

2018 SUPPLEMENTAL OPERATING BUDGET REQUEST



BRAD SMITH, CHAIR
FISH AND WILDLIFE COMMISSION
JIM UNSWORTH, DIRECTOR
DEPARTMENT OF FISH AND WILDLIFE

OCTOBER 6, 2017

*Washington
Department of*
**FISH and
WILDLIFE**



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State of Washington
DEPARTMENT OF FISH AND WILDLIFE

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Main Office Location: Natural Resources Building, 1111 Washington Street SE, Olympia, WA

October 5, 2017

Mr. David Schumacher
Director, Office of Financial Management
300 Insurance Building
Post Office Box 43113
Olympia, Washington 98504-3113

Dear Mr. Schumacher:

Enclosed you will find the 2018 Supplemental Operating Budget Request for the Washington Department of Fish and Wildlife (Department), as approved by the Fish and Wildlife Commission.

This year, the Governor and Legislature added specific directions in the operating budget to assess current operations and develop plans to improve the Department's long-term financial stability. In coming months, you will receive more information about three specific activities that respond to this direction:

- We have contracted with the California-based Matrix Consulting Group to **review our operations and management practices**, to help identify needed improvements and efficiencies. We expect to have those results by January.
- At the same time, we are establishing an advisory committee to help us **develop a long-term revenue plan** and identify strategies to improve the clarity of the budget information we provide to the public. The goal is to ensure the Department receives the funding we need to fulfill our conservation mission and to cost-effectively meet public expectations for fishing, hunting, and other outdoor opportunities.
- Finally, we will work closely with the Office of Financial Management to **conduct a "zero-based budget review"** to submit next September with our proposed 2019-2021 operating budget.

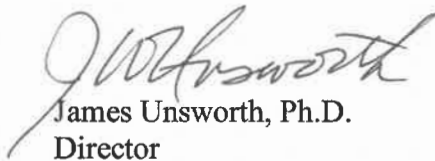
I welcome these efforts. In developing this three-part directive, lawmakers clearly signaled their support for our work and their understanding of its importance to the people of Washington. With help from outside experts, we will identify the actions we need to take to both improve our programs and services and ensure consistent, predictable funding in the future.

In recognition that agencies are directed to limit supplemental budget requests to emergent issues and emergencies, I have worked with my Executive Management Team to develop budget requests that are absolutely necessary to maintain key services to sustain the state's fish and wildlife resources and corresponding recreational opportunities.

Thank you for your time and consideration of these requests. We look forward to support your efforts in developing the Governor's budget proposals, and we welcome new ideas and further refinement of these proposals.

Department staff members are available to assist you with evaluating this request and will be happy to answer any questions as they arise. Please contact, Owen Rowe, Budget Director, at (360) 902-2204, or David Giglio, Assistant Director of Technology and Financial Management, at (360) 902-8128 for further information.

Sincerely,



James Unsworth, Ph.D.
Director

Enclosure

cc: Office of Financial Management
Jim Cahill, Senior Budget Assistant
Washington Department of Fish and Wildlife
Joe Stohr, Deputy Director
Nate Pamplin, Policy Director
David Giglio, Technology and Financial Management Assistant Director
Lee Rolle, Chief Financial Officer
Owen Rowe, Budget Director

**WASHINGTON DEPARTMENT OF FISH AND WILDLIFE
2018 Supplemental Operating Budget Request**

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Recommendation Summary

Agency: 477 Department of Fish and Wildlife

4:02:56PM

10/9/2017

Dollars in Thousands

	Annual Average FTEs	General Fund State	Other Funds	Total Funds
2017-19 Current Biennium Total				
Total Carry Forward Level				
Percent Change from Current Biennium				
Carry Forward plus Workload Changes				
Percent Change from Current Biennium				
M2 4A	Boldt Culverts Case Litigation	40		40
M2 4B	Mass-Marking Labor Wage Increase	463	405	868
M2 4C	Off-Road Vehicle Account Adjustment	1.3	262	262
M2 4D	Hatchery Utilities Cost Increase		172	172
M2 4E	Operating Costs of New Lands	5.5	626	1,026
M2 4G	Rebuild WDFW Network Infrastructure	2.7	2,486	2,486
M2 4H	Wildfire Season Costs		413	413
M2 9F	Federal Funding Adjustment		9,000	9,000
Total Maintenance Level		9.5	4,200	10,159
Percent Change from Current Biennium				
PL S1	Recover Puget Sound Steelhead	1.0	790	790
PL S2	Hatchery Fish Health and Disease	2.7	624	741
PL S3	Enforcement Records Management	2.1	1,376	1,776
PL S4	Timber Revenue for Forest Health	3.3		5,201
Subtotal - Performance Level Changes		8.9	2,790	5,718
2017-19 Total Proposed Budget		18.4	6,990	15,877
Percent Change from Current Biennium				

Recommendation Summary

Agency: 477

4:02:56PM

10/9/2017

Dollars in Thousands

Annual Average FTEs	General Fund State	Other Funds	Total Funds
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M2 4A Boldt Culverts Case Litigation

The Attorney General's Office (AGO) is requesting the authority to bill state agencies for legal services relating to U.S. v. Washington, Phase II of the Boldt Case (hereafter referred to as the "Culverts Case"). This will enable the State to appeal a recent Ninth Circuit Court decision to the U.S. Supreme Court, will fund legal services to implement the district court injunction that will continue to apply pending appeal, and will support efforts to explore settlement of the litigation. Historically, WDFW has paid a portion of these legal costs to support AGO legal costs related to the Culverts Case. Funding requested in this decision package will allow WDFW to pay 10 percent of the total State costs of legal proceedings as directed by the AGO.

M2 4B Mass-Marking Labor Wage Increase

WDFW is required by state law (RCW 77.95.290) to mass-mark all juvenile hatchery Chinook, and coho intended for harvest by clipping their adipose fins. These fish provide commercial, tribal and recreational fishing opportunities while protecting wild Endangered Species Act (ESA) listed populations. The Department hires temporary staff to conduct seasonal mass-marking through a private temporary labor firm. Initiative 1433 increases Washington State's minimum wage which results in higher costs for the contracted labor that performs mass-marking. Without additional funding to support these cost increases, the ability of the Department to release hatchery salmon that support Washington's economy will decline.

M2 4C Off-Road Vehicle Account Adjustment

The Off-Road Vehicle (ORV) Account is funded through a portion of a 1 percent gas tax refund in recognition that not all vehicle miles are driven on state roads and highways. The Department is currently short of the percentage of ORV Account revenue that is required to be appropriated for the management of wildlife areas and public access sites per RCW 46.09.520. This request will align the amount of funding provided to the Department with the requirement under state law.

M2 4D Hatchery Utilities Cost Increase

Washington Department of Fish and Wildlife (WDFW) hatcheries produce fish that support Washington's tribal, commercial, and recreational fisheries and contribute to fish recovery efforts for salmon and steelhead listed under the Endangered Species Act. WDFW requests funding to meet increased utility costs at hatchery facilities. This request supports electricity, natural gas, sewer, garbage, and heating oil costs. Without funding to offset increased utility costs, salmon and trout production will decline.

M2 4E Operating Costs of New Lands

When the legislature approves land purchases in the capital budget, there is a corresponding cost to maintain and operate these new lands for their recreation and conservation benefits. Capital budget decision packages as well as grant applications through the Recreation and Conservation Office require the requesting agency to provide these ongoing costs but WDFW has not requested state funding for these costs since the 2009-11 biennium. Recently, the Bonneville Power Administration (BPA) has agreed to increase its contribution for operation and maintenance funding specific to its mitigation lands. Funding is requested for the maintenance and operation of state wildlife lands acquired since the last adjustment in the 2009-11 biennium and for new federal BPA mitigation funding.

M2 4G Rebuild WDFW Network Infrastructure

Recommendation Summary

Agency: 477

4:02:56PM

10/9/2017

Dollars in Thousands

Annual Average FTEs	General Fund State	Other Funds	Total Funds
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The Department must rebuild its network infrastructure so that it is reliable and secure to meet increasing information technology (IT) demands of staff and customers throughout the state. The IT network infrastructure supports core agency functions related to: enforcement, regulatory functions, scientific research, and customer services. The number of systems and devices connected to the network has tripled in the last five years, data traffic volume outpaces IT infrastructure capacity, and most of the equipment is at end-of-life. The result is network outages, service degradation, and security challenges, as found in three recent audits. Funding is requested to rebuild the Department's IT infrastructure and move to the State Data Center.

M2 4H Wildfire Season Costs

Funding is requested for wildfire costs that have occurred in the 2017-19 biennium. In August 2017, wildfire extensively damaged habitat and facilities in the Scatter Creek Wildlife Area. This wildlife area protects the rare Puget Sound Prairie ecosystem and native oak habitat and must be restored or noxious weeds will rapidly colonize the fire-damaged areas, significantly reducing the habitat value and recreational opportunities provided by this public land.

M2 9F Federal Funding Adjustment

Washington Department of Fish & Wildlife (WDFW) conducts work under contracts with a variety of federal agencies, including the US Fish and Wildlife Service (USFWS), the National Oceanic and Atmospheric Administration (NOAA), and the Bonneville Power Administration (BPA). With this funding, WDFW operates hatcheries, conducts ecosystem restoration, performs research, protects threatened and endangered fish and wildlife, and supports hunting and fishing opportunities. A review of current spending indicates risk of exceeding current federal expenditure authority.

PL S1 Recover Puget Sound Steelhead

Over the past two biennia the legislature has invested \$1.6 million in scientific research to understand the causes of juvenile steelhead mortality in Puget Sound. Low abundance and poor survival are especially concerning in central and south Puget Sound. In some populations, over 90 percent of out-migrating steelhead die before they reach the Pacific Ocean. Funding is requested to complete the third phase of this research, in order to test management strategies and develop a plan to recover these populations. [Related to Puget Sound Action Agenda implementation.]

PL S2 Hatchery Fish Health and Disease

Fish in the Department's 83 hatchery facilities are monitored for their health to avoid disease and mortality so to maintain production targets that benefit recreational, tribal, and commercial fishing opportunities. New federal and state requirements, related to veterinarian licensure and food safety, require an increased veterinarian patient-client relationship: state veterinarians must have on-site familiarity and oversight of hatchery fish for disease diagnosis and treatment. Additionally, new laws and regulations require more rapid disease diagnosis, early treatment techniques, and additional protocol development in the Fish Health Unit laboratory. Funding is requested to hire an additional veterinarian and microbiologist to support these new requirements and keep Washington's millions of hatchery fish healthy for their release into rivers and lakes across the state.

PL S3 Enforcement Records Management

Recommendation Summary

Agency: 477

4:02:56PM

10/9/2017

Dollars in Thousands

Annual Average FTEs	General Fund State	Other Funds	Total Funds
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The Enforcement Program's records management and computer aided dispatch system is over ten years old and the vendor contract expires at the end of 2017. A recent assessment by the State Auditor and the Office of Cyber Security raised significant concerns about the privacy rights of individuals whose data is contained in federal records systems. If a data breach were to occur private information and officer safety in the field could be compromised. Additionally, the current system requires duplicative work that affects officer productivity. Funding is requested to replace the records management and dispatch system with a modern and secure solution.

PL S4 Timber Revenue for Forest Health

The Department received expenditure authority last biennium to support increased timber thinning operations on wildlife areas to improve forest habitat and reduce wildfire risk. The Department proposes to continue this practice where WDFW directly hires contractors to conduct thinning and timber sorting. This approach maximizes the timber revenue which can be reinvested in forest health and maintenance of wildlife areas, and ensures that the forest health work is done in a timely manner and is not limited by market conditions. WDFW requests expenditure authority to utilize the revenue generated from timber sales for planned forest health projects.

Agency Budget Request Decision Package Summary

(Lists only the agency Performance Level budget decision packages, in priority order)

Agency: 477 Department of Fish and Wildlife

10/9/2017
4:03:29PM

Budget Period: 2017-19

Decision Package Code	Decision Package Title
PL-S3	Enforcement Records Management
PL-S1	Recover Puget Sound Steelhead
PL-S4	Timber Revenue for Forest Health
PL-S2	Hatchery Fish Health and Disease

2018 Supplemental Operating and Capital Budget Puget Sound Action Agenda Decision Packages

Operating Budget Decision Packages:

1. PL-S1 Recover Puget Sound Steelhead - \$789,900 GF-S

- 6: Protect and Recover Salmon
 - 6.3 Implement harvest, hatchery, and adaptive management elements of salmon recovery.
 - 6.4: Protect and recover steelhead and other imperiled salmonid species.

Capital Budget Decision Packages:

1. Project Number: 30000660

Wallace River Hatchery – Replace Intakes and Ponds

- 6: Protect and Recover Salmon
 - 6.3 Implement harvest, hatchery, and adaptive management elements of salmon recovery.
 - 6.4: Protect and recover steelhead and other imperiled salmonid species.

2. Project Number: 30000277

Minter Hatchery Intakes

- 6: Protect and Recover Salmon
 - 6.3 Implement harvest, hatchery, and adaptive management elements of salmon recovery.
 - 6.4: Protect and recover steelhead and other imperiled salmonid species.

3. Project Number: 30000844

Dungeness Hatchery – Replace Main Intake

- 6: Protect and Recover Salmon
 - 6.3 Implement harvest, hatchery, and adaptive management elements of salmon recovery.

- 6.4: Protect and recover steelhead and other imperiled salmonid species.

4. Project Number: 30000686

Hoodsport Hatchery Adult Pond Renovation

- 6: Protect and Recover Salmon
 - 6.3 Implement harvest, hatchery, and adaptive management elements of salmon recovery.
 - 6.4: Protect and recover steelhead and other imperiled salmonid species.

5. Project Number: 30000830

Hurd Creek – Relocate Facilities out of Floodplain

- 5: Protect and restore floodplain function
 - 5.3 Protect and maintain intact and functional floodplains.
 - 5.4 Implement and maintain priority floodplain restoration projects.

6. Project Number: 92000038

Clarks Creek Hatchery Rebuild

- 6: Protect and Recover Salmon
 - 6.3 Implement harvest, hatchery, and adaptive management elements of salmon recovery.
 - 6.4: Protect and recover steelhead and other imperiled salmonid species.

7. Project Number: 30000846

PSNERP Match

- 16: Protect and restore nearshore and estuary ecosystems
 - 16.1: Permanently protect priority nearshore physical and ecological processes and habitat, including shorelines, migratory corridors, and vegetation, particularly in sensitive areas such as eelgrass beds and bluff-backed beaches.
 - 16.2: Implement and prioritize nearshore and estuary restoration projects and accelerate projects on public lands.
- 17: Protect and restore marine ecosystems
 - 17.2: Implement and maintain priority marine restoration projects.
- 29: Funding strategy
 - 29.1: Maintain and enhance federal funding for implementation of Action Agenda priorities.

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2018 Supplemental Budget Decision Package

Agency: 477 Department of Fish and Wildlife
Code/Title: 4A Boldt Culverts Case Litigation
Budget Period: 2017-19
Budget Level: M2 – Inflation and Other Rate Changes

AGENCY RECOMMENDATION SUMMARY TEXT

The Attorney General’s Office (AGO) is requesting the authority to bill state agencies for legal services relating to *U.S. v. Washington*, Phase II of the Boldt Case (hereafter referred to as the “Culverts Case”). This will enable the State to appeal a recent Ninth Circuit Court decision to the U.S. Supreme Court, will fund legal services to implement the district court injunction that will continue to apply pending appeal, and will support efforts to explore settlement of the litigation. Historically, WDFW has paid a portion of these legal costs to support AGO legal costs related to the Culverts Case. Funding requested in this decision package will allow WDFW to pay 10 percent of the total State costs of legal proceedings as directed by the AGO.

Operating Expenditures

By Fund/EAI	Fund Title	FY 2018	FY 2019	FY 2020	FY 2021
001-1	General Fund-State	34,000	5,000	0	0
Total Cost		34,000	5,000	0	0
By Object					
E	Goods and Services	34,000	5,000	0	0
Total Objects		34,000	5,000	0	0

PACKAGE DESCRIPTION

From the AGO’s decision package:

“On August 17, 2017, the State filed a Petition for Certiorari with the United States Supreme Court asking the US Supreme Court to review the case. The petition asserts that the Ninth Circuit made three significant errors: (1) it incorrectly held that the tribes’ right of taking fish at usual and accustomed grounds and stations in common with all citizens guaranteed the tribes that the number of fish would always be sufficient to provide them with a “moderate living;” (2) it improperly upheld the district court’s dismissal of the State’s equitable defenses against the federal government, which directed the design of the culverts and then sued the State for alleged treaty violations that resulted; and (3) it erred in rejecting the State’s arguments that the district court’s injunction violated federalism and comity principles by requiring Washington to replace hundreds of culverts, at the cost of several billion dollars, when many of the replacements would have no impact on salmon abundance or harvest.

Simultaneous with prosecuting its appeal, the State is working on two other fronts relating to this case. First, it is working diligently to comply with the injunction, the terms of which apply

during the appeal. As long as the injunction remains in effect, the State agencies will likely require legal services to implement it and work through any disputes that may arise. Second, the State has reinitiated efforts to settle the case, an undertaking that will require significant resources in and of itself.

The AGO requests sufficient resources to implement the injunction and pursue the appeal to the U.S. Supreme Court, and explore settlement of the litigation altogether. It is not possible to provide legal services for this case by reprioritizing within existing client agency budgets without significant adverse impacts to other priority legal services.”

Further arguments to support this decision package can be found in the AGO budget request.

Name and Phone Number of Subject Matter Expert:

Joe Shorin - Senior Assistant Attorney General
(360) 753-2496

EXPENDITURE AND REVENUE CALCULATIONS AND ASSUMPTIONS

Funding requested in this decision package aligns with the AGO’s request for WDFW to cover 10 percent of the cost of appealing the Culvert Case.

Which costs are one-time; which are ongoing? What are impacts in future biennia?

All expenditures in this decision package are one-time. In the future, any additional authority to support legal matters related to the Culverts Case will be requested upon the direction of the AGO.

DECISION PACKAGE JUSTIFICATION AND IMPACTS

What specific performance outcomes does the agency expect?

Funding will enable WDFW to meet its obligations to the AGO for litigation costs.

Performance Measure Detail

Activity:

A032 Agency Administration. No measures submitted for this package.

Other Impacts Table		Identify & Explain
Regional/County impacts?	Yes	Counties are at risk of future litigation based on the precedent in the district court and Ninth Circuit decisions.
Other local gov't impacts?	Yes	Cities are at risk of future litigation based on the precedent in the district court and Ninth Circuit decisions.
Tribal gov't impacts?	Yes	Tribes will be opposed to the State’s appeal in this case.
Other state agency impacts?	Yes	The four agencies subject to the district court’s injunction are WSDOT, DNR, WDFW, and State Parks. Other agencies may be the target of future litigation by the Tribes, should the district court and Ninth Circuit decisions remain in place.

Responds to specific task force, report, mandate or exec order?	No	
Does request contain a compensation change?	No	
Does request require a change to a collective bargaining agreement?	No	
Facility/workplace needs or impacts?	No	
Capital Budget Impacts?	Yes	This request does not include Capital Budget funding. However, the district court injunction requires the expenditure of funds appropriated through the Capital Budget to rectify culverts on state-owned lands.
Is change required to existing statutes or rules?	No	
Is the request related to or a result of litigation?	Yes	This request relates specifically to Phase II of <i>U.S. v. Washington</i> (AKA the Culverts Case).
Is the request related to Puget Sound recovery?	Yes	The injunction issued by the district court prioritizes culvert replacement over other activities the State might take to restore salmon in the case area, which includes Puget Sound.

What alternatives were explored by the agency, and why was this alternative chosen?

WDFW will be billed by the AGO for the funding requested in this decision package. Not funding this decision package would go against the recommendation of the AGO and, because these legal proceedings will occur this biennium, would leave WDFW with a shortfall in its base budget for legal services. Since AGO is moving forward with this decision package and has requested that WDFW submit a decision package to cover these costs, no other alternatives were considered.

What are the consequences of not adopting this package?

Failure to fund this decision package would overextend WDFW’s legal services budget. This may result in loss of AGO support for legal matters regarding other core agency activities.

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2018 Supplemental Budget Decision Package

Agency: 477 Department of Fish and Wildlife
Code/Title: 4B Mass-Marking Labor Wage Increase
Budget Period: 2017-19
Budget Level: M2 – Inflation and Other Rate Changes

AGENCY RECOMMENDATION SUMMARY TEXT

WDFW is required by state law (RCW 77.95.290) to mass-mark all juvenile hatchery Chinook, and coho intended for harvest by clipping their adipose fins. These fish provide commercial, tribal and recreational fishing opportunities while protecting wild Endangered Species Act (ESA) listed populations. The Department hires temporary staff to conduct seasonal mass-marking through a private temporary labor firm. Initiative 1433 increases Washington State’s minimum wage which results in higher costs for the contracted labor that performs mass-marking. Without additional funding to support these cost increases, the ability of the Department to release hatchery salmon that support Washington's economy will decline.

Operating Expenditures

By Fund/EAI	Fund Title	FY 2018	FY 2019	FY 2020	FY 2021
001-1	General Fund – State	212,000	252,000	365,000	409,000
001-2	General Fund – Federal	136,000	163,000	236,000	264,000
001-7	General Fund – Private/Local	48,000	57,000	83,000	95,000
Total Cost		396,000	472,000	684,000	768,000
By Object					
E	Goods and Services	396,100	472,400	684,300	767,500
Total Objects		396,100	472,400	684,300	767,500

PACKAGE DESCRIPTION

The State of Washington has one of the largest system of salmon hatcheries in the world, raising more than 200 million juvenile fish at 128 state, federal, and tribal facilities each year. These hatcheries produce the majority of all salmon caught in Washington waters, contributing to the statewide economy. According to one economic analysis, the 83 state-operated hatcheries, alone, generate nearly \$70 million in personal income from fishing each year.

Mass-marking has played a vital role in salmon management since a 1996 ESA ruling that wild Pacific salmon must be protected as a distinct species from hatchery-raised Pacific salmon. In response, WDFW launched a pioneering effort to visibly mark hatchery-raised salmon so that they can be readily distinguished from wild fish in Northwest waters.

Prior to mass-marking, restrictions imposed by new ESA listings threatened to close, or greatly curtail, historic salmon fisheries throughout the region. In addition to the recreational and

cultural values involved, the potential loss of fishing opportunities presented a severe economic threat to fishing families and entire communities, especially in rural areas of the Northwest.

Today, WDFW mass-marks over 100 million juvenile coho and Chinook salmon, as well as steelhead trout, another ESA-listed species and the state fish, that are produced in Washington hatcheries - including those raised in federal and tribal facilities. WDFW utilizes a fleet of 30 mass-marking trailers each staffed with 12-14 contracted labor staff, and spends approximately \$1.6 million annually on contracted labor to clip the small adipose fin near the fish tail. This strategy has revolutionized salmon management and provided an indispensable tool in the broad-based effort to recover wild salmon stocks throughout the region, while maintaining the salmon fishing economy and recreational salmon fishing opportunities.

Mass-marking has helped support a growing number "mark-selective fisheries" which require anglers in many fisheries to release any unmarked salmon or steelhead they encounter. These rules protect wild salmon while permitting anglers to retain hatchery produced fish for harvest. Mass marking has also helped increase the accuracy of population assessments of wild salmon through sampling and catch record card data.

Name and Phone Number of Subject Matter Expert:

Mark Kimbel
(360) 902-2406

EXPENDITURE AND REVENUE CALCULATIONS AND ASSUMPTIONS

WDFW's mass-marking program relies on contracted labor services. These services have increased in cost since the passage of Initiative 1433 which increases the state's minimum hourly wage to \$11.00 on January 1, 2017, \$11.50 on January 1, 2018, and \$12.00 on January 1, 2019.

The FY 2016 mass marking expenses were used as an approximate base level of funding, because that was the last full year prior to the increases in the minimum wage. All minimum wage fish ID technician positions will increase by the minimum wage each year. Based on historical wage increases, higher-paid lead and assistant lead positions will also rise by the increase in minimum wage. Adding to the wage cost of these workers, Kelly Services charges a roughly 37% administrative overhead for their services. To convert the wage's January cost increase into fiscal years, WDFW estimated based prior period averages of 20% of the mass marking being July through December and 80% of the mass marking being from January through June. Hours were estimated at the average number of hours worked by marking staff between FY 2015 and FY 2016. Full details of this calculation can be seen in the attached document. All cost increases appear in Object E.

The legislature funded state hatcheries' mass-marking with General Fund-State when it created the program in 1998. In federal and local government hatchery facilities, mass-marking is paid for by federal and private/local mitigation dollars. This decision package therefore requests general fund for wage increase costs, a mix of state, federal, and private/local.

Which costs are one-time; which are ongoing? What are impacts in future biennia?

These expenses are ongoing starting in FY 2018 and will continue to increase as the minimum wage continues to rise in CY 2018 and CY 2019.

DECISION PACKAGE JUSTIFICATION AND IMPACTS

What specific performance outcomes does the agency expect?

