

2015

West Coast Ocean Partnership

STRATEGIC PLANNING MEETING SUMMARY
JUNE 30 – JULY 1, 2015

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Facilitation Services and drafting of this report provided by Kearns & West team Eric Poncelet and Annie Kilburg.

West Coast Ocean Partnership coordination, meeting planning and report drafting provided by Kim McIntyre, West Coast Governors Alliance on Ocean Health Project Coordinator.

The following organizations have expressed interest in and/or participate on the West Coast Ocean Partnership Working Group:

Bureau of Ocean Energy Management
CA Ocean Protection Council
Cher-Ae Heights Indian Community of the Trinidad Rancheria, CA
Coastal Band of the Chumash Nation, CA
Confederated Tribes of the Coos, Lower Umpqua and Siuslaw Indians, OR
Confederated Tribes of Grand Ronde, OR
Confederated Tribes of the Umatilla Indian Reservation, OR
Elk Valley Rancheria, CA
Environmental Protection Agency
InterTribal Sinkiyone Wilderness Council, CA (representing 10 federally recognized North Coast tribes including: Cahto Tribe of Laytonville Rancheria; Coyote Valley Band of Pomo Indians; Hopland Band of Pomo Indians; Pinoleville Pomo Nation; Potter Valley Tribe; Redwood Valley Rancheria of Pomo Indians; Robinson Rancheria of Pomo Indians; Round Valley Indian Tribes; Scotts Valley Band of Pomo Indians; and Sherwood Valley Rancheria of Pomo Indians)
Makah Indian Tribe, WA
National Oceanic and Atmospheric Administration
Office of Governor Brown, Oregon
Office of Governor Inslee, Washington
Ohlone Costanoan Esselen Nation, CA
Port Gamble S'Klallam Tribe, WA
Potter Valley Tribe, CA
Quileute Tribe, WA
Santa Ynez Band of Chumash Indians, CA
Sherwood Valley Rancheria of Pomo Indians, CA
Smith River Rancheria, CA
Stewarts Point Rancheria, CA
Suquamish Indian Tribe, WA
Sycuan Band of the Kumeyaay Nation, CA
United States Navy/Department of Defense
Washington Department of Ecology
Wiyot Tribe, CA
Yurok Tribe, CA

Table of Contents

Acknowledgements.....	2
Table of Contents.....	3
Section I: Background, Purpose, Meeting Objectives, and Process Overview.....	4
Section II: Introductions and Interest in the WCOP	5
Section III: Outline for Strategic Framework.....	7
Section IV: Principles Guiding the Strategic Framework.....	8
Section V: Background Information on Regional Priorities.....	8
Section VI: Initial West Coast Regional Priorities and Potential Activities.....	11
Section VII: Background Information – Relevant Governance Structures	14
Section VIII: Potential Governance Structures for WCOP.....	15
Section IX: Resources for Funding the Partnership.....	18
Section X: Next Steps and Summary	19
Appendices:	
• <i>Appendix 1</i> - WCOP Attendance List.....	20
• <i>Appendix 2</i> - WCOP Agenda.....	22
• <i>Appendix 3</i> – WCOP Strategic Framework - Revised Draft Outline.....	25
• <i>Appendix 4</i> – WCOS Convergence Statement.....	26
• <i>Appendix 5</i> – WCGA Capacity Memo.....	28
• <i>Appendix 6</i> – WCODP Brochure.....	37
• <i>Appendix 7</i> – West Coast Ocean Data Portal Usage Report.....	39
• <i>Appendix 8</i> – WCOP Key Elements - Transcribed Notes.....	43
• <i>Appendix 9</i> - WCOP - Action Items and Schedule.....	58

I. BACKGROUND, PURPOSE, MEETING OBJECTIVES, AND PROCESS OVERVIEW

Background and Purpose

This document summarizes the outcomes of a two-day meeting held on June 30 - July 1, 2015 in Oakland, California to do strategic planning in support of a new West Coast Ocean Partnership (WCOP). Participants in the strategic planning meeting included representatives of a volunteer working group, including tribes and tribal communities, state governments from the states of Washington, Oregon and California, as well as federal agencies concerned with issues of ocean health. The purpose of the meeting was to discuss and begin developing the outlines of a “strategic framework” to guide the creation and eventual operation of a partnership focused on regional ocean health among the West Coast region’s tribes, states and federal agencies.

