



STATE OF WASHINGTON

OFFICE OF THE INTERAGENCY COMMITTEE
1111 Washington Street SE
PO Box 40917
Olympia, WA 98504-0917

January 19, 2007

TOPIC #12: Strategic Planning

Prepared/Presented By: Susan Zemek

Approved by the Director:

Proposed Action: Discussion of updates to the 2006-07 strategic plan.

Summary:

The board's strategic plan covered activities through 2007 (with a few exceptions). After considering three options for updating the plan, staff is suggesting minor rewrites to the strategies and tasks. To start the conversations, we suggest Board members be prepared to share their two top priorities (new or current) at the workshop, and any recommended changes to the plan.

Staff Recommendation:

The strategic plan should be updated to extend its life for three biennia or until 2013. The three goals should remain and minor modifications should be made to the strategies and tasks to bring them up-to-date. Only one new task—one that calls for implementation of some of the recommendations of the Board's report to the Legislature on state agency land purchases (Bill 6242) – should be added.

Background:

In 2005, the IAC completed a strategic plan to guide the activities of the board and staff through 2007. With the onset of the final year of the plan, it's time to begin looking at updates or revisions to the plan to carry it through the next six years.

The current strategic plan sets three goals:

1. We help clients protect, restore, and develop habitat and recreation opportunities that benefit people, wildlife, and plants.
2. We achieve a high level of accountability in managing the resources and responsibilities entrusted to us. We do this through integrity, efficiency, fairness, and open programs.
3. We deliver successful projects by using broad public participation and feedback, monitoring, assessment, and adaptive management.



A staff analysis in November showed the Board and staff had made significant progress in all the goals but had remaining work in each as well. The most complex task remaining was to define an outdoor recreation strategy that would allow the Board to assess how funded projects meet that strategy. This year, the agency will receive much needed information to inform this discussion when two reports – the outdoor recreation survey (SCORP) and the recreation level-of-service measures – will be completed. Other unfinished business included developing programs that provide maintenance and operation support and encourage stewardship.

Analysis:

Staff considered three options for updating the IAC strategic plan: 1) Starting from scratch, 2) Keeping the existing goals and revisiting the strategies and tasks; and 3) Keeping the current plan and focusing efforts on any unfinished tasks.

Because the current plan is relatively new and the goals remain relevant, staff took the second option as the basis for the discussion.

Changes were made to the original strategic plan in the attached spreadsheet. A new column, titled Proposed Updates and highlighted in yellow, contains the staff recommendations. Proposed changes also are shown in summary below:

Changes recommended to Goal 1 and its strategies and activities:

- Add a task for implementing the recommendations of the Board's report to the Legislature on coordinating state land purchases.
- Combine two tasks requiring editorial board or op-ed articles.

Changes recommended to Goal 2 and its strategies and activities:

- No substantial changes. Changes recommended to wording because some strategies were duplicative or too detailed.

Changes recommended to Goal 3 and its strategies and activities:

- None

Next Steps:

Comments and ideas from the Board's February discussion will be incorporated into a second draft of the strategic plan for Board review at a future meeting (June and/or September).

Attachments:

- Agenda for today's workshop
- Full strategic plan (Report on status of tasks, suggested updates).

Strategic Plan Workshop Agenda
FEBRUARY 9, 2007

10:45 A.M.	Overview	Laura
10:50 A.M.	Top two priorities (new or current) of each Board member	Val
11:10 A.M.	Breakout into workgroups by goal	Susan
11:30 A.M.	Workgroups Report Back to Full Group	Susan
11:40 A.M.	Next Steps	Susan
11:45 A.M.	End	

IAC Strategic Plan 2008-2014

Goal 1 – Habitat and Recreation – We help clients protect, restore, and develop habitat and recreation opportunities that benefit people, wildlife, and plants.

Objective 1.A. – We provide leadership to help clients strategically invest in the protection, restoration, and development of habitat and recreation opportunities. We do this through policy development, coordination, and advocacy.

Policy Development Strategies

Strategy 1.A.1. – Evaluate policies to help clients strategically invest in the protection, restoration, and development of habitat and recreation opportunities.

Activities	Proposed Update	Measurements	Status
1. Consider new and existing policies to ensure the state’s recreation and habitat needs are being met.	No change	Two policies are considered a year.	Review of Urban Wildlife Habitat polices underway, to IAC June 2007 Review of grant compliance and conversions policies underway, to IAC February 2007 Adoption of changes to matching requirements and supplanting local capacity Washington Administrative Codes February 2006 Adoption of National Recreation Trails Program policies and grant ceiling February & April 2006 Adoption of policies for new Washington Wildlife and Recreation Program categories: Farmland preservation, riparian protection, and mitigation banking April 2006