Funding will allow WDFW to continue to produce hatchery fish at current production levels. Washington’s hatcheries provide the fisheries that people depend upon for jobs (commercial fishing and related industries), meet federal treaty obligations, support local economies (tourism, lodging, restaurants, wholesalers and retailers of recreational equipment, boats and licenses), provide family recreational opportunities, and protect Washington’s fishing cultural heritage. Recreational fishing opportunities throughout the state contribute significant revenue to local and rural businesses, as well as WDFW through license sales. The majority of salmon production at WDFW-owned hatcheries is linked to federal court orders with treaty tribes.

Performance Measure Detail

Activity:

A041 – Fish Production. No measures submitted for this package.

Other Impacts Table		Identify & Explain
Regional/County impacts?	Yes	<p>Salmon and steelhead fishing contributes a significant amount to the economy of Washington State.</p> <p>"The U. S. Fish and Wildlife 2011 Survey of Fishing, Hunting, and Wildlife Associated Recreation" report indicated that recreational anglers in Washington total approximately 938 thousand, and fish a total of 13.4 million days, an average of 14 days per angler.</p> <p>Fishing expenditures in Washington for these sport fishers total approximately \$1.0 billion annually.</p> <p>(Source: U.S. Department of the Interior, U.S. Fish and Wildlife Service, and U.S. Department of Commerce, U.S. Census Bureau.</p> <p>2011 National Survey of Fishing, Hunting, and Wildlife Associated Recreation) Available at: http://www.census.gov/prod/2012pubs/fhw11_nat.pdf</p> <p>Commercial fishing contributes to the Washington seafood industry economic impact estimated at approximately \$3.0 billion annually.</p> <p>(Source: National Marine Fisheries Service. 2014. Fisheries Economics of the United States, 2012. U.S. Dept. Commerce, NOAA Tech. Memo. NMFS F/SPO 137) Available at: https://www.st.nmfs.noaa.gov/st5/publication/index.html</p>
Other local gov't impacts?	Yes	See above.
Tribal gov't impacts?	Yes	If this request is not funded, hatchery production will need to be reduced to levels that can be marked with existing funds, reducing the number of fish available to harvest for all fisheries including tribal.
Other state agency impacts?	No	
Responds to specific task force, report, mandate or exec order?	Yes	Initiative 1433 raised the minimum wage, which has directly resulted in this request for funding.

Does request contain a compensation change?	No	
Does request require a change to a collective bargaining agreement?	No	
Facility/workplace needs or impacts?	No	
Capital Budget Impacts?	No	
Is change required to existing statutes or rules?	No	
Is the request related to or a result of litigation?	No	
Is the request related to Puget Sound recovery?	No	
Is this decision package essential to implement a strategy identified in the agency's strategic plan?	Yes	<p>This decision package is an important part of WDFW's strategic plan.</p> <p>Mass marking helps to distinguish between hatchery and native fish and track the recovery of native fish, which is vital for achieving Goal 1 of the agencies strategic plan: "Conserve and protect native fish and wildlife."</p> <p>Mass-marking also greatly increases the fishing opportunities in Washington State which supports Goal 2: "Provide sustainable fishing, hunting, and other wildlife-related recreational and commercial experiences."</p> <p>This fishing opportunities have a large economic benefit for Washington State as a whole, which supports Goal 3: "Promote a healthy economy, protect community character, maintain an overall high quality of life, and deliver high-quality customer service."</p>
Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?	Yes	<p>Goal 3.2.2 of the Governor's priorities lists the recovery of salmon and steelhead populations as one of the governor's goals for the state. Mass-marking is an important tool in that recovery effort.</p>
Identify other important connections, as described in your proposal.		

What alternatives were explored by the agency, and why was this alternative chosen?

Several alternatives have been considered:

1. WDFW could mass-mark fewer fish. WDFW would have to reduce the number of fish produced so as to not violate state law (RCW 77.95.290). Commercial and recreational fishing opportunities would be reduced impacting Washington's economy. Hatchery broodstocks will also be compromised, and the Department's ability to assess the health and status of wild salmon stocks would be greatly reduced.

2. Alternatively, WDFW could invest in Auto-Fish marking systems to mass-mark a portion or all WDFW's hatchery-produced salmon and steelhead. This would require fewer contracted staff but a much larger investment.

Lease purchase/buy Auto-Fish systems to mark 30% of the total production:

\$750,000 - Annual lease purchase \$150,000 per system X 5 systems

\$500,000 - Operators \$100,000 per year X 5 operators

\$1,250,000 per year

These systems would take a minimum of 2 years to build and receive.

Lease purchase/buy Auto-Fish systems to mark 100% of the total production:

\$4,500,000 - Annual lease purchase \$150,000 per system X 30 systems

\$1,500,000 - Operators \$100,000 per year X 15 FTE operators

\$6,000,000 per year

3. Another alternative would be to redirect other current WDFW funding to mass-marking, however this would compromise the Department's other hunting and fishing activities.
4. Inmate labor has been used in the past but is increasingly limited and expensive. WDFW manages 83 hatcheries spread across the state, which requires extended hours and travel flexibility for inmate laborers. Due to their restricted work hours, travel restrictions, and supervisory requirements, inmates' labor is no longer cost effective.

This funding proposed in this decision package is the least expensive way to ensure continued marking of WDFW's hatchery production of Chinook, coho, and steelhead without a corresponding reduction in production.

What are the consequences of not adopting this package?

Not adopting this package will result in fewer fish being marked. Unmarked hatchery Chinook, coho, and steelhead cannot be released because it would violate federal and state laws, Pacific Salmon Treaty obligations, and tribal agreements.

WDFW M2-4B Operating Costs of New Lands
 2018 Supplemental Budget Request
 Attachment: Mass Marking Inflation Increases

Base Funding Level									
FY 2016 Actual Expenditures (last full year prior to wage increases)									
	CY 2015 Rates **		CY 2016 Rates **		CY 2016 Rates **		FY 2016		Increase from Base
	Hourly Wage *	Hours	Hourly Wage *	Hours	Est Total Cost	Est Total Cost	Est Total Cost	Actual Cost	Difference from Actuals
Fish ID Technician	\$13.05	17,699	\$13.05	70,796	\$230,972	\$923,888	\$1,154,860	\$1,157,485	
Assistant Lead	\$14.46	685	\$14.46	2,740	\$9,905	\$39,620	\$49,526	\$49,611	
Lead	\$18.59	2,217	\$18.59	8,867	\$41,210	\$164,841	\$206,052	\$214,266	
Total					\$282,087	\$1,128,349	\$1,410,437	\$1,421,362	-\$10,925

FY 2018 Estimate									
	CY 2017 Rates **		CY 2018 Rates **		CY 2018 Rates **		FY 2018		Increase from Base
	Hourly Wage *	Ave Hours FY 2015-16	Hourly Wage *	Ave Hours FY 2015-16	Est Total Cost	Est Total Cost	Est Total Cost	Base (FY 2016 Actuals)	Increase
Fish ID Technician	\$15.16	18,955	\$15.85	75,819	\$287,320	\$1,201,504	\$1,488,824		
Assistant Lead	\$17.90	746	\$18.59	2,986	\$13,354	\$55,508	\$68,862		
Lead	\$20.66	2,450	\$21.34	9,802	\$50,605	\$209,209	\$259,814		
Total					\$351,279	\$1,466,221	\$1,817,500	\$1,421,362	\$396,138

FY 2019 Estimate									
	CY 2018 Rates **		CY 2019 Rates **		CY 2019 Rates **		FY 2019		Increase from Base
	Hourly Wage *	Ave Hours FY 2015-16	Hourly Wage *	Ave Hours FY 2015-16	Est Total Cost	Est Total Cost	Est Total Cost	Base (FY 2016 Actuals)	Increase
Fish ID Technician	\$15.85	18,955	\$16.54	75,819	\$300,380	\$1,253,743	\$1,554,123		
Assistant Lead	\$18.59	746	\$19.28	2,986	\$13,868	\$57,564	\$71,432		
Lead	\$21.34	2,450	\$22.03	9,802	\$52,292	\$215,958	\$268,249		
Total					\$366,539	\$1,527,265	\$1,893,804	\$1,421,362	\$472,442

FY 2020 Estimate									
	CY 2019 Rates **		CY 2020 Rates **		CY 2020 Rates **		FY 2020		Increase from Base
	Hourly Wage *	Ave Hours FY 2015-16	Hourly Wage *	Ave Hours FY 2015-16	Est Total Cost	Est Total Cost	Est Total Cost	Base (FY 2016 Actuals)	Increase
Fish ID Technician	\$16.54	18,955	\$18.60	75,819	\$313,440	\$1,410,461	\$1,723,901		
Assistant Lead	\$19.28	746	\$21.34	2,986	\$14,381	\$63,732	\$78,113		
Lead	\$22.03	2,450	\$25.47	9,802	\$53,978	\$249,701	\$303,679		
Total					\$381,800	\$1,723,894	\$2,105,693	\$1,421,362	\$684,331

FY 2021 Estimate									
	CY 2020 Rates **		CY 2021 Rates **		CY 2021 Rates **		FY 2021		Increase from Base
	Hourly Wage *	Ave Hours FY 2015-16	Hourly Wage *	Ave Hours FY 2015-16	Est Total Cost	Est Total Cost	Est Total Cost	Base (FY 2016 Actuals)	Increase
Fish ID Technician	\$18.60	18,955	\$18.99	75,819	\$352,620	\$1,439,803	\$1,792,423		
Assistant Lead	\$21.34	746	\$21.72	2,986	\$15,922	\$64,856	\$80,778		
Lead	\$25.47	2,450	\$25.84	9,802	\$62,413	\$253,284	\$315,696		
Total					\$430,955	\$1,757,942	\$2,188,897	\$1,421,362	\$767,535

* Hourly wages include a 37% Kelly Services charge for administrative overhead.

** Based on FY 2016 and FY 2017, 20% of spending occurs July-December and 80% occurs January-June

2018 Supplemental Budget Decision Package

Agency: 477 Department of Fish and Wildlife
Code/Title: 4C Off-Road Vehicle Account Adjustment
Budget Period: 2017-19
Budget Level: M2 – Inflation and Other Rate Changes

AGENCY RECOMMENDATION SUMMARY TEXT

The Off-Road Vehicle (ORV) Account is funded through a portion of a 1 percent gas tax refund in recognition that not all vehicle miles are driven on state roads and highways. The Department is currently short of the percentage of ORV Account revenue that is required to be appropriated for the management of wildlife areas and public access sites per RCW 46.09.520. This request will align the amount of funding provided to the Department with the requirement under state law.

Operating Expenditures

By Fund/EAI	Fund Title	FY 2018	FY 2019	FY 2020	FY 2021
01B-1	Off-Road Vehicle Account	131,000	131,000	131,000	131,000
Total Cost		131,000	131,000	131,000	131,000
Total FTEs		1.3	1.3	1.3	1.3
By Object					
A	Salaries and Wages	52,100	52,100	52,100	52,100
B	Employee Benefits	22,400	22,400	22,400	22,400
E	Goods and Services	24,700	24,700	24,700	24,700
T	Intra-agency Reimbursement	32,200	32,200	32,200	32,200
Total Objects		131,400	131,400	131,400	131,400

PACKAGE DESCRIPTION

WDFW’s appropriation authority needs to be adjusted per RCW 46.09.520 which requires that the Department receive 3.5 percent of the 1 percent gas tax refund. This request provides the necessary expenditure authority to bridge the gap between the current appropriation level and the amount required in state law.

RCW 46.09.520 (2)(b)

Three and one-half percent must be credited to the ORV and nonhighway vehicle account and administered by the department of fish and wildlife solely for the acquisition, planning, development, maintenance, and management of ORV, nonmotorized, and nonhighway road recreation facilities and the maintenance of nonhighway roads.

RCW 46.09.310 defines “nonhighway roads” as any primitive road owned or managed by a public agency for public use. “Nonhighway road recreation facilities” are defined as recreational

facilities that are accessed by a nonhighway road and are intended primarily for nonhighway road recreational users.

All WDFW lands and water access sites accessed by nonhighway roads are eligible to be supported under these statutory definitions.

Name and Phone Number of Subject Matter Expert:

Owen Rowe
(360) 902-2204

EXPENDITURE AND REVENUE CALCULATIONS AND ASSUMPTIONS

WDFW's current biennial ORV Account appropriation is \$437,000.

The November 2016 forecast for the 1 percent gas tax refund is \$19.9 million for the 2017-19 BN. WDFW is required to receive 3.5 percent of this amount equal to \$699,000 for the current biennium. The difference between the amount required by law and the current appropriation is \$699,000 - \$437,000 = \$262,000.

WDFW utilizes ORV funds to provide public access by maintaining roads and parking facilities on one million acres of public lands including 700 water access sites. Funding has also been used to provide enforcement and education associated with motorized and non-motorized activities on WDFW public lands. The funding requested will be used for these purposes and will allow WDFW to more effectively address these activities.

The Department's ORV Account appropriation is used to support a variety of staff involved in maintaining public access and enforcing state laws on WDFW lands.

An average of FTE costs over the past two biennia was used to determine the expenditure objects displayed in this decision package.

Average of FTEs funded with the ORV Account are as follows:

- 0.5 FTE Equipment Operator 2
- 0.3 FTE Maintenance Mechanic 3
- 0.1 FTE Natural Resource Scientist 3
- 0.1 FTE Fish and Wildlife Enforcement Officer 2

Goods and services, Object E, include \$5,400 per FTE, per year for standard costs, which cover an average employee's supplies, communications, training, and subscription costs per year, as well as central agency costs. An infrastructure and program support rate of 32.46 percent is included in Object T, and is calculated based on WDFW's federally-approved indirect rate. Administrative FTEs are proportional to the infrastructure and program support calculations.

Which costs are one-time; which are ongoing? What are impacts in future biennia?

The expenditure authority adjustment requested in this decision package pursuant to RCW 46.09.520 is ongoing and will be adjusted based on future gas tax revenue forecasts.

DECISION PACKAGE JUSTIFICATION AND IMPACTS

What specific performance outcomes does the agency expect?

The funding requested in this decision package will increase activities funded by the ORV Account by over 50 percent and will provide better parking, road conditions, and recreational experiences for the public. Grading and water runoff management will decrease rutting and pot holes that frequently occur on WDFW roads and parking lots, making a safer and more enjoyable user experience which will result in fewer public access complaints. Greater visibility of enforcement officers will increase educational contacts with the public and decrease unlawful and environmentally damaging recreational activities.

Performance Measure Detail

Activities:

A039 Land Management. No measures submitted for this package.

A035 Enforcement. No measures submitted for this package.

A034 Manage Agency Facilities and Assets. No measures submitted for this package.

Other Impacts Table		Identify & Explain
Regional/County impacts?	Yes	Recreational anglers, hunters, and wildlife enthusiasts contribute significant economic activity to local economies especially in rural areas of the state.
Other local gov't impacts?	Yes	See above.
Tribal gov't impacts?	No	
Other state agency impacts?	No	
Responds to specific task force, report, mandate or exec order?	Yes	Adjustment requested in this decision package is required under RCW 46.09.520
Does request contain a compensation change?	No	
Does request require a change to a collective bargaining agreement?	No	
Facility/workplace needs or impacts?	No	
Capital Budget Impacts?	No	
Is change required to existing statutes or rules?	No	
Is the request related to or a result of litigation?	No	
Is the request related to Puget Sound recovery?	No	
Is this decision package essential to implement a strategy identified in the agency's strategic plan?	Yes	This decision package supports Goal 2 "Provide sustainable fishing, hunting, and other wildlife-related recreational and commercial experiences" specifically objective A "Fishing, hunting, wildlife viewing, and other outdoor activities are enhanced and expanded".

Does this decision package provide essential support to one or more of the Governor’s Results Washington priorities?	Yes	This decision package supports Goal 3 of Results Washington: Sustainable energy and a clean environment. Specifically, the goal topic of “Working and Natural Lands” and sub-topic “Outdoor Recreation” 4.3 “Increase participation in outdoor experiences on state public recreational lands and waters 1% each year...”
Identify other important connections, as described in your proposal.		

What alternatives were explored by the agency, and why was this alternative chosen?

No other alternatives were considered in this decision package because the funding requested is required to be appropriated to WDFW by state law.

What are the consequences of not adopting this package?

If the adjustment requested in this decision package is not funded the state operating budget will be out of compliance with state law. Additionally, the Department faces funding constraints in the 2017-19 biennium and this funding will help to maintain public access to state wildlife areas. Without funding, WDFW will continue to defer maintenance of roads and parking lots which will decrease the public’s ability to access to wildlife areas and water access sites. Complaints will increase regarding damage to vehicles, individuals getting stuck in remote locations, and the condition of state wildlife areas.

2018 Supplemental Budget Decision Package

Agency: 477 Department of Fish and Wildlife
Code/Title: 4D Hatchery Utilities Cost Increases
Budget Period: 2017-19
Budget Level: M2 – Inflation and Other Rate Changes

AGENCY RECOMMENDATION SUMMARY TEXT

Washington Department of Fish and Wildlife (WDFW) hatcheries produce fish that support Washington's tribal, commercial, and recreational fisheries and contribute to fish recovery efforts for salmon and steelhead listed under the Endangered Species Act. WDFW requests funding to meet increased utility costs at hatchery facilities. This request supports electricity, natural gas, sewer, garbage, and heating oil costs. Without funding to offset increased utility costs, salmon and trout production will be reduced.

Operating Expenditures

By Fund/EAI	Fund Title	FY 2018	FY 2019	FY 2020	FY 2021
001-1	General Fund - State	86,000	86,000	86,000	86,000
04M-1	Rec. Fisheries Enhancement	6,000	6,000	6,000	6,000
001-2	General Fund – Federal	35,000	35,000	35,000	35,000
001-7	General Fund – Local	5,000	5,000	5,000	5,000
Total Cost		132,000	132,000	132,000	132,000
By Object					
E	Goods and Services	132,000	132,000	132,000	132,000
Total Objects		132,000	132,000	132,000	132,000

PACKAGE DESCRIPTION

Utilities (electricity, natural gas, sewer, garbage, and oil) support production of salmon, trout, and game fish at WDFW's 83 hatchery facilities. This fish production supports tribal, commercial, and recreational fisheries in the State of Washington, as well as recovery and conservation programs for fish populations that are listed under the Endangered Species Act.

In the 2015-17 biennium, hatchery utility expenditures were \$3.2 million, a four percent increase over the previous biennium. Assuming that utilities will remain at FY 2017 levels, WDFW requests \$264,000 of authority to cover 2017-19 biennium costs.

Name and Phone Number of Subject Matter Expert:

Kelly Cunningham, Deputy Assistant Director
 Fish Program, Department of Fish and Wildlife
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EXPENDITURE AND REVENUE CALCULATIONS AND ASSUMPTIONS

FY 2016 hatchery utility bills were \$1,544,933 and FY 2017's were \$1,617,002, totaling \$3,161,935 for the 2015-17 biennium. Assuming that costs will remain at FY 2017 levels, WDFW anticipates expenditures of \$3,234,004 for the 2017-19 biennium. Hatchery utility expenditure authority was last adjusted in the FY 2016 supplemental budget, and 2017-19's is currently \$2,970,000. \$3,234,000 of anticipated expenditures, minus \$2,970,000 of current authority, totals as shortfall of \$264,000 for the biennium, or \$132,000 per year.

WDFW historically spends three different types of flexible state dollars on hatchery utilities: General Fund-State (GF-S), State Wildlife Account (WL-S), and Aquatic Lands Enhancement Account (ALEA). Of these three fund sources, this decision package requests only GF-S because for several reasons: GF-S is under-appropriated per historical spending; WL-S has a current structural deficit and under current law will continue to, therefore cannot support additional appropriations; and ALEA is appropriated to WDFW by the budget as a replacement for GF-S.

See attached table that shows the spending, authority, and fund sources of WDFW hatchery utility spending.

Which costs are one-time; which are ongoing? What are impacts in future biennia?

Expenditures of \$132,000 start in FY 2018 and are on-going.

DECISION PACKAGE JUSTIFICATION AND IMPACTS

What specific performance outcomes does the agency expect?

The funding requested in this package will allow WDFW to continue to produce hatchery fish at current levels. Washington's hatcheries are an important part of the WDFW mission to maintain fish and wildlife populations and an important contributor to the Washington state economy. Fish produced by these hatcheries maintain fisheries jobs, meet federal treaty obligations, and contribute to local economic development via tourism, lodging, and recreational equipment sales. These hatcheries also provide family recreational opportunities and protect Washington's fishing cultural heritage.

Performance Measure Detail

Activity:

A041 Fish Production for Sustainable Fisheries. No measures submitted for this package.

Other Impacts Table		Identify & Explain
Regional/County impacts?	No	
Other local gov't impacts?	No	
Tribal gov't impacts?	No	
Other state agency impacts?	No	

Responds to specific task force, report, mandate or exec order?	No	
Does request contain a compensation change?	No	
Does request require a change to a collective bargaining agreement?	No	
Facility/workplace needs or impacts?	No	
Capital Budget Impacts?	No	
Is change required to existing statutes or rules?	No	
Is the request related to or a result of litigation?	No	
Is the request related to Puget Sound recovery?	No	
Is this decision package essential to implement a strategy identified in the agency's strategic plan?	Yes	This package supports numerous goals, objectives, and strategies in WDFW's 2013-15 Strategic Plan. Specifically, WDFW hatcheries' fish production supports Goal # 2: "Provide sustainable fishing, hunting, and other wildlife related recreational and commercial experiences" and Goal # 3: "Promote a healthy economy, protect community character, maintain an overall high quality of life, and deliver high quality customer service."
Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?	Yes	WDFW hatcheries' fish production supports the following Results Washington priorities: Goal 2 -- "Prosperous Economy," the goal topic, "Thriving Washingtonians," and subtopic "Quality Jobs" and outcome measure 2.1, "Increase the number of jobs in state by 150,000 by 2015;" Goal 3 -- "Sustainable Energy and a Clean Environment" under the goal topic, "Healthy Fish and Wildlife" outcome measure 2.2, "Increase the percentage of ESA listed salmon and steelhead populations at healthy sustainable levels from 19% to 25% by 2022."
Identify other important connections, as described in your proposal.		Fish production contributes significantly to Washington's economy every year. The "U. S. Fish and Wildlife 2011 Survey of Fishing, Hunting, and Wildlife Associated Recreation" report indicated that recreational anglers in Washington total approximately 938 thousand and fish a total of 13.4 million days, an average of 14 days per angler. Fishing expenditures in Washington for these sport fishers total approximately \$1.0 billion. (Source: U.S. Department of the Interior, U.S. Fish and Wildlife Service, and U.S. Department of Commerce, U.S. Census Bureau. 2011 National Survey of Fishing, Hunting, and Wildlife

		<p>Associated Recreation; available at http://www.census.gov/prod/2012pubs/fhw11-nat.pdf)</p> <p>Commercial fishing contributes to the Washington seafood industry economic impact, estimated at approximately \$3.0 billion. (Source: National Marine Fisheries Service. 2014. Fisheries Economics of the United States, 2012. U.S. Dept. Commerce, NOAA Tech. Memo. NMFS F/SPO 137; available at https://www.st.nmfs.noaa.gov/st5/publication/index.html)</p>
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What alternatives were explored by the agency, and why was this alternative chosen?

Utilities are non-discretionary costs of fish production and support hatchery operations. These facilities are essentially industrial complexes and require significant inputs of resources. Hatcheries already use energy-efficient lights, limit heating, and recycle to lower utility costs. Other long-term alternatives such as development of wind, solar, or water power would require substantially higher capital budget funding requests

What are the consequences of not adopting this package?

Not funding this request will result in reductions to fish production, which decrease fishing opportunities, negatively impact fishing license sales, and decrease local economic activity in rural communities statewide.

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2018 Supplemental Budget Decision Package

Agency: 477 Department of Fish and Wildlife
Code/Title: 4E Operating Costs of New Lands
Budget Period: 2017-19
Budget Level: M2 – Inflation and Other Rate Changes

AGENCY RECOMMENDATION SUMMARY TEXT

When the legislature approves land purchases in the capital budget, there is a corresponding cost to maintain and operate these new lands for their recreation and conservation benefits. Capital budget decision packages as well as grant applications through the Recreation and Conservation Office require the requesting agency to provide these ongoing costs but WDFW has not requested state funding for these costs since the 2009-11 biennium. Recently, the Bonneville Power Administration (BPA) has agreed to increase its contribution for operation and maintenance funding specific to its mitigation lands. Funding is requested for the maintenance and operation of state wildlife lands acquired since the last adjustment in the 2009-11 biennium and for new federal BPA mitigation funding.

Operating Expenditures

By Fund/EAI	Fund Title	FY 2018	FY 2019	FY 2020	FY 2021
001-1	General Fund-State	88,000	538,000	542,000	542,000
001-2	General Fund-Federal	150,000	250,000	250,000	250,000
Total Cost		238,000	788,000	792,000	792,000
Total FTEs		2.6	8.4	8.4	8.4
By Object					
A	Salaries and Wages	77,000	258,000	260,000	260,000
B	Employee Benefits	41,000	136,000	137,000	137,000
E	Goods and Services	51,000	165,000	165,000	165,000
G	Travel	2,000	7,000	7,000	7,000
J	Equipment	10,000	32,000	32,000	32,000
T	Intra-agency Reimbursement	57,000	190,000	191,000	191,000
Total Objects		238,000	788,000	792,000	792,000

PACKAGE DESCRIPTION

WDFW purchases land throughout the state to provide both habitat for fish and wildlife and recreational opportunities for the public. Land acquisition is a critical tool that the Department uses with its conservation partners to protect habitats from land development and degradation. These lands are noteworthy for their environmental benefits, and are also economically and culturally important to many of the nearby communities by providing open space, employment,

outdoor classrooms for local schools, and places to hike, walk, and view wildlife. In addition, they provide opportunities for hunters, fishers, and birdwatchers throughout the year who spend money in the local communities. WDFW wildlife lands are open for recreation 365 days a year.

