



# **SALMON RECOVERY LEAN STUDY PROJECT CHARTER**

# Salmon Recovery Lean Study Project Charter

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## Document Control


### Document Information

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Role	Name	Signature	Date
Executive Sponsor/Project Manager	Kaleen Cottingham		June 6, 2018

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## 1 Project Profile

<b>Project Profile</b>	
<b>Scope</b>	The process to be analysed is the salmon recovery project development and prioritization process from identification of a project through final approval for funding by the Salmon Recovery Funding Board.
<b>Project Sponsor</b>	Kaleen Cottingham, Director
<b>Duration</b>	Approximately 9 months, from 4/30/2018 to 1/31/2019.
<b>Methodology</b>	Lean methodology, incorporating a human-centred perspective on systems and processes to identify and implement improvements.
<b>Problem Statement</b>	Funding for salmon recovery in WA is distributed in a bottom-up approach that relies on local "Lead Entities" who convene citizens committees and local technical experts to recruit projects and sponsors, review and rank those projects, and build local community support for each project. Lead Entities work with salmon recovery regional organizations to ensure that projects advance the regional recovery plans (and the individual watershed chapters in Puget Sound) and to bring the ranked and prioritized habitat lists to the Salmon Recovery Funding Board. The board, with assistance of a state-wide technical review panel, reviews and approves those ranked lists, to make sure the projects are well designed and a good investment of public funds. Funding to administer this process has not increased for years. To achieve greater salmon recovery results, there needs to be an improvement to the effectiveness of the project development and selection process to select the highest priority habitat projects possible that lead to achieving salmon recovery as envisioned in the recovery plans, an improvement to the efficiency of the development and selection process, and/or additional funding secured. This problem needs to be resolved in a way that involves and supports local communities.
<b>Goal Statement</b>	This project aims to identify and plan for impactful changes to the SRFB salmon recovery project development and prioritization process that will create the most efficient and effective process possible. These changes will increase the value of the process, which means cost-effectively selecting the best projects to support the State-wide strategy and federally-approved regional Salmon Recovery Plans, while maintaining consideration for the many stakeholders, process partners, and communities involved.
<b>Strategic Impact</b>	The Salmon Recovery Funding Board provides funding for elements necessary to achieve overall salmon recovery, including funding for the staffing necessary to administer the project selection process. The Board also then funds the selected habitat projects and other activities that result in sustainable and measurable benefits for salmon and other fish

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	<p>species. RCO and the SRFB's missions regarding salmon recovery are to ensure that funding for salmon recovery is distributed in the best way to achieve the end results that the stakeholders and public agree are important.</p> <p>The SRFB's mission statement is to provide "funding for elements necessary to achieve overall salmon recovery, including habitat projects and other activities that result in sustainable and measurable benefits for salmon and other fish species."</p> <p>There is also significant federal interest in salmon recovery as the Endangered Species Act requires NOAA Fisheries to develop and implement recovery plans for salmon.</p>
<b>Metrics</b>	<p>While relevant metrics will be identified and refined in future project phases, the high-level intent of the metrics will be to explore the impact of the recommendations on:</p> <ol style="list-style-type: none"> <li>1) The ratio of project funding to capacity costs of the funding process</li> <li>2) The results (output metrics) achieved versus cost of salmon recovery projects</li> <li>3) The ability to leverage additional funding for capacity (both in-kind and monetary) contributed by local communities and other sources and the ability to leverage additional matching resources for projects.</li> </ol>

## 2 Project Background and Description

### Project Background:

To maximize the salmon restoration results achieved through grant funding, a study was approved in the 17-19 Capital budget to conduct a Lean study to bring efficiencies to the Salmon Recovery project development and prioritization process as defined in RCW 77.85 (Salmon Recovery Act). RCO has contracted with MC<sup>2</sup> Consulting through DES Lean Consulting to complete the study, involving RCO staff, SRFB members, Regions, Lead Entities and other stakeholders to assist in identifying improvement opportunities.

### Description:

The Lean Study project will include an assessment of the current state of the process, from identification of projects to advance recovery plans, review and ranking of projects, and final approval for funding by the Salmon Recovery Funding Board. It will also look at how technology, organizations, and policy support the process. Based on results of the current state assessment, a future state process will be developed and then an implementation plan to transition from current to future state. To complete the Lean Study project, MC<sup>2</sup> will work with RCO, the Salmon Recovery Funding Board, Lead Entities,

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Regions, project sponsors, tribes, and other interested stakeholders to identify opportunities for improvement.

