



Strategic Plan – Discussion Draft

Introduction

This plan summarizes the strategic direction of the Marine Resources Advisory Council (MRAC). It discusses the strategies the MRAC will use to achieve its defined powers and duties. More information can be found on the MRAC website, at <http://www.ecy.wa.gov/water/marine/oceanacidification.html>.

Background

The 2013 Washington Legislature enacted Engrossed Senate Bill 5603 Section 4 creating the MRAC, within the Office of the Governor. The MRAC's membership includes legislative, executive, and elected officials, nongovernmental organizations, and the private sector. Representatives from academic institutions and federal agencies have been invited by the Governor to participate. See Appendix 1 for MRAC membership.

Powers and Duties

The MRAC has the following powers and duties:

- To maintain a sustainable coordinated focus on ocean acidification;
- To advise and work with the Washington Ocean Acidification Center on the effects and sources of ocean acidification;
- To deliver recommendations to the Governor and Legislature on ocean acidification;
- To seek public and private funding resources to support the Advisory Council's recommendations; and
- To assist in conducting public education activities regarding ocean acidification.

The MRAC will be informed by the extensive work of the Washington Blue Ribbon Panel on Ocean Acidification and the Washington Ocean Acidification Center.

Strategic Direction

The powers and duties of the MRAC fall into three main categories:

1. Advance implementation of the Blue Ribbon Panel on Ocean Acidification recommendations

2. Collaborate with and advocate for the Washington Ocean Acidification Center
3. Communicate and educate broadly about ocean acidification

The following sections outline a strategic direction for how the MRAC will achieve success in these categories.

Advance implementation of Blue Ribbon Panel recommendations

The Blue Ribbon Panel on Ocean Acidification's recommendations fall into four key areas: 1) Science and Monitoring; 2) Local Land-Based Contributions; 3) Adaptation and Remediation; and 4) Education & Public Outreach. The Blue Ribbon Panel identified several Key Early Actions for implementation. Since the recommendations were released, progress has been made on many of the recommendations. In order for the MRAC to begin ensuring these recommendations are being implemented on the ground, the MRAC will:

1. Review the recommended actions in each topic area
2. Evaluate progress to date for each action
3. Identify work that still needs to be completed or data gaps that need to be filled
4. Prioritize actions
5. Develop an implementation plan for moving prioritized actions forward

Through this process, the MRAC will review and validate the Blue Ribbon Panel's recommendations. Updating the status of each action will be vital to ensure the MRAC is aware of what currently is being done and better understand where implementation gaps exist.

The first two steps in this process will be discussed by the full MRAC, to ensure all members are kept up to date about progress occurring with the recommended actions. The work of identifying gaps, prioritizing and developing implementation plans will largely be completed through ad hoc committees formed for each of the four main topics. Implementation plans will focus on what it will take to achieve the identified priority actions. This can include identifying opportunities to leverage resources, seeking public and private funds, assisting in collaboration and coordination of existing efforts, and more. The full MRAC will review and have ultimate approval for prioritization and implementation plans.

A 2014 action plan (Attachment 1) outlines how the MRAC will begin undertaking this process.

Collaborate with and advocate for the Washington Ocean Acidification Center

The Washington Ocean Acidification Center (the Center) was established in July 2013. The Center is led by the College of the Environment and the University of Washington and includes faculty and staff from multiple departments and disciplines. The primary purpose of the Center is to serve Washington State through coordination of research and monitoring activities and integration of outputs to guide response and adaption in Washington State.

The MRAC will collaborate with and advocate for resources for the Center on Ocean Acidification. Members of the Center will participate in MRAC meetings and ad hoc committees. Their expertise will help the MRAC prioritize Blue Ribbon Panel recommended actions and develop action plans where additional scientific research is required. The MRAC will work with the Center to assure that research and monitoring outputs fill necessary data gaps and reach the hands of decision-makers representing diverse entities and the public.

Communicate and educate broadly about ocean acidification

The MRAC will work to increase the visibility and understanding of ocean acidification with a variety of audiences. An ad hoc committee on Education and Public Outreach will develop a communications plan. This plan will detail outreach goals, target audiences, outreach tools, and outreach performance measures and targets.