Federal agencies such as the BPA also purchase lands to mitigate the environmental impacts of their activities such as hydropower dams. They enter into contractual relationships with WDFW to maintain these lands for their ecological importance.

WDFW strives to be a good steward of lands, aware of impacts to its neighbors and proactively addressing habitat and recreation management concerns. Over the last four years, the Department purchased 17 wildlife area parcels and six water access sites for recreation and conservation, totaling 40,000 acres. (See attachment for individual parcel names and number of acres, including one site that was sold.) However, stewardship, operations, and maintenance funds are not provided with these new capital acquisitions. The result is that operation and maintenance budgets are inadequate to manage the new acres.

Funding requested in this package will provide an average of \$13 per acre for staff support, equipment, and materials, a minimum average for lands operation and maintenance across all WDFW acres. This request has three main purposes: first, to support habitat preservation and protection on these lands that are imperative to the survival and recovery of species and ecosystems; second, to ensure that users have safe and reliable access such as safe roads, signs, and fencing; and third, to address noxious weeds and other legally-required efforts.

An example of the operations and maintenance benefits on WDFW lands is recent work on two wildlife areas, the 4-O and Wooten. The Department provided camping areas, and in doing so, increased and improved recreational facilities and minimized human impact on sensitive areas, such as riparian zones, thus contributing to the ongoing conservation of these areas.

In addition, BPA has recently committed to contributing \$1 million over the next five years to maintain and improve the habitat value of these federal mitigation lands.

Name and Phone Number of Subject Matter Expert:

Paul Dahmer
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EXPENDITURE AND REVENUE CALCULATIONS AND ASSUMPTIONS

In FY 2019, state and federal funds are estimated to support 6.5 FTE Natural Resource Technician 2 staff to perform weed control, fence maintenance, signage, road maintenance, and habitat maintenance and restoration on lands and access sites across the state. For the state funding requested in this package, FY 2018 costs are prorated to the last two months of expenditures, accounting for the supplemental budget passing in the spring. The Department has already received \$150,000 this fiscal year from the federal government to cover increased costs to manage BPA mitigation lands, so requests the full amount of authority.

Salaries and benefits are estimated to be \$118,000 in FY 2018 and \$394,000 in FY 2019 and ongoing. Objects of expenditure for the federal portion of this request are proportional to the request for state dollars.

Travel costs for FTEs, based on historical expenditures, are estimated to be \$7,000 per year.

Lands maintenance requires a range of supplies and equipment across the 40,000 new acres that require additional state support. Based on actual expenditures for other lands, the Department estimates \$90,000 per year for supplies (Object E) such as herbicides, fencing materials, rock for roads and parking lots, and tools. In addition, WDFW estimates \$15,000 per year for small field equipment (Object J) such as chain saws, weed whackers, and pressure washers.

Goods and services, Object E, includes \$5,400 per FTE per fiscal year, for WDFW standard costs, which cover an average employee's supplies, communications, training, and subscription costs each fiscal year, as well as central agency costs.

An infrastructure and program support rate of 32.46 percent is included in Object T, and is calculated based on WDFW's federally approved indirect rate. Administrative FTEs are proportional to the infrastructure and program support calculations.

Which costs are one-time; which are ongoing? What are impacts in future biennia?

All costs are ongoing.

DECISION PACKAGE JUSTIFICATION AND IMPACTS

What specific performance outcomes does the agency expect?

Funding the operations of the 24 parcels purchased over the last four years will result in the following benefits to recreation, conservation, and local communities:

Conservation

- Habitat preserved and protected for threatened and endangered species
- Habitat maintained for game species including upland birds, waterfowl, and big game
- Wildlife Area management planning to identify priority actions for conservation and recreation goals of wildlife areas and public access sites.

Recreation

- Signage that informs wildlife land users of recreational opportunities and rules
- Roads maintained to ensure safe travel
- Access sites, including toilets, maintained in sanitary and safe condition

Local Communities

- Boundary fences maintained to contain or exclude livestock, establish clear ownership
- Maintain working landscapes, such as grazing, agriculture, or forestry lands
- Weed control:
 - Cooperative efforts with counties
 - Compliance with county weed boards
 - Implementation of weed management plans
- Coordination and partnership with adjacent landowners to ensure that landscape-wide habitat values are maintained and private property is protected from wildlife and noxious weeds.

Performance Measure Detail

Activity: A039 Land Management. No measures submitted for this package.

Other Impacts Table		Identify & Explain
Regional/County impacts?	Yes	This request will provide benefits in multiple counties including Asotin, Cowlitz, Grays Harbor, Jefferson, Kittitas, Klickitat, Lincoln, Okanogan and Yakima. Funds will ensure users have safe and reliable recreational access while spending dollars in local communities. Management of these lands will also in many cases provide working lands opportunities such as agriculture, grazing, and forest work for local farmers, ranchers, and timber workers.
Other local gov't impacts?	Yes	Funds will allow WDFW land managers to work with county weed boards to address weed issues. WDFW also contracts with local fire districts to provide fire suppression support on WDFW non-forest lands.
Tribal gov't impacts?	Yes	A part of the Klickitat purchase borders on Yakama Tribe-owned lands, WDFW will work with the Tribe for landscape-wide improvements. In addition, various tribes often have interests for protecting cultural resources that are on WDFW lands such as archeological sites & more recent historical artifacts and buildings
Other state agency impacts?	Yes	WDFW lands frequently share borders with DNR lands, and agencies coordinate on issues such as forest health and fire risk mitigation; recreationalists who cross boundaries.
Responds to specific task force, report, mandate or exec order?	No	
Contains a compensation change?	No	
Does request require a change to a collective bargaining agreement?	No	
Facility/workplace needs or impacts?	No	
Capital Budget Impacts?	No	
Requires change to statutes or rules?	No	
Related to or a result of litigation?	No	
Related to Puget Sound recovery?	No	
Is this decision package essential to implement a strategy identified in the agency's strategic plan?	Yes	Maintaining WDFW-owned lands is an essential part of both Goal 1, Objective A, "The ecological integrity of critical habitat and ecological systems is protected and restored;" and also Goal 2, Objective B, "Hatcheries and public access sites are safe, clean, and effectively support people's use and enjoyment of natural resources."
Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?	Yes	Maintaining WDFW-owned lands is critical to Results Washington's Goal 3, "Sustainable energy & a clean environment," Priority IV, "Working and natural lands: Use our lands responsibly, " contributing to forests, outdoor recreation, and habitat protection.

Identify other important connections, as described in your proposal.	Management of these lands will in many cases provide working lands opportunities such as agriculture, grazing and forest work for farmers, ranchers and timber workers bringing revenue into local communities along with dollars spend at gas stations, restaurants and local shops by recreational users that use these public lands.
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What alternatives were explored by the agency, and why was this alternative chosen?

Alternatives to new state funding include efficiencies, volunteers, finding different owners and stewards for the lands, coordination with other state agencies for services, and non-state funding sources. The following addresses each of these possibilities, and the limitations:

WDFW has implemented efficiencies on its lands to the maximum extent possible, by sharing equipment among wildlife areas and also delaying replacement well beyond a piece’s useful life. Volunteers are utilized whenever possible.

In terms of different landowners, WDFW reaches out to land trusts and other agencies when considering a purchase to identify the best owner and steward of that particular parcel. In addition, the agency works to provide both habitat management and recreational opportunities on lands that it does not own, through private lands agreements. Staff work with private owners offering tools and funding to manage their lands to improve habitat value and for hunting and fishing access. Sometimes the best option is a conservation easement rather than purchasing a parcel. Lastly, WDFW is currently assessing opportunities to sell lands that no longer contribute to strategic goals and objectives. Generally smaller parcels, these often were purchased long ago for wildlife habitat but are now surrounded by development and therefore cannot maintain wildlife populations any longer.

WDFW coordinates with other agencies to provide services and minimize management costs. For instance, the Department of Natural Resources (DNR) provides fire suppression services, and WDFW coordinates with both DNR and the US Forest Service on forest health management so that each agency’s parcels are maintained to reduce extraneous management costs.

Finally, WDFW continuously seeks outside funding from state, federal, and private sources to allow for individual improvements and also serve as matching funds to leverage federal grants. These opportunities are mostly one-time, though, and are not enough to manage and operate state lands to minimum recreation, conservation, and community standards.

What are the consequences of not adopting this package?

Without funding, the ecological integrity of WDFW lands will erode, decreasing the habitat value for which these lands were acquired. Habitat quality for fish and wildlife will decrease, and safe, quality recreational opportunities will diminish. The next result will be decreased local economic impact of recreation, with fewer visitors due both to poorer access and amenities, and to less fish and wildlife living there.

Finally, fewer resources result in an inability for the agency to maintain weeds and boundaries to minimum standards. These standards are important as shown by frequent requests from the public, local governments, and legislators.

WDFW M2-4E Operating Costs of New Lands 2018 Supplemental Budget Request Attachment: Recently Acquired Lands

WILDLIFE AREAS AND WATER ACCESS SITES ACQUIRED JULY 1, 2013 - JUNE 30, 2017

WILDLIFE AREA	ACRES	PRESERVATION VALUE	PURCHASE FUNDING
ASOTIN CREEK	1,250	Chinook salmon, bull trout	WWRP
BIG BEND	13,322	shrub steppe/Col sharp tailed grouse, recreation	WWRP, Sec 6, DJ
CHIEF JOSEPH	6,707	riparian/big horn sheep/elk/deer/recreation	Sec 6/WWRP
COLOCKUM	1,920	wildlife migratory corridor, prey species, rainbow trout, western toad	PR, WWRP
JOHNS RIVER	1,263	Tidal Lands for Salmon Habitat, waterfowl hunting, fishing	BPA, NAWCA, State Migratory Waterfowl
KLICKITAT	3,613	Western Gray Squirrel and many other species	WWRP
L. T. MURRAY	6,328	Tapash Forest/habitat, elk & deer migration, steelhead, riparian	WWRP, BPA, Sec 6, DOE Mitigation
METHOW	101	migration corridor, big game and riparian habitat	Sec 6
MOUNT ST HELENS	1,314	riparian/deer/elk	WWRP, Clark PUD
NORTH OLYMPIC	1	right-of-way exchange	no cost
OAK CREEK	2,894	shrub steppe habitat	DOE Mitigation
SINLAHEKIN	116	big horn sheep, mule & white-tailed deer	Sec 6
SOUTH PUGET SOUND	4	Chum, chinook	NAWCA, Jobs Now
SUNNYSIDE	69	habitat protection, recreation	USFWS PR
SWANSON LAKES	150	riparian bird habitat	WWRP
WENAS	598	Habitat, Elk, Big Horn, Mule Deer	WLC
WHATCOM	27	shoreline and wetland restoration	NCWCP

WATER ACCESS SITES	ACRES
BILLY CLAPP LAKE SITE	2
FORTSON PONDS SITE	-54
METHOW RIVER SITE	0
PUYALLUP RIVER SITE	1
SKAMOKAWA CREEK SITE	3
WALLACE RIVER SITE	3
WENATCHEE RIVER SITES	39

TOTAL ACRES 39,672

WWRP = Washington Wildlife and Recreation Program
 PR = Pittman-Robertson Act / USFWS
 BPA = Bonneville Power Administration
 NAWCA = North American Wetlands Conservation Act / USFWS
 DOE = US Department of Energy
 NCWCP = National Coastal Wetlands Program / USFWS

2018 Supplemental Budget Decision Package

Agency: 477 Department of Fish and Wildlife
Code/Title: 4G Rebuild WDFW Network Infrastructure
Budget Period: 2017-19
Budget Level: M2 – Inflation and Other Rate Changes

AGENCY RECOMMENDATION SUMMARY TEXT

The Department must rebuild its network infrastructure so that it is reliable and secure to meet increasing information technology (IT) demands of staff and customers throughout the state. The IT network infrastructure supports core agency functions related to: enforcement, regulatory functions, scientific research, and customer services. The number of systems and devices connected to the network has tripled in the last five years, data traffic volume outpaces IT infrastructure capacity, and most of the equipment is at end-of-life. The result is network outages, service degradation, and security challenges, as found in three recent audits. Funding is requested to rebuild the Department’s IT infrastructure and move to the State Data Center.

Operating Expenditures

By Fund/EAI	Fund Title	FY 2018	FY 2019	FY 2020	FY 2021
001-1	General Fund-State	1,929,000	557,000	299,000	299,000
001-2	General Fund-Federal			168,000	168,000
001-7	General Fund-Private/Local			90,000	90,000
Total Funds		1,929,000	557,000	557,000	557,000
Total FTEs		2.8	2.6	2.8	2.7
By Object					
A	Salaries and Wages	98,900	174,700	176,500	176,500
B	Employee Benefits	35,000	61,100	61,500	61,500
C	Personal Service Contracts	150,000			
E	Goods and Services	350,400	243,800	241,800	241,800
G	Travel	7,500			
J	Equipment	1,138,300			
T	Intra-agency Reimbursement	149,200	77,200	77,200	77,200
Total Objects		1,929,300	556,800	557,000	557,000

PACKAGE DESCRIPTION

The Washington Department of Fish and Wildlife (WDFW) relies on technology to stay connected and effective, and technology requires reliable network infrastructure. With law enforcement, regulatory, and research staff throughout the state and often in remote areas, the network infrastructure is particularly demanding as well as important for staff safety. Every aspect of the Department must have secure, reliable, and robust network accessibility, as the following examples illustrate.

- **Hatcheries:** Hatchery staff regularly send data to headquarters for fishery analysis and season-setting. In the current network configuration, hatchery staff are forced to send data feeds to headquarters via third party internet service providers. Approximately 120 hatcheries are using non-secure public internet to connect to WDFW instead of a safe and secure government network.
- **Data Security:** WDFW is responsible for keeping Endangered Species Act, Personally Identifiable Information, Criminal Justice Information System, and other sensitive data confidential and secure from being exploited by hackers, and data can only be as secure as the network that they are shared on.
- **Fishing:** Sensors located in trawlers read the presence of ocean-borne salmon and transmit the information to WDFW so that the Department can monitor populations real-time and maximize fishing seasons.
- **Enforcement:** Officers use the network on a daily basis to query criminal justice information when approaching potential violators. For safety back-up reasons, they also need to maintain continuous contact with headquarters dispatch, using Radio-over-Internet Protocol (RoIP) and a mobile Virtual Private Network (VPN) connection. Any break in these connections represents a major risk to officer and public safety, as well as a barrier to apprehending suspects.
- **Habitat:** Staff in the field upload and download geospatial data sets through the WDFW network to cloud services to amend them and then generate models for environmental decision-making.
- **Hydraulic Project Approvals:** WDFW's online application system will soon draw land parcel information from numerous local governments so that applicants only need to click on their parcel on a map, and data such as tax parcel number, floodplain status, and water resource inventory area are automatically filled, saving applicants significant time and effort. The data links behind this feature can only work if the Department has good network infrastructure.
- **Public Website:** The public needs to access fishing and hunting regulations from their personal devices, including mobile. Network outages hinder the public's ability to identify and comply with fishing and hunting regulations.

WDFW's current network infrastructure is increasingly at risk of failure. Most of the equipment is at end-of-life or the manufacturer no longer supports it. Transferring a geospatial data set as described above can take several days due to low bandwidth and hatchery fish data sets are potentially exposed to security breaches when sent to headquarters because only third-party internet service providers are available in many remote locations. WDFW continues to face significant technological challenges due to growth in the number of devices, wireless demands, and data volume, and changing state and federal legal requirements.

To understand the Department's network weaknesses better and build a sense of what is needed, WDFW's Chief Information Security Officer requested the state's Office of Cyber Security, State Auditor, and federal Homeland Security to audit the network. All three audits identified hundreds of critical network vulnerabilities that were previously unknown.

Technological Growth

WDFW began building its network infrastructure in 1999 to connect isolated individual program servers. In the last six months, 13.7 terabytes of wireless data flowed through the network infrastructure that wasn't built to accommodate the additional demands of wireless data traffic. The volume of data traffic and lack of capacity planning has led to several outages and degradation of service. Below are a few illustrative network infrastructure metrics, comparing demands over the last five years.

WDFW Network Growth	
2012	2017
No Wi-Fi (installation began)	Wi-Fi in 27 WDFW buildings state-wide, serving the public and 1,600+ staff
0 mobile devices on Wi-Fi	300+ mobile devices daily, on the guest Wi-Fi alone
0 bytes data over Wi-Fi network	2.3 Terabytes of data per month over Wi-Fi network
100 MB maximum connection to WaTech	Wi-Fi uses 50 MB of the 100 MB, so upgraded to 1 GB connection
1,465 network devices (switches, routers, access points) supported	2,050 network devices supported
9 RoIP remote sites	16 RoIP remote sites
1,553 desktop devices	1,775 desktop devices

These figures show that IT infrastructure demands have grown significantly over the last five years, which has resulted in wide-spread problems across the state such as a hatchery recently experiencing a complete shutdown of all computer equipment due to a malicious malware attack. This shutdown could have been prevented with proper software updates, but the network speeds are insufficient for rolling them out remotely. Vulnerabilities persist throughout the Department's IT infrastructure.

Legal Requirements

In addition, the current network infrastructure is not fully compliant with the state Office of the Chief Information Officer (OCIO) security policies, based on 2016 and 2017 network assessments. The OCIO Data Center Investments Policy 184 (as described in RCW 43.105.375) mandates state agencies to migrate all servers into the State Data Center (SDC) no later than June 30, 2019.

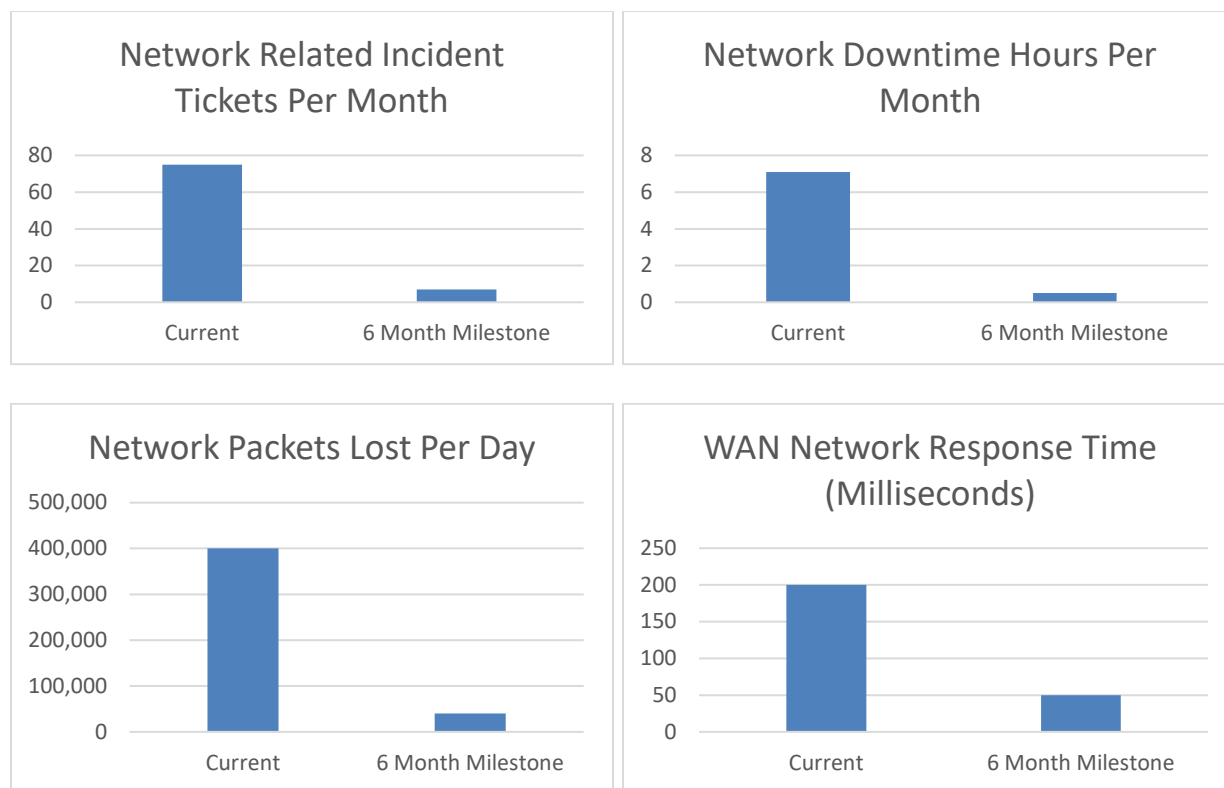
Additionally, Presidential Policy Direct 21 (PPD-21) identifies WDFW as Critical Infrastructure given the risk to the nation's food supply based on the significant quantity of fish produced by the agency. These federal requirements for IT security and resiliency cannot be met without establishing a sufficient, sustainable network infrastructure as proposed in this decision package.

Solution

With this technology instability and non-compliance facing WDFW, the Department must design and implement a network infrastructure rebuild in such a way that it will provide a reliable, redundant, and secure system to support the IT workload of employees and customers located throughout the state.

WDFW’s Information Technology Services Office is working with consulting vendors and WaTech to start the process of formally documenting an IT infrastructure design to resolve critical issues and vulnerabilities, and to provide a multi-year roadmap to replace agency-wide network infrastructure. Two new staff will be able to design, implement, and maintain the new network and servers at the SDC. This will address the current deficiencies and security related issues, as well as lay the foundation for a modern, reliable, scalable, and secure network infrastructure environment that aligns with business operational needs.

In the rebuild project’s first six months, the Department will track progress on several key performance metrics that are based on current network statistics, with the goal of reducing each metric by at least 90%. They are as follows:



Name and Phone Number of Subject Matter Expert:

Matt Oram, WDFW Chief Information Officer
(360) 902-2320

EXPENDITURE AND REVENUE CALCULATIONS AND ASSUMPTIONS

A Network Architect (1.0 FTE IT Systems/Applications 6) will redesign and plan the infrastructure in FY 2018 and 2019. Starting in FY 2020, this position will transition to full-time maintenance of the network as it adapts to new technologies and demands on the IT

infrastructure. In addition, a Network Engineer (1.0 FTE IT Specialist 4) will install WDFW's servers in the SDC and maintain them. Salary and benefits, Objects A and B, for these two staff will total \$236,000 per year starting December 2017. These costs are ongoing.

In February 2017, WDFW hired two consultants to map out the network and identify weak spots. WDFW renewed the contracts for further study and now intends to extend their work until permanent staff are hired in December. By December, at a rate of \$30,000 per month, WDFW will have spent \$150,000 in FY 2018 for the foundation that will lead to a successful network rebuild. The Department spent its flexible state funds ahead of schedule and requests 2018 supplemental funding because this time sensitive work needs to be addressed immediately. The consulting costs appear in Object C.

Object E, goods and services, includes a network software consultant (\$50,000), training on Juniper network software (\$13,800 each for three staff), and four different types of software to support the IT infrastructure. These purchases will occur in FY 2018. Licenses for the software are included in Object E, as a six-year average of \$130,000 because they renew on different cycles:

- Orion for network monitoring: \$13,000 annually
- Smartnet for Cisco switch hardware/software yearly maintenance: \$136,000 every two years
- Aerohive for the wireless network: \$37,000 every three years
- Two Fortinet licenses for firewall protection: \$36,000 total, annually

Object E also includes costs to move the servers to the SDC: \$22,000 in FY 2018 moving costs, based on the server vendor's estimates for shutting down, boxing, moving, and re-starting the servers. Vendors must be involved in the move or it voids the servers' warranties. Ongoing space lease costs are anticipated to be \$90,000 per FY (three racks at \$2,500 per month, per rack), based on conversations with SDC staff.

Travel costs, Object G, total \$7,500: \$4,100 for three staff to attend the Juniper training over five days; \$2,300 for two staff to attend NetApp vendor training over four days; and \$1,100 in vehicle costs for staff to visit remote locations for establishing the connections to the new infrastructure.

Equipment purchases in Object J, will all occur in FY 2018. The SDC server move will require \$367,000 of equipment, including two hardware firewalls at over \$100,000 each, three network routers at \$40,000 each, and fiber cables and ports estimated at \$33,000. The network rebuild will require \$772,000 of equipment, with hardware firewalls, switches, fiber cables, ports, software, and wireless access points. See attached tables for service and equipment expenditure details in FY 2018 and FY 2019.

In addition to software and server move and lease costs, goods and services (Object E) include \$5,400 per FTE, per year, for WDFW standard costs, which cover an average employee's space, supplies, communications, training, and subscription costs per year, as well as central agency costs.

An infrastructure and administrative program support rate of 16.1 percent is included in Object T, and is calculated based on the Business Service Program's portion of WDFW's federally approved indirect rate. Administrative FTEs are calculated proportional to the infrastructure and program support figures.

