Stakeholder Advisory Committee
March 21, 2018
Portland, Oregon

Meeting Summary

Welcome, Introductions, General Updates

Gustavo Bisbal, NWCSC Director
Donna Silverberg, Facilitator, DS Consulting

Gustavo and Donna welcomed the participants in the room and on the phone to the Northwest Climate Science Center's (NWCSC) Stakeholder Advisory Committee (SAC) meeting, noting that the purpose of the meeting was to reflect on strategic planning ideas and themes for the NWCSC in 2018-2023.

Background and "Need to Accomplish"

Gustavo Bisbal, NWCSC Director

Gus introduced Joe Zisa from the U.S. Fish and Wildlife Service (USFWS), who is assisting with the Strategic Plan by synthesizing what the group produces into a polished written product. Gus noted that the day was dedicated to focus on the NWCSC's strategic plan now that they have the Science Agenda for 2018-23. The plan will serve as a blueprint for moving forward in a collaborative team effort.

Gus reminded everyone of the main four pillars he shared at the November meeting; those pillars were under consideration in the drafting of the Strategic Plan that the National Climate Change and Wildlife Science Center (NCCWSC) is putting together for the entire CSC network. He wanted to set aside the pillars for this strategic plan; recent directives from DOI suggest that the only pillar of interest is the Science pillar. The other pillars (capacity building, partnerships, and communications), may still be important to the partners and will be retained conceptually, yet not as main pillars.

Gus briefly presented how the NWCSC Team proposes the Strategic Plan to look, and how they would capture the SAC's thoughts and ideas for the plan. Gus reviewed the NCCWSC mission statement (see below), emphasizing that all CSCs must have the same mission statement, but that the SAC can redefine their vision statement to achieve the shared mission. He also asked the group to spend time thinking about the principles that guide the work they all do together and were articulated in the Science Agenda. He anticipates a 15-20 page document that establishes the blue-print for the next five years.

Gus also noted that goals, objectives and strategies would make up the strategic plan, using the following foundational documents:

→ NW CSC Science Agenda 2018-2023
→ University of Washington host funded proposal (UW presented key components)

University of Washington: Needs

Amy Snover, University Director, NW CSC and Director, Climate Impacts Group, University of Washington

Amy, on behalf of the University of Washington, agreed that the group should work on a strategic plan update, to coincide with the new partnership, and to work towards a common understanding of what the partnership is trying to accomplish together. She reaffirmed that the foundation of the strategic plan would be the Science Agenda and the University of Washington's host proposal. Amy reviewed the NW consortium, and highlighted the center's intent of inclusivity and transparency. She noted that UW developed a different model for their proposal that provides the consortium the flexibility to align its work with NW CSC's Science Agenda. Their primary objectives are: to entrain and expand the NW community of practice around climate adaptation, to support co-production of actionable science through all stages of the Adaptation Cycle, and to build capacity for co-production among current practitioners, scientists, and early career professionals through the funding of Fellows Programs across consortium Universities and events and trainings open to the entire NW community.

Gus asked the group if the background provided was sufficient enough for understanding the UW foundational document. Amy clarified that her goal was to show the basis of their approach, the challenges they might face in terms of research funding, and their aim to develop where and how they focus their efforts alongside their partners. The University will help the NW CSC hone in and focus their work through two arms: one that looks at how the science is aligning and being done, and the other, by building capacity for that science to be actionable.

Strategic Planning: What Do We Mean? Why is it Important?

Joe Zisa, USFWS

Joe provided an introduction for strategic planning: Why do you think it's important? He discussed the value of strategic plans and noted that, for this one, they are going to rely heavily on the SAC for guidance. The group brainstormed and highlighted uses, utilities, and values from other strategic plans.

Value/Use of Strategic Plan

- Helps us focus our energy
- Is used – and says how it can/will be used
- Is revisited/updated
- Is a living document
- Has the "right level of detail"
- Clear how to 'scale downward'
- Process supports group getting on same page

- Good 1-page executive summary
    - Key priorities
    - Multiple products
- Include a S.W.O.T. analysis of the plan itself
- Has clearly articulated goals; big picture end point
    - Objectives are building blocks
- Has agility in the plan so opportunities aren't constrained
- Includes clear timelines for strategies to be achieved
- Implementation is considered while drafting
- Metrics for success are articulated
- Recognize priorities we're trying to achieve given current realities

Joe asked the group if there was a specific product or statement that they would like to see included in the plan that would be useful to how their organization engages with the NWCSC.