Performance Measures

The Council will measure its success in accomplishing its powers and duties based on the following:

- Clear progress can be documented toward advancing the implementation of the Blue Ribbon Panel’s recommendations.
- Top priority actions identified by the MRAC are being implemented.
- Public and private funds are leveraged in order to implement priority actions identified by the MRAC.
- Organizations working on ocean acidification are working together on common goals and leveraging resources efficiently and effectively in order to achieve synergies and reduce duplicative efforts.
- Information and data on ocean acidification are shared and easily accessible so organizations can incorporate it in developing and implementing on-the-ground programs and projects.
- Awareness of ocean acidification and its impacts on natural and cultural resources is increased and seen as a visible and clear threat to Washington’s environment and economy, both in the state and across the country.

MRAC Operating Guidelines

The following operating guidelines will establish how the MRAC will conduct itself during meetings in order to meet its powers and duties.

Participation

Quorum requirement: There is a quorum requirement. Twelve of the 23 voting Council members must be present for the Council to make decisions on behalf of the group.

Decision-making: The Council will seek consensus on specific recommendations, where possible. If consensus cannot be reached, opinions of individual members will be respected and reflected in any report produced by the Council. The strength of Council support for recommendations will also be noted in the report. These procedures may be amended by the Council and additional procedures may be established, as needed.

Ad hoc committees: Ad hoc committees will be established by the Council Chair to move Council discussions forward between Council meetings. Each ad hoc committee will be charged with a specific purpose and deliverable(s) from the Chair. Each ad hoc committee will have one Council member designated as its lead. Participants in ad hoc committees can include individuals who are not Council members. Likely ad hoc committees will be established around the following topics:

- Local land-based contributions to ocean acidification
- Adaption and remediation of ocean acidification
- Science and monitoring of ocean acidification
- Education and public outreach about ocean acidification

Roles & Responsibilities

Council members: Council members bring unique perspectives to the Council and are encouraged to work collaboratively with other interests in decision-making. It is hoped that members will become informed about the issues, contribute useful information to the deliberations, and serve as an accurate and objective information conduit with others outside the Council who have similar interests. Specifically, Council members will:

- Come to meetings prepared.
- Review technical information and analyses to understand the scope of the issues, and potential approaches to the issues and its impacts.
- Serve as a liaison to the public and/or agencies (as appropriate) by networking effectively outside the Council with people or groups with similar interests to provide broad input to the discussions.
- Bring a valuable and informed perspective, and contribute useful information to the process.
- Work collaboratively, constructively, and creatively to meet the Council's mission.
- Advise the Council Chair or facilitation team if the member is unable to attend a Council meeting.
- Attend meetings consistently.
- Abide by the ground rules.

Council Chair: The Chair of the Council will be responsible to:

- Work with Council members to achieve consensus.

- Resolve issues among members.
- Represent Council with external groups and bringing information back to Council.
- Act as liaison with Governor's office.
- Lead efforts to identify resources and funding to fill gaps.
- Work with the facilitation team to establish meeting agendas to meet Council action plan goals.
- Encourage input from all Council members during the meetings.
- Convene and adjourn the meetings of the Council.
- Appoint ad hoc committees as required.

Facilitation team: The Council has contracted the services of a third-party neutral and impartial facilitation team from EnviroIssues (www.enviroissues.com) to support the Council. The facilitation team will support the Council Chair and members, and maintain the integrity of the Council process. Specifically, the facilitators will:

- Facilitate and document Council meetings to help Council make progress and achieve its goals.
- Staff and facilitate ad hoc committees, and document progress.
- Provide coordination and communications support between meetings.
- Support cross-communication among Council members and serve as central contact for information related to Council activities.
- Help the Council accomplish its tasks outlined in the action plan.
- Help the Council abide by its adopted ground rules.
- Build framework for external communications and outreach.
- Suggest and implement process ideas.
- Remain neutral.

Communications: Council members are encouraged to share accurate and objective information about the process with other people. To enhance communications among Council members and with the public:

- All Council meetings will be open to the public and a public comment period will be scheduled.
- Meeting announcements and all materials considered by the Council will be posted to the Council's website - <http://www.ecy.wa.gov/water/marine/oceanacidification.html>.
- A SharePoint site or equivalent (e.g. Dropbox) will be available to Council members and support staff to manage the review and revision of Council products.

