

The background image is a scenic view of a coastal area. The top half shows a wide expanse of water with a forested hill in the distance. Several small boats and two people wading are visible in the water. The bottom half shows a rocky shoreline with driftwood and lush green vegetation in the foreground. A large, semi-transparent orange circle is positioned on the right side, partially overlapping the text and the landscape.

PUGET SOUND PARTNERSHIP 2017–2020 STRATEGIC PLAN

2017-2020 STRATEGIC PLAN

PUGET SOUND PARTNERSHIP

VISION

VIBRANT, ENDURING NATURAL SYSTEMS
AND COMMUNITIES

MISSION

ACCELERATE THE COLLECTIVE EFFORT TO
RECOVER AND SUSTAIN THE PUGET SOUND

CULTURE

- WE ARE STRATEGIC AND PASSIONATE – DRIVEN BY THE BEST LONG TERM INTEREST OF PUGET SOUND.
- WE SUPPORT SCIENCE-INFORMED, EVIDENCE-BASED DECISIONS AND ACTIONS BY THE MANY PARTNERS ENGAGED IN RECOVERY EFFORTS.
- WE MAINTAIN CREDIBILITY BY COMMUNICATING FACTS AND BEING ACCOUNTABLE FOR RESULTS.
- WE QUESTION, WE LEARN, WE CATALYZE, AND WE CELEBRATE.



WORKING STRATEGICALLY AS A BACKBONE ORGANIZATION

**THREE KEY ROLES FORM THE BASIS OF THE PARTNERSHIP'S
WORK AS A BACKBONE AGENCY:**

1. LEAD A COLLABORATIVE EFFORT TO CHART THE COURSE TO RECOVERY
2. SUPPORT AND EMPOWER PARTNERS TO IMPLEMENT THE ACTION AGENDA
3. MANAGE SHARED MEASUREMENT AND ACCOUNTABILITY

I. HELP CHART THE COURSE

ROLE

Work with partners to develop, monitor and adapt an array of prioritized, science-informed strategies, actions, and programs designed to reach specific outcomes. This shared course, the Action Agenda, helps ensure coordination of recovery actions. The Action Agenda Implementation Plan focuses funders on the most effective investments for recovery.

STRATEGIES

- **Use Collective Impact:** Engage and harness the community so the plan is created by those who implement it and those who benefit from it. Plan creation becomes a hub for engagement, guidance, and investment for Puget Sound recovery and protection.
- **Serve in the Backbone Roles:** Serving in nonpartisan roles builds trust and credibility. Steward the systems in a way that is:
 - » Science-based in our decisions
 - » Clear, transparent, and predictable in our processes
 - » Seeking continuous improvement
 - » Working for the benefit of the public interest
- **Transition to Implementation Strategies:** Build confidence in the community by showing that there are clear paths to where we want to get and that there are objective frameworks as foundations for the rankings and priorities.

HELP CHART THE COURSE STRATEGIC ACTIONS

WORKGROUP	GOALS AND WORKPLAN ELEMENTS
INTEGRATED PLANNING	
Policy & Planning	<ul style="list-style-type: none"> • Work with internal teams, boards, and the Action Agenda Coordination Group to improve and standardize the Action Agenda update process for 2018 and beyond. • Work with Strategic Initiative Leads, Local Integrating Organizations, Lead Entities, and tribes to integrate Implementation Strategies, local ecosystem and salmon recovery plans, and tribal priorities into the Action Agenda process.
Local Ecosystem Recovery	<ul style="list-style-type: none"> • Support Local Integrating Organizations in the continued development of the 2-year implementation and 5-year recovery plans in a way that integrates local and regional action on Puget Sound recovery and salmon recovery. • Work with salmon recovery partners to develop habitat goals for each watershed. • Work with federal, tribal, state, and local salmon recovery partners to develop watershed-scale recovery plan chapters for steelhead. • Develop adaptive management of the Chinook Implementation Strategy and regional recovery plan.
Adaptive Management	<ul style="list-style-type: none"> • Lead development of adaptive management process and tools to increase learning from past actions to improve future Action Agenda updates. • Support staff and partners in documenting assumptions about how priority strategies and actions are intended to work so that they can be evaluated and improved. • Build and strategically update information systems that improve the quality and accessibility of data needed to make decisions about Puget Sound recovery. • Work with staff and partners to increase coordination across teams and collaboration among partners to increase efficiency of planning and reporting efforts and increase effectiveness of the Action Agenda.