### 3 Objectives

Project Objectives	Project Phase
Review/Analyze the efficiency, effectiveness and content of the process flow, from conception of a project idea with the Lead Entities to approval of a project by the funding board.	Current State Analysis
Develop process improvement recommendations for reduced waste, reduced redundancies, greater efficiencies and more effective development and evaluation of projects.	Future State Development
Develop recommendations for organizational and system enhancements that will support a more effective and efficient process.	Future State Development
Refine and prioritize a set of recommendations that will enable the project development and prioritization process to provide the highest value possible (results achieved through dollars spent) to salmon recovery in the State of Washington.	Recommendations Development and Evaluation
Develop an implementation plan including resources required for the recommendations identified in the study.	Developing the Plan

### 4 Project Guiding Questions

The study will gather perspectives across stakeholders, tribes, and process partners and approach the process with curiosity rather than with pre-determined solutions.

On a high level, some of the project's guiding questions include:

- Are we funding the highest priority projects?
- Is the review process improving the quality of the projects (local (lead entity and regional) and technical review and linkage with recovery plans)?
- How can we achieve salmon recovery faster with the same amount of money?
- How can the project development and prioritization process result in increased funding?
- How can any of organizations involved in the SRFB salmon recovery project development and prioritization process better support the process?

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- How can technology better support the process?
- How can local communities better support the process?
- How does salmon recovery in Washington compare to other states' salmon recovery programs in terms of funding obtained by source? How do they compare in terms of organizational cost per dollar of project funding obtained?
- What creative or new ideas for this process should we be exploring?
- To what extent are local governments and local community members engaged in development and prioritization of SRFB funded salmon recovery projects?
- How does the current process align with the Salmon Recovery Act?

### 5 Scope

The Scope, as defined in this Project Charter, represents the scope of the process, organization and technology to be analysed in the study.

#### Process Scope:

This study will analyse and develop recommendations for the process from identification of projects to advance the regional Salmon Recovery plans, review and ranking of projects, and final approval for funding by the Salmon Recovery Funding Board.

#### Organizational Scope

The Lean study will involve all process participants in the identification through funding approval of a project and will include perspectives of project sponsors, tribes, and community members. The following table identifies the entities that pass or receive information, data, products or services in the salmon recovery project development and prioritization process.

Organizational Entities
Governor's Salmon Recovery Office (GSRO)
Recreation and Conservation Office (RCO)
Salmon Recovery and Funding Board (SRFB) SRFB Review Panel
Regional Organizations
Lead Entity Coordinators
Lead Entity Citizens Committees and Technical Committees
Project Sponsors

## Technology Scope

The following technologies support the in-scope process and will be considered both in identifying improvements and in leveraging available process data. The previous Lean study conducted on RCO internal process and technologies will be considered to avoid redundancies in recommendations and implementations.

System Name	Description
Habitat Work Schedule (HWS)	Initial location for project creation; repository for conceptual projects; recovery plan tracking
PRISM	Grant management system for ongoing project tracking, metrics reporting, billing
Spreadsheets	Decentralized spreadsheets for additional project and site visit tracking
Regional Organization Systems	Additional information systems utilized by some Lead Entities to support the process (e.g., SalmonPort, Miradi)

## Policy Scope

The in-scope process is included in RCW 77.85 *Salmon Recovery Act*. The RCW language includes reference to habitat project lists, critical pathways methodology (habitat work schedule), creation and role of the Salmon Recovery Funding Board, lead entities, salmon recovery regions, salmon recovery funding, tracking of funds. Additional policy is published by the SRFB to implement the RCW in Manuals 18 and 19. Manual 18 provides policy on the process to grant funds for salmon recovery projects and Manual 19 provides policy regarding the process to grant funds for capacity and infrastructure needs of Lead Entities and regional salmon recovery organizations.

## 6 Project Approach:

The Lean study will be conducted through the following 5 project phases utilizing a human-centric Lean methodology.

### Project Planning (6 weeks)

During project planning, a project charter defining the objectives, scope, approach, deliverables, timeline, roles and governance process for the project will be developed. A steering committee will be formed to work with RCO and the consultants to guide the project. The charter will be developed by the consultants based on input from RCO and then reviewed by the Steering Committee. The Steering Committee will help build out the communication/engagement plan within the project charter for all stakeholders of the process with a focus on the Lead Entities and Regions. This communication/engagement plan will include how the Lead Entities will be involved in assessing the current state of the process and developing recommendations. The Steering Committee will also assist in identifying project success factors and risks that will be documented in the project charter.

### Current State Analysis phase (3 months)

In the current state analysis phase, the consultants will work with the organizational entities identified in the scope section of this project charter to assess and document the



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current state of the project development and prioritization process. The Current State Analysis will include the following activities:

**Stakeholder Engagement:** The consultants will travel to the geographic regions and meet with groups of Lead Entity coordinators, Region representatives, and other Lead Entity and Region staff to assess the current state of the process using a workshop approach to document the process and identify opportunities for improvement and best practices. These workshops will result in documented process flows from the Lead Entity perspective on how they identify, prioritize and develop projects. The workshops will also identify “pain points” in the process, their root causes and potential solutions. In addition to workshops with the Lead Entities and Regions, the consultants will meet with project sponsors, SRFB members, SRFB review panel, and RCO grant managers to identify their process steps and perspective of the process. Stakeholders that are not participants of the process but are beneficiaries of the outcomes will also be interviewed. See the table in Stakeholder Engagement/Communications plan for how each stakeholder will be included in the study.

**Lead Entity and Region Surveys:** A survey will be sent to each Lead Entity and Region requesting information on job functions and time spent on each and other information that needs to be requested independently for each entity. Past grant round survey results will also be evaluated.

**Data Analysis:** The consultants will analyse data on the cost of salmon projects versus capacity costs and the impact output metrics versus the cost of the projects. They will also analyse all salmon recovery funding dollars obtained by Federal, State and local community, and other sources.

**Benchmarking Planning:** To prepare for the benchmarking to be completed during the Future State development, the consultants will work with the RCO Team to identify benchmarking partners and metrics to be used for comparison.

**Current State Summary:** The consultants will develop a summary of the current state of the process including the results of the stakeholder engagement and data analysis. Common themes regarding pain points and best practices will be identified from across the Lead Entities. High-level process maps will be documented to illustrating the most common paths of the current process including Lead Entity, SRFB and RCO steps.

**Review with Steering Committee:** The consultants will review the Current State summary with the Steering Committee. The Steering Committee will provide input regarding the pain points and corresponding counter measures to investigate in Future State development and the areas on which to focus the benchmarking.

### Future State Development (2 months)

In the future state development phase, the consultants will work with the stakeholders identified in the project charter to assess and document a future state flow and supporting recommendations that will increase the value delivered by the salmon recovery project development and prioritization process. The Future State phase will include the following activities:

**Benchmarking:** Benchmarking questions will be identified to examine the processes of the three selected benchmarking partners. On-site visits or phone interviews will be scheduled with each benchmarking partner depending on location. Once the interviews/visits are complete the consultants will document the results in a benchmarking summary.

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**Countermeasure Investigation:** The consultants will work with the RCO team to investigate Countermeasures for the pain points identified in the Current State for feasibility and effectiveness.

**Future State Visioning:** The consultants will meet with a cross-functional team including representatives of SRFB Review Panel members, grant managers, Lead Entities, regional organizations, and project sponsors to develop a high-level future state process and a set of draft recommendations to close the gap between current and future state.

**Summary of Future State:** The consultants will document the high-level future state map and develop a supporting description and list of recommendations to close the gap between current and future state.

**Review with Steering Committee:** The consultants will review the Future State process and recommendations with the Steering Committee to obtain input regarding priorities and areas to consider in evaluating the recommendations.

### Recommendations Development and Evaluation (4 weeks)

The goal of this phase is to create recommendations to go forward into implementation planning. Recommendations will be refined to a point where a Rough Order of Magnitude costs can be estimated, and benefits identified. Recommendations will be evaluated and prioritized by the Steering Committee based on their projected benefits, costs and risks. The SRFB will meet to decide which recommendations will move forward into implementation planning.

### Implementation Planning (6 weeks)

This phase enables the creation of a plan for implementing the recommendations in order of priority and achieving some quick wins to build momentum for the change. A project schedule will be developed and project profiles that define the projects to the level necessary for estimating timeframe and resources required. A project charter for implementation planning will also be developed that will include governance structure and process to monitor the effectiveness of the implementation. Implementation may include working with the legislature to refine the statute and/or changes to SRFB policies for the process.