Meeting Documentation

Meeting Summaries: Meeting summaries will capture key discussion points, action items, and areas of agreement on recommendations. Meeting summaries will not be transcripts of the

meeting. Draft summaries will be circulated to the Council for review and comment. The Council Chair and facilitation team will incorporate comments as appropriate into the final summary.

Action Tracking: Action items from each meeting will be summarized and captured in an action tracker. The facilitation team will update the action tracker and ensure actions are progressing. The action tracker will be reviewed at each Council meeting so everyone is updated on progress.

DRAFT

MRAC Membership

Chair, Governor's Designee:

Martha Kongsgaard, Chair Puget Sound Leadership Council

Members:

Steve Litzow — State Senator

Kevin Ranker — State Senator

Larry Seaquist — State Representative

Dave Hayes — State Representative

TJ Greene — Makah Tribe

Terry Williams — Tulalip Tribes

Bill Dewey — Puget Sound Shellfish Growers

Dick Sheldon — Coastal Shellfish Growers

Brian Allison — Commercial Fishing

Tony Floor — Marine Businesses

Joel Carben — Marine Recreation and Tourism, other than fishing

Mike Cassinelli — Recreational Fishing

Paul Dye — The Nature Conservancy

Peter Goldmark — Commissioner of Public Lands

Philip Anderson — Washington Department of Fish and Wildlife

Maia Bellon — Washington Department of Ecology

James Peters — Washington State Conservation Commission

Christine Woodward — Northwest Straits Commission

Kelly T. Wood — Representing largest businesses

Tom Davis — Washington State Farm Bureau

Lisa J. Graumlich — UW College of the Environment

Dennis J. McLerran — EPA Region 10

Norm Dicks — Congressman

Libby Jewett — NOAA Ocean Acidification Program

Steve Hollenhorst — Huxley College of the Environment, Western Washington University

Phil Rockefeller — Northwest Power and Conservation Council

Garrett Dalan — Washington Coastal Marine Advisory Council

Attachment 1: MRAC 2014 Action Plan

The following table outlines an action plan for the MRAC through 2014. The MRAC will focus on developing budget proposals that can be incorporated into agency budgets in July 2014.

Time	Topic	Purpose
March 2014	MRAC Meeting March 7 9:00 am – 12:00 pm	<ul style="list-style-type: none"> ▪ Review MRAC Strategic Plan and Action Plan ▪ Discuss Blue Ribbon Panel recommendations on science and monitoring ▪ Review work accomplished and in progress, identify data or information gaps ▪ Convene ad hoc committee for science and monitoring
	Hold Ad Hoc Committees meetings for: <ul style="list-style-type: none"> ▪ Science and Monitoring 	<ul style="list-style-type: none"> ▪ Analyze Blue Ribbon Panel recommendations ▪ Identify data or information gaps ▪ Discuss development of implementation proposal for legislative and resource needs
April 2014	MRAC Meeting 1 st week in April Full day	<ul style="list-style-type: none"> ▪ Discuss Blue Ribbon Panel recommendations for: <ul style="list-style-type: none"> ○ Local Land-based Contributions ○ Adaptation and Remediation ○ Education and Public Outreach ▪ For each topic, review work accomplished and in progress, identify data or information gaps ▪ Convene ad hoc committees
	Hold Ad Hoc Committee meetings for: <ul style="list-style-type: none"> ▪ Science and Monitoring ▪ Local Land-based Contributions ▪ Adaptation and Remediation ▪ Education and Public Outreach 	<ul style="list-style-type: none"> ▪ Analyze Blue Ribbon Panel recommendations ▪ Identify data or information gaps ▪ Discuss development of implementation proposal for legislative and resource needs
May 2014	Hold Ad Hoc Committee meetings for: <ul style="list-style-type: none"> ▪ Science and Monitoring ▪ Local Land-based Contributions ▪ Adaptation and Remediation ▪ Education and Public Outreach 	<ul style="list-style-type: none"> ▪ Refine and approve an implementation proposal for review by the MRAC
June 2014	MRAC Meeting 1 st week in June Full day	<ul style="list-style-type: none"> ▪ Review and recommend action on ad hoc committee proposed implementation proposals
September 2014	MRAC Meeting 1 st week in September	<ul style="list-style-type: none"> ▪ Discuss updates on progress for Blue Ribbon Panel recommendations ▪ Brainstorm questions and additional implementation needs to continue progress