



STATE OF WASHINGTON

RECREATION AND CONSERVATION OFFICE

June 2008

**Item #5b: Recreation and Conservation Funding Board
Strategic Plan Revisions**

Prepared By: Rebecca Connolly, Board Liaison

Presented By: Kaleen Cottingham, RCO Director

**Approved by the
Director:**

Proposed Action: Discussion and Direction

Summary

At the Recreation and Conservation Funding Board (Board) meeting held in March 2008, the Recreation and Conservation Office (RCO) director provided Board members with copies of their strategic plan and asked them to consider whether and how they would like to amend the plan. Based on Board members' feedback, staff has prepared the attached draft for consideration.

Background

The Board has routinely updated its strategic plan over the past several years. At the March 2008 Board meeting, the RCO director provided Board members with copies of the current version of the Board's plan, and asked them to consider whether and how they would like to amend it. The director noted that the RCO staff was rewriting the RCO's strategic plan as part of the upcoming development of the biennial budget.

Following the meeting, most board members responded that they were comfortable with the plan, but thought it should be more ambitious and forward thinking. Some members also noted additional changes, as follows:

- Outreach activities, in particular, should have targets that are more aggressive.



- Reorganizing the plan around simpler themes would help the Board focus on “big picture” activities, rather than day-to-day management.
- The word “clients” implies a business relationship, and should be replaced with “partners,” which is used in the mission statement.

Analysis

Attachment A is a revised plan for Board consideration. Attachment B is the same document, except that it includes a strikethrough comparison to the plan given to the Board in March.

Staff started the revision by incorporating the additions and deletions that were shown in underline/strikethrough on the most current version of the plan.

In addition, staff proposes the following changes:

1. Remove the specific tasks, assignments, and due dates that were in the plan. The RCO director manages these items through work plans designed to achieve the Board’s strategies and actions, and reports on progress quarterly.
2. Add the Board’s mission statement.
3. Add a list of guiding principles.
4. Classify the strategies into: (1) policy development, (2) coordination, (3) outreach and advocacy, and (4) strategic investment.
5. Replace measurements with “deliverables” to reflect the nature of the items listed.

Next Steps

Staff will incorporate the Board’s input into a revised version of the plan, and present it for approval at the September 2008 meeting.

Attachments

- A. Proposed Revisions to Board Strategic Plan
- B. Proposed Revisions to Board Strategic Plan, with Markup/Strikethrough