



PUGET SOUND PARTNERSHIP 2016–2020 STRATEGIC PLAN

2016-2020 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 create and update a set of prioritized, science-informed strategies and actions and programs designed to reach specific outcomes. This shared course, the Action Agenda, focuses funders on the most effective investments for recovery and helps ensure coordination of recovery actions.

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.

OWNERS

WORKGROUP	GOALS AND WORKPLAN ELEMENTS
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• Integrate the Biennial Science Work Plan into the Action Agenda process• Work with Strategic Initiative Leads and Local Integrating Organizations to integrate Implementation Strategies and local ecosystem recovery plans into the Action Agenda process

WORKGROUP	GOALS AND WORKPLAN ELEMENTS
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 • Develop and maintain a system to track Action Agenda NTA implementation and results • Produce findings and recommendations in the State of the Sound report that inform adjustments to the next version of the Action Agenda • Facilitate scientists (especially monitoring program participants) in the development of implementation strategies
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
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
Boards	<ul style="list-style-type: none"> • Engage the Boards meaningfully in charting the course
Administrative Services	<ul style="list-style-type: none"> • Facilitate the prioritization of state agency budget requests and track state investments, including those associated with ongoing programs, that implement the Action Agenda and advance Puget Sound recovery • Communicate the course and the destination to partners, the public, media, and decisionmakers • Develop a “speakers bureau” 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 • Maintain a robust records retention program to ensure the history of the Action Agenda development is maintained for future reference • In collaboration with partners, advocate for state and federal investments in Action Agenda implementation

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

OWNERS

WORKGROUP	GOALS AND WORKPLAN ELEMENTS
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
Science & Evaluation	<ul style="list-style-type: none">• Develop outreach products that actively communicate about ecosystem condition, 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 information on the costs, funding, and expenditures for specific actions to identify gaps and inform investment strategies
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

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) • Establish a Local Integrating Organization for the Samish/Skagit watershed
Boards	<ul style="list-style-type: none"> • Facilitate the Ecosystem Coordination Board's update of the Strategic Initiative Funding Strategy • Encourage Leadership Council's initiatives, such as increasing effectiveness through strategic communications • Marshall Boards and their members to educate their partners to educate decision makers, especially at local levels; expand attention to city government • Implement a Leadership Council Liaison program that assigns specific regions and tasks for members to engage with and educate partners, but also better understand barriers experienced by implementers • Support Leadership Council and/or Ecosystem Coordination Board initiated topical forums to discuss specific issues, such as oil spill threats and salmon recovery, and mobilize partners for more effective action
Administrative Services	<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 • Track the leveraging of federal, state, and local funding supporting local and regional projects • Ensure the facilities, technology, materials, and travel request for meetings with partners are achieved in the most efficient and cost effective manner • 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 • Explore private and non-profit sector opportunities to mobilize funding • 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

OWNERS

WORKGROUP	GOALS AND WORKPLAN ELEMENTS
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
Science & Evaluation	<ul style="list-style-type: none"> • Evaluate NTA implementation for reporting in the biennial State of the Sound reports; focus on lessons learned and recommendations for updating Action Agendas and developing and revising Implementation Strategies • Collaborate with agency partners to select, develop and complete 3-5 programmatic evaluations related to key programs identified in the Puget Sound Action Agenda • 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. • Provide evaluation on an ongoing basis of the status of the state of overall 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
Adaptive Management	<ul style="list-style-type: none"> • Work with staff and partners to describe AA 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
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

WORKGROUP	GOALS AND WORKPLAN ELEMENTS
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
Administrative Services	<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 • 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 • 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 • Complete federal and state reporting requirements on time; share lessons learned from report analysis with agency leadership • 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.

GAP ANALYSIS

CHART THE COURSE

CURRENTLY FUNDED WORK

\$3,404,970

2017-19 REQUEST

\$1,325,940

REMAINING GAP

\$2,311,000

Planning Manager
Action Agenda Contract
Chinook Plan Updates

SUPPORT AND EMPOWER PARTNERS

\$6,167,920

\$972,620

\$672,000

Salmon Recovery Manager
Tribal/Federal Liason
Strategic Communications Manager
System Consolidation

SHARED MEASURES

\$5,266,060

\$1,227,160

\$1,485,000

PSEMP Coordinator
Performance Management Analyst
Programmatic Audits
Science Program Specialist
Budget Analyst