The idea of creating a WCOP grew out of a West Coast Ocean Summit ([Summit](#)) that was held in January 2015. The Summit brought together 150 participants from West Coast tribes, state governments, and federal agencies to share regional ocean health priorities and discuss regional ocean coordination and collaboration opportunities. A number of Summit participants volunteered to participate in a Working Group to take a leadership role in developing the WCOP. Staff from the West Coast Governors Alliance on Ocean Health (WCGA) and the West Coast Regional Planning Body (RPB) agreed to team with the newly formed Working Group to help move the partnership forward, including planning and participating in a strategic planning meeting later in the year.

Funding from the National Oceanic and Atmospheric Administration (NOAA) Regional Ocean Partnership Funding Program and the Bureau of Ocean and Energy Management (BOEM) provided meeting costs and travel support for the 30 participants and supported facilitation services (Kearns & West).

The facilitators worked closely with the Working Group, WCGA, and RPB staff to develop the meeting agenda and to address logistics and outreach needs.

Meeting Objectives

The objectives for the strategic planning meeting included:

- Discuss and clarify the intent of the Strategic Framework.
- Discuss and determine key Strategic Framework content, including recommendations on regional priorities, roles, activities, and governance structure.
- Review next steps for development of the Strategic Framework and moving the WCOP forward, including establishing funding resources and vetting a draft framework with other West Coast partners.

Process Overview

The meeting was an intergovernmental workshop; participation was limited to the Working Group representatives from tribal, state and federal governments (for full list of attendees see *Appendix 1*). The first day of the meeting focused on: introductions; discussing the intent, outline and guiding principles for the Strategic Framework; reviewing background information on regional priorities; and discussing and identifying initial WCOP priorities and activities. The second day of the meeting focused on reviewing background information of relevant governance structures; discussing potential governance structures for the WCOP; discussing resources for funding the WCOP; and confirming next steps for preparing the draft Strategic Framework for the partnership. The meeting agenda is included below as *Appendix 2*.

II. INTRODUCTIONS AND INTERESTS IN THE WCOP

Introductions

To provide an opportunity for all participants to introduce themselves and to share an overview of their entities' interests in the WCOP Strategic Framework, Eric Poncelet, *Kearns & West*, facilitated introductions with all participants. He invited each participant to respond to the following questions:

- Why is the WCOP important to you?
- What are your core interests that need to be reflected in the WCOP Strategic Framework?
- What are your hopes and expectations for the Strategic Framework?
- What does success look like?

In response to the above questions, several tribal representatives commented that the WCOP is an opportunity for all tribal voices to be included so that they are represented and heard. A few tribal representatives said that the WCOP Strategic Framework needs to protect treaty rights, specifically pertaining to the health of the ocean. They reminded the group that maintaining the ocean is vital to the subsistence of tribal culture and that it provides a food source and economic stability for tribes. They recognized that the WCOP is an opportunity for collaboration and want the partnership to focus on common, agreed-upon priorities, activities, interests, and projects that are resilient to change. The partnership needs to be kept simple to address the complex nature and multiple levels of interests.

A few tribal representatives stated that it has yet to become clear why the WCOP is important; however, they are hoping that it becomes an opportunity to lay the foundation for effective ocean policy that reflects treaty interests and sovereign governments. Another hope for the WCOP is to bring in the younger generations and create sustainable relationships, both personally and institutionally, so that when they leave their positions, the younger members are still involved in the process.

Several tribal representatives commented that success would be a true partnership where policy is developed. It would have the ability to use existing tools or to build new ones to protect tribal ways of life. Fostering a strong and efficient body to provide well balanced expertise and tribal representation to solve ocean issues would deem success for the WCOP.

Several state and federal representatives said that they want to keep this partnership inclusive and include all federally and non-federally recognized tribes who want to come together and learn from each other. Many state and federal representatives agreed with tribal responses and shared their perspective on creating a partnership that focuses on keeping things simple as well as efficient, strategic, and flexible. A number of these representatives also recommended that the purview of the partnership remain limited and achievable, and that it be designed to build on existing capacity and resources given that the Administration in Washington DC will change.