Goal 1 – Habitat and Recreation continued

Activities	Proposed Update	Measurements	Status
Strategy 1.A.2. – Develop an outdoor recreation strategy that balances investments across a range of recreational activities.			
2. Define “outdoor recreation strategy” and assess recent Board-funded projects for bias (eastern vs. western Washington, urban vs. rural, etc.). If feasible, define an appropriate balance, implement activities that promote this balance.	No change	Recreational strategy adopted and implementation begins /or/ strategy not adopted.	Work has not begun. Strategy due in 2007.
3. Consider ways to use SCORP and other trend information when making investment decisions.	No change	Trend information is presented to Board and considered for incorporation in grant program evaluation criteria.	Survey is underway. Report to IAC due in early 2007.
Coordination Strategies			
Strategy 1.A.3. – Develop a statewide strategy for coordination of habitat and recreation acquisitions (Chapter 263, Laws of 2004 [SSB 6242]).			
4. Inventory recent habitat and recreation land acquisitions.	Delete	Inventory completed.	Inventory completed.
5. Recommend a statewide strategy to the Board.	Delete	Board adopts report to the Legislature.	Report sent to the Legislature.
6. Work with other natural resources agencies to increase coordination of land purchases	New	Committee formed, meets regularly, begins implementation of 6242 recommendations	

Goal 1 – Habitat and Recreation continued

Strategy 1.A.4. – Coordinate recreation resources information and priorities.

Activities	Proposed Update	Measurements	Status
7. Consider hosting an activity such as a recreation summit to develop goals for coming decade.	No change	Proposal considered. Activity held.	Work has not begun. Long-term plan due June 2009.
8. Consider developing an online recreation portal to provide the public with one-stop-shopping for recreation information.	No change	Portal proposal considered. Portal developed and launched.	Work has not begun. Long-term plan due June 2009

Advocacy Strategies

Strategy 1.A.5. – Advocate for the protection of habitat and recreation through the media.

9. Submit guest editorials on key agency issues. Sample topics include: SCORP, value of outdoor recreation for combating unhealthy lifestyles, changes in types of recreation.	Combine 8 & 9 Engage media editorial staff on key agency issues. Measurement would be changed to: Contact with media editorial staff would be made as appropriate with goal of being published every year.	Two articles completed a year..	Work is slated for 2007 with the release of SCORP.
10. Conduct editorial board visits to explain key agency issues.		Two visits a year by board members and executive staff.	Work is slated for 2007 with the release of SCORP.

Strategy 1.A.6. – Advocate for the protection of habitat and recreation by recognizing those who assist in meeting IAC's goals.

11. Develop a recognition program that brings agency representatives to local communities, honors sponsors, generates media coverage.	No change	Five events attended a year.	Big Check ceremonies routinely scheduled: 4 held in 2005, 6 held in 2006.
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Goal 1 – Habitat and Recreation continued

Strategy 1.A.7. – Advocate for the protection of habitat and recreation through public appearances.

Activities	Proposed Updates	Measurements	Status
12. Have a presence at gatherings of large stakeholder groups, such as at the annual meeting of city and county officials, backcountry horsemen of Washington, etc.	No change	Attendance at three events a year.	Marguerite Austin spoke at National Recreation and Parks Association meeting in Seattle and Public Ports meeting.

Objective 1.B. – Funding. Provide funding to help clients protect, restore, and develop habitat and recreation facilities and lands.

Habitat Strategy

Strategy 1.B.8. – Provide clients with funding to protect, preserve, restore, and enhance habitats that:

- Help sustain Washington’s biodiversity
- Protect unique urban wildlife habitats
- Protect “listed” species
- Protect game and non-game wildlife
- Maintain fully functioning ecosystems

13. Fund the best projects as determined by the evaluation process	No change	Projects funded.	Grants awarded in Aquatic Lands Enhancement Account, Washington Wildlife and Recreation Program
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Goal 1 – Habitat and Recreation continued

Recreation Strategy

Strategy 1.B.9. – Provide funding to protect, preserve, restore, and enhance recreation opportunities statewide, including:

- Bicycling and walking facilities “close to home”
- Programs that assist with facility operation and maintenance
- Outdoor sports facilities, both team and individual
- Nature and natural settings (includes fish and hunt).
- Facilities most conducive to improved health
- Programs that provide improved recreation data

Strategy 1.A.7. – Advocate for the protection of habitat and recreation through public appearances.

Activities	Proposed Updates	Measurements	Status
14. Fund the best projects as determined by the evaluation process.	No change	Projects funded.	Grants awarded in Aquatic Lands Enhancement Account, Boating Facilities Program, Boating Infrastructure Program, Nonhighway and Off-road Vehicle Activities program, National Recreational Trails Program, and Washington Wildlife and Recreation Program.

Facility Life Strategy

Strategy 1.B.10. – Help land management agencies maximize the useful life of IAC-funded projects.

15. Consider development and implementation of programs that provide maintenance and operations support and that encourage stewardship.	No change	Proposal considered.	Work has not begun.
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Goal 2 – We achieve a high level of accountability in managing the resources and responsibilities entrusted to us. We do this through integrity, efficiency, fairness, and open programs.