Fund Splits

WDFW is a unique agency in that over 40 percent of the agency's budget is based on federal and local contract work. When this contract work is negotiated, the Department applies a federally approved indirect rate to support the administration of the agency.

WDFW simplifies its central service appropriations in a proration of the four largest fund sources that support the agency: General Fund-State (GF-S), State Wildlife Account (WL-S), General Fund- Federal (GF-F), and General Fund-Private/Local (GF-P/L), which together reflect almost 90 percent of the agency's funding. However, there is a delay in receiving new authority and funding through the indirect rate model. The indirect rate is based on the last full fiscal year of actual expenditures, and applies to the next full fiscal year, creating a two-year lag between incurring administrative and infrastructure costs and actually receiving the federal and local financial support for that work.

To address the delay that leads to the two-year shortfall, WDFW requests 100 percent state funding for the first biennium. Given the State Wildlife Account's structural deficit leading to a lack of capacity in 2017-19, the 2018 supplemental decision package requests all GF-S for the state funding. The 2019-21 biennium carry-forward level (CFL) will biennialize funds to FY2's level (\$557,000) which is also the ongoing funding need. Finally, the Department will request the associated State Wildlife Account, GF-F, and GF-P/L authority in a maintenance level package for the 2019-21 biennium.

WDFW's current four-largest-fund proration is as follows:

GF-S = 23.68% (53.63% because includes WL-S for 17-19 only)

WL-S = 29.95% (\$0 due to structural deficit in 17-19)

GF-F = 30.15%

GF-P/L = 16.22%

State funding request for 2017-19 to rebuild the network infrastructure:

- GF-S = 100% \$1,929,000 in FY 2018 and \$557,000 in FY 2019

The 2019-21 biennium CFL exercise will adjust FY1 funding to FY2 levels, after the one-time investments have been made.

- GF-S = \$557,000 FY1 (reduction of \$1,372,000)

WDFW's 2019-21 maintenance level package will replace some GF-S with WL-S, assuming that license revenue is sufficient to solve the fund's current structural deficit, and will request indirect authority on contract work via GF-F and GF-P/L:

- GF-S= \$299,000 each FY (reductions of \$258,000 each FY)
- GF-F = \$168,000 each FY
- GF-P/L = \$90,000 each FY

The following table includes all described figures:

Out-Year Fund Sources (\$000s)											
	State Funding Split	17-19 BN		CFL			19-21 BN				
		Request		Adjust FY1 to FY2	Resulting Authority		Big 4 Funding Split	Next Bien Needs		Total Request	
		FY1	FY2		FY1	FY2		FY1	FY2	FY1	FY2
		1,929	557				557	557			
GF-S	100%	1,929	557	(1,372)	557	557	53.63%	299	299	(258)	(258)
WL-S								0	0	0	0
GF-F							30.15%	168	168	168	168
GF-P/L							16.22%	90	90	90	90
Totals	100%	1,929	557	(1,372)	557	557	100%	557	557	0	0

Which costs are one-time; which are ongoing? What are impacts in future biennia?

One-time costs of network redesign, infrastructure planning, software purchasing, and server move and installation will be in FY 2018 and total \$1,372,000. All other costs, including staff and software license renewals, are ongoing.

DECISION PACKAGE JUSTIFICATION AND IMPACTS

What specific performance outcomes does the agency expect?

In the first six months of the project WDFW expects several metrics to decrease by 90 percent. Reports of network-related incidents will drop from 75 to 7.5 per month, network down time will drop from 7.1 hours/month to 0.71 hours/month, lost network packets (units of data carried by the network) will drop from 400,000 per day to less than 40,000 per day, and wide area network response time (packet travel speed) from over 200 milliseconds to less than 75 milliseconds per packet transmission.

Such improvements in service will translate to:

- IT security: Enhanced network security for all aspects of the WDFW internal network, customer data, and connections to the State Government Network
- State and federal regulations: Compliance with OCIO policy 184 (SDC migration) and momentum towards compliance with 141.10 (security standards); compliance with PPD-21
- Agency productivity: Fewer network outages means maximized staff productivity. Modernized network infrastructure offers better enterprise agility and innovation potential for WDFW.
- Officer safety: Optimal network availability supports officers’ ability to remain in contact with WDFW headquarters at all times.

Performance Measure Detail

Activity:

A032 Agency Administration. No measures submitted for this package.

Other Impacts Table		Identify & Explain
Regional/County impacts?	No	
Other local gov't impacts?	No	
Tribal gov't impacts?	No	
Other state agency impacts?	Yes	State law requires that CTS/WaTech must host WDFW's servers. See below.
Responds to specific task force, report, mandate or exec order?	Yes	The Network Infrastructure Rebuild will facilitate the migration of WDFW servers to the SDC no later than June 30th, 2019. This migration is mandated by OCIO policy 184, in alignment with RCW 43.105.375. WDFW is currently out of compliance with OCIO Policy 184.
Contains a compensation change?	No	
Does request require a change to a collective bargaining agreement?	No	
Facility/workplace needs or impacts?	No	No new facility needs are expected, the SDC has more than sufficient space for WDFW's IT infrastructure.
Capital Budget Impacts?	No	
Need to change statutes or rules?	No	
Related to or a result of litigation?	No	
Related to Puget Sound recovery?	No	
Is this decision package essential to implement a strategy identified in the agency's strategic plan?	Yes	A well-designed and newly built IT network infrastructure not only aligns with, but also catches up on years of under-investment in WDFW's fourth goal, "Build an effective and efficient organization by supporting the workforce, improving business, and investing in technology" and that goal's third objective, "Achieve operational excellence through effective business processes, workload management, and investments in technology."
Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?	Yes	This decision package is essential to the Department's technological functioning, and therefore its role in three of Goal 3's elements: Healthy Fish & Wildlife, Clean & Restored Environment, and Work & Natural Lands. In addition, by ensuring a reliable network, this decision package will provide greater reliability for our customers who seek hunting or fishing information, hydraulic project approval status, and other core service information (Goal 5, 1.2 Service Reliability)
Identify other important connections, as described in your proposal.		Presidential Policy Direct 21(PPD-21) identifies WDFW as Critical Infrastructure given the risk to the nation's food supply related to the significant quantity of fish produced by the agency. PPD-21 obligations to security and resiliency cannot be met without

What alternatives were explored by the agency, and why was this alternative chosen?

Funding alternatives: WDFW has searched for government grant funding through grants.gov, but not found grants that match network rebuild funding criteria.

Mechanism alternatives: There is no alternative to SDC migration. The current state of the WDFW network will not allow for the migration. A rebuild of the WDFW network is necessary to comply with OCIO Policy 184, regarding RCW 43.105.375.

Entity alternatives: WDFW has hired external labor for work, but the costs are dramatically higher than state employees.

What are the consequences of not adopting this package?

If WDFW is not able to rebuild its IT network infrastructure, the Department is almost certainly going to experience increased security breaches, system outages, and loss of employee productivity. Network outages could leave the public unable to access WDFW online services such as fishing and hunting regulations, or hinder the systems that allow the purchase of fishing and hunting licenses. This would be a direct impact on revenue collected from license sales, on customer and employee access to information scientific research, and on data that supports conservation efforts including protecting endangered species.

Several recent events illustrate the risks of delaying a network rebuild:

- One hatchery experienced a complete shutdown of all computer equipment due to a malicious malware attack. This could have been prevented with proper software updates, but they are currently not feasible due to network speeds. Instead, the hatchery staff lost hours of work time responding to the incident, agency equipment was destroyed, and agency data was irretrievably lost.
- WDFW realized that whenever a person logs into the guest wireless services that person is able to access state resources, meaning that a non-authorized user could access and potentially compromise government resources. The guest wireless network was being shared with the State Government Network (SGN) through the wireless vendor we are using, nullifying any security measures currently in place. WDFW had to shut down all of its guest wireless services in regional offices across the state until a better security plan could be implemented. Staff that used the guest wireless for work purposes unable to perform daily tasks. This situation was temporarily resolved with a network reconfiguration, however, it is only a temporary solution, and the Department still does not know the full scope of the vulnerabilities opened up in other state agencies from its wireless solution. All government agencies that connect to the SGN are, by proxy, susceptible to vulnerabilities that exist for WDFW. WDFW needs to replace the current wireless equipment with security-enhanced wireless devices that allow for encryption.
- On occasion, an enforcement officer in the field is not able to connect to any network resources. IT staff have temporarily corrected this by changing the connection method for

officers, but the device on which this system resides is not adequately secure. Due to the age of this device, it cannot be secured according to modern standards.

WaTech recently announced a tentative 12/13/2017 shutoff of a particular network protocol that is used by five office locations to connect all IT communications. The network upgrade envisioned in this request would allow these sites to transfer to the more secure Border Gateway Protocol (BGP). Without an upgrade, though, these sites are to be cut off from the network as of the first of the year. This would result in staff in these locations left without agency email, agency intranet, and other shared government resources.

Finally, without this decision package's proposed IT infrastructure rebuild, WDFW will continue to be out of compliance with OCIO Data Center Investments Policy 184, RCW 43.105.375, and the Presidential Policy Direct 21.

WDFW M2-4G Rebuild WDFW Network Infrastructure
 2018 Supplemental Budget Request
 Attachment: Service and Equipment Expenditure Detail

**Server Move to the State Data Center
 Services & Equipment Detail**

Items	Count	Costs	Total
Object E (goods & services)			
SDC Moving of Equipment	1	\$ 21,760	\$ 21,760
3 SDC Racks per year (\$2,500/Month per rack)	3	\$ 30,000	\$ 90,000
		Total	\$ 111,760
Object JA-JB (non-capitalized equipment)			
Fiber Cables	20	\$ 100	\$ 2,000
SFP's (Ports for Fiber Cables)	20	\$ 1,400	\$ 28,000
		Subtotal	\$ 30,000
		Tax @ 8.8%	\$ 2,640
		Total	\$ 32,640
Object JC-JZ (capitalized equipment)			
Firewalls (Hardware)	2	\$ 99,000	\$ 198,000
ASR 1001-X (Network Router)	3	\$ 36,352	\$ 109,056
		Subtotal	\$ 307,056
		Tax @ 8.8%	\$ 27,021
		Total	\$ 334,077
		Grand Total	\$ 478,477

Rebuild of Network Infrastructure Services & Equipment Detail

Items	Costs	Count	Total
Object E			
Network Consultant 270 hours	\$ 50,000	1	\$ 50,000
Training - Juniper (3 People)	\$ 13,800	3	\$ 41,400
License Renewals			
<i>Orion 1-year cycle, 1 instance</i>	\$ 12,000	1	
<i>Smartnet 2-year cycle, 1 instance</i>	\$ 125,300	1	
<i>Aerohive 3-year cycle, 1 instance</i>	\$ 34,300	1	
<i>Fortinet 1-year cycle, 2 instances</i>	\$ 16,500	2	
Average annual license renewal costs	\$ 129,563	1	\$ 129,563
		Subtotal	\$ 220,963
		Tax @ 8.8%	\$ 11,402
		Total	\$ 232,365
Object G - Travel			
Juniper Training: 5 days; \$63/diem; \$150/night hotel; \$300 airfare	\$ 1,365	3	\$ 4,095
NetApp Training: 4 days; \$63/diem; \$150/night hotel; \$300 airfare	\$ 1,152	2	\$ 2,304
Travel fm HQ to all remote locations for network roll-out	\$ 41	28	\$ 1,134
		Total	\$ 7,533
Object JA-JB			
Juniper SRX 340 (Switch - Hardware)	\$ 3,195	28	\$ 89,460
1M Stacking Cable (Connects hardware together)	\$ 150	6	\$ 900
3M Stacking Cable (Connects hardware together)	\$ 210	3	\$ 630
SFP's (Ports for fiber cables)	\$ 700	110	\$ 77,000
Fiber Cables	\$ 125	110	\$ 13,750
UPS's - Backup Power Supply	\$ 1,750	15	\$ 26,250
Wireless AP's - Access Points	\$ 1,200	20	\$ 24,000
		Subtotal	\$ 231,990
		Tax @ 8.8%	\$ 20,415
		Total	\$ 252,405
Object JC-JZ			
Juniper EX 2300 (Switch - Hardware)	\$ 8,800	32	\$ 281,600
Juniper SRX1500 (Firewall - Hardware)	\$ 35,510	2	\$ 71,020
Junos Space (Software for Operating the Hardware)	\$ 42,600	1	\$ 42,600
Cisco 3650 (Switch - Hardware)	\$ 16,400	5	\$ 82,000
		Subtotal	\$ 477,220
		Tax @ 8.8%	\$ 41,995
		Total	\$ 519,215

**WDFW M2-4G Re-Build WDFW Network Infrastructure
2018 Supplemental Budget Request
Attachment: IT Addendum**

2017-19 IT Addendum

PART 1: ITEMIZED IT COSTS

Information Technology Items in this DP	FY 2018	FY 2019	FY 2020	FY 2021
FTE - Salaries and Wages, Employee Benefits, Cubicles, Other Employee Costs	\$140,300	\$246,700	\$248,800	\$248,800
IT Professional Services	\$263,200			
Hardware / Equipment	\$1,138,300	\$2,000		
Software & Outside Subscription Services	\$231,000	\$231,000	\$231,000	\$231,000
WaTech/CTS/DES Subscription Services	\$90,000	\$90,000	\$90,000	\$90,000
Travel – State-wide IT Deployment	\$7,500			
Subtotal IT Items	\$1,780,300	\$556,800	\$556,900	\$556,900
Associated Infrastructure and Program Support	\$149,200	\$77,200	\$77,200	\$77,200
Total Cost	\$1,929,300	\$556,800	\$557,000	\$557,000

NOTE: These figures are estimates only, pending further consultation and design.

PART 2: IDENTIFYING IT PROJECTS

If the investment proposed in the decision package is the development or acquisition of an IT project/system, or is an enhancement to or modification of an existing IT project/system, it will also be reviewed and ranked by the OCIO as required by RCW 43.88.092. The answers to the three questions below will help OFM and the OCIO determine whether this decision package is, or enhances/modifies, an IT project:

1. Does this decision package fund the development or acquisition of a new or enhanced software or hardware system or service? **Yes** **No**
2. Does this decision package fund the acquisition or enhancements of any agency data centers? (See [OCIO Policy 184](#) for definition.) **Yes** **No**
3. Does this decision package fund the continuation of a project that is, or will be, under OCIO oversight? (See [OCIO Policy 121](#).) **Yes** **No**

If you answered “yes” to *any* of these questions, you must complete a concept review with the OCIO before submitting your budget request. Refer to chapter 12.2 of the operating budget instructions for more information.

OCIO consultation completed on 9/25/2017

**WDFW M2-4G Re-Build WDFW Network Infrastructure
2018 Supplemental Budget Request
Attachment: OCIO Criteria Self-Ranking**

Parent Criteria	Business Driven IT Management
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Criterion Name	Criterion Definition	AGY Rate	Agency Notes
Business Process Improvement	Primary goal of the proposal is to transform an agency business process -- This criterion will be used to assess the transformative nature of the project (INTENT: to incentivize agencies to take transformative projects that may include risk.)	100%	A critical rebuild of the WDFW network is a required foundational component of transformation and continuous process improvement. Our current network configuration requires dedication of resources to "run-the-business" operations, and allows for very little consideration of "transform-the-business" innovations, partially due to a high volume of network outages (avg. 75 outage-related tickets per month). A modernization of the WDFW infrastructure will allow for the development of future business processes, workflows, and technology-based roles that currently cannot be supported by network capacity. A properly designed network rebuild will also allow for the proper administration of the network, to avoid future technical debt.
Weight - 6.3			
Rating	Value	Scale Definition	
Major Transformation	100%	The project is transformative and sets up the agency for continuous process improvement.	
Significant Transformation	50%	The project is transformative by improving or leaning out significant business processes.	
Moderate Transformation	25%	The project is transformative and improves some business processes.	
No Transformation	0%	The project is not a transformative initiative.	

Criterion Name	Criterion Definition	AGY Rate	Agency Notes
Risk Mitigation / Organizational Change Management	Primary goal is to assess the agencies anticipation of the risk of an initiative and planned mitigation of those risks. This criterion will be used to determine if the initiative provides adequate resources to mitigate risks commensurate with the risks associated with a technology initiative. Risk planning may include budgeting for independent Quality Assurance, organizational change management, training, staffing, etc. (INTENT: Drive business value by encouraging risk taking that is well managed.)	100%	For the network rebuild portion of our Decision Package, we will be employing outside consulting services, an in-house project manager to oversee the project, as well as an agency Change Advisory Board to manage all major network changes. For the State Data Center migration component of our request, WDFW is shifting some of the equipment risk to our vendors, who will be providing transportation and installation services of agency servers. We will be using this opportunity to incorporate a refresh of the server environment to further minimize risks for the agency.
Weight - 8.37			
Rating	Value	Scale Definition	
Strong Risk Mitigation	100%	The project has anticipated and budgeted for risk mitigation or has no associated risks.	
Moderate Risk Mitigation	50%	The project has budgeted for a minimal amount of risk mitigation.	
Minimal Risk Mitigation	25%	The project speaks to risk mitigation but has not identified resources to address the issue.	
No Risk Mitigation	0%	The project has not considered or planned for associated risks.	

Criterion Name	Criterion Definition	AGY Rate	Agency Notes
Measurable Business Outcomes Aligned to Agency Strategy	The goal of this criteria is to assess the extent to which the IT proposal has established measurable business outcomes aligned to agency strategies. (The intent is to drive agencies to establish business outcomes and measures those outcomes).	100%	The network rebuild will have significant impact on our ability to support the agency business for both current and future needs. We have identified four key metrics for measuring improved network performance during the first 6 months. We are projecting a 90% decrease in each of the following metrics: Network Related Incident Tickets (currently 75 per month), Network Downtime Hours Per Month (currently 7.1 hours per month), Network Packets Lost Per Day (currently 300,000-500,000 per day), and WAN Network Response Time (currently more than 200ms).
Weight - 8.6			
Rating	Value	Scale Definition	
Significant, Measurable Outcome Metrics	100%	The project proposal identifies significant performance measures that have a direct impact on the business of the agency. Measures are base-lined and have target goals.	
Significant Transformation	50%	The project has identified at least one outcome measure but has not baseline data or target goals.	
Outcomes Identified / Not	25%	The project speaks to business improvements but has not identified any measurable outcomes.	
No Business Outcomes Identified	0%	The proposal has not identified any performance outcomes.	

Criterion Name	Criterion Definition	AGY Rate	Agency Notes
Impact of Not Doing	Primary goal is to assess the impact of not funding an IT initiative as it may relate to service failure, mandates, legal requirements, or loss of opportunity. □	100%	The network rebuild is needed due to the service failures caused by aging and unsupported equipment. Additionally, there are mandates such as the WATECH BGP Project, WATECH Legacy network migrations, and SDC migration. Security requirements have also been identified as lacking during our recent state Office of Cyber Security, State Auditor's Office, and federal Department of Homeland Security audits.
Weight - 13.81			
Rating	Value	Scale Definition	
Significant Impact	100%	Failure to meet statutory or legal mandates. Include Imminent failure of a mission critical system.	
Moderate Impact	50%	There is a risk of failure for aging systems and high cost for recovery and support.	
Minimal Impact	25%	Loss of opportunity for improved service delivery or efficiency.	

Parent Criteria	Architectural Standards
The goal of these criteria are to assess the IT proposal's implementation of interoperability standards and reuse of existing systems or components.	

Criterion Name	Criterion Definition	AGY Rate	Agency Notes
Interoperability	Application/system has the capability to share information with other systems without additional custom development (either in house or by the vendor/s) or additional investment in order to achieve interoperability. INTENT: Drive agencies to acquire and/or develop systems that are interoperable across the state enterprise.)	100%	We are designing our network infrastructure for interoperability with all of the applications and systems currently in use by WDFW, as well as services provided by WaTech. This will allow us to begin to phase out legacy systems in favor of state-wide solutions. For example, our Network Architect understands both the State Patrol's and our network infrastructure, and is designing ours to integrate with WSP. Additionally, the network rebuild is critical for moving servers to the State Data Center, due to current network bandwidth limitations. At this time, 5 WDFW sites are using the deprecated EIGRP protocol. Without a network upgrade to the BGP protocol at these locations, these 5 sites risk a disconnection from the WaTech network.
Weight - 7.71			
Rating	Value	Scale Definition	
Plays great with others	100%	Interoperability is built into the core IT systems used by the project. The system publishes a clear Application Programming Interface (API) that allows other state systems to exchange data with it simply and reliably without restrictions, additional purchases or new custom coding.	
Optional Vendor Add-on	50%	The project will use a system that can inter-operate with other systems through one or more proprietary connectors, services, etc., usually created and supported by the system vendor for an additional fee.	
Custom coding required	24%	New connections can or have been made to external systems via custom development.	
Isolated	0%	Isolated. The systems in this project will not really communicate with other systems in state government, except by virtue of sharing another database.	

Criterion Name	Criterion Definition	AGY Rate	Agency Notes
Leverages Existing Systems or Creates Reusable Components	Reuse: leverages an existing system already in use within the state or has the potential to be reused by other agencies or programs.	100%	The network rebuild will leverage any existing components that continue to be viable. These are reflected in our project plan and network roadmap.
Weight - 5.61			
Rating	Value	Scale Definition	
Significant Reuse	100%	Completely leverages and existing system already in use within the state or has the potential to be reused by other agencies or programs.	
Moderate Reuse	50%	Leverages some system components already in use within the state but has the potential for additional reuse by other agencies or programs.	
Minimal Reuse	25%	Leverages some existing components but does not have the potential for additional reuse by other agencies or programs.	
No Reuse	0%	Does not leverage any system or components already in use within the state and does not have the potential to be reused by other agencies or programs.	

Parent Criteria	Technology Strategy Alignment
The goal of these criteria are to assess the alignment of the IT proposal to the technology strategies of the state as articulated by the Office of the Chief	

Criterion Name	Criterion Definition	AGY Rate	Agency Notes	
Mobility	New mobile services for citizens or state workforce -- This criterion will be used to assess the contribution of the initiative to support mobile government services for citizens and a mobile workforce. (INTENT: to drive agencies to look for ways to deliver results and services that are accessible to citizen from mobile devices. We value mobility for employees as well but value mobility for citizens more).	100%	The proposed WDFW network rebuild will allow for future mobile growth. Future application development (such as mobile app versions of Fishing/Hunting Rules) depends on modernizing our network. Additionally, our current network infrastructure does not have the capacity to support agency-wide mobility tools, such as Skype for Business, teleworking, and operating system updates.	
Weight - 3.29				
Rating	Value	Scale Definition		
Primarily Mobile	100%	The project primary objective is to create anytime, anywhere mobile access to a state system or service for a significant number of external customers.		X
Moderate Mobile Improvement	50%	The project will improve the mobility for state workers or provide access to a small number of external customers.		
Incremental Mobile Improvement	25%	The project may provide an incrementally improved mobile experience for external customers or workers.		
No Mobile Component	0%	The project provides no improvement to a mobile experience for external customers.		

Criterion Name	Criterion Definition	AGY Rate	Agency Notes	
Open Data	New data sets exposed -- This criterion will be used to assess if the initiative Will the project increase the citizen's access to state data with no strings attached and in a format that's easy to use? The legislature has found that government data are a vital resource to both government operations and to the public that government serves. RCW 43.105.351 Publication of open data reduces time spent on records requests, helps our companies adapt to a dynamic economy, and helps civic groups, researchers and small agencies get their work done.	50%	WDFW currently warehouses large volumes of scientific and GIS data available to internal and public stakeholders. The proposed network rebuild will provide improved accessibility and availability of the data by reducing network outages and increasing network bandwidth.	
Weight - 1.35				
Rating	Value	Scale Definition		
Open, Useful + Multi-Agency	100%	Two or more agencies are collaborating to publish open data in this project that they know will be used and useful.		
Open and Useful	50%	The agency will produce more open data as part of this project and knows that it will be useful to the public - perhaps through a stakeholder feedback process or analysis of web analytics on current offerings.		X
New Open Data	25%	The project will publish some new open data, but the agency or project team are working within a single agency and are not in a position to assess how useful it may be.		
No Open Data	0%	The project will not publish open data. It may be that the project's data is confidential, or that the agency prefers to publish PDF's, printed reports or eyes-only briefings.		

Criterion Name	Criterion Definition	AGY Rate	Agency Notes	
Modernization	Cloud, SaaS, PaaS, COTS before custom development -- This criterion will be used to assess if the initiative will result in replacing systems with contemporary solutions. (INTENT: to drive agencies to look more intently at leveraging modern solutions).	100%	The proposed network rebuild will allow for the implementation of agency-wide modernized IT solutions such as: IT Service Management (ITSM), Enterprise Resource Planning (ERP), and fully leveraged cloud resources. Today, network bottlenecks hinder or prevent the utilization of modern systems that depend on high network speeds to transfer large volumes of data.	
Weight - 5.48				
Rating	Value	Scale Definition		
Modern and Cloud	100%	The project is designed to significantly modernize a core part of state IT infrastructure using a cloud-based approach. We value a cloud first strategy that means SaaS, hosted COTS, PaaS, and IaaS.		X
Modern and Hybrid	50%	The project uses a significantly newer technical solution that is a combination of cloud and non-cloud.		
Newer with no Cloud	25%	The project uses a significantly newer technical solution that is not cloud based.		
Not More Modern	0%	The project replaces legacy systems or technologies with technology that is not significantly more modern.		