WORKGROUP	GOALS AND WORKPLAN ELEMENTS
ENGAGEMENT AND PARTNER SUPPORT	
Boards	<ul style="list-style-type: none"> • Engage the Boards in charting the course.
Communication & Advancement	<ul style="list-style-type: none"> • Communicate the course and the destination to partners, the public, media, and decisionmakers. • Develop a “speakers bureau” of experts on Puget Sound recovery topics. • Develop and maintain visual communication tools, including the website, to make the processes and outcomes of the Action Agenda accessible to all audiences. • In collaboration with partners, create a plan to advocate for federal, state, and local (both public and private) investments in Action Agenda implementation.
SCIENCE AND EVALUATION	
Science & Evaluation	<ul style="list-style-type: none"> • Identify and prioritize science work actions in the Action Agenda planning process, building alignment of the science strategic plan, the Action Agenda comprehensive plan, and various other efforts. • Use effectiveness materials and resources to distill and document lessons learned to guide regional adaptive management recommendations. • Assist partners to develop actions that have clear objectives and performance measures that enable progress to be evaluated and managed. • Facilitate scientists’ engagement in the development of implementation strategies.
OPERATIONS	
Operations	<ul style="list-style-type: none"> • Facilitate the prioritization of state agency budget requests and track associated state investments that implement the Action Agenda and advance Puget Sound recovery. • Track budget and investments for state agency ongoing programs supportive of Puget Sound recovery. • Maintain a robust records retention program to ensure the history of the Action Agenda development and of other major products is maintained for future reference.

2. SUPPORT AND EMPOWER PARTNERS

ROLE

Ensure partners are supported and empowered to implement the actions in the Action Agenda.

STRATEGIES

- **Mobilize funding:** Help make adequate resources available for partners to implement Action Agenda actions and support ongoing programs
- **Create supportive environment:** Advance policy and legislative measures that are most conducive to the implementation of the Action Agenda
- **Educate key partners:** Ensure decisionmakers are well-informed about key issues related to the recovery and protection of Puget Sound
- **Remove barriers:** Work to catalyze, coordinate and convene conversations to better understand and help partners overcome barriers to recovery efforts

SUPPORT AND EMPOWER PARTNERS STRATEGIC ACTIONS

WORKGROUP	GOALS AND WORKPLAN ELEMENTS
INTEGRATED PLANNING	
Policy & Planning	<ul style="list-style-type: none">• Ensure that the Action Agenda includes specific, measurable, and implementable actions that are clearly linked to recovery outcomes so that decisionmakers are confident about what actions will accomplish.• Refine the cost estimating process of action development to improve the quality of cost estimates.

WORKGROUP	GOALS AND WORKPLAN ELEMENTS
Local Ecosystem Recovery	<ul style="list-style-type: none"> • Manage Puget Sound Acquisition and Restoration fund and Salmon Recovery Funding Board grant rounds to ensure investment in the highest priority local and regional projects. • Coordinate with Floodplains by Design, Estuary and Salmon Restoration Program, and other grant programs to streamline processes for partners. • Continue to support and build relationships with and among partners, including tribes, salmon recovery partners, Local Integrating Organizations and ECO Nets. • Convene conversations to help partners develop solutions to impediments to recovery efforts (as appropriate and as capacity allows).
Adaptive Management	<ul style="list-style-type: none"> • Continue to build, improve and disseminate process tools that encourage constructive dialogue and increase shared understanding and collaboration • Continue to improve data systems that support shared learning about action and program effectiveness and key barriers to implementation and progress
ENGAGEMENT AND PARTNER SUPPORT	
Boards	<ul style="list-style-type: none"> • Facilitate the Ecosystem Coordination Board's participation in the development and implementation of a regional plan to mobilize funding for ecosystem recovery. • Engage Boards in work to identify and remove barriers and to advance policy/legislation. • Marshall Boards and their members to educate their partners to educate decision makers, especially at local levels; expand attention to city government. • Support Board-initiated topical forums to discuss specific issues, such as oil spill threats and salmon recovery, and mobilize partners for more effective action.

WORKGROUP	GOALS AND WORKPLAN ELEMENTS
Communications & Advancement	<ul style="list-style-type: none"> • Educate key decisionmakers in the federal and state capitals on the issues and investments critical to Puget Sound recovery. • Align federal and state program allocation of resources with Action Agenda priorities. • Diversify our base of support through outreach and engagement with underrepresented partner sectors. • Utilize project site visits as a means to celebrate partner success, educate decisionmakers, and make connections between implementers and funders. • Optimize information flow, across a variety of channels including the intranet, as a resource to support staff in doing their job to the best of their abilities. • Work with partners across all sectors (government, private, nonprofit, and philanthropic) to implement the strategic plan to mobilize funding in support of Puget Sound recovery.
SCIENCE AND EVALUATION	
Science & Evaluation	<ul style="list-style-type: none"> • Develop outreach products to support shared understanding of ecosystem conditions, progress toward recovery, and the implementation and effectiveness of actions and programs. • Develop information about the effectiveness of actions and programs to support decisions about future investments. • Collect and use Action Agenda financial information to identify gaps and inform investment strategies. • Assess Puget Sound's climate change vulnerabilities and support partners' vulnerability assessments. • Facilitate continuation of biennial Salish Sea Ecosystem Conferences and assist development of State of the Salish Sea reporting. • Track the leveraging of federal, state, and local funding supporting local and regional projects.
OPERATIONS	
Operations	<ul style="list-style-type: none"> • Ensure the facilities, technology, materials, and travel requests for meetings with partners are achieved in the most efficient and cost effective manner. • Ensure agency data and applications are available to staff, agency partners, grant recipients, and the public