Objective 2.A. – Ensure funded projects and programs are managed efficiently.

On-time Projects and Monitoring Progress Strategies

Rewritten to Efficiency Strategies

Strategy 2.A.11. – Sustain efforts to reduce the number of projects not starting or finishing on time.

Activities	Proposed Updates	Measurements	Status
16. Track and report on success rate.	Combined 15 & 16: Assist project sponsors in meeting project milestones.	Projects meet standard benchmarks 75 percent of the time.	Agency is tracking a number of statistics for this strategy. For example, number of projects active 2 years after original completion date, number of projects not getting started on time. Results reported to director quarterly.
17. Continue to stress the importance of individual project deadlines and milestones.		Incentives developed.	Project managers continually stress this with grant recipients but no new work has started.

Strategy 2.A.12. – Regularly monitor progress in meeting objectives and adapt management to meet changing needs.

18. Conduct regular program performance reviews based on legislative and agency policies. Report results to Board and the public.	No change	Annual reports made to the board. Annual accomplishments report presented to public via agency Web site and mailings to key stakeholders.	Performance measured regularly through Governor's GMAP (Government Management and Accountability Performance program. Director briefed quarterly. IAC presentation June 2006. 2005 Accomplishments Report completed.
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Objective 2.B. – Ensure funded projects and programs are managed with integrity, in a fair and open manner, and in conformance with existing authorities.

Fair and Open Strategy

Strategy 2.B.13. – Ensure the work of the Board and staff is conducted with integrity and in a fair and open manner.

19. Regularly seek and use constituent feedback in policy and funding decisions.	No change	Reports presented to Board several times each year, including follow-up actions.	Constituent feedback routinely sought and reported at the time of board action via board memos.
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Goal 2 –Accountability continued

Activities	Proposed Updates	Measurements	Status
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Objective 2.C. – Support activities that promote continuous quality improvement.

Policies and Feedback Strategies

Strategy 2.C.14. – Ensure the IAC Board has time on its agenda for discussing high-level policy issues.

20. Create time on three agendas a year (see activity #1).	Delete because it's handled in goal 1	Topics introduced at 3 meetings a year.	Review of Urban Wildlife Habitat polices underway, to IAC June 2007 Review of grant compliance and conversions policies underway, to IAC February 2007 Adoption of changes to matching requirements and supplanting local capacity Washington Administrative Codes February 2006 Adoption of National Recreation Trails Program policies and grant ceiling February & April 2006 Adoption of policies for new Washington Wildlife and Recreation Program categories: Farmland preservation, riparian protection, and mitigation banking April 2006.
21. Regularly introduce topics on which Board action will lead to progress on goals and objectives. Regularly report on progress toward meeting strategic plan goals.	Regularly report on progress toward meeting strategic plan goals. Measurement: Annual report	Topics introduced at 3 meetings a year.	See above. First report on meeting strategic plan goals at this meeting (November 2006)
22. Delegate more routine authority to the director.	No change	Director is delegated three new duties.	Work has not begun yet.

Strategy 2.C.15. – Implement an IAC Board member and staff feedback process.

23. Assess board and staff members' feedback on meetings and IAC operations.	No change	Board and staff assessments completed.	Board self assessment completed in June 2006.
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Goal 3 – We deliver successful projects by using broad public participation and feedback, monitoring, assessment, and adaptive management.

Objective 3.A – Broaden public support for the state's outdoor investment programs.

Goal 3 – We deliver successful projects by using broad public participation and feedback, monitoring, assessment, and adaptive management.

Public Support and Awareness Strategies

Strategy 3.A.16. – Expand IAC’s support by developing key partnerships.

Activities	Proposed Updates	Measurements	Status
24. Seek partnerships with other agencies and communities, such as those involved in health, economic development, and local and federal governments.	No change	Two new partnerships created or Board to decide on fewer.	Agency director has reinvigorated relationship with Northwest Marine Trade Association by agreeing to complete a study of boating needs in Washington.

Strategy 3.A.17. – Increase the public’s understanding of project benefits.

25. Implement the agency’s communications plan.	No change	Plan is implemented. Plan includes timelines and measures of success.	Plan is underway and 57% of activities have been implemented.
26. Develop monitoring systems and feedback loops to communicate accomplishments with the public.	No change	Monitoring and feedback systems are developed.	While work has not begun on the monitoring systems, the agency has communicated accomplishments by revamping its Internet home page, news releases, and annual reports to stress accomplishments.

Strategy 3.A.18. – Perform regular assessments to determine the public’s priorities for outdoor recreation and habitat protection funding.

27. Survey and integrate public opinion into IAC policies.	No change	Continue SCORP assessment of recreation participation.	SCORP is underway. Agency also held workshops or sought public comment on policies such as the guiding principles for the new Washington Wildlife and Recreation Program categories, the ORV noise recommendations, the National Recreational Trails Program funding caps.
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