Criterion Name	Criterion Definition	AGY Rate	Agency Notes	
Early Value Delivery	Adds value in short increments -- This criterion will be used to determine if the initiative provides "customer-facing value" in small increments, quickly to drive our agile strategy. (INTENT: Drive agencies to producing value more quickly and incrementally).	100%	It is anticipated that within 6 months of the network rebuild project, value delivery will be apparent in the form of network stability, as measured by service desk ticket count. Current ticket volumes average 75 tickets per month, related to network outages. A decrease of at least 90% in outage-related tickets is predicted within the first 6 months. As the network supports the operations of WDFW staff and external customers, this "Keep-the-Lights-On" (KTOL) metric will have low visibility, but will represent high value for stakeholders. Assuming successful completion of required network rebuild upgrades during the first 6 months, our target for the second 6 month period is the successful migration of WDFW servers to the SDG.	
Weight - 4.56				
Rating	Value	Scale Definition		
Value Within 6 Months	100%	The project is designed to produce customer-usable value every six months.		X
Value Within 12 Months	50%	The project is designed to produce customer-usable value every twelve months.		
Value Within 18 Months	25%	The project is designed to produce customer-usable value every 18 months.		
Value Over 18 Months	0%	The project does not take an agile approach and/or does not deliver customer-facing value every 18 months.		

Parent Criteria	Security and Privacy
The goal of these criteria are to assess the IT proposal's impact on the security fo agency system and data AND the impact on the privacy of citizen	

Criterion Name	Criterion Definition	AGY Rate	Agency Notes	
Security	Improve agency security -- This criterion will be used to assess the improvements to the overall security posture for an agency. (INTENT: to award points to projects when the purpose of the initiative is to improve security across an agency.	100%	A good portion of the network rebuild includes correcting the security vulnerabilities identified in recent Office of Cyber Security, State Auditor's Office, and Department of Homeland Security audit findings. Implementing additional firewalls, and upgrading outdated network hardware will significantly improve overall WDFW network security, and by extension, the SGN. Additionally, staff working in regional offices state-wide will be able to receive timely Windows 10 updates and security patches. In the current network configuration, low bandwidth prevents frequent system patching, resulting in a recent hatchery incident in which all PCs at the site were compromised by malware.	
Weight - 20.65				
Rating	Value	Scale Definition		
Agency-wide Impact	100%	The project's primary purpose is to introduce new capabilities to improve security across in an agency.		X
Adds New Security	50%	The project addresses a business problem AND includes significant security improvements.		
Improves Existing	25%	The project incrementally improves the existing security for an agency.		
No Impact	0%	The project will have no impact on an agency's security posture and/or infrastructure.		

Criterion Name	Criterion Definition	AGY Rate	Agency Notes	
Privacy Principles	Privacy principles applied to investment -- This criterion will be used to assess if the initiative will be implemented in whole or in part with consideration of established privacy principles (e.g., data minimization, data retention, data quality, controlled data access, etc.).	100%	The network rebuild will provide an environment that has secure controlled access to WDFW's data. Numerous security vulnerabilities were identified in recent OCS, SAO, and DHS security audits. The agency has had recent data access breaches due to the network instability, potentially exposing customer PII and Category 3 data.	
Weight - 14.28				
Rating	Value	Scale Definition		
Agency-wide Impact	100%	The project's primary purpose is to introduce new capabilities to improve data privacy across in an agency.		X
Adds New Privacy Capabilities	50%	The project addresses a business problem AND includes significant data privacy improvements.		
Improves Existing	25%	The project incrementally improves the existing privacy posture and/or capabilities.		
No Impact	0%	The project will have no impact on an agency's data privacy posture and/or infrastructure.		

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2018 Supplemental Budget Decision Package

Agency: 477 Department of Fish and Wildlife
Code/Title: 4H Wildfire Season Costs
Budget Period: 2017-19
Budget Level: M2 – Inflation and Other Rate Changes

AGENCY RECOMMENDATION SUMMARY TEXT

Funding is requested for wildfire costs that have occurred in the 2017-19 biennium. In August 2017, wildfire extensively damaged habitat and facilities in the Scatter Creek Wildlife Area. This wildlife area protects the rare Puget Sound Prairie ecosystem and native oak habitat and must be restored or noxious weeds will rapidly colonize the fire-damaged areas, significantly reducing the habitat value and recreational opportunities provided by this public land.

Operating Expenditures

By Fund/EAI	Fund Title	FY 2018	FY 2019	FY 2020	FY 2021
001-1	General Fund-State	290,000	123,000	188,000	185,000
Total Cost		290,000	123,000	188,000	185,000
By Object					
E	Goods and Services	219,000	93,000	142,000	140,000
T	Intra-agency Reimbursement	71,000	30,000	46,000	45,000
Total Objects		290,000	123,000	188,000	185,000

PACKAGE DESCRIPTION

Many of the Washington State Department of Fish and Wildlife’s (WDFW) forested lands are protected under the Department of Natural Resource (DNR) Forest Fire Protection Assessment (FFPA), a per-parcel assessment that is intended to cover suppression costs. The Scatter Creek Wildlife Area is covered by the FFPA so there are no suppression costs included in this decision package.

When parcels affected by wildfire are not covered by the FFPA, WDFW pays DNR and local fire districts for suppression activity on its non-forested lands on a fee-for-service basis. In addition, WDFW incurs restoration costs for all of its fire-damaged lands, whether forested or not. The FFPA costs are a predictable, per-acre rate, but non-forested land suppression costs and all land restoration costs vary year-to-year depending on the location and severity of forest fires. Current base funding for suppression provided in the 2017-19 biennial budget is \$467,000 per year. The proviso limits this appropriation for suppression costs only and could be adjusted to support the restoration funding requested in this package. At the time this package was submitted suppression costs for FY 2018 were minor, so most of the amount appropriated for suppression should be available to support this request.

Only one wildfire significantly affected WDFW lands in the first two months of this biennium. In late August, a Rochester fire raced across 345 acres of the Scatter Creek Wildlife Area, which features rare native South Sound Prairie in Thurston County that provides a sanctuary for several threatened and endangered wildlife species, including Taylor's Checkerspot and Mardon Skipper Butterflies and the Mazama Pocket Gopher. In addition, the wildlife area is a popular destination for hiking, birdwatching, dog training, and upland bird hunting in the south Puget Sound area.

The fire destroyed several houses in the neighborhood and prompted the temporary evacuation of nearly 100 other residences. In the wildlife area, a historic homestead built in 1860 and a barn were also destroyed. While the house will not be re-built, WDFW used the house for office and meeting space and the barn for equipment storage and so a capital request will be submitted to replace all facility needs in one building.

Restoration plans for the wildlife area include 12 distinct efforts to benefit habitat and wildlife, as well as human recreation and safety. See attachment for details. Full restoration will take four years, most of it occurring this biennium while weed control and prairie restoration will continue through FY 2021.

WDFW will update this decision package, and provide additional information to OFM and the legislature with any further wildfire suppression or restoration costs due to damage caused by wildfire after August 2017.

Name and Phone Number of Subject Matter Expert:

Paul Dahmer
360-902-2480

EXPENDITURE AND REVENUE CALCULATIONS AND ASSUMPTIONS

Restoration costs for the Scatter Creek wildfire include the following habitat, infrastructure, and public visitor improvements:

Fire break/dozer line rehabilitation	Hazard tree removal
Weed control	Prairie restoration
Understory brush removal	Forest management/ salvage harvest
Roads restoration	BPA power line tree removal
Restore water and power	Signage replacement
Kiosk installation	Public trails restoration

These costs appear in Object E, and are what remains after contributions from Washington Wildlife and Recreation Program, Army Compatible Use Buffer grants, and in-kind match from the Department of Natural Resources, the Center for Natural Lands Management, the Bonneville Power Administration, Master Hunters, and Citizen Advisory Group volunteers. See attached table for cost item details.

An infrastructure and program support rate of 32.46 percent is included in Object T, and is calculated based on WDFW's federally approved indirect rate.

Which costs are one-time; which are ongoing? What are impacts in future biennia?

Scatter Creek wildfire restoration activities will continue for four years.

DECISION PACKAGE JUSTIFICATION AND IMPACTS

What specific performance outcomes does the agency expect?

WDFW’s statutory responsibilities include the protection, preservation, and perpetuation of fish and wildlife and associated habitat. When wildlife areas are damaged by fire restoration is critical to maintain the investment in these lands for their habitat and recreational benefits. Scatter Creek is especially important to conserve because it contains rare segments of the state’s remaining prairie and priority oak habitat and increase the survival chances for the threatened and endangered species native to those specific habitats while continuing to provide valuable recreational opportunities.

Performance Measure Detail

Activity:

A039 Land Management. No measures submitted for this package.

Other Impacts Table		Identify & Explain
Regional/County impacts?	No	
Other local gov't impacts?	No	
Tribal gov't impacts?	No	
Other state agency impacts?	No	
Responds to specific task force, report, mandate or exec order?	No	
Does request contain a compensation change?	No	
Does request require a change to a collective bargaining agreement?	No	
Facility/workplace needs or impacts?	No	Office and equipment storage building requested in capital supplemental package.
Capital Budget Impacts?	Yes	A historic house and barn were destroyed in the wildfire that burned significant portions of Scatter Creek. Funding will be requested in the capital budget to replace the working barn.
Is change required to existing statutes or rules?	No	WDFW currently has \$470,000 base funding for fire suppression each fiscal year, however this funding cannot be used for restoration activities. The proviso could be adjusted to allow for restoration expenditures this biennium.
Is the request related to or a result of litigation?	No	
Is the request related to Puget Sound recovery?	No	

Is this decision package essential to implement a strategy identified in the agency's strategic plan?	Yes	This decision package contributes directly to WDFW's 2017-19 Strategic Plan: Goal 1, "Conserve and protect native fish and wildlife," and Goal 2, "Provide sustainable fishing, hunting, and other wildlife-related recreational opportunities" as identified in the WDFW 2017-19 Strategic Plan. Funding requested for habitat restoration in this package will allow the Department to restore the rare Puget Sound Prairie ecosystem in the Scatter Creek Wildlife Area.
Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?	Yes	This decision package supports the Results Washington Goal 3, "Sustainable Energy and a Clean Environment" specifically the Goal Topic "Healthy Fish and Wildlife."
Identify other important connections, as described in your proposal.		Investments in public lands made by the state will continue to preserve high quality fish and wildlife habitat and outdoor recreational opportunities for Washington citizens.

What alternatives were explored by the agency, and why was this alternative chosen?

Existing grant dollars, where available, and donated labor were included to reduce requested dollars.

Current base funding for fire suppression is \$467,000 General Fund-State each fiscal year of the 2017-19 biennium. Fortunately, the affected portions of the Scatter Creek Wildlife Area were protected under the FFPA, so no suppression costs are requested in this decision package. However, the existing fire suppression proviso in WDFW's operating budget could be adjusted to allow for suppression costs to be used for restoration.

What are the consequences of not adopting this package?

Without funding, restoration efforts will be less than optimal and the land will lose much of its value as rare South Sound Prairie habitat. Recreational opportunities will also be affected. Most importantly, because the habitat in this wildlife area is so rare, the Taylor's Checkerspot and Mardon Skipper butterflies, as well as Mazama pocket gopher populations will be further limited in their potential for recovery.

WDFW M2-4H Operating Costs of New Lands 2018
Supplemental Budget Request
Attachment: Scatter Creek Restoration Cost Details

Cost Item	Description	Timeline	Initial Cost	Match	FY 2018	FY 2019	2019-21 Biennium
Fire Break/Dozer Line Rehabilitation	Return fire breaks/dozer lines back to existing condition or close to grade	September 8th- until complete	\$5,000	DNR- equipment and labor	\$5,000		
Hazard Tree Removal	Harvest trees that have been burned to a condition of being a fall hazard	Early September-October	\$5,000		\$5,000		
Weed Control	Mass treatment of non-native vegetation to support native prairie species recovery	Late September 2017, January - December 2018/2019	\$105,000	WWRP GRANTS 30,000 in 2017	\$45,000	\$30,000	\$40k additional need for more complete restoration beyond 17-19B
Prairie Restoration	Mass planting and seeding of native prairie grasses and forbes	Late September 2017, January - December 2018/2019	\$208,000	WWRP GRANTS 50,000 + ACUB 10,000 in 2017	\$85,000	\$63,000	\$242k additional need for more complete restoration beyond 17-19B
Roads Restored	Repair damage to roads from fire suppression and recovery activities- grade and gravel	Late September -October 2017	\$10,000	DNR- some gravel to be supplied (TBD)	\$10,000		
Understory Brush Removal	Dispose of understory vegetation cut down due to fire suppressing activities- chip and haul	Early to late September 2017	\$15,000	CNLM- labor and chip disposal	\$15,000		
BPA power line tree removal	Harvest trees that have been burned or damaged and that have potential to fall onto the BPA power lines	Early October 2017	\$1,000	BPA- limb an cut select trees near easement	\$1,000		
Forest Management/ Salvage Harvest	Timber harvest for forest health improvement, prairie restoration, and down tree removal	Spring 2018	\$25,000	Timber Sale- some revenue	\$25,000		
Signage Replacement	Replace burnt signs	Fall 2017	\$3,000	Master Hunter volunteers	\$3,000		
Kiosk installation	Historic site kiosk to describe the 2017 fire and commemorate the loss of the Historic Structures	Winter 2017-2018	\$2,000		\$2,000		
Public Trails Restoration	Repair damaged trails on the unit	Fall 2017-Spring 2018	\$3,000	CAG volunteers	\$3,000		
Restore Water and Power	water and power needed for restoration work and ongoing O&M	Summer/Fall 2017	\$20,000		\$20,000		
			\$402,000		\$219,000	\$93,000	\$282,000
Subtotal Direct Costs					\$71,000	\$30,000	\$92,000
infrastructure and program support rate							
Grand Total					\$290,000	\$123,000	\$374,000

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2018 Supplemental Budget Decision Package

Agency: 477 Department of Fish and Wildlife
Code/Title: 9F Federal Funding Adjustment
Budget Period: 2017-19
Budget Level: M2 – Inflation and Other Rate Changes

AGENCY RECOMMENDATION SUMMARY TEXT

Washington Department of Fish & Wildlife (WDFW) conducts work under contracts with a variety of federal agencies, including the US Fish and Wildlife Service (USFWS), the National Oceanic and Atmospheric Administration (NOAA), and the Bonneville Power Administration (BPA). With this funding, WDFW operates hatcheries, conducts ecosystem restoration, performs research, protects threatened and endangered fish and wildlife, and supports hunting and fishing opportunities. A review of current spending indicates risk of exceeding current federal expenditure authority.

Revenue Detail

By Fund/Source	Fund Title	FY 2018	FY 2019	FY 2020	FY 2021
001-0311	General Fund-Federal	855,000	855,000	855,000	855,000
001-0315	General Fund-Federal	2,520,000	2,520,000	2,520,000	2,520,000
001-0355	General Fund-Federal	1,125,000	1,125,000	1,125,000	1,125,000
Total by Fund/Source		4,500,000	4,500,000	4,500,000	4,500,000

Operating Expenditures

By Fund/EAI	Fund Title	FY 2018	FY 2019	FY 2020	FY 2021
001-2	General Fund – Federal	4,500,000	4,500,000	4,500,000	4,500,000
Total Cost		4,500,000	4,500,000	4,500,000	4,500,000
By Object					
A	Salaries and Wages	1,500,200	1,500,200	1,500,200	1,500,200
B	Employee Benefits	609,300	609,300	609,300	609,300
C	Personal Service Contracts	44,000	44,000	44,000	44,000
E	Goods and Services	930,200	930,200	930,200	930,200
G	Travel	86,100	86,100	86,100	86,100
J	Equipment	136,500	136,500	136,500	136,500
N	Grants	325,400	325,400	325,400	325,400
P	Debt Service	1,900	1,900	1,900	1,900
T	Intra-agency Reimbursement	866,400	866,400	866,400	866,400
Total Objects		4,500,000	4,500,000	4,500,000	4,500,000

PACKAGE DESCRIPTION

WDFW receives funding from over 15 different federal agencies, and federal spending comprises almost 30% of the Department's budget. Approximately 30% of the Department's federal funds are derived from programs that directly support hunting and recreational fishing, such as Pittman-Robertson and Dingell-Johnson. The remaining 70% of federal funding is drawn from mitigation agreements and grant programs for the protection and recovery of threatened and endangered wildlife. WDFW's federal funding supports native fish recovery, ecosystem restoration, fish production, fisheries management, land management, sustainable hunting and wildlife viewing, protection and recovery of threatened and endangered species, and habitat conservation technical assistance.

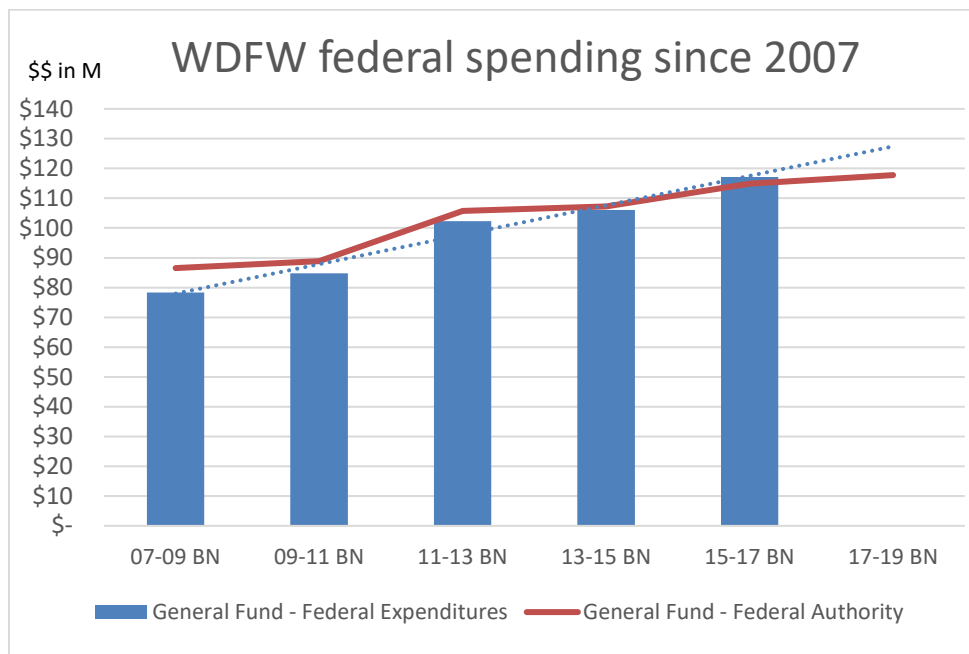
WDFW's increasing reliance on federal contracts and increased staffing costs due to cost of living adjustments (COLAs) in the 2015-17 and 2017-19 biennia has led to a greater need of authority to sustain current levels of service. In the 2015-17 biennium, WDFW requested \$7 million in unanticipated receipts due to projected expenditures exceeding then levels of authority, and spent \$2.3 million of this authority to complete the biennium. Current biennial authority is \$118 million, and the Department estimates that expenditures will increase to nearly \$127 million in 2017-19, leaving an expenditure authority shortfall of \$9 million. WDFW is requesting General Fund-Federal authority of \$4.5 million per fiscal year starting in FY 2018 to maintain current levels of service and fulfill federal contractual obligations.

Name and Phone Number of Subject Matter Expert:

Owen Rowe
(360) 902-2204

EXPENDITURE AND REVENUE CALCULATIONS AND ASSUMPTIONS

The graph below shows WDFW's historical federal spending since the 2007-09 biennium. The trend line indicates that WDFW is projected to spend almost \$127 million to fulfill obligations on federal receivable agreements in the 2017-19 biennium. Current General Fund-Federal authority is \$117.8 million. The Department requests \$4.5 million in additional ongoing authority per fiscal year.



Object detail is prorated based on object proportions in 2015-17 BN expenditures.

Object	2015-17 BN Expenditures	Percentage	Prorated Authority Needed
A	39,057,478	33.34%	1,500,167
B	15,863,483	13.54%	609,304
C	1,145,970	0.98%	44,016
E	24,222,983	20.68%	930,226
G	2,241,977	1.91%	86,113
J	3,553,219	3.03%	136,476
N	8,471,628	7.23%	325,388
P	49,371	0.04%	1,896
T	22,557,457	19.25%	866,414
Total	117,163,568	100%	4,500,00

Which costs are one-time; which are ongoing? What are impacts in future biennia?

General Fund-Federal authority for \$4.5 million per FY is ongoing starting FY 2018.

DECISION PACKAGE JUSTIFICATION AND IMPACTS

What specific performance outcomes does the agency expect?

WDFW will be able to continue to utilize available federal funding to conduct work that supports recreational hunting and fishing opportunities as well as the protection of endangered species and restoration of wildlife habitats.

Performance Measure Detail

Activity:

A038 Sustainable Hunting, Wildlife Viewing Opportunities. No measures submitted for this pkg.

A039 Land Management. No measures submitted for this package.

A041 Fish Production. No measures submitted for this package.

A042 Native Fish Recovery. No measures submitted for this package.

Other Impacts Table		Identify & Explain
Regional/County impacts?	No	
Other local gov't impacts?	No	
Tribal gov't impacts?	Yes	Fish production, management, and native fish recovery funded through federal mitigation contracts support the state's tribal treaty obligations.
Other state agency impacts?	No	
Responds to specific task force, report, mandate or exec order?	Yes	The Endangered Species Act, and federal mitigation requirements.
Contains a compensation change?	No	
Does request require a change to a collective bargaining agreement?	No	
Facility/workplace needs or impacts?	No	

Capital Budget Impacts?	No	
Requires statute or rule change?	No	
Related to or a result of litigation?	No	
Related to Puget Sound recovery?	Yes	Federal mitigation contracts support ESA threatened salmonid population recovery.
Is this decision package essential to implement a strategy identified in the agency's strategic plan?	Yes	This package is essential for all 4 WDFW Goals: 1) Conserve and protect native fish and wildlife 2) Provide sustainable fishing, hunting, and other wildlife-related recreational and commercial experiences 3) Promote a healthy economy, protect community character, maintain an overall high quality of life, and deliver high-quality customer service 4) Build an effective and efficient organization by supporting the workforce, improving business processes, and investing in technology
Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?	Yes	This package touches a large portion of Results Washington including: 2.1: Increase improved shellfish classification acreage in the Puget Sound to a net increase of 10,800 harvestable shellfish acres between 2007 and 2020. 2.2: Increase the percentage of ESA listed salmon and steelhead populations at healthy, sustainable levels from 16% to 25% by 2022. 2.3: Increase the percentage of current state listed species recovering from 28% to 35% by 2020
Identify other important connections, as described in your proposal.		General Fund–Federal mitigation contracts support hunting, commercial, tribal, and recreational fisheries, and wildlife viewing. These activities contribute significant economic activity especially in rural areas of the state.

What alternatives were explored by the agency, and why was this alternative chosen?

WDFW’s alternative would be to submit an unanticipated receipt if additional federal contracts push the Department over its current biennial authority, or to suspend work on federally funded agreements, which could compromise fulfillment of contractual obligations. WDFW has previously requested unanticipated receipts for the 2013-15 and 2015-17 biennia in lieu of continuing authority.

What are the consequences of not adopting this package?

If WDFW cannot secure sufficient authority to utilize federal funding, the Department would request unanticipated receipts expenditure authority. The only other alternative would be to suspend work on federal contracts. Because some of this work is required under the ESA and other federal laws, discretionary suspension of federally funded work would likely impact endangered species recovery, hunting and fishing opportunities, and the state and federal sovereignty tribal treaty obligations.

2018 Supplemental Budget Decision Package

Agency: 477 Department of Fish and Wildlife
Code/Title: S1 Recover Puget Sound Steelhead
Budget Period: 2017-19
Budget Level: PL – Performance Level

AGENCY RECOMMENDATION SUMMARY TEXT

Over the past two biennia the legislature has invested \$1.6 million in scientific research to understand the causes of juvenile steelhead mortality in Puget Sound. Low abundance and poor survival are especially concerning in central and south Puget Sound. In some populations, over 90 percent of out-migrating steelhead die before they reach the Pacific Ocean. Funding is requested to complete the third phase of this research, in order to test management strategies and develop a plan to recover these populations. [Related to Puget Sound Action Agenda implementation.]

Operating Expenditures

By Fund/EAI	Fund Title	FY 2018	FY 2019	FY 2020	FY 2021
001-1	General Fund-State	373,000	417,000		
Total Cost		373,000	417,000		
Total FTEs		0.7	1.2		
By Object					
A	Salaries and Wages	46,100	77,600		
B	Employee Benefits	17,800	31,300		
E	Goods and Services	3,600	7,800		
G	Travel	1,000	4,500		
N	Grants	282,500	256,200		
T	Intra-agency Reimbursement	22,200	39,300		
Total Objects		373,200	416,700		

PACKAGE DESCRIPTION

Steelhead populations are at or below 10 percent of their historic levels in Puget Sound. Greater than 90 percent of some populations of steelhead out-migrating through south Puget Sound are dying before they reach the Pacific Ocean. Low abundance and poor survival, especially in central and south Puget Sound, are pushing these Endangered Species Act (ESA) listed steelhead populations to the brink of extinction. This is especially concerning because it puts at risk steelhead recovery and the hundreds of millions of dollars already invested in freshwater restoration, and also impacts hatchery fish and associated sport and tribal fisheries, with historical values exceeding \$26 million annually.