3. MANAGE SHARED MEASUREMENT AND ACCOUNTABILITY

ROLE

Be the entity that ensures:

- Accountability of partners for actions
- Effectiveness of actions and investments in achieving anticipated outcomes
- Consistent and adequate evaluation of progress

STRATEGIES

- **Encourage Shared Measures, Methods and Theories of Change:** Encourage the use of shared measures across Puget Sound so successes and challenges can be better understood and communicated; apply and encourage scientific methods to design and adapt recovery efforts; develop shared theories of change; and provide regional guidance on how to communicate and share evidence-based work.
- **Help with Capacity Building:** Build the capacity of partners to collect, contribute, and use data necessary for decisionmaking. Build the region's capacity and interest in assessing effectiveness of actions.

MANAGE SHARED MEASUREMENT AND ACCOUNTABILITY

STRATEGIC ACTIONS

WORKGROUP	GOALS AND WORKPLAN ELEMENTS
INTEGRATED PLANNING	
Policy & Planning	<ul style="list-style-type: none">• Integrate the use of shared measurement and accountability information into the Action Agenda planning process.• Work with key staff teams to synchronize shared measurement and accountability processes with the Action Agenda process.

WORKGROUP	GOALS AND WORKPLAN ELEMENTS
Local Ecosystem Recovery	<ul style="list-style-type: none"> • Complete development of common indicators for salmon recovery, linked to Vital Signs. • Continue to support Local Integrating Organizations' development of ecosystem recovery plans that include theories of change; ensure these local theories of change are integrated into future versions of the Action Agenda. • Support salmon recovery watersheds' development of habitat goals and definition of desired future condition. • Continue to support the work of the Salmon Science Advisory Group.
Adaptive Management	<ul style="list-style-type: none"> • Work with staff and partners to describe Action Agenda and local theories of change that include measures of implementation and effectiveness. • Work with staff and partners to identify need and opportunities for shared measures of implementation strategy implementation and effectiveness. • Continue to develop and improve information and data management tools that enable tracking of progress on programs and actions and support shared learning.
ENGAGEMENT AND PARTNER SUPPORT	
Boards	<ul style="list-style-type: none"> • Engage all four Boards, as appropriate, in discussions of underperforming Vital Signs and ways to improve the effectiveness of recovery efforts. • As programmatic audits become available, engage the Boards in discussions of improving on-going programs. • Support Boards in using shared learning to adaptively manage recovery efforts.
Communication & Advancement	<ul style="list-style-type: none"> • Evaluate internal and external communication effectiveness on a quarterly basis; identify priority channels and emerging opportunities to share our message in the most appropriate way with relevant audiences. • Develop system for tracking the effectiveness of mobilizing funding actions.

WORKGROUP	GOALS AND WORKPLAN ELEMENTS
SCIENCE & EVALUATION	
Science & Evaluation	<ul style="list-style-type: none"> • Track and evaluate NTA implementation for reporting in the biennial State of the Sound reports; focus on lessons learned and recommendations for updating the Action Agenda and developing and revising Implementation Strategies. • Collaborate with agency partners to select, develop and complete 3-5 programmatic evaluations related to key programs that are identified in the Puget Sound Action Agenda and are important for Implementation Strategies. • Identify NTA and program performance issues (including inconsistencies and non-compliance) that need to be addressed with partners. Collaboratively investigate and address these issues using Lean tools and forums with the Partnership's Leadership Council. • Convene the Puget Sound Ecosystem Monitoring Program's (PSEMP's) steering committee and work groups to efficiently answer questions about progress toward recovery and the impact of actions and programs. • Engage PSEMP program leads and scientists in the evaluation of progress toward recovery and effectiveness of actions. • Evaluate and report on the effectiveness of actions and programs using available studies and data and developing new assessments when needed. • Evaluate the overall state of recovery of Puget Sound using shared measures, i.e., Puget Sound Vital Signs. • Enhance web-based reporting tool used to report Vital Signs. • Manage development and improvements of Vital Signs and their indicators.
OPERATIONS	
Operations	<ul style="list-style-type: none"> • Implement a performance management framework for agency excellence, including opportunities for improvement identified through internal and external reviews, such as the annual employee engagement survey. • Create and implement a system to ensure policies and procedures and related staff training resources, such as the How To section of the intranet, are current and consistent with state/federal policies and industry best practices. • Systemize monthly updates to expenditure reports and quarterly projections. • Secure and protect agency data and applications. • Understand, recommend, purchase, and implement new hardware, software, applications, data, or services with consideration of emerging technologies and business needs.