Specific Needs for this Strategic Plan

- If the goal is to focus on actionable science, how does that actionable science impact "my" organization? How does this group's work affect my day-to-day work within my organization?
- Explicit links to the science agenda & clarity about how they interact
- Clarity about how NWCSC & consortium will engage tribes

Vision: Does the Current Articulation Work for the Strategic Plan?

Gustavo Bisbal, NWCSC Director
Donna Silverberg, Facilitator, DS Consulting

The group broke into smaller discussions to share their ideas and suggestions about the current vision statement, keeping in mind that the network-wide mission cannot change:

> *"Our mission is to deliver science to help fish, wildlife, water, land and people adapt to a changing climate."*

Current NWCSC vision:

> *"Our Center is a leader and nationally-recognized best-practice model for delivering the science and decision-support tools related to climate adaptation."*

Group 1

- Nationally recognized is important, but want to focus on NW
- Consortium of practitioners (inclusion)
- Focus on integrating the message rather than delivery, integrating the science and decisions
- "Achieving" climate adaptation, and the things that help us do this
- Emphasis on the actionable, less focus on the tools
- Helping partners with climate adaptation and resilience

- Being a regional leader (within the NW)
- Climate adaptation decisions
- Whole is greater than the sum of its parts

Group 2
"Our center is a leader in providing rigorous and useful science that promotes climate resilience and adaptation"

Group 3
- Include "adaptation"
- Add the notion of actionable science… i.e. "deliver science that helps resources managers to adapt to changing climate"
- Include: collaborative, innovative, and effective
- National and regional impact and leadership
- Like best practices model
- Responsive to on-the-ground needs (priorities?)

Vision: Change or…?
- Augment with new language (see below)

Guiding Principles: Need for Modification?
Donna Silverberg, Facilitator, DS Consulting

Donna reminded the group on the guiding principles they came up with during the process of formulating the Science Agenda for 2018-23. She invited everyone to think about whether the principles fit with the strategic plan, and asked if people wanted to add any refinements, asking, do the principles accurately reflect what the group hopes to see? The only suggested possible modification would be to add a concept which clarifies: Our science builds on our work with partners and work our partners have done.

University of Washington: Capacity Building
Amy Snover, University Director, NW CSC and Director, Climate Impacts Group, University of Washington
Meade Krosby, University Deputy Director, NW CSC, University of Washington
Ronda Strauch, NW CSC Actionable Science Postdoctoral Fellow, University of Washington

Amy introduced Meade and Ronda, who provided an update on what UW has done so far and lead a discussion on the benefits, both real and potential, of this new partnership. They recently hired Ronda Strauch, a Postdoctoral Fellow, who will be helping to implement many of the capacity building efforts, including: a research fellowship program with a cohort of students that will provide capacity building opportunities, helping them build the skills they need to make their science actionable; a seminar hosted this past winter; a four-part series of skill-building webinars to be held this spring; and future workshops. They summarized what it means to do collaborative science: the coproduction between scientists, managers and stakeholders. Amy introduced Darcy Widmayer, the NW CSC's new Communications Manager at the University of Washington.

SAC & NWCSC Benefits: Individual & Organizational

Amy Snover, University Director, NW CSC and Director, Climate Impacts Group, University of Washington
Donna Silverberg, Facilitator, DS Consulting

Amy and Donna asked people to think about the various benefits they feel that they and their organizations get out of these partnerships. In addition, what *would they like* to get out of them?:

What Benefits Does Your Organization Derive from SAC Now? (In order of support amount. The number coincides with how many check marks an idea received from others)

- Ability to influence research to meet agency needs & produces useable science & decision support tools (4)
- Networking & coordination capabilities with contact from other agencies and entities (4)
- Tribal priorities incorporated into science agenda & other planning documents (4)
- Access and links to research and products (3)
- Stay current on the state of the science (3)
- Engagement in current research (2)
- Awareness of funding opportunities (2)
- Synthesis of existing science (2)
- Identify connections between Tribal, agency, regional organizations, and other stakeholder priorities (2)
- Unknown - climate change adaptation is not an organizational priority.
- Show engagement in regional climate change issues – policy implications

What Benefits Would Your Organization *Like* to Derive From SAC? (or what *you* would like your organization to derive in addition to any currently-derived benefits)

- Ability to direct research that may benefit my organization *(both lists)* (3)
- Scientific/technical tools/data to assist with long-term planning & prioritization (2)
- Continued synthesis of research to inform agency, e.g. inform climate sections of documents, inform fish & wildlife projection development and proposals (2)
- Show engagement in regional climate change issues – policy implications
- Unknown – climate change adaptation is not a political priority
- More funding opportunities and collaborations with universities
- Support investment in climate science tools & applied research
- Gain perspectives to help emphasize importance on considering & incorporating climate change considerations into our work in order to achieve agency goals
- Assistance with relative management issues
- Shared investments in climate science across geog. (GBLCC) enhancing coordination of needs and priorities
- Early identification of priorities and science needs, pre-RFP coordination
- New member, can't assess previous success

What Benefits Do *You* Derive From SAC Now?

- Network with colleagues (7)
- Opportunity to influence climate science research/agenda (6)

- Professional development of client knowledge base (3)
- Learn from others – skills, styles, etc. (3)
- Get to see Gus! (2)
- Improve understanding of "state of the science"
- Greater understanding and ability to be informed of perspectives in face-to-face setting
- Friendships
- External push to focus on my agency's adaptation-related decisions

What Benefits Would *You Like* to Get From SAC? (in addition to any currently-derived benefits)

- Regional forum for feedback and advice on state level issues – some at the States might be the only members of their organizations that consider climate change. Having the opportunity to talk about these things with SAC colleagues, formally or informally. (2)
- Clear actionable science to support environmental analyses that incorporate climate change impacts in rangeland
- Continue to enhance and maximize our time together as SAC so it is meaningful. Maximizing the use of our time together.

What Benefits Can *You* Provide to the NWCSC?

- Information on agency climate-related efforts (5)
- The needs of my agency, despite their current disinterest (2)
- Conduit to other networks (state agency climate network, Puget Sound Climate collaborative, etc.) (2)
- Conduit of information from NWCSC and internal/external users or potential users of climate research and NWCSC products
- Tribal priorities/perspectives/needs on issues related to climate change
- Viewpoints that reflect basic scientific research and on-the-ground application
- Access to hundreds of managers who need your help!
- Perspective of resource managers
- Advocacy
- Expertise on Sagebrush Biome issues

What Can *Your Organization* Provide to the NWCSC?

- Organization's support for the center (political)
- Perspective from an organization with an infrastructure-related mission
- Our time & energy/access to agency expertise when needed
- Identification and prioritization of data needs & technical assistance
- Review of proposals for relevance to management needs
- Partners
- Endless supply of management decisions that need climate-related help
- Information from specific climate modeling efforts
- Tribal science & priorities
- Support investment in climate science tools & applied research

The group then discussed the implications of these benefits and what changes are needed to ensure that all benefits are derived to each party: How can these benefits be achieved? What are the gaps we need to address? What can we implement to make them happen?

Suggested Changes to Ensure Benefits

- Email with website links to make information exchange as easy as possible, user friendly
- Updated website helps get information out
- Highlight (via communications) when our shared efforts become something (e.g. the consensus-based Science Agenda)
- Be an active conduit so we all can push information broadly out to others (and internally)
- Think about at what stage to send project-specific (and other) descriptions
- Continue to make presentations at conferences outside the usual (e.g. Tribal networks etc)
- Continue to share published documents & make them easy-to-access (whenever possible)
- Ability to offer meaningful input through the science agenda, having influence on how climate science research can be delivered and ongoing projects
- Access to projects that can be shared with colleagues – implications for communications team
- Continue tribal boot camp, educating youth

Goals, Objectives and Strategies

Donna Silverberg, Facilitator, DS Consulting

Donna began this section by presenting the group with a proposed/revised vision statement, based on common themes and keywords the group previously suggested:

> "Our partner-based center is a regional and national leader in providing collaboratively developed, rigorous and useful science that promotes climate resilience and adaptation."

There was consensus on this revised statement, although it was noted that the vision may change again once the smaller strategic planning team (Joe, Gus, Amy and Meade) gets to work. The combined vision and principles capture all the ideas that were important to group members.

Donna asked the group to pair up and brainstorm ideas/statements for the strategic plan in terms of goals, objectives and strategies, with the intention of focusing on ideas, rather than which category they might fall under:

Goals

- Stakeholders have the scientific-technical knowledge/information to successfully adapt to future climates relative to their respective missions, responsibilities, and constituencies
- Ensure that science is developed in a format that is useable/consumable by decision-makers
- Develop a communication plan that promotes regional and national relevance of the CSC E.g. make sure decision-makers know what we're doing
- Determine/understand the goals & objectives of stakeholders/partners to understand how climate science can connect & help them achieve those goals and objectives