In response, over the last two biennia, the legislature invested in developing a better understanding of why substantial numbers of juvenile wild and hatchery steelhead do not survive in marine waters of Puget Sound. The legislature provided \$788,000 in the 2013-15 biennium and \$800,000 in the 2015-17 biennium to fund this critical work. Jointly with federal, state, and tribal partners, the research has revealed that high levels of mortality occur in estuaries and marine areas of central and south Puget Sound, and the key culprits include marine mammal predation, disease, changing climate, and fluctuations in forage fish populations.

The funding requested in this decision package will complete this critical research and initiate testing and evaluation of management and mitigation strategies that will result in short term remedies and long term solutions that address juvenile steelhead survival in Puget Sound.

Name and Phone Number of Subject Matter Expert:

Erik Neatherlin
(360) 902-2559

EXPENDITURE AND REVENUE CALCULATIONS AND ASSUMPTIONS

The following staff are needed to complete the Early Puget Sound Marine Survival Study for the remainder of the biennium:

0.3 FTE Fish and Wildlife Research Scientist 1- to assist with steelhead smolt trapping, acoustic tagging, tracking operations, and seal scat sample collection.

0.3 FTE Fish and Wildlife Research Scientist 2- Project coordination, monitor acoustic tagging and trapping operations, reviewing genetic and hard part evaluation of seal scat, evaluation and monitoring of environmental factors related to steelhead mortality, and report writing.

0.2 FTE Scientific Technician 1- Assist with steelhead smolt trapping, acoustic tagging, tracking operations, and seal scat sample collection.

0.1 FTE Scientific Technician 2- Lab work associated with seal scat genetic and hard part analysis.

Object E includes \$1,191 WDFW lab supplies for the seal scat genetic and hard part analysis.

The following contracts will be initiated (included in Object N):

\$138,000 for FY 18 and \$115,700 for FY 19 for a contract with Long Live the Kings to provide overall project management, to coordinate federal, state, and tribal participation, and to manage contracts for disease and parasite (Nanophyetus) mitigation projects, seal diet eDNA analyses, and ecosystem indicator modeling.

\$144,500 for FY 18 and \$140,500 for FY 19 for a contract with the National Oceanic and Atmospheric Administration (NOAA) to lead the steelhead smolt acoustic tagging and tracking study, which includes purchasing acoustic tags, trapping and surgically implanting tags in juvenile steelhead, deploying/retrieving acoustic receivers, data compilation and analyses, and report writing.

Travel (included in Object G):

\$5,500 for the Research Scientists 1 and 2 to travel to various project meetings and field sites.

Goods and services, Object E, include \$5,400 per FTE, per year, for WDFW standard costs, which cover an average employee's supplies, communications, training, and subscription costs per year, as well as central agency costs.

An infrastructure and program support rate of 32.46 percent is included in Object T, and is calculated based on WDFW's federally approved indirect rate. Administrative FTEs are proportional to the infrastructure and program support rate.

Which costs are one-time; which are ongoing? What are impacts in future biennia?

All costs are one-time associated with this third phase of the study.

DECISION PACKAGE JUSTIFICATION AND IMPACTS

What specific performance outcomes does the agency expect?

Previous work identified the key culprits driving poor early marine survival including predation, disease, and fluctuations in forage fish abundance. This work will build on this previous knowledge and will refine our understanding of how factors contribute both individually and in concert to impact juvenile survival. In addition, this work will also assess disease mitigation and management measures in streams and hatcheries in specific locations that can then be applied more broadly throughout Puget Sound.

Because early marine survival is an issue that affects both wild spawning populations and hatchery fish, addressing this issue will benefit both steelhead recovery and fisheries. For hatchery steelhead, improving juvenile survival even by a small amount can have a large, direct benefit for tribal and recreational fishing, contributing millions of dollars to local economies in Puget Sound. For wild steelhead, increased juvenile survival will address an emerging and major limiting factor for recovery, and will help to avoid further decline for a species that is already listed as "Threatened" under the federal Endangered Species Act.

Performance Measure Detail

Activity:

A042 Native Fish Recovery. No measures submitted for this package.

Other Impacts Table		Identify & Explain
Regional/County impacts?	Yes	Steelhead fisheries provide major economic benefits, especially for smaller rural communities around Puget Sound that depend heavily on recreation and tourism. In 2001, the steelhead fishery and the Strait of Juan de Fuca generated more than \$26 million in annual economic activity.
Other local gov't impacts?	Yes	See above.
Tribal gov't impacts?	Yes	Steelhead are an important species to tribal commercial anglers and generate significant economic activity for Puget Sound tribes.

Other state agency impacts?	No	
Responds to specific task force, report, mandate or exec order?	Yes	The Puget Sound Partnership has recognized this work as crucial to support the Puget Sound Action Agenda. Strategy NTA 2016-0212: Salish Sea Marine Survival Project.
Does request contain a compensation change?	No	
Does request require a change to a collective bargaining agreement?	No	
Facility/workplace needs or impacts?	No	
Capital Budget Impacts?	No	
Is change required to existing statutes or rules?	No	
Is the request related to or a result of litigation?	No	
Is the request related to Puget Sound recovery?	Yes	The Puget Sound Action Agenda recommends full funding of the Salish Sea Marine Survival Project, and this decision package is an important component of this work (PSP Action Agenda Strategy NTA 2016-0212: Salish Sea Marine Survival Project; and directly addresses Biennial Science Work Plan action SWA 2016-37t. This entire budget request supports the Action Agenda.
Is this decision package essential to implement a strategy identified in the agency's strategic plan?	Yes	This package supports numerous goals and objectives in WDFW's 2017-19 Strategic Plan. Goal 1: "Conserve and protect native fish and wildlife" Goal 2: "Provide sustainable fishing, hunting, and other wildlife-related recreational and commercial experiences"
Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?	Yes	Healthy Fish and Wildlife- Pacific Salmon, "Increase percentage of ESA-listed salmon and steelhead populations at healthy, sustainable levels to 25% by 2022.
Identify other important connections, as described in your proposal.		The work in this proposal is integrated with the International Salish Sea Marine Survival Project, with a goal of determining the causes of juvenile Chinook, coho, and steelhead mortality in the inland marine waters of Puget Sound and the Strait of Georgia. This proposal is also vital component of the federally-mandated recovery planning process for ESA-listed Puget Sound steelhead.

What alternatives were explored by the agency, and why was this alternative chosen?

Over the past two biennia, the Department has continued to explore multiple external funding opportunities through federal, state, and local grant and funding programs. Without the funding requested in this decision package, this project cannot be completed. In addition, the project has already worked to leverage significant in-kind support (3:1 in-kind support in many cases) from federal and state agencies, and tribes. This request will be the final installment on the research component of this work, which will shift to management and evaluation and assessment

activities and will build upon the \$1.6 million investment the legislature has already made in this research.

What are the consequences of not adopting this package?

Early marine survival has been identified as a critical bottleneck in steelhead recovery. If the causes of juvenile steelhead mortality in Puget Sound are not understood, hundreds of millions of dollars already invested in habitat restoration, hatchery management reform, and overall recovery efforts will be at risk. If Puget Sound steelhead populations are uplisted to “Endangered” under the ESA, there will be increased restrictions and regulations that would have far reaching effects including to revenue-generating recreational fisheries.

Finally, without additional funding, the current investment in research by the Legislature will not be fully leveraged, and thus will not result in its ultimate goal to identify and implement solutions for steelhead recovery.

Delays in funding have critical consequences. Juvenile survival in Puget Sound impacts ESA recovery and hatchery fish. The longer the problem persists the more the problem will compound. Fewer juvenile fish entering the ocean, means fewer fish to survive ever changing ocean conditions, which ultimately means fewer hatchery and wild fish returning for ESA conservation and fisheries. This decrease in juvenile survival starts a continued downward spiral and will likely lead to increased ESA protections on Puget Sound steelhead populations.

Not funding this decision package also puts current investments at risk. The state has leveraged millions of dollars through federal and tribal partners and has invested in equipment infrastructure that is anchored to the bottom of Puget Sound. There are lines of receiver arrays deployed at strategic narrow points throughout Puget Sound (e.g., Tacoma Narrows, Admiralty Inlet, etc.) that are used to detect acoustic tagged fish as they migrate through and out of Puget Sound. This equipment infrastructure has a battery shelf life. A delay of even one biennium will require increased costs to pull up the dead receivers and re-deploy new ones in order to carry out the various studies. This time-sensitive budget request is intended to leverage and maximize the state’s current investments in these efforts.

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2018 Supplemental Budget Decision Package

Agency: 477 Department of Fish and Wildlife
Code/Title: S2 Hatchery Fish Health and Disease
Budget Period: 2017-19
Budget Level: PL – Performance Level

AGENCY RECOMMENDATION SUMMARY TEXT

Fish in the Department’s 83 hatchery facilities are monitored for their health to avoid disease and mortality so to maintain production targets that benefit recreational, tribal, and commercial fishing opportunities. New federal and state requirements, related to veterinarian licensure and food safety, require an increased veterinarian patient-client relationship: state veterinarians must have on-site familiarity and oversight of hatchery fish for disease diagnosis and treatment. Additionally, new laws and regulations require more rapid disease diagnosis, early treatment techniques, and additional protocol development in the Fish Health Unit laboratory. Funding is requested to hire an additional veterinarian and microbiologist to support these new requirements and keep Washington’s millions of hatchery fish healthy for their release into rivers and lakes across the state.

Operating Expenditures

By Fund/EAI	Fund Title	FY 2018	FY 2019	FY 2020	FY 2021
001-1	General Fund-State	286,000	338,000	340,000	340,000
001-2	General Fund-Federal	20,000	20,000	20,000	20,000
001-7	General Fund-Private/Local	25,000	26,000	26,000	26,000
04M-1	Recreational Fisheries Enhancement	12,000	14,000	14,000	14,000
Total Cost		343,000	398,000	400,000	400,000
Total FTEs		2.4	2.9	2.9	2.9
By Object					
A	Salaries and Wages	168,000	197,400	199,400	199,400
B	Employee Benefits	60,000	70,200	70,200	70,200
E	Goods and Services	31,000	32,800	32,800	32,800
G	Travel	11,000	11,000	11,000	11,000
T	Intra-agency Reimbursement	73,100	86,200	86,800	86,800
Total Objects		343,100	397,600	400,200	400,200

PACKAGE DESCRIPTION

The Washington Department of Fish and Wildlife (WDFW) operates 83 hatcheries across the state, producing fish that support tribal, commercial, and recreational fisheries and that contribute to fish recovery efforts for salmon and steelhead listed under the Endangered Species Act. With hundreds of thousands of fish in a hatchery, disease is a constant danger. For instance, the infectious hematopoietic necrosis virus is a common immune disease in hatcheries

that the Department routinely treats for, and the vibrio bacterium is another. Within last few months, Washougal hatchery's coho salmon contracted a columnaris bacterial disease and 300,000 yearlings were lost. Without a veterinarian at the time, WDFW was not able to identify and treat the fish in time. These diseases are generally not problematic when fish are in the wild, but when there are so many in a confined space, transmission is easy and mass die-offs are a real risk. The Department's investment in hatchery production is over \$60 million per biennium.

Each WDFW fish hatchery has associated staff that are either on-site or visit on a regular basis, including fish health specialists. Overseeing these specialists are three veterinarians, and they have authority to diagnose disease and prescribe medication such as antibiotics. The Fish Health Specialists, veterinarians, and two laboratory-based microbiologists comprise the state's Fish Health Unit. New state veterinarian licensure and federal food and drug laws, as well as retention and recruitment difficulties, have affected all three job types in the Fish Health Unit.

Veterinarians

In addition to diagnosis and prescription duties, WDFW veterinarians are responsible for (1) rule compliance; (2) the health of over 145 million hatchery fish released annually; (3) the monitoring of wild fish population health; (4) working collaboratively with co-managers, in particular Northwest Indian Fisheries Commission (NWIFC); (5) ensure appropriate biosecurity measures to protect fish at hatcheries; (6) reviewing approximately 300+ fish transport permit applications each year; and (7) inspecting commercial aquaculture facilities, in particular, biosecurity and fish health at Atlantic Salmon net pens. The responsibilities are spread out across the state. Two of the three existing veterinarians are stationed on the eastside, providing clinical and veterinary services for approximately 23 hatchery facilities over 47,000 square miles. These positions are almost entirely funded through federal grant and local mitigation dollars because they are supporting federal and PUD-owned facilities. The third veterinarian covers the entire west side of Washington and its 60 hatcheries. One veterinarian covering approximately 60 facilities is insufficient to remain compliant with state and federal laws and regulations and with co-manager-agreed policies.

Although veterinarians have always been needed to provide diagnoses and prescribe antimicrobials, two recent state and federal rules established greater restrictions on how fish health can be maintained in aquaculture. Washington State's WAC 246-933-200, enacted in 2016, explicitly defines Veterinary-client-patient relationships (VCPRs), and the Federal 21 CFR Parts 514 and 558, effective in 2017, enforces stricter regulations on the administration of Veterinary Feed Directive (VFD) and prescriptions. These rules require stringent veterinary oversight through the VCPR whenever VFDs are administered. For each hatchery facility there must be a veterinarian of record (VOR) that has recent familiarity with the facility and the fish populations at the facility. Only veterinarians can issue a VFD for treatment of hatchery fish, and in order for the veterinarian to issue the VFD, the veterinarian must make the disease diagnosis. It is not feasible for the one west side veterinarian to establish and maintain adequate VCPR for the 60 facilities. Yet without an appropriate VOR, hatcheries are be unable to treat sick fish, risking high mortality or a disease outbreak. A significant loss of fish will greatly reduce or eliminate production from a given facility which can lead to severe consequences for recreational, tribal and commercial fisheries.

Fish Health Specialists

In May of 2017 three of the existing Fish Health Unit positions were upgraded from Fish Health Specialists to Epidemiologist 3's. These upgrades were needed in order to meet the new federal

and state requirements as well as for recruitment and retention purposes. Because these existing positions are almost entirely funded through federal and local dollars, the increase costs associated with the position upgrades, equaling approximately \$45,000 per year, are being negotiated into the upcoming grant renewals.

Microbiologists

The WDFW Fish Health Laboratory processes approximately 25,000 samples per year for bacterial and viral testing. WDFW is currently under-staffed, with only two microbiologists to process these samples for bacterial and viral testing. This understaffing results in prioritizing and delaying testing. This makes it nearly impossible for the laboratory to establish appropriate accreditation, which together puts hatchery populations at risk.

Funding for an additional microbiologist, with emphasis on genetic testing, will permit the Fish Health Laboratory to process all samples expeditiously, minimizing error, using a set of protocols appropriate for today's technology. This investment will enable more rapid identification of pathogens, and a more rapid response at the hatcheries. Increasing the staffing within the Fish Health Laboratory will (1) spread the large workload among three, rather than two microbiologists; (2) allow for the development and testing new procedures and protocols that may reduce the time needed to obtain definitive results and reduce overall operating expenditures; (3) permit the updating and maintaining of current standard operating procedures, the guidebook for laboratory methods and the first step toward accreditation; and (4) enable the design and implementation of molecular diagnostic methods for rapid identification of pathogens.

WDFW request funding for an aquatic animal health veterinarian (Epidemiologist 3) and a Microbiologist 2 position. The new veterinarian will be responsible for all hatcheries located in the Puget Sound area that are state-owned and -funded. Funding this fourth WDFW aquatic veterinarian will ensure that WDFW is compliant with the new federal and state laws.

Name and Phone Number of Subject Matter Expert:

Ken Warheit
(360) 902-2595

EXPENDITURE AND REVENUE CALCULATIONS AND ASSUMPTIONS

A Senior Aquatic Animal Health Veterinarian (Epidemiologist 3 Non-Medical) will provide veterinarian training and clinical support to Fish Health Specialists at all hatchery facilities in the Puget Sound area. This position will be the veterinarian of record for these facilities. The Microbiologist 2 will supervise all staff within the Department's Fish Health Laboratory and work to modernize and develop various protocols in order to facilitate more timely results of microbiology testing.

Goods and services, Object E, include \$20,000 in laboratory service and supplies fees for pathogen testing, and \$2,000 per year for conference and training costs for the veterinarian's continuing education. Object E also includes \$5,400 per FTE, per year, for WDFW standard costs, which cover an average employee's supplies, communications, training, and subscription costs per year, as well as central agency costs.

Travel estimates are \$11,000 per year for the veterinarian to travel three to four times per week to various Puget Sound hatcheries, to travel to trainings and conferences, and for the microbiologist to visit hatcheries as needed.

An infrastructure and program support rate of 32.46 percent is included in Object T, and is calculated based on WDFW's federally approved indirect rate. Administrative FTEs are proportional to the infrastructure and program support calculations.

The Fish Health Unit is funded through a combination of General Fund-State (29%), Federal (27%), Private/Local (37%), the Puget Sound Regional Fisheries Enhancement Account (5%), and the Aquatic Lands Enhancement Account (2%). This request includes federal and local dollars for the re-classification of fish health specialists to epidemiologists, since over half of their responsibilities are for federal and PUD-owned hatcheries. State dollars are requested for the veterinarian and microbiologist positions because their work is associated with state-owned hatcheries.

Note Both positions are full-time and have been filled already: the veterinarian in August 2017 and the microbiologist in September 2017. Because these functions are mandated by state and federal laws WDFW had to move forward with hiring these staff prior to receiving requested funding.

Which costs are one-time; which are ongoing? What are impacts in future biennia?

All costs are ongoing at FY 2019 levels.

DECISION PACKAGE JUSTIFICATION AND IMPACTS

What specific performance outcomes does the agency expect?

This package will provide the required level of staffing needed for improved monitoring, diagnosis, and treatment of hatchery fish populations statewide by increased veterinarian presence at Puget Sound hatcheries and increased laboratory capacity and management to ensure compliance with new state and federal rules, WAC 246-933-200, and Federal 21 CFR Parts 514 and 558. An equally important outcome of this package is the maintenance or improvement of the health of the state's fish populations, which could potentially pose a threat to federally listed ESA populations. Disease outbreaks result in fish mortalities which place the state's investment of over \$60 million per biennium in jeopardy and can negatively effect recreational, tribal, and commercial fisheries. Recreational and commercial fisheries contribute significantly to the state's economy especially in rural areas that depend on these activities to support their economies. Furthermore, this funding requested in this decision package will enable the Fish Health Unit to compile and analyze decades of data on fish health, producing functional epidemiological database that will enable WDFW to recognize disease distributions and patterns, which will allow the Department to make more accurate predictions of outbreak events.

Performance Measure Detail

Activities:

A041 - Fish Production for Sustainable Fisheries. No measures submitted for this package.

A042 - Native Fish Recovery. No measures submitted for this package.

A043 - Fisheries Management. No measures submitted for this package.

A044 - Monitor and Control Aquatic Invasive Species. No measures submitted for this package.

Other Impacts Table		Identify & Explain
Regional/County impacts?	No	
Other local gov't impacts?	No	
Tribal gov't impacts?	Yes	Hatchery production is essential to maintaining the state's tribal treaty obligations.
Other state agency impacts?	No	
Responds to specific task force, report, mandate or exec order?	Yes	This package is in response to: WAC 246-933-200, explicitly defined Veterinary-client-patient relationships (VCPRs) and 21 CFR Parts 514 and 558, enforces stricter regulations on the administration of Veterinary Feed Directive (VFD) and prescriptions.
Does request contain a compensation change?	No	
Does request require a change to a collective bargaining agreement?	No	
Facility/workplace needs or impacts?	No	
Capital Budget Impacts?	No	
Is change required to existing statutes or rules?	No	
Is the request related to or a result of litigation?	No	
Is the request related to Puget Sound recovery?	No	
Is this decision package essential to implement a strategy identified in the agency's strategic plan?	Yes	This decision package directly supports Goal 2 of the WDFW Strategic Plan: "Provide sustainable fishing, hunting, and other wildlife-related recreational and commercial experiences.
Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?	Yes	This decision package supports Goal 3, "Healthy Fish and Wildlife-Protect and restore Washington's Wildlife"
Identify other important connections, as described in your proposal.		

What alternatives were explored by the agency, and why was this alternative chosen?

WDFW has used contract veterinarians on a limited basis, based on agreements with bargaining units. However, contract veterinarians are not always able to respond to emergencies or emergent needs, and are considerably more expensive than staff veterinarians. The Department has also used contract laboratories, but WDFW samples are not prioritized, making response to emergencies or emergent needs slower, and the work is more expensive than if done in-house.

What are the consequences of not adopting this package?

Without the funding requested in this package, WDFW will be faced with the choice of reducing other fish work, such as scientific monitoring, hatchery production, or maintaining hatcheries without a veterinarian of record. The latter option would put WDFW out of compliance with rules or laws, risking federal fines and the veterinarians' licensure. In addition, the state's \$60 million biennial investment in fish production would be at risk. A significant loss of hatchery production would greatly reduce or eliminate production from a facility and could significantly compromise recreational, tribal, and commercial fisheries.

2018 Supplemental Budget Decision Package

Agency: 477 Department of Fish and Wildlife
Code/Title: S3 Enforcement Records Management
Budget Period: 2017-19
Budget Level: PL – Performance Level

AGENCY RECOMMENDATION SUMMARY TEXT

The Enforcement Program’s records management and computer aided dispatch system is over ten years old and the vendor contract expires at the end of 2017. A recent assessment by the State Auditor and the Office of Cyber Security raised significant concerns about the privacy rights of individuals whose data is contained in federal records systems. If a data breach were to occur private information and officer safety in the field could be compromised. Additionally, the current system requires duplicative work that affects officer productivity. Funding is requested to replace the records management and dispatch system with a modern and secure solution.

Operating Expenditures

By Fund/EAI	Fund Title	FY 2018	FY 2019	FY 2020	FY 2021
001-1	General Fund-State	199,000	1,177,000	80,000	80,000
07V-6	Enforcement Reward Account		400,000		
104-1	State Wildlife Account			119,000	119,000
Total Funds		199,000	1,577,000	199,000	199,000
Total FTEs		1.6	2.5	0.5	0.5
By Object					
A	Salaries and Wages	72,700	127,000		
B	Employee Benefits	29,600	51,400		
C	Personal Service Contracts		75,000		
E	Goods and Services	33,600	1,260,800	150,000	150,000
G	Travel	14,000	14,000		
T	Intra-agency Reimbursement	48,700	48,700	48,700	48,700
Total Objects		198,600	1,576,900	198,700	198,700

PACKAGE DESCRIPTION

The Washington State Department of Fish and Wildlife Enforcement Program has 144 commissioned officers who enforce laws and regulations related to fish and wildlife protection, public health and safety, dangerous wildlife conflicts, hunting and fishing license regulations, habitat protection, and commercial fish and shellfish harvest. Additionally, these officers conduct boating law enforcement on state and federal waters, and are often called upon to respond to natural disasters and other critical incidents, including public safety and search-and-rescue duties. These officers have broad law enforcement jurisdiction and are often first responders in rural areas of the state. Local city, county, and other state law enforcement

agencies, tribal authorities, and federal agencies work closely with WDFW Enforcement Officers across the state. These officers make more than 225,000 distinct contacts with the public annually.

Records Managements System

A secure records management system (RMS) is a critical tool for all law enforcement agencies. WDFW's current RMS is a case management system with several added modules to enable greater efficiency and effectiveness when an FWO is on patrol. The core functions of an RMS include 1) contact record for each time an officer interacts with someone, whether for recreational, business, or general law and public safety reasons; 2) an officer duty log; and 3) connection to data systems that allow FWOs to search licensing, criminal history, court history, law enforcement regulations. An RMS creates, updates, and queries sensitive information and records which must be kept secure and private under state and federal law. For instance, the Federal Criminal Justice Information (CJI) consists of the highest security level Category 3 and 4 data and is managed and provided by the Federal Bureau of Investigation (FBI) through the Washington State Patrol (WSP). The Administrative Office of Courts (AOC), Department of Licensing (DOL), and WDFW Licensing Division also have secure connections in which sensitive data are transferred to FWOs in the field.

WDFW's RMS also includes an automatic vehicle locator so that officers' patrol trucks can be mapped at any given time; computer-aided dispatch; and a property and evidence inventory program to ensure chain of custody, proper handling, laboratory testing, location tracking, animal parts, and drugs that are seized as evidence during the course of a FWO's patrol.

The following are examples of the fundamental role that an RMS supports:

Most patrols are performed by a single FWO. The RMS acts as the partner for an individual officer in that it has an automatic vehicle locator, it tracks the last known location, and connects to dispatch for back-up in case of threats, and it stores contact notes for future reference of what happened during a law enforcement action.

When investigating violators, Enforcement staff use the RMS to connect to officer duty logs, contact notes, and recorded locations to log the dates and contents of encounters with offenders and the public.