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### 7 Deliverables

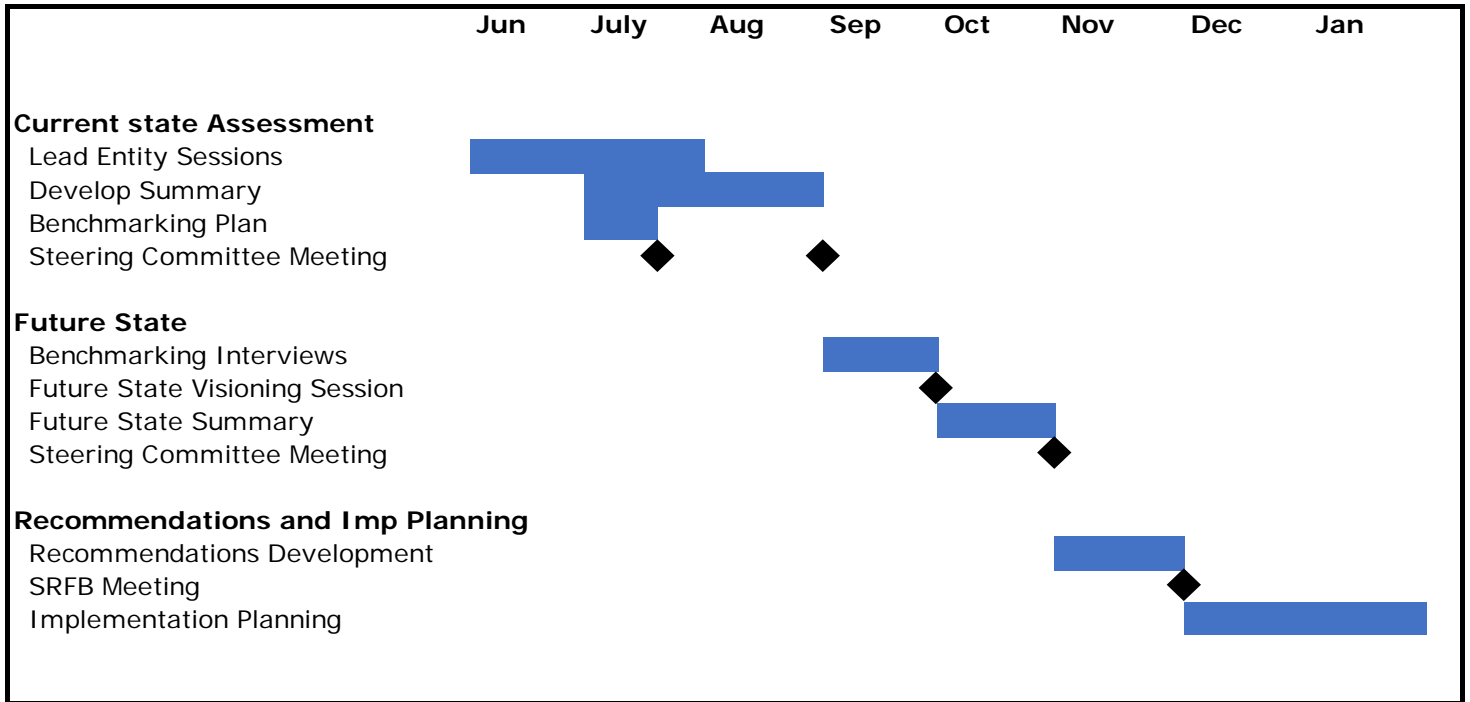
The following is a draft list of the deliverables to be produced by this project.

Project Phase	Deliverable	Description
Planning	Project charter	<p>Defines project objectives, approach, roles, governance process, timeline, project success factors, and risks</p> <p>Includes SIPOC LEAN project diagram identifying high-level stakeholders, inputs, outcomes, and customers of the process</p> <p>Includes communication strategy and identification of stakeholder groups and approaches for communication.</p>
Planning	Interview questions for Lead Entities and Regions	Specific, tailored questions about current state process to capture diversity of perspective across Lead Entities and Regions
Current State Analysis	Summary of Current State Analysis	To include high-level flow/value stream map, description of best practices, identification of opportunities, data analysis results and conclusions, identification of benchmarking partners, identification of metric indicators, funding analysis
Current State Analysis	Benchmarking Plan	Identification of benchmarking partners and by which metrics they will be compared against Washington salmon recovery.
Future State Development	Benchmarking Summary	Comparison with benchmarking partners with key metrics Identification of common themes and best practices
Future State Development	Summary of Future State	To include high-level process flow, recommendations to close gaps between Current and Future State processes
Recommendations Development and Evaluation	Summary of Recommendations	To include prioritized list of recommendations with rough order of magnitude costs and benefits
Implementation Planning	Project Schedule	A schedule for implementation of all the projects
Implementation Planning	Project Charter	A charter including governance structure and process and Organizational Change Management Plan
Implementation Planning	Project Profiles	A definition of each implementation project including objectives, approach, timeline, and resources required

## 8 Project Schedule

### 8.1 Estimated Project Schedule

There are 5 project phases: Project Planning, Current State Analysis, Future State Development, Recommendations Development and Evaluation, and Developing the Plan to span approximately 4/30/2018 – 1/31/2019.



## 9 Project Organization

### 9.1 Roles and Responsibilities

The table below lists each of the project roles and the responsibilities of each.

Role	Contact	Project Responsibilities
Lean Executive Lead/Sponsor	Kaleen Cottingham, Director	<ul style="list-style-type: none"> <li>• Primary point of contact with consultants</li> <li>• Identify stakeholders to participate in the Lean study</li> <li>• Touch base with consultant to review project status and issues</li> <li>• Identify and resolve Lean study issues</li> <li>• Communicate with stakeholders regarding importance of Lean study and their participation</li> <li>• Chairs steering committee meetings</li> </ul>
SRFB	David Troutt, Dupont, Chair New Board member, TBD Bob Bugert, Wenatchee Phil Rockefeller, Bainbridge Island Jeff Breckel, Longview Conservation Commission – Brian Cochrane Department of Ecology – Carol Smith Department of Fish and Wildlife – Erik Neatherlin Department of Natural Resources – Stephen Bernath Department of Transportation – Susan Kanzler	<ul style="list-style-type: none"> <li>• Participate in consultant interviews</li> <li>• Approve continuous improvement actions to move forward into implementation</li> </ul>
RCO Internal Lean Working Group	Kaleen Cottingham, Director Scott Robinson, Deputy Director Wendy Brown, Policy Director Sarah Gage, GSRO Program Manager for Lead Entities and Regional Organizations Tara Galuska, Salmon Section Manager Judy Wells, MC <sup>2</sup> Consulting Marina Giloi, MC <sup>2</sup> Consulting	<ul style="list-style-type: none"> <li>• Participate in planning interview process to guide Lean study planning, charter development</li> <li>• Decide which improvement recommendations to forward to SRFB and which can be completed internally</li> <li>• Decide whether to pursue legislation or changes to Manuals</li> </ul>

