Recreation and Conservation Funding Board Strategic Plan

Mission

Provide leadership and funding to help our partners protect and enhance Washington’s natural and recreational resources for current and future generations.

Goals

1. We help our partners protect, restore, and develop habitat and recreation opportunities that benefit people, fish and wildlife, and ecosystems.
2. We achieve a high level of accountability in managing the resources and responsibilities entrusted to us.
3. We deliver successful projects by inviting competition and by using broad public participation and feedback, monitoring, assessment, and adaptive management.

Guiding Principles

Guiding principles are fundamental concepts that form the basis for Board policy.

Principle 1. The Board’s primary roles are to (1) ensure the best possible investment of funds in protecting and improving habitats, ecosystems, and outdoor recreation opportunities, (2) provide accountability for those investments, and (3) provide citizen oversight to the funding process.

Principle 2. Successful protection and improvement of Washington’s ecosystems and recreation requires coordination across all levels of government and geographic scales. Decisions and actions should be guided by a statewide perspective coupled with each local community’s social, economic, and cultural values and priorities.

Principle 3. The plans and strategies (conservation and/or recreation) of federal, state, tribal, local government, and other partners should help guide the identification and prioritization of projects.

Principle 4. Projects must have explicit objectives, as well as appropriate designs and implementation plans to meet those objectives.
Principle 5. The Board will continue to work with federal, tribal, state, and local agencies, stakeholder organizations, and other interested parties to evaluate and improve the funding process. The Board also will continue to ensure that it funds the highest priority projects with integrity and impartiality and provides accountability to the Legislature and the public to sustain that funding and those investments.

Objectives and Strategies

Goal 1: We help our partners protect, restore, and develop habitat and recreation opportunities that benefit people, wildlife, and ecosystems.

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

- Strategy 1.A.1. – Evaluate and develop strategic investment policies and plans so that projects selected for funding meet the state’s recreation and conservation needs.
- Strategy 1.A.2. – Gather and interpret data that inform plans and help the board to provide grant programs that balance investments across a range of activities.
- Strategy 1.A.3. – Coordinate recreation resources information and priorities.

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

- Strategy 1.B.4. – Provide partners with funding to protect, preserve, restore, and enhance habitats.
  - For example, this includes projects that help sustain Washington’s biodiversity; protect “listed” species; maintain fully functioning ecosystems; protect unique urban wildlife habitats; and/or protect game and non-game wildlife.
- Strategy 1.B.5. – Provide funding to protect, preserve, restore, and enhance recreation opportunities statewide.
  - For example, this includes projects such as bicycling and walking facilities “close to home”; programs that assist with facility operation and maintenance; facilities most conducive to improved health; outdoor sports facilities; programs that provide improved recreation data; and/or access to nature and natural settings (includes fishing and hunting).
- Strategy 1.B.6. – Help sponsors maximize the useful life of board-funded projects.
Goal 2: We achieve a high level of accountability in managing the resources and responsibilities entrusted to us.

Objective 2.A.
Ensure funded projects and programs are managed efficiently, with integrity, in a fair and open manner, and in conformance with existing legal authorities

- Strategy 2.A.1. – Evaluate and develop policies and practices to reduce the number of projects not starting or finishing on time.
- Strategy 2.A.2. – Regularly monitor progress in meeting objectives and adapt management to meet changing needs.
- Strategy 2.A.3. – Ensure the work of the Board and staff is conducted with integrity and in a fair and open manner.

Objective 2.B
Support activities that promote continuous quality improvement.

- Strategy 2.B.4. – Ensure the Board has time on its agenda to discuss high-level policy issues.
- Strategy 2.B.5. – Implement a Board member and staff feedback process.

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

Objective 3.A
Broaden public support and applicant pool for the Board’s grant programs.

- Strategy 3.A.1. – Expand the Board’s support by developing key partnerships.
- Strategy 3.A.2. – Increase public understanding of project benefits including economic and ecosystem benefits.
- Strategy 3.A.3. – Perform regular assessments to determine the public’s priorities for outdoor recreation and conservation funding.
- Strategy 3.A.4 – Advocate for the protection of habitat and recreation through multiple venues.
- Strategy 3.A.5 – Expand reach of grant programs by broadening applicant pool for grant programs.
## Key Performance Measures

<table>
<thead>
<tr>
<th>Goal</th>
<th>Framing Question</th>
<th>Measure</th>
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<tbody>
<tr>
<td>We help our partners protect, restore, and develop habitat and</td>
<td>Is the board creating opportunities for recreation?</td>
<td>Projects funded by type, location</td>
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<tr>
<td>recreation opportunities that benefit people, wildlife, and</td>
<td>Is the board protecting natural systems and landscapes?</td>
<td>Acres protected (through acquisition) or restored</td>
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<td>ecosystems.</td>
<td>Are we affecting the health of Washingtonians?</td>
<td>Percent of respondents to OFM and statewide recreation surveys reporting participation in active recreation</td>
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<tr>
<td>We achieve a high level of accountability in managing the</td>
<td>Is the evaluation process objective and fair?</td>
<td>Percent of applicants reporting that the evaluation is objective and fair</td>
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<td>resources and responsibilities entrusted to us.</td>
<td>Are we managing grants efficiently and reducing project delays?</td>
<td>Agency re-appropriation rate</td>
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<td>How well do we maintain the state's investments?</td>
<td>Percent of grants in compliance</td>
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<td>(Sustainability measure to be developed with policy)</td>
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<tr>
<td>We deliver successful projects by using broad public participation</td>
<td>Are stakeholders involved in policy development?</td>
<td>Percent of sponsors agreeing with the survey question that &quot;The board considers input before making policy decisions&quot;</td>
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<td>and feedback, monitoring, assessment, and adaptive management.</td>
<td>Are we achieving statewide participation in our grant programs?</td>
<td>Number of funded projects by location (e.g., county or other geography)</td>
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