The RMS is often used to make connections among data points. For example, connecting the vehicle make and model from a reported poaching incident with records of license plates that were run in a parking area around the same time period.

Foot or vehicle patrols during shellfish season, which attracts thousands of people to the coast, can query the Department's licensing system through RMS for a valid license that is tied to the clam digger being checked, as well as query the RMS to see if the person has had repeat verbal warnings.

A boat patrol focusing on recreational crabbing will collect information in RMS about a crabber's license status and also about boating safety requirements. Past contact data, recorded in the RMS can help identify a first time violator versus someone who repeatedly breaks fish and wildlife laws.

During an ORV patrol of public land or private timberland during deer season, an officer is likely to meet hunters and check licenses. The officer will use RMS to check the Federal CJI and verify that the hunters are authorized to carry firearms, confirm the residency of license holder, and ensure that hunters do not have warrants for arrest.

When investigating fish markets to conduct compliance checks of proper fish labeling and paperwork, officers use the RMS to record and track all businesses along a chain of custody, including harvesters, wholesalers, groceries, and restaurants. These records assist in future commercial poaching investigations and also help to identify the origin of tainted seafood when there is a seafood-related public health threat.

The RMS is also essential to WDFW Enforcement officer accountability. Supervisors use RMS to spot-check officer compliance with reported activities: reported hours can be matched with vehicle location, approved deployment schedule, and coded activity to verify accuracy of submitted hours. Furthermore, if an officer has to use physical actions to subdue a suspect, they will record the incident details and denote the use of force in RMS. This will trigger the officer to submit a use-of-force report, and if a complaint is filed against the officer, the RMS incident report will be used to verify location, activity, and other contacts to use as witness.

WDFW Enforcement's current RMS has a five- to ten-year planned lifecycle, and is now eleven years old. It is no longer supported by the vendor and has significant security and business-need weaknesses.

Security Challenges

Two independent security audits, one state and one federal, came to the same conclusion in 2017: WDFW's current RMS is antiquated, with numerous security vulnerabilities related to out-of-date patch sets, versioning, and unsupported software. It relies on networked security, meaning that it's connected to the Department's network and relies on that system's security to ensure that the information it contains and transmits is protected. This set-up is more risk-prone and does not align with current best practices from the National Institute of Standards and Technology (NIST).

WDFW mitigates these network and policy risks as much as possible, but the remaining vulnerabilities simply cannot be addressed by the current system. WDFW is also requesting funding in the 2018 supplemental budget request to rebuild the Department's IT network infrastructure, which will help with some RMS security concerns, but not all.

In the increasingly likely event of a data breach, the system will be pulled offline immediately to protect private data. Officers will have to rely on radio, phone, and internet to receive and verify information for field contacts. All citations will have to be manually written, records manually retained, and documentation physically compiled and submitted to the courts. This will greatly reduce officer efficiency and safety, as they may not have timely critical information about individuals at the point of an enforcement contact.

The FBI is responsible for criminal justice information systems and they audit everyone with access to those systems once every three years via state managing agencies, in Washington's case, WSP. If WDFW were to fail its next audit, the consequences would be similar to a data breach's though limited to national databases. The current RMS could still be used as a repository of information, but no CJI could be queried to support the officers. This would

increase the amount of manual data input and decrease the amount of critical information an officer has access to during interactions.

Unmet Business Needs

Many daily processes are very slow because the current RMS has not keep pace with recent technological advancements. The current RMS is composed of base coding dating from the late 1990's. This system is far behind current standards and expectations of both officers and the public who work with them.

Slow processes lead to wasted officer and staff time:

- The query function to search for names or reports is slow and often freezes.
- The ability for mobile devices to transition between online and offline system use often fails, requiring the system to restart, losing work, and taking more time.
- Attaching and printing documents and photos to reports is time consuming and non-intuitive.

In addition, several standard functions related to modern IT capabilities do not exist:

- The system's modules do not communicate fully. For instance, if an officer is out on patrol and gets a call for service, the officer would respond and report being en route in the RMS. Once at the scene, the officer indicates all of this in the RMS, but that information does not automatically update the dispatch call's record, so it has to be re-entered manually or is not entered at all, even though it is a basic requirement for law enforcement agency accreditation.
- Multiple calls that turn out to be about the same incident, such as a cougar being seen roaming a region, cannot be combined and treated as one incident in the dispatch system, resulting in confusing data analysis and misleading summary reports.
- Tracking performance metrics associated with case management is difficult and in some situations not possible.
- Staff cannot process multiple pieces of evidence at one time, called a batch transfer. For instance, a poaching ring case may have dozens of individual pieces of evidence that need to be moved from temporary lockers to long-term storage or final disposition, but each piece must be run through several software steps separately, making what could be a five-minute task take hours.

Solution

WDFW will plan, procure, and assist with development and training of a new RMS with a project team, and an industry expert in law enforcement IT solutions. Planning, development, testing, and roll-out will all occur in the 2017-19 biennium, per the detailed timeline below.

The new RMS will comply with the Department of Justice Standard Function of Specifications for Law Enforcement, and satisfy the identified business needs for information to safely protect our natural resources and the public. The solution will ensure security compliance and increase end user capability to effectively and efficiently support a diverse operating environment, while adhering to all identified state and federal requirements. WDFW is using the Standard Functional Specifications for Law Enforcement Records Management Systems (version II), created by the federal Bureau of Justice Assistance and the Law Enforcement Information

Technology Standards Council, for guidance, to ensure that what is built meets not only official requirements but also industry standards and best practices.

Objectives

WDFW has identified the following objectives for the core RMS, the two modules, and system security measures:

Record Management System (RMS)

- Eliminate duplicate data entry
- Increase officer efficiency by 5% through offline data entry and increased server uptime
- Improve the quality of captured data by increasing standardization of reports and activities

Computer Aided Dispatch (CAD)

- Improve data quality by 25% by capturing and recording all calls for service (CFS)
- Increase officer efficiency through unit self-dispatching permissions by comparing issued tickets and created incident report forms.

Property & Evidence Inventory Module

- Ensure that evidentiary chain-of-custody requirements are met to facilitate case management
- Improve traceability of property impounded & stored in remote locations by providing notifications and alerts
- Improve the accuracy of property disposition and location by requiring specific fields to be filled in order for system to except as evidence.

Security

- Security standards meeting or exceeding those identified by the federal Department of Justice guidance, and the National Institute of Standards and Technology (NIST).
- System must comply with current and future Washington State security standards, currently identified as Washington State Office of the Chief Information Officer (OCIO) Policy No. 141.102 (Securing Information Technology Assets Standards).
- Tiered access of information with multi-factored role-based authentication.
- Data encryption, both at rest and in transit, using NIST-certified encryption module(s).
- The system must pass a state-required IT Security Design Review before acceptance of initial deployment.
- Meets the WSP ACCESS security policy for CJI protection.

Timeline

October 2017 – April 2018: Project Initiation

Includes project team training period, user and key stakeholder outreach, and requirement refinement.

March 2018 – June 2018: Request for Proposal

Create, post, schedule demonstrations, and ultimately select a vendor

July 2018 – July 2019: System Development

Customize and test the system to meet the business needs identified in the project and RFP for the unique brand of law enforcement WDFW Police uphold.

November 2018 - July 2019: Training and Deployment

A robust and thorough training plan will be implemented to ensure proficiency and standardization throughout the state. This will also be a final testing phase of the solution.

July 2019: System Goes Live

The old system will no longer be utilized, as full deployment of new solution to be the system of record for all law enforcement activities.

July 2019 - October 2019: Transition from Implementation to Operation

Complete project close out, ensure new duties and responsibilities for system administration are updated for the permanent program employees.

Risk Mitigation

WDFW has consulted with the OCIO and WaTech regarding this project and will address risks in the following ways:

Risk: Current system is vulnerable during the project.

Control: Since identification of the vulnerabilities, on-going updates and investments are being applied to our current RMS and network for increased security. These investments will reduce risk while a replacement is pursued.

Risk: Implementation of this project will significantly change the way staff complete their work.

Control: A phased, sequential training program developed by the vendor and WDFW will first focus on the base system operations, then modules and advanced operations. Outreach and communication will assist with user acceptance and adoption. The timeline has scheduled significant time towards training, with seasonal considerations acknowledged.

Risk: Migrate data from multiple sources into the new system. There is a slight potential for issues with data migration to lengthen the project timeframe.

Control: Steps to identify and standardize data to expedite the transition will be taken prior to project start.

Risk: Competing priorities during peak work periods may affect availability of key resources.

Control: Dedicated project staff will have identified duties and tasks backfilled to ensure project continues on schedule. Temporary staff will be brought in to alleviate those identified duties. Additional resources, such as preapproved over-time /exchange time will be utilized should the project fall behind schedule.

Risk: Project goals and timeframe may be affected by scope creep.

Control: Project staff will adhere to project goals and requirements defined in the planning process unless deemed a critical exception during a reevaluation process. Change management will be implemented throughout the project.

Risk: Failure to account for all business or technical requirements.

Control: Business process workflows and technical specifications will be documented during the analysis and planning stages for use in the project. The communication manager will identify strategy to identify, engage and communicate with customers, stakeholders, and key stakeholders. The "Standard Functional Specifications for Law Enforcement Records Management Systems", published by the federal Bureau of Justice Assistance and the Law Enforcement Information Technology Standards Council has been used as a baseline guide for this project.

Risk: Planning to have Phase I and II scope development occur simultaneously during the Phase I planning phase could increase Phase I timeline due to unanticipated setbacks.

Control: Identified metrics related to the timeline will trigger a decision to extend the go live date from July 1st, 2019 to January 1st, 2020.

Risk: Project staff are limited in formal project management knowledge.

Control: The project team will attend off-site, Project Management Institute accredited training. Formal project management methodology will be employed to provide direction and ensure the best possible outcome. Common project management training attended as a cohort has proven success in large IT projects within the agency.

Name and Phone Number of Subject Matter Expert:

Matthew Hunter

(360) 902-2835

EXPENDITURE AND REVENUE CALCULATIONS AND ASSUMPTIONS

WDFW will hire a full-time lead business analyst (1.0 FTE Management Analyst 4) for the 20 months from November 2017 through June 2019. The rest of the in-house project team will be composed of seven existing staff, all of whom will spend between one-third and one-half of their time on this project: the Record Management System Administrator will spend half of their time on this project; the Property and Evidence subject matter expert will spend half of their time; the Communications Manager will spend one-third of their time, and an IT Specialist 3 will spend half of their time. To back-fill for these employees' work redirection, WDFW will need to hire 1.0 FTE Management Analyst 2 for the 18 months from January 2018 through June 2019. Salaries and benefits will total \$102,000 in FY 2018 and \$178,000 in FY 2019.

In addition to the in-house team members, WDFW will contract for a project manager (\$45,000 from July 1, 2018 to June 30, 2019) and a quality assurance officer (\$30,000 from August 1, 2018 to June 30, 2019). Cost estimates are based on recent WDFW experience for the same services when replacing WILD, the online automated licensing system, and industry standard percentages for these roles. This amount is depicted in Object C and totals \$75,000 in FY 2019.

Initial purchase and technical support for the software will total \$1.25 million in FY 2019. This estimate is drawn from two requests for information that WDFW collected from leading RMS companies in the 2015-17 biennium. Ongoing license renewal and technical support will cost \$250,000 per year starting in the 2019-21 biennium, though only \$150,000 is being requested because current spending on RMS will be applied to this cost.

Based on advice and past experience, the in-house project team will all attend the same Project Management Institute-certified trainings to support the implementation project and final outcomes. At approximately \$4,000 per trainee, this will total \$27,000 in FY 2018 and is included in Object E.

Travel costs, Object G, are estimated at \$14,000 per FY for outreach, input, and training field officers who are located throughout the state: 14 trips per year, averaging 420 miles, one vehicle, \$155 per diem for each trip and each of the five project team members traveling.

In addition to the software and training costs above, Goods and Services, Object E, includes \$5,400 per FTE per fiscal year, for WDFW standard costs, which cover an average employee's supplies, communications, training, and subscription costs each fiscal year, as well as central agency costs.

An infrastructure and program support rate of 32.46 percent is included in Object T, and is calculated based on WDFW's federally approved indirect rate. Administrative FTEs are proportional to the infrastructure and program support calculations.

Note WDFW has invested significant staff time already and, at the time of submitting this budget request, is posting for the lead business analyst position and signing project team staff up for training. Because the security risks are so great which could result in loss of access to critical criminal justice data WDFW has to move forward with hiring, training, and other planning prior to receiving requested funding.

Which costs are one-time; which are ongoing? What are impacts in future biennia?

All 2017-19 biennium costs, including staff, travel, project manager and quality assurance consultation, and software license purchase totaling \$2,223,000, are one-time. The only ongoing cost is for the software license renewal, at \$150,000 per year.

DECISION PACKAGE JUSTIFICATION AND IMPACTS

What specific performance outcomes does the agency expect?

In the first year of implementation, WDFW expects the following performance outcomes for the core RMS, the two modules, and for system security:

Record Management System (RMS)

- Eliminate duplicate data entry
- Increase officer efficiency by 5% through offline data entry and increased server uptime
- Improve the quality of captured data by increasing standardization of reports and activities

Computer Aided Dispatch

- Improve data quality by 25% by capturing and recording all calls for service (CFS)
- Increase officer efficiency through unit self-dispatching permissions by comparing issued tickets and created incident report forms.

Property & Evidence Inventory Module

- Ensure that evidentiary chain-of-custody requirements are met to facilitate case management
- Improve traceability of property impounded & stored in remote locations by providing notifications and alerts
- Improve the accuracy of property disposition and location by requiring specific fields to be filled in order for system to except as evidence.

Security

- Security standards meeting or exceeding those identified by the federal Department of Justice and the National Institute of Standards and Technology (NIST).
- System must comply with current and future Washington State security standards, currently identified as Washington State Office of the Chief Information Officer (OCIO) Policy No. 141.102 (Securing Information Technology Assets Standards).
- Tiered access of information with multi-factored role-based authentication.
- Data encryption, both at rest and in transit, using NIST-certified encryption module(s).
- The system must pass a state-required IT Security Design Review before acceptance of initial deployment.
- Meets the WSP ACCESS security policy for CJI protection.

In the longer term, the RMS replacement will support greater officer and staff efficiency by eliminating duplicate entry; and enabling greater efficiency by providing quick access to supporting information allowing officers to spend more time on interactions and analysis. The

new system will ensure greater officer and private data safety; and improved accountability through better and more consistent officer records.

Performance Measure Detail

Activity: A035 Enforcement No measures submitted for this package.

Other Impacts Table		Identify & Explain
Regional/County impacts?	Yes	As a statewide organization, WDFW Enforcement has officers in every region and patrol responsibilities in every county. Replacing the RMS will improve WDFW Enforcement effectiveness which will, in turn, make WDFW a stronger law enforcement partner to local police, county sheriffs and courts, and other state enforcement and criminal justice agencies.
Other local gov't impacts?	Yes	See previous answer. For county criminal justice system: WDFW's RMS is where all case file information (contact logs, incident reports, ticket information, pictures, and evidence information) is created, imported, and saved for compilation for 39 different courts. Replacing the RMS will increase efficiency, produce higher quality data, and more standardized cases for prosecutors to use in trial preparation.
Tribal gov't impacts?	Yes	As WDFW Enforcement will be a better partner to local, county, and state enforcement agencies, it will also be better able to partner with tribal enforcement.
Other state agency impacts?	No	WaTech, WSP, DOL, AOC data and systems are all tapped into by WDFW's RMS, so to the extent that the RMS could be breached, those agencies' systems could be at risk. This request would safeguard against that.
Responds to specific task force, report, mandate or exec order?	Yes	In response to the State Auditor's Office ongoing technology audits of agencies to assist WA-Tech with securing information technology assets. Immediate mitigating controls were implemented in response to findings, but the antiquity of the system means that keeping up with security compliance will continue to increase in difficulty and costs. A Homeland Security assessment concurred with the SAO findings.
Contains a compensation change?	No	
Does request require a change to a collective bargaining agreement?	No	
Facility/workplace needs or impacts?	No	
Capital Budget Impacts?	No	
Need to change statutes or rules?	No	
Related to or a result of litigation?	No	
Related to Puget Sound recovery?	No	
Is this decision package essential to implement a strategy identified in the agency's strategic plan?	Yes	Because WDFW Enforcement assists with almost every part of WDFW's work in the field, this request is essential to supporting three of the Department's four goals. Officers are critical to enforcing on-the-ground rules and regulations regarding Goal 1's native fish and wildlife as well as Goal 2's sustainable fishing, hunting, and other wildlife-related recreational and commercial experiences. The public safety and customer service aspects of law

		enforcement directly support Goal 3's emphasis on community character, quality of life, and high-quality customer service.
Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?	Yes	As described above regarding WDFW's strategic plan, this request is essential to two of the Governor's Results Washington priorities: Goal 3: Sustainable energy & a clean environment, Healthy Fish and Wildlife; Protect and restore Washington's wildlife; and Goal 4: Healthy & safe communities, Safe People.
Identify other important connections, as described in your proposal.		Federal (FBI, Homeland Security) interests and oversight

What alternatives were explored by the agency, and why was this alternative chosen?

WDFW has identified three options, regarding funding with COPs, investing further in current RMS, and building a new RMS in-house.

The State Treasury offers Certificates of Participation, a type of lease/purchase program that WDFW Enforcement utilizes for its officer trucks. However, as the RMS project does not have tangible assets to apply interest against, it is not eligible.

Keeping the current system is not a sustainable option. While it is possible to update versioning on databases, then update security patches, this will require hardware and software costs, and development hours, estimated at \$250,000. Even after all possible upgrades to the current system are exhausted, the remaining security risks would still leave unresolved critical vulnerabilities.

WDFW Enforcement staff have researched other law enforcement organizations' RMS and business needs with the idea of building its own systems. However, the Department's central Information Technology Services division does not currently have capacity or expertise specific to this type of system. After demonstrations from two leading industry companies in response to requests for information, WDFW concluded that hiring and equipping staff with the skills to build an RMS is not cost effective when compared to proven private sector solutions.

What are the consequences of not adopting this package?

If the Department does not replace the current RMS, the system will continue to limit officer and program efficiency and effectiveness. The current inefficiencies related to duplicative data input and not having the ability to fully capture data that is necessary for law enforcement organizations to record will continue to inconvenience general law enforcement work and investigations. The performance issues associated with an antiquated system cannot be resolved, which wastes valuable time limits the availability of critical information to officers. Critical security vulnerabilities will still be an issue, making the system and information susceptible to data breaches. Category 3 and 4 data (consisting of CJI and personally identifying information) for Washington state and national citizens will be continually at risk. In the event a security breach occurs, it would result in the restriction the officer's access to all of the CJI systems and other state government information (i.e., DOL licensing data, AOC adjudication results). Significant support and oversight from WaTech and WSP would be required to rectify the security problems. The effort and costs associated with a post-emergency fix significantly outweighs a proactive solution.

2017-19 IT Addendum

PART 1: ITEMIZED IT COSTS

Information Technology Items in this DP	FY 2018	FY 2019	FY 2020	FY 2021
FTE - Salaries and Wages, Employee Benefits, Other Employee Costs	\$108,600	\$189,300		
IT Professional Services		\$75,000		
Training	\$27,300			
Software & Subscription Services		\$1,250,000	\$150,000	\$150,000
Travel	\$14,000	\$14,000		
Subtotal IT Items	\$149,900	\$1,528,300	\$150,000	\$150,000
Associated Infrastructure and Program Support	\$48,700	\$48,700	\$48,700	\$48,700
Total Cost	\$198,600	\$1,577,000	\$198,700	\$198,700

NOTE: These figures are estimates only, pending further consultation and design.

PART 2: IDENTIFYING IT PROJECTS

If the investment proposed in the decision package is the development or acquisition of an IT project/system, or is an enhancement to or modification of an existing IT project/system, it will also be reviewed and ranked by the OCIO as required by RCW 43.88.092. The answers to the three questions below will help OFM and the OCIO determine whether this decision package is, or enhances/modifies, an IT project:

1. Does this decision package fund the development or acquisition of a new or enhanced software or hardware system or service? **Yes** **No**
2. Does this decision package fund the acquisition or enhancements of any agency data centers? (See [OCIO Policy 184](#) for definition.) **Yes** **No**
3. Does this decision package fund the continuation of a project that is, or will be, under OCIO oversight? (See [OCIO Policy 121](#).) **Yes** **No**

**WDFW PL-S3 Enforcement Records Management
2018 Supplemental Budget Request
Attachment: OCIO Criteria Self-Ranking**

Parent Criteria	Business Driven IT Management
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Criterion Name	Criterion Definition	AGY Rate	Agency Notes
Business Process Improvement	Primary goal of the proposal is to transform an agency business process -- This criterion will be used to assess the transformative nature of the project (INTENT: to incentivize agencies to take transformative projects that may include risk.)	100%	This project will replace a legacy records management system (RMS) for WDFW Police. The replacement will address critical system vulnerabilities and network security risks, introduce new capabilities, lean current processes, and enable significant expansions into scalable mobile solutions. Below are lists of transformative new capabilities that will be realized and business processes that will see significant improvement. New Capabilities: -Scalable mobile solutions. -Tiered access to information utilizing multi-factored role-based authentication. -Automated reporting and notifications. -Vendor-supported, configurable, module-based software Improved Business Processes: -Automated capture of data requirements for law enforcement (e.g. calls-for-service.) -Offline data caching and automatic synchronization upon connecting to the network. The current system is antiquated, with multiple identified business processes requiring transformation. -The query function to search for names or reports is slow and often freezes. -The ability for mobile devices to transition between online and offline system use often fails, requiring the system to restart, losing work, and taking more time.
Weight - 6.3			
Rating	Value	Scale Definition	
Major Transformation	100%	The project is transformative and sets up the agency for continuous process improvement.	X
Significant Transformation	50%	The project is transformative by improving or leaning out significant business processes.	
Moderate Transformation	25%	The project is transformative and improves some business processes.	
No Transformation	0%	The project is not a transformative initiative.	

Criterion Name	Criterion Definition	AGY Rate	Agency Notes
Risk Mitigation / Organizational Change Management	Primary goal is to assess the agencies anticipation of the risk of an initiative and planned mitigation of those risks. This criterion will be used to determine if the initiative provides adequate resources to mitigate risks commensurate with the risks associated with a technology initiative. Risk planning may include budgeting for independent Quality Assurance, organizational change management, training, staffing, etc. (INTENT: Drive business value by encouraging risk taking that is well managed.)	100%	The project has anticipated and budgeted for risk mitigation by: -Implementing network security upgrades to minimize potential risks in the lead-up to project deployment. Additionally, our agency is submitting a decision package for an IT project to improve network security and stability. -Appointing Quality Assurance staff to the project team. -Distributing workload of internal project team members to accommodate for their absence. This will involve hiring temporary and permanent positions.
Weight - 8.37			
Rating	Value	Scale Definition	
Strong Risk Mitigation	100%	The project has anticipated and budgeted for risk mitigation or has no associated risks.	X
Moderate Risk Mitigation	50%	The project has budgeted for a minimal amount of risk mitigation.	
Minimal Risk Mitigation	25%	The project speaks to risk mitigation but has not identified resources to address the issue.	
No Risk Mitigation	0%	The project has not considered or planned for associated risks.	

Criterion Name	Criterion Definition	AGY Rate	Agency Notes
Measurable Business Outcomes Aligned to Agency Strategy	The goal of this criteria is to assess the extent to which the IT proposal has established measurable business outcomes aligned to agency strategies. (The intent is to drive agencies to establish business outcomes and measures those outcomes).	100%	Performance measures are baselined from the current systems capabilities and functionality. -Eliminate duplicate data entry. Currently there are 45 identified points of entry for the possibility of duplicate data entry. Offline data caching has high potential to fail due to loss of network connection in remote areas. -Capture 100% of calls-for-service (CFS.) The current system does not automatically capture CFS data. 75% of all CFS are currently captured.
Weight - 8.6			
Rating	Value	Scale Definition	
Significant, Measurable Outcome Metrics	100%	The project proposal identifies significant performance measures that have a direct impact on the business of the agency. Measures are base-lined and have target goals.	X
Significant Transformation	50%	The project has identified at least one outcome measure but has not baseline data or target goals.	
Outcomes Identified / Not	25%	The project speaks to business improvements but has not identified any measurable outcomes.	
No Business Outcomes Identified	0%	The proposal has not identified any performance outcomes.	

Criterion Name	Criterion Definition	AGY Rate	Agency Notes
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Impact of Not Doing	Primary goal is to assess the impact of not funding an IT initiative as it may relate to service failure, mandates, legal requirements, or loss of opportunity.□		100%	<p>The current system has critical security issues that, if left unresolved, allow unauthorized and unrestricted access to category 3 and 4 personally identifiable information (PII.) If a breach is identified, the system would be shut down for an undetermined amount of time while resources were devoted to securing and reinstating it. If the breach goes unidentified, officers are operating in the field with information based upon data with compromised integrity, therefore compromising public and officer safety. If an attack was levied against the system that caused an outage, public and officer safety would be compromised due to the lack of access to information.</p> <p>The following have identified the risk of not funding (or not addressing security issues): Department of Homeland Security Assessment, SAO/WaTech Security Audit, CJIS Audit, & internal evaluations.</p>
Weight - 13.81				
Rating	Value	Scale Definition		
Significant Impact	100%	Failure to meet statutory or legal mandates. Include Imminent failure of a mission critical system.		X
Moderate Impact	50%	There is a risk of failure for aging systems and high cost for recovery and support.		
Minimal Impact	25%	Loss of opportunity for improved service delivery or efficiency.		
				<p>The current system is not in compliance with Washington State Office of the Chief Information Officer (OCIO) Policy No. 141.10 (Securing Information Technology Assets Standards).</p> <p>The system not meeting security standards as identified by Department of Justice's GJXDM, NIEM, and the National Institute of Standards and Technology (NIST). The system does not meet WSP</p>

Parent Criteria	Architectural Standards
The goal of these criteria are to assess the IT proposal's implementation of interoperability standards and reuse of existing systems or components.	