One participant mentioned that coordinating federal policy and funding actions with WCOP's priorities and activities will provide momentum for the partnership. Another participant said that the partnership needs to be synchronized with the RPB to insure that duplication of effort is avoided and coordination is maximized. There was a discussion that the partnership won't necessarily be a forum for creating policy, but an opportunity to put forward regional positions on current policies and West Coast ocean efforts. This group can become a powerful unified voice that is not driven by regulatory requirements, and a space where lessons and best practices are shared. Several participants suggested using the WCOS Convergence Statement to develop the framework for the WCOP. In terms of what success would look like, state and federal agency representatives offered that a successful partnership would represent a place for inclusion, respect the rights of all sovereigns, leverage resources, add value to the partners' time and efforts, would not be duplicative, and would foster local, on the ground actions that benefit the partners' interests on a regional scale.

The participants suggested several potential focal areas for the partnership, including marine planning, fisheries, water quality, cultural resource protection, data analysis and sharing, ocean acidification and hypoxia (OAH), climate

adaptation, sea level rise, community resilience, coastal hazards, renewable energy and renewable ocean energy, marine debris, ocean resilience and chemistry, and habitat protection.

In the follow-up discussion to the circle dialogue, one participant tried to recap by saying that the Strategic Framework should focus on the “Four Rs” including:

- Resilience (*i.e.* social, economic, and ecological)
- Relationships (*i.e.* core principles)
- Respect (*i.e.* respect interests, history, and goals)
- Reliability (*i.e.* can withstand changing politics)

Other participants agreed that the WCOP should improve upon existing forums by enhancing mutual responsibilities. The collective goals need to be reflected and synchronized with the regional planning efforts in a locally relevant manner.

Summary

Eric thanked everyone for their willingness to provide feedback on their interests in regards to the WCOP and the Strategic Framework. He summarized their interests as wanting to create a partnership that:

- Builds upon the agreed-upon principles, priorities, and structure from the WCOS
- Takes lessons learned from and streamlines existing regional efforts, including the WCGA and RPB
- Includes shared interests to support the RPB
- Focuses on a small set of regional priorities
- Focuses on sharing, coordinating, and communicating
- Creates shared projects
- Builds upon the respect of local authorities
- Includes long-term care and commitment in planning for the ocean
- Builds relationships, both personal and institutional
- Creates a space for younger generations to contribute
- Is efficient, strategic, simple, and flexible
- Outlines the resources that can be shared and leveraged
- Articulates the uniqueness of the West Coast
- Creates a unified voice

Eric thanked everyone for their suggestions and asked that they keep these interests and criteria in mind while moving to create the Strategic Framework.

III. OUTLINE FOR STRATEGIC FRAMEWORK

The intended purpose of the Strategic Framework is to guide the efforts to create and implement the WCOP; it will not represent a legally binding document. With this in mind, participants discussed and clarified the key content that needed to be included in the Strategic Framework document. They examined a preliminary draft outline of the WCOP Strategic Framework and provided feedback on which elements need to be added, changed, or removed. An updated draft version, based on the participants' comments, can be found in *Appendix 3*.

Participants confirmed the draft sections of the draft outline and made several key recommendations, including:

- Keep the Framework short. Participants agreed that they should focus on preparing a concise Strategic Framework document, as this is not a detailed strategic plan at this point.
- Include a vision statement near the beginning of the Framework.
- Include a reference section that describes other relevant regional collaborations.

Participants discussed and confirmed the following sections:

Introduction and Background

This section should describe why the WCOP formed and the process by which this occurred. Kim McIntyre, WCGA, will use the work from the WCOS to help draft this piece prior to vetting it to the Working Group as part of the Strategic Framework document.

Vision Statement

Participants strongly agreed that the Framework needs a strong vision statement at the beginning to help frame the rest of the framework content. Participants shared their ideas for the vision over the course of the two-day meeting. On the second day of the meeting, participants came to agreement around the following draft text for the vision:

The West Coast Ocean Partnership is a state, tribal, and federal forