management Areas

Developed by: The Regional Boundaries Work Group, of The Natural Resources Reform Initiative. May 2010.