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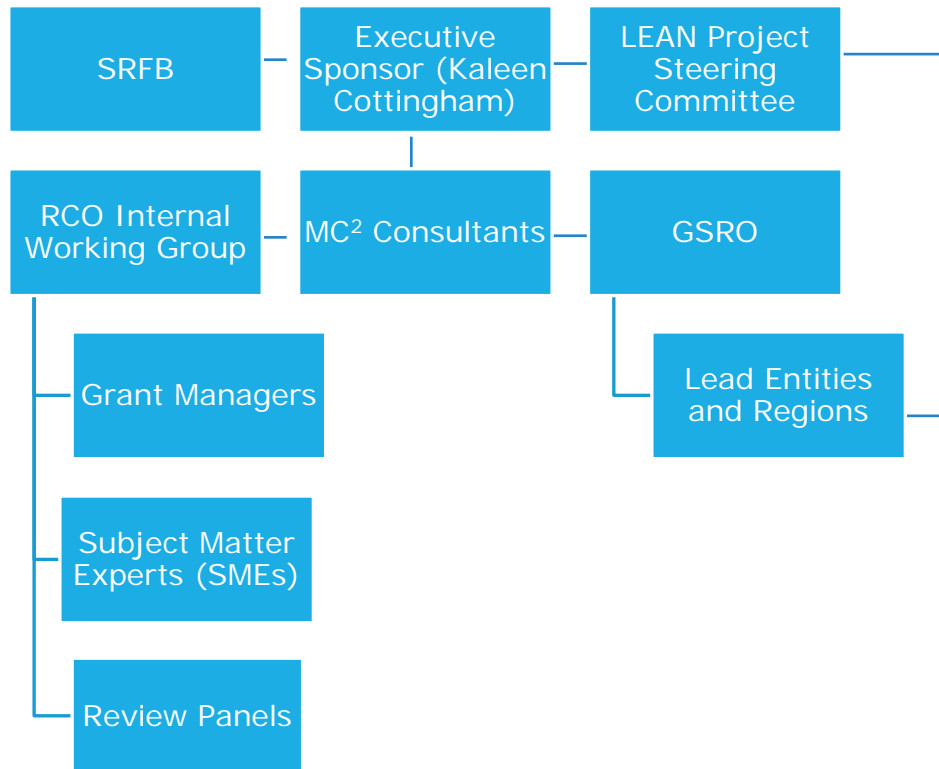
Role	Contact	Project Responsibilities
	Darrell Damron, DES LEAN Program Lead	
GSRO	Sarah Gage, GSRO Program Manager for Lead Entities and Regional Organizations	<ul style="list-style-type: none"> <li>• Assist with consultant planning and scheduling of meetings with Lead Entities and Regions</li> <li>• Provide data on capacity funding costs</li> </ul>
Lean Project Steering Committee	Kaleen Cottingham, RCO Sarah Gage, GSRO Tara Galuska, RCO Bob Bugert, SRFB Member Jeff Breckel, SRFB Member Scott Brewer, Region Rep: Hood Canal Alex Conley, Region Rep: Mid-Columbia Jacob Anderson, Lead Entity Rep: Klickitat County Lisa Spurrier, Lead Entity Rep: Pierce County Judy Wells, MC <sup>2</sup> Consulting Marina Giloi, MC <sup>2</sup> Consulting Darrell Damron, DES Lean Program Lead	<ul style="list-style-type: none"> <li>• Own Lean study success within the organizations</li> <li>• Champion the Lean study vision and objectives with their organizations</li> <li>• Plan, monitor and ensure organizations' readiness for change</li> <li>• Meet monthly to review Lean study status (phone conference)</li> <li>• Meet at key milestones to review deliverables and provide input</li> <li>• Ensure Lean study communications cascade through the organizations</li> </ul>
Lead Entities Coordinators and Staff	<i>See Lead Entity Directory</i>	<ul style="list-style-type: none"> <li>• Participate in Lean study activities including current state workshops and surveys</li> <li>• Cascade relevant communications to local Committees and Boards</li> </ul>
Regional Organizations		<ul style="list-style-type: none"> <li>• Participate in Lean study activities including current state workshops and surveys</li> </ul>
Grant Managers	Ameer Bahr Elizabeth Butler Kay Caromile Dave Caudill Marc Duboiski Josh Lambert Kat Moore Alice Rubin New grant manager Tara Galuska	<ul style="list-style-type: none"> <li>• Participate in workshops with Regions and lead entities</li> <li>• Participate in workshops to document their steps in the process and opportunities</li> <li>• Participate in development of the future state process and recommendations</li> </ul>

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Role	Contact	Project Responsibilities
SRFB Review Panel	Michelle Cramer Pat Powers Marnie Tyler Jeanette Smith Steve Toth Tom Slocum Paul Schlenger Jennifer O'Neal	<ul style="list-style-type: none"> <li>• Participates in interview with consultants to provide input on process</li> <li>• Participate in development of the future state process and recommendations</li> </ul>
Technology Subject Matter Experts	Scott Chapman, PRISM Database Manager Jennifer Johnson, GSRO Implementation Coordinator Chantell Krider, Data Specialist	<ul style="list-style-type: none"> <li>• Supply data and assist with systems analysis</li> </ul>
Data and Metrics Team	Scott Chapman, PRISM Database Manager Jennifer Johnson, HWS Database Manager Chantell Krider, Data Specialist Sarah Gage, GSRO Tara Gulaska, RCO	<ul style="list-style-type: none"> <li>• Assist with identifying data elements and availability, assist with identifying relevant metrics</li> </ul>
Communications Specialist	Eryn Couch, RCO	<ul style="list-style-type: none"> <li>• Assist with communication plans</li> </ul>
Consultants	Judy Wells, MC <sup>2</sup> Consulting Marina Giloi, MC <sup>2</sup> Consulting	<ul style="list-style-type: none"> <li>• Engage stakeholders through interviews, activities, and mapping exercises to develop current and future state maps and summaries and inform recommendations</li> <li>• Document process flows for review by stakeholders to clarify and resolve issues</li> <li>• Develop plan and recommendations for improvements including benchmarking, gap analysis, and countermeasure identification</li> </ul>
Project Sponsors	Conservation Districts Regional Fisheries Enhancement Groups Land Trusts; Counties; Cities; Tribes	<ul style="list-style-type: none"> <li>• Group of representative sponsors will be identified to participate in interview with consultants to provide input on process</li> </ul>

## 9.2 Project Organization

The following organization chart represents, on a summary level, how organizations and groups are involved in the Lean study.