- Develop resources & programs to enhance climate science literacy and give regional audiences the necessary tools & information to promote climate change resilience & adaptation
- Fund at least one project in each management priority of the Science Agenda each year
- Help people use the science they asked for to meet their management goals and objectives
- Maximize salmon populations to "recovery" via NMFS plan (goal?)
- Encourage all projects to engage Tribes within the study area

Objectives

- Do outreach and training on the products developed by NWCSC
- Implement the evaluation strategy developed by the NWCSC
- Bring together & coordinate efforts of recovery team for salmon & steelhead
- Incorporate a Tribal priority into funding decisions each year
- Fund at least one Tribal project each year (meets Tribal interests)

Strategies

- Determine certain decision points that are climate-based that may be needed to modify recovery plans for salmon & steelhead
- Determine habitat area to focus resources to support recovery plan for salmon & steelhead
- Invest in a diverse portfolio of research projects that meet the needs identified in the Science Agenda
- Maintain online databases of (a) scientific literature and (b) downscaled outputs of GCMs (Global Climate Model) at regional and watershed levels
- Develop/invest in projects that test innovative or theoretical adaptation actions.
- Talking points for leadership
- Traveling roadshow to agencies – brownbag presentations
- Newsletters for distribution
- Fund opportunities for sharing research with potential users

Goal: Agency operations incorporate climate change considerations

Objective 1: Ensure stakeholders have data to project climate change impacts on the resources they manage

Strategies:

- Directed RFPs to meet critical science/data needs
- Training & outreach on tools (e.g. webinars)
- Science products define uncertainty

Objective 2: Train the next generation of climate scientists and resource managers

Strategies:

- University consortiums
- Student internships on climate projects with resource managers

Goal: Effective clearinghouse of actionable climate science

Objective: Provide SAC and other stakeholders with synthesis of research and decision support tools

Strategies:

- Update website, improve searchability
- Engage SAC in review of RFP responses
- Atlas of climate data sets
- Ensure RFPs are scalable ($)

Next Steps

Gustavo Bisbal, NW CSC Director
Joe Zisa, NW CSC
Donna Silverberg, Facilitator, DS Consulting

Donna asked Joe and Gus what they envision happening next. Joe explained his goal was to get a broad sense of what the group thought about strategic planning, what they wanted to see, and ideas for implementation. He was pleased with the results of the session. Gus noted that there is no planned timeline or process for additional engagement at this point, but likely will be.

Donna asked the group: what are the priorities or needs following this discussion given what people have heard at home? Do you want to see more depth to the proposed strategies? Does the information need to be synthesized first (since the themes might already be there)?

Comments:

- Should we try to define what we mean by engage? Do PIs know how to reach out?
- Similar engagement to state agencies.
- It is worth noting that we did have a strategic plan already. The new one should acknowledge it and show continued momentum and progress, as opposed to starting over.
- The science agenda is amazing work, so make sure that the strategic plan dovetails with that; they must be integrated.
- Contemplate using SWOT process for strategic plan development.
- We want to be aspirational, while being practical.
- How do we deal with pillars and these new ideas today? How would we do the science piece without partnerships, communication, and outreach? We can't avoid these pillars even if we tried!
- Science can be perceived as actionable; science is the foundation, but is not exclusive.

Logistical Comments and Questions:

Gus asked the group whether they would feel comfortable continuing this discussion through emails with hard deadlines? Or would they like to have more face-to-face meetings?

- Emailing works well, with clear deadlines. Two or three weeks for deadline? Send reminder emails that the deadline is in a few days.

    - Some deadlines will be arbitrary to keep things on track. If deadlines feel too restrictive, members may reach out to Gus to make other arrangements. Keep the momentum going!
- Good to convene together at least once a year, to keep the group gelled, usually in the Fall.
- If the group wants another in-person meeting prior to the Strategic Plan adoption, be mindful and aware of out-of-town members unable to participate in face-to-face meetings (as we were today).

Strategic Plan: Metrics for Success

Donna Silverberg, Facilitator, DS Consulting

Donna asked the group to consider the Strategic Plan's "metrics for success" and encouraged each member of the group to write at least one metric of success for the strategic plan. Joe mentioned that, even in internal discussions, this topic is often a struggle.

Five Years Out, We'll Know this Strategic Plan Has Been Successful Because….