Criterion Name	Criterion Definition	AGY Rate	Agency Notes
Interoperability	Application/system has the capability to share information with other systems without additional custom development (either in house or by the vendor/s) or additional investment in order to achieve interoperability. INTENT: Drive agencies to acquire and/or develop systems that are interoperable across the state enterprise.)	100%	<p>The new system will have the capability to simply and reliably share information with other systems. Due to the category 3 and 4 data contained in the system, any data sharing must utilize secure connections and requires additional management approval. Required connections include the information systems of the Administrative Office of the Courts (AOC) JIS Court system, WDFW's WILD licensing system, and Washington State Patrol's SECTOR & ACCESS systems.</p> <p>The new system will accommodate for current PII data sharing agreements with LNI, future connections with other natural resource law enforcement organizations (e.g. Parks, DNR), and internal data sharing applications (International Wildlife Violators Compact).</p> <p>The new system will be scalable for mobile device interoperability. Defined actions will be available with mobile devices to synchronize with the full application housed on the MDT.</p>
Weight - 7.71			
Rating	Value	Scale Definition	
Plays great with others	100%	Interoperability is built into the core IT systems used by the project. The system publishes a clear Application Programming Interface (API) that allows other state systems to exchange data with it simply and reliably without restrictions, additional purchases or new custom coding.	
Optional Vendor Add-on	50%	The project will use a system that can inter-operate with other systems through one or more proprietary connectors, services, etc., usually created and supported by the system vendor for an additional fee.	
Custom coding required	24%	New connections can or have been made to external systems via custom development.	
Isolated	0%	Isolated. The systems in this project will not really communicate with other systems in state government, except by virtue of sharing another database.	

Criterion Name	Criterion Definition	AGY Rate	Agency Notes
Leverages Existing Systems or Creates Reusable Components	Reuse: leverages an existing system already in use within the state or has the potential to be reused by other agencies or programs.	50%	<p>DES's JINDEX system, Administrative Office of the Courts (AOC) JIS Court system, WDFW's WILD licensing system, and Washington State Patrol's (WSP) SECTOR & ACCESS are currently leveraged systems that are required connections in the solution. The system will utilize the existing SGN.</p>
Weight - 5.61			
Rating	Value	Scale Definition	
Significant Reuse	100%	Completely leverages an existing system already in use within the state or has potential for reuse by other	
Moderate Reuse	50%	Leverages some system components already in use within the state but has potential for additional reuse by others.	
Minimal Reuse	25%	Leverages some existing components but does not have the potential for additional reuse by other agencies or programs.	
No Reuse	0%	Does not leverage any system or components already in use within the state; no potential for reuse by others.	

Parent Criteria	Technology Strategy Alignment
The goal of these criteria are to assess the alignment of the IT proposal to the technology strategies of the state as articulated by the Office of the Chief	

Criterion Name	Criterion Definition	AGY Rate	Agency Notes
Mobility	New mobile services for citizens or state workforce -- This criterion will be used to assess the contribution of the initiative to support mobile government services for citizens and a mobile workforce. (INTENT: to drive agencies to look for ways to deliver results and services that are accessible to citizen from mobile devices. We value mobility for employees as well but value mobility for citizens more).	50%	The new system will fully support our mobile workforce and enable scalable mobile solutions with offline data caching and automatic synchronization upon establishing a network connection. Mobile access across the entirety of Washington State and up to 200 nautical miles off-shore is critical. Officers (end users) spend the majority of their time in the field, frequently in remote areas with limited or nonexistent network connections.
Weight - 3.29			
Rating	Value	Scale Definition	
Primarily Mobile	100%	The project primary objective is to create anytime, anywhere mobile access to a state system or service for a significant number of external customers.	
Moderate Mobile Improvement	50%	The project will improve the mobility for state workers or provide access to a small number of external customers.	
Incremental Mobile Improvement	25%	The project may provide an incrementally improved mobile experience for external customers or workers.	
No Mobile Component	0%	The project provides no improvement to a mobile experience for external customers.	

Criterion Name	Criterion Definition	AGY Rate	Agency Notes
Open Data	New data sets exposed -- This criterion will be used to assess if the initiative or the project will increase the citizen's access to state data with no strings attached and in a format that's easy to use? The legislature has found that government data are a vital resource to both government operations and to the public that government serves. RCW 43.105.351Publication of open data reduces time spent on records requests, helps our companies adapt to a dynamic economy, and helps civic groups, researchers and small agencies get their work	100%	The automated collection of data ensures greater data integrity and a higher volume of data is available to external stakeholders. The data produced is used to satisfy public information reporting requirements for Dangerous Wildlife Interactions (RCW 77.12.885), DOH/FDA Sanitary Shellfish Beach Patrols, and Public Disclosure Requests. The system will provide data for a investigatory agreement with LNI to match CJI and PII to identify fraud. Future similar connections with other natural resource law enforcement organizations (e.g. Parks, DNR) are planned. Data submitted to the AOC is utilized by prosecutors to address cases. Data is utilized by the agency to determine effort, and the Enforcement program to identify trends. Due to the category 3 and 4 data contained in the system, there are restrictions on publishing new data sets. The system will make retrieving data for review and redaction measurably more efficient.
Weight - 1.35			
Rating	Value	Scale Definition	
Open, Useful + Multi-Agency	100%	Two or more agencies are collaborating to publish open data in this project that they know will be used and useful.	
Open and Useful	50%	The agency will produce more open data as part of this project and knows that it will be useful to the public - perhaps through stakeholder feedback or web analytics on current offerings.	
New Open Data	25%	The project will publish some new open data, but the agency or project team are working within a single agency and are not in a position to assess how useful it may be.	
No Open Data	0%	The project will not publish open data. It may be that the project's data is confidential, or that the agency prefers to publish PDF's, printed reports or eyes-only briefings.	

Criterion Name	Criterion Definition	AGY Rate	Agency Notes
Modernization	Cloud, SaaS, PaaS, COTS before custom development -- This criterion will be used to assess if the initiative will result in replacing systems with contemporary solutions. (INTENT: to drive agencies to look more intently at leveraging modern solutions).	100%	We are replacing an antiquated COTS system that has been extensively customized to our business needs. The new system will be a vendor-supported, configurable, module-based PaaS or SaaS solution. No custom development will be allowed to void continued vendor support through updates and customer service. To tailor the system to WDFW's business needs, only configurations within the application framework will be allowed. Furthermore, the module-based design will allow for future addition of new capabilities and system consolidation. The new solution will have greater compatibility to integrate with other common modern law enforcement systems, such has the International Wildlife Violators Compact (IWVC) and current applications for internal affair investigations.
Weight - 5.48			
Rating	Value	Scale Definition	
Modern and Cloud	100%	The project is designed to significantly modernize a core part of state IT infrastructure using a cloud-based approach. We value a cloud first strategy of SaaS, hosted COTS, PaaS, and IaaS.	
Modern and Hybrid	50%	The project uses a significantly newer technical solution that is a combination of cloud and non-cloud.	
Newer with no Cloud	25%	The project uses a significantly newer technical solution that is not cloud based.	
Not More Modern	0%	The project replaces legacy systems or technologies with technology that is not significantly more modern.	

Criterion Name	Criterion Definition	AGY Rate	Agency Notes
Early Value Delivery	Adds value in short increments -- This criterion will be used to determine if the initiative provides "customer-facing value" in small increments, quickly to drive our agile strategy. (INTENT: Drive agencies to producing value more quickly and incrementally).	50%	Implementation cannot effectively leverage agile approach. Aggressive project timeline (21 months) used to provide value and lower risk of legacy system failure. The plan is to utilize a rolling wave approach for the project to deliver regular customer-usable value.
Weight - 4.56			
Rating	Value	Scale Definition	
Value Within 6 Months	100%	The project is designed to produce customer-usable value every six months.	
Value Within 12 Months	50%	The project is designed to produce customer-usable value every twelve months.	
Value Within 18 Months	25%	The project is designed to produce customer-usable value every 18 months.	
Value Over 18 Months	0%	The project does not take an agile approach and/or does not deliver customer-facing value every 18 months.	

Parent Criteria	Security and Privacy
The goal of these criteria are to assess the IT proposal's impact on the security of agency systems and data AND the impact on the privacy of citizen	

Criterion Name	Criterion Definition		AGY Rate	Agency Notes
Security	Improve agency security -- This criterion will be used to assess the improvements to the overall security posture for an agency. (INTENT: to award points to projects when the purpose of the initiative is to improve security across an agency.		100%	The agency requires access to multiple state and federal systems to query criminal justice information (CJI) and personally identifying information (PII) while also creating new records consisting of category 3 & 4 data. From independent assessments, multiple critical security vulnerabilities have been identified that cannot be address with the current system. These vulnerabilities make the system and information housed susceptible to a data breach. In the event of a data breach, the state will be identified as a responsible party, as the security requirements for the current system contractually are a requirement of the agency. The proposed solution would significantly improve the agency security by: <ul style="list-style-type: none"> • Shifting responsibility to the vendor by PaaS or SaaS. • Alignment with federal (FBI CJIS policy, Department of Justice's GJXDM & NIEM), state (OCIO Policy No. 141.10, WSP ACCESS security policy), agency (WDFW Information Technology Security Plan Ch. 4), and industry (NIST) security policies. • Removal of the technical debt of unsupported software of the current system.
Weight - 20.65				
Rating	Value	Scale Definition		
Agency-wide Impact	100%	The project's primary purpose is to introduce new capabilities to improve security across in an agency.	X	
Adds New Security	50%	The project addresses a business problem AND includes significant security improvements.		
Improves Existing	25%	The project incrementally improves the existing security for an agency.		
No Impact	0%	The project will have no impact on an agency's security posture and/or infrastructure.		

Criterion Name	Criterion Definition		AGY Rate	Agency Notes
Privacy Principles	Privacy principles applied to investment -- This criterion will be used to assess if the initiative will be implemented in whole or in part with consideration of established privacy principles (e.g., data minimization, data retention, data quality, controlled data access, etc.).		100%	The investment will significantly improve privacy principles regarding category 3 and 4 data (consisting of criminal justice information and personally identifying information) security by implementing tiered access of information with multi-factored role-based authentication for the system, setting automatic record retention schedules and reports for data, and increasing the standardization of capturing the publics information for higher quality data.
Weight - 14.28				
Rating	Value	Scale Definition		
Agency-wide Impact	100%	The project's primary purpose is to introduce new capabilities to improve data privacy across in an agency.	X	
Adds New Privacy Capabilities	50%	The project addresses a business problem AND includes significant data privacy improvements.		
Improves Existing	25%	The project incrementally improves the existing privacy posture and/or capabilities.		
No Impact	0%	The project will have no impact on an agency's data privacy posture and/or infrastructure.		

2018 Supplemental Budget Decision Package

Agency: 477 Department of Fish and Wildlife
Code/Title: S4 Timber Revenue for Forest Health
Budget Period: 2017-19
Budget Level: PL – Performance Level

AGENCY RECOMMENDATION SUMMARY TEXT

The Department received expenditure authority last biennium to support increased timber thinning operations on wildlife areas to improve forest habitat and reduce wildfire risk. The Department proposes to continue this practice where WDFW directly hires contractors to conduct thinning and timber sorting. This approach maximizes the timber revenue which can be reinvested in forest health and maintenance of wildlife areas, and ensures that the forest health work is done in a timely manner and is not limited by market conditions. WDFW requests expenditure authority to utilize the revenue generated from timber sales for planned forest health projects.

Revenue Detail

By Fund/Source	Fund Title	FY 2018	FY 2019	FY 2020	FY 2021
001-0315	General Fund-Federal	1,408,000	630,000	1,400,000	1,400,000
110-0415	Special Wildlife Account-State	1,483,000	1,680,000	1,501,000	1,501,000
Total by Fund/Source		2,891,000	2,310,000	2,901,000	2,901,000

Operating Expenditures

By Fund/EAI	Fund Title	FY 2018	FY 2019	FY 2020	FY 2021
001-2	General Fund-Federal	1,408,000	630,300	1,400,000	1,400,000
110-1	Special Wildlife Account-State	1,483,000	1,680,000	1,501,000	1,501,000
Total by Fund/EAI		2,891,000	2,310,000	2,901,000	2,901,000
Total FTEs		3.2	3.3	3.3	3.3
By Object					
A	Salaries and Wages	151,500	156,100	157,600	157,600
B	Employee Benefits	61,500	62,400	62,800	62,800
C	Personal Service Contracts	2,554,000	1,966,000	2,554,200	2,554,200
E	Goods and Services	13,000	13,000	13,000	13,000
G	Travel	7,200	7,200	7,200	7,200
J	Equipment	21,200	21,200	21,200	21,200
T	Intra-agency Reimbursement	82,600	84,400	85,000	85,000
Total by Object		2,891,000	2,310,300	2,901,000	2,901,000

PACKAGE DESCRIPTION

Forest thinning supports healthy forest habitats and reduces the risk of wildfires to human health, safety, homes, and other infrastructure. Because of the habitat and public benefits of this practice, WDFW is increasing both commercial and pre-commercial thinning operations on Department-owned and managed lands. From 2000 through 2014, the Department thinned an average of 620 acres per year on its lands. In the last three years, however, WDFW has thinned an average of 1,791 acres per year to improve the health of its forests, and plans to continue the increased thinning. This same work was funded in the 2017 supplemental budget but the expenditure authority does not carry-forward in second supplemental budgets.

At the same time, WDFW wants to continue to take advantage of an alternative way to pay for the thinning that the Department of Natural Resources uses which can generate more revenue for further forest health activity. When timber markets are healthy, local mills are willing to assume the costs of thinning operations, because the revenue generated produces a net profit for them. In recent years, WDFW has used these stumpage sales to accomplish thinning, through which mills bid on the projects and hire contractors to accomplish the thinning. The mills and contractors collect all of the revenue generated through the timber sales to cover their costs and secure a profit. These projects require no spending authority, because no financial transactions are made between WDFW and the contractors and WDFW rarely receives any revenue.

Recently, changes in local market conditions have reduced the profitability of stumpage sales for mills. In this situation, WDFW can maximize revenue by hiring thinning contractors and then selling forest products to directly to mills. This approach can be especially profitable when harvested logs are sorted by different sizes and species of tree, and then sold to the highest bidder for each product. This approach requires WDFW to pay contractors to conduct road preparation and thinning work, utilizing the revenue from the previous sorted timber sales and then generating new revenue to pay for the next thinning project. This change in practice creates a need for spending authority to make these payments, as well as authority to spend any net profits. Net profits often are required to be spent on the same lands that generated the thinning sale, due to federal grant rules.

This approach requires more spending authority because WDFW must pay contractors out of the proceeds rather than rely on mills to hire their own contractors. Though the best thinning approach for any given parcel is only known at the time of harvest, WDFW anticipates completing 11 projects in the 2017-19 biennium using the “sort sale” alternative to stumpage sales. Preliminary estimates indicate that these projects will generate \$5.2 million of revenue, with healthier forests and up to \$750,000 in net profit after all costs are paid. See attached table for a detailed list of projects.

The majority of the revenue will go to paying contractors who conduct thinning and sorting. The remaining revenue will be invested in:

- Future project development by paying for timber assessments, project design, and cultural resource surveys, staff salaries and equipment, especially where it can be used as match to leverage additional grant funds.
- Follow-up fuel treatments like pile burning or broadcast burning.
- Pre-commercial thinning projects.
- Other land management priorities.

This same work was funded in the 2017 supplemental budget but the expenditure authority did not carry-forward. This decision package requests expenditure authority to continue this work in the current biennium.

Name and Phone Number of Subject Matter Expert:

Paul Dahmer
(360) 902-2480

EXPENDITURE AND REVENUE CALCULATIONS AND ASSUMPTIONS

Fund Sources: Six of the harvests are scheduled on land for which operations and maintenance are funded through the Pittman-Robertson (PR) federal grant program. The revenue is being recorded in accordance with program income requirements for PR funding (75% federal and 25% state match). Under federal rules program income from PR lands must be reinvested in these lands. For lands not funded through PR, the full amount of revenue and expenditures are recorded as state funding. All state revenue associated with the timber harvests will be deposited in the Special Wildlife Account (Fund 110) to ensure that long-term funding obligations associated with the purchase of the lands can be met and to dedicate the revenue back to operations and maintenance needs in forested wildlife areas. A total of \$3.2 million is estimated in the 2017-19 biennium for state spending, and \$2 million is estimated for federal spending of program income. The expenditure authority requested in this decision package is expected to be fully supported by the revenue generated from timber sales. (See attached table for fund detail by thinning project.)

This request will fund two foresters (Natural Resource Specialist 3) starting in FY 2018 and ongoing to work on inventory, prioritization, project planning, and project administration for the sales. In addition, an archeologist (Natural Resource Scientist 3), starting in FY 2018 and ongoing, will manage the cultural resource surveys and consultations for the projects.

Based on prior thinning project actual expenditures, the foresters will travel a total of 120 per year. Per diem and motor pool vehicle costs for 100 miles per travel day, 180 days per year, will total \$7,200 annually. While in the field, the foresters will use field supplies of paint, flagging, and tools, averaging \$21,200 annually.

Costs for forest thinning projects are estimated at \$1.9 million in FY 2018, \$1.4 million in FY 2019, and \$1.9 million in FY 2020 and ongoing. Cultural resource surveys and reports will be contracted out, estimated at \$327,000 in FY 2018, \$283,000 in FY 2019, and \$327,000 in FY 2020 and ongoing. Lastly, WDFW will contract for forestry consultants, at the same level as the cultural resource contracts, for inventory and prioritization, assessing timber value, feasibility analysis, road access design, stream typing, site layout, tree marking, and other harvest-related requirements. See attached table at the end of this decision package for a break-down of contract costs by planned thinning project. Estimates are based on the number of acres and contract costs from recent projects.

Goods and services, Object E, include \$5,400 per FTE, per year, for WDFW standard costs, which cover an average employee's supplies, communications, training, and subscription costs per year, as well as central agency costs.

An infrastructure and program support rate of 32.46 percent, applied to non-contract costs, is included in Object T and is calculated based on WDFW's federally approved indirect rate. Administrative FTEs are proportional to the infrastructure and program support calculations.

Which costs are one-time; which are ongoing? What are impacts in future biennia?

All costs are ongoing.

DECISION PACKAGE JUSTIFICATION AND IMPACTS

What specific performance outcomes does the agency expect?

The immediate outcome from this request is establishing a more effective mechanism to increase forest management projects. Longer-term outcomes of healthy forests are three-fold: improved complex habitats and wildlife populations, decreased risk of catastrophic wildfire, increased recreational opportunities, and support of rural timber industry jobs.

Increased thinning promotes healthy forests that can support more abundant wildlife as projects are designed to increase habitat complexity and ecological integrity. Thinning projects align with state law directing the Department to conserve native fish and wildlife and their habitat, while also supporting sustainable fishing, hunting and other outdoor opportunities for millions of Washington residents and visitors.

Timber revenue generated from these projects will increase the amount of thinning that can be accomplished to reduce wildfire risk to WDFW lands and nearby communities. Thinning operations will reduce wildfire risk, by changing the structure of forests and reducing fuel loads. Projects reduce fuels, especially smaller trees that function as fuel “ladders” that allow ground fires to climb into the crowns of trees. Below are before and after photos from recent thinning operations on the Methow and Blue Mountains Wildlife Areas.

Before



After



Before



After



This approach will drive an increase in forest thinning projects, which will support private sector forestry work that in turn supports rural economic development. These projects will support local economies by sending more wood products to local mills and increasing the habitat and recreational value of WDFW wildlife areas. Hunting, fishing and wildlife-watching opportunities contribute to the state’s outdoor recreation economy, which generates \$22 billion in economic activity each year and supports approximately 200,000 jobs across the state.

Performance Measure Detail

Activity:

A039 Land Management. No measures submitted for this package.

Other Impacts Table		Identify & Explain
Regional/County impacts?	Yes	Forest thinning activity will be focused in the dry forest of eastern Washington, providing particular economic and recreational benefits to rural areas that are prone to wildfire.
Other local gov't impacts?	Yes	Some projects will help some at-risk communities address needs in community wildfire protection plan. Projects will also generate local sales tax revenue.
Tribal gov't impacts?	No	
Other state agency impacts?	Yes	Since many wildlife areas are adjacent to DNR trust lands work is prioritized in coordination with DNR to ensure that high wildfire and insect damage risk areas are addressed. Special consideration is given to protecting State Trust Lands.
Responds to specific task force, report, mandate or exec order?	No	
Does request contain a compensation change?	No	
Does request require a change to a collective bargaining agreement?	No	
Facility/workplace needs or impacts?	No	
Capital Budget Impacts?	No	

Is change required to existing statutes or rules?	No	
Is the request related to or a result of litigation?	No	
Is the request related to Puget Sound recovery?	No	
Is this decision package essential to implement a strategy identified in the agency's strategic plan?	Yes	<p>This decision package supports the following conservation principles, which inform the agency's 2017-19 strategic plan:</p> <p>Principle 1 – Practice conservation by managing, protecting and restoring ecosystems for the long-term benefit of people and for fish, wildlife and their habitat.</p> <p>Principle 2 - Be more effective when managing fish, wildlife and their habitats by supporting healthy ecosystems.</p> <p>Principle 5 - Embrace new knowledge and apply best science to address changing conditions through adaptive management.</p> <p>Additionally, this decision package supports the following WDFW goals. Goal 1: Conserve and protect native fish and wildlife; and Goal 2: Provide sustainable fishing, hunting, and other wildlife-related recreational and commercial experiences.</p>
Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?	Yes	<p>This request supports the following Results Washington Goals:</p> <p>3.4.2: Increase the average annual statewide treatment of forested lands for forest health and fire reduction from 145,000 to 200,000 acres by 2017</p> <p>3.2.3: Increase the percentage of current state listed species recovering from 28% to 35% by 2020. – Forest thinning increases the ecological integrity of forest habitat and will benefit multiple forest-dependent species.</p>
Identify other important connections, as described in your proposal.		Funding was authorized last biennium to support this new approach to forest health management. The expenditure authority requested in this package aligns with the budget decisions from the Governor and the legislature.

What alternatives were explored by the agency, and why was this alternative chosen?

There are no alternatives for three projects that are already underway other than to reduce, or stop the work. For the remaining projects under development WDFW could attempt to use project designs and contracting approaches where mills hire contractors. However, there's no guarantee that mills will bid on projects, and less revenue is generated under this approach. WDFW could also focus on pre-commercial thinning projects that generate no revenue. These approaches would result in less forest health treatment because they do not capitalize on the full potential of timber revenue to fund forest health projects.

What are the consequences of not adopting this package?

If expenditure authority is not provided to utilize the revenue generated during these thinning operations to pay the contractors, currently planned forest management projects would need to be suspended until market conditions improve and mills have an incentive to resume thinning activities.

This will result in the following risks:

- increased risk of wildfire damage, and corresponding suppression and restoration costs;
- insect damage, requiring costly correctional measures (including salvage thinning with reduced revenue earnings due to timber damage);
- habitat quality of forested wildlife areas would be sub-optimal due to overcrowded tree density; and
- wildfire impacts on human health and safety, and the potential loss of state and private infrastructure.

**WDFW PL-S4 Timber Revenue for Forest Health
2018 Supplemental Budget Request
Attachment: Contract Costs by Thinning Project**

<i>all figures are in \$000s</i>	FY 2018 7/1/2017 - 6/30/2018						FY 2019 7/1/2018 - 6/30/2019					
	Anticipated gross revenue	Anticipated project costs out of revenue	Net revenue	Federal spending authority	State spending authority needed		Anticipated gross revenue	Anticipated project costs out of revenue	Net Revenue	Federal spending authority	State spending authority needed	
St. Helens*	360	192	168	270	90							
Klickitat*	236	236	0	177	59							
LT Murray Hutchins*	831	820	11	623	208							
LT Murray Taneum	839	709	130		839							
Colockum Tarpiscan*						440	440	0	330	110		
Scatter Creek	175	175			175							
Robinson Canyon						570	570		0	570		
Grouse flats*	450	9	441	338	113							
4-0 Mountain View*						400	400	0	300	100		
RCO grant Methow						500	500	0	0	500		
Chelan Co federal grant						400	400	0	0	400		
Totals	2,891	2,141	750	1,408	1,483	2,310	2,310	0	630	1,680		

* These projects that have a nexus with federal Pittman-Robertson funds, therefore future spending must be 75% federal and 25% state. All other projects are entirely state-funded.