## 9.3 Governance Processes

The study will follow the following governance processes to ensure effective project management, quality of project deliverables, and a collaborative project approach:

*Change Management:* Changes to scope and approach of the Lean study that are identified as necessary will be documented by the Executive Sponsor along with the purpose and presented to the steering committee. Changes that impact the consultants scope of work will require an amendment to the DES Purchase Order.

*Deliverable Review:* Consultants will provide deliverable drafts in advance to the Project Steering Committee. The Steering Committee will review in advance and provide comments to the consultants. Consultants will make the changes and return deliverables to the Steering Committee for final review. Any final feedback will be provided to the consultants within 7 days.

*Issue Resolution:* Anyone on the project may identify an issue and communicate the issue to the Executive Sponsor. Issues will be documented and reviewed with the consultants and the steering committee if appropriate.

*Communication with Legislators, Governor's Office:* Executive Sponsor will be responsible for communication to legislators and the Governor's Office.



## 10 Success Factors

The project success will be supported by the following success factors that will be in place for the project.

- Executive Sponsor provides active, visible support.
- Steering Committee is actively engaged to provide input and assist with Organizational Change Management.
- Clearly defined decision-making and deliverable review processes.
- Steering Committee is perceived as guiding the project rather than decision makers.
- Communication is transparent and inclusive.
- Representation and acknowledgement of varying Lead Entity and Region perspectives and their origins.
- Metrics to drive analysis are agreed on and supported.
- Data for analysis is available and willingly shared.
- Recommendations are developed and evaluated based on quantitative data as much as possible.
- Resources must be secured for implementation.

## 11 Risk Analysis

The preliminary identification of risk is documented in the table below.

Risk	Mitigation Plan/Description
Study does not result in any identified changes.	<ul style="list-style-type: none"> <li>• Make a compelling case for change based on data</li> </ul>
Resistance to change.	<ul style="list-style-type: none"> <li>• Build trust, valuing the human aspect of the process,</li> <li>• Be clear and transparent with approach and expectations in each project phase</li> </ul>
Implemented changes do not have an impact on value of project development and prioritization.	<ul style="list-style-type: none"> <li>• Use data to target areas for improvement</li> <li>• Identify impacts of all projects as part of prioritization</li> </ul>
Lead Entity coordinators and Region representatives are not sufficiently involved in giving input, won't feel that their perspectives are well-understood.	<ul style="list-style-type: none"> <li>• Hold current state workshops including all Lead Entities and Region representatives, as available</li> <li>• Develop and implement communication plan</li> <li>• Include Lead Entity and Region representatives on Project Steering Committee</li> <li>• Incorporate nuanced, rather than one-size-fits-all, approaches</li> </ul>
Individual feedback is not collected.	<ul style="list-style-type: none"> <li>• Explore gathering individual feedback through surveys or phone interviews</li> </ul>
Legislators are not sufficiently engaged with the project.	<ul style="list-style-type: none"> <li>• Interview legislators</li> </ul>

Project risks that are related to the overall Lean project will be communicated to the project sponsor by the Consultants and the Lean Project Steering Committee.

## 12 Stakeholder Communication/Engagement Plan

Communication/Stakeholder Engagement Strategy: Communication and Stakeholder engagement will be extremely important for this project. In order to identify improvements that will work for all and can be supported by all it is important to have all stakeholders provide some input to this study. As there will be many concerns regarding how the study will be used and how it could impact the process participants, the intent and approach for the study needs to be communicated upfront and throughout the project. Communication needs to be frequent, clear, and direct and there needs to be opportunity for two-way, not just one-way, communication (dialogue and feedback). Standard content will be developed and distributed in a decentralized manner.