- The NWCSC has a communications plan in place that results in consistent communication (through different channels) that informs stakeholders and decision-makers about NWCSC's work
- Administrators acknowledge NWCSC products as vehicles to concrete resource management decisions
- Cohort of early career professionals continues to grow
- Expansion of website traffic and other communication outlets
- Fund 40 or more fellows doing actionable science
- Increase number of new PIs submitting proposals, and document an understanding of co-production
- Number of completed studies for agency(ies) management implementation/consideration
- If a management resource agency has used our Strategic Science Plan to meet an aspect of its "Agency Mission" …i.e. Prioritization of habitats for restoration/protection
- Number of adaptation plans developed by stakeholders with assistance of NWCSC
- Number of outreach materials developed by stakeholders with information provided by NWCSC
- In five years, we'll know the NWCSC is successful if it can identify X number of management plans where CSC-funded work has been utilized
- Number of times science documents produced with NWCSC funding are referenced in planning documents/environmental analyses. (Don't know how this could be done but seems it would be a measure of which results are actually used on the ground)
- Funding at least one Tribe-related project annually that is applicable to multiple Tribes' priorities in the PNW

- NWCSC-funded research is cited (or in some way used to justify) natural resource management decisions (aimed at promoting resilience) – Could get specific re:
    - Number of citations or decisions
    - Breadth of decisions (issues/sectors)
    - Alignment with strategic science plan
- Climate change planning integrated into resource management decisions based on CSC project data
- Strategic plan accepted by majority of SAC members
- NWCSC is a clear go-to resource for climate information
- NWCSC has supported substantial research that has been actionable
- Management decisions reference science produced by CSC-funded researchers
- The CSC program not only still exists, but is funded sufficiently to meet regional demands
- Number of applicants for Fellows Program has increased
- Pool of applicants with strong proposals to RFPs increases
- Management agencies are demonstrating use of climate information in their planning, decision-making and resource allocation processes
- Impact factor of peer reviewed products
- Increase in the number of CSC products

Donna asked the group for feedback on the revised vision statement. They agreed that the revised statement successfully captures key themes that all three groups had touched upon: partner-based, regional & national emphasis, and collaboration. One question arose was if it should include more management resource agency context. Donna suggested that the mission, vision, and principles wrapped together might help encompass this concept. Additionally, Joe emphasized that the concept about public, private, tribal, and resource managers all being part of the critical customer and constituent base will be captured somewhere.

Reflections on Progress

Gustavo Bisbal, NW CSC Director
Donna Silverberg, Facilitator, DS Consulting

To conclude, the SAC reflected on their progress, and what they appreciated about the day:

- Great organization, efficiency, contributions, engagement, got a lot accomplished
- Got a lot of outputs in a short time
- Kudos to the facilitation approach: good job getting lots of ideas and helping us build consensus to produce documents
- Thankful for all the perspectives everyone brought to the table to connect agencies and the tribes better
- Appreciative of thoughtful intelligent input
- Liked the ideas people shared the group chat and the questions to SAC members about benefits
- Nice not to feel alone doing this work! Really glad to have a full team working together.
- Thanks for participation, incorporating SAC members feedback, appreciated the questions posed to the SAC members

Gus reminded those in the room and on the phone of the opportunity to participate on the funding opportunity RFPs review panel, and said it would be great exposure to what the NW CSC does. It also is an opportunity to see who is responding and what proposals get submitted. Gus thanked everyone for a very productive session.

Donna thanked Gus and the SAC for their enthusiastic participation and hard work and adjourned the session.

MEETING PARTICIPANTS

States
Idaho Department of Fish and Game: Leona Svancara
Oregon Department of Fish and Wildlife: Davia Palmeri
Washington Department of Fish and Wildlife: Lynn Helbrecht

Tribes
Columbia River Inter-Tribal Fish Commission: Laura Gephart
Cow Creek Band of Umpqua Indians: Kelly Coates
NW Indian Fisheries Commission: Eliza Ghitis

Federal
Bonneville Power Administration: Chris Furey
Bureau of Indian Affairs: David Redhorse
Bureau of Land Management: Louisa Evers
Bureau of Reclamation: Bryan Horsburgh
Great Basin Landscape Conservation Commission: John Tull
Great Northern Landscape Conservation Cooperative: Sean Finn
Northwest Climate Science Center: Gus Bisbal, Chas Jones, Joe Zisa
North Pacific Landscape Conservation Cooperative: John Mankowski
US Environmental Protection Agency: Linda Anderson-Carnahan,
US Fish & Wildlife Service: Don Campton
US Forest Service: Katherine Smith
US Geological Services: Greg Fuhrer

Others (SAC-SAP members or facilitators)
DS Consulting facilitation team: Donna Silverberg, Colby Mills
University of Washington: Amy Snover, Meade Krosby, Ronda Strauch, Darcy Widmayer