### Communication Stakeholders and Information Requirements:

Stakeholder Group	Contact Point for Communicating	Approach for Engagement and/or Communication
	<i>Who on the project is communicating with this group?</i>	<i>How does this group or organization prefer to communicate: in-person, email, phone, etc.? What might be the most efficient way to communicate to respect people's time but still ensure that communication reaches people in a timely, meaningful way?</i>
Project Steering Committee	Kaleen Cottingham/Consultants	<ul style="list-style-type: none"> <li>Steering Committee will meet monthly</li> <li>Materials to be reviewed will be sent in advance</li> <li>Meeting minutes will be distributed</li> <li>They will review all project update communications prior to sending out to other stakeholders</li> </ul>
GSRO	Sarah Gage	<ul style="list-style-type: none"> <li>Sarah will keep other GSRO staff informed of the project and will bring them in as Subject Matter Experts as appropriate</li> <li>Sarah will attend all Lead Entity/Region Workshops</li> </ul>
RCO	Kaleen Cottingham Tara Galuska	<ul style="list-style-type: none"> <li>Kaleen and Tara will keep all RCO staff informed</li> <li>The RCO Internal Working group will work with consultants to plan project and prepare for steering committee</li> <li>Grant managers will be involved in workshops for current state and future state</li> <li>RCO staff will receive project updates</li> </ul>
SRFB	Kaleen Cottingham	<ul style="list-style-type: none"> <li>Kaleen will keep SRFB informed</li> <li>SRFB will be interviewed during one of their meetings</li> <li>They will receive project updates</li> </ul>

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Stakeholder Group	Contact Point for Communicating	Approach for Engagement and/or Communication
SRFB Review Panel	Tara Galuska	<ul style="list-style-type: none"> <li>Tara will keep the Review Panel informed</li> </ul>
Regional Organizations	Sarah Gage	<ul style="list-style-type: none"> <li>Sarah will send project updates, Steering Committee minutes and other information that Steering Committee decides should be distributed to Regional Directors</li> </ul>
Lead Entity Coordinators	Sarah Gage	<ul style="list-style-type: none"> <li>Sarah will send project updates, Steering Committee minutes and other information that steering committee decides should be distributed to Lead Entity Coordinators</li> </ul>
Lead Entity Citizen Advisory Committees and Technical Advisory Groups	Lead Entity Coordinators	<ul style="list-style-type: none"> <li>Lead Entity will forward project updates to sponsors</li> <li>A standardized survey will be created and distributed by Lead Entities to gather input from advisory groups</li> </ul>
Project Sponsors	Lead Entity Coordinators	<ul style="list-style-type: none"> <li>Past project sponsor surveys will be reviewed by the consultants</li> <li>A project sponsor workshop will be held with representatives of different types of sponsor</li> <li>Lead Entity will forward project updates to sponsors</li> <li>A standardized survey will be created and distributed by Lead Entities</li> </ul>
Legislators	Kaleen Cottingham	<ul style="list-style-type: none"> <li>Key Legislators will be interviewed by the consultants</li> <li>Receive project updates</li> </ul>
Office of Financial Management	Kaleen Cottingham	<ul style="list-style-type: none"> <li>OFM budget staff will be kept apprised of the lean study at key points</li> </ul>
NOAA	Tara Galuska	<ul style="list-style-type: none"> <li>Key NOAA staff will be interviewed by the consultants</li> <li>Receive project updates</li> </ul>
Public	N/A	<ul style="list-style-type: none"> <li><i>No public communication planned</i></li> </ul>
Local Governments	Lead Entities	<ul style="list-style-type: none"> <li>Lead Entities will communicate with local governments as appropriate</li> </ul>

### Salmon Recovery Lean Study Project Charter

<b>Stakeholder Group</b>	<b>Contact Point for Communicating</b>	<b>Approach for Engagement and/or Communication</b>
Tribes and Tribal Organizations, (Government to Government)	Kaleen Cottingham	<ul style="list-style-type: none"><li>• Kaleen will determine any specific communication that needs to happen outside of the Lead Entity coordinators communication on project updates and surveys</li></ul>

## Salmon Recovery Lean Study Project Charter

### 13 SIPOC Diagram

A SIPOC diagram provides a high-level outline of the *Suppliers, Inputs, Process, Outputs, and Customers* involved in a process. Acknowledging that the process itself will be analysed in detail, the diagram focuses on elements that the process is dependent on and components that depend on the process occurring. The diagram identifies examples of what is required to begin the process, who supplies them, what results from the process, and who receives or consumes those outputs. A SIPOC is typically limited to the specific scope of the process being studied and is not intended to be a comprehensive listing or end-to-end representation of salmon recovery efforts.



## 14 Appendix: Definitions

*Countermeasures:* improvements or solutions that can be put into place in order to mitigate process pain points.

*Outputs:* measure what is produced as a result of process activities.

*Outcomes:* measure the level of value or impact produced by the process on its customers or recipients.

*Pain Points:* elements or areas of the process that cause the process to not run as well as it could or should.

*Subject Matter Experts (SMEs):* process participants that can speak to process, technology, organization, and stakeholder details that they encounter as part of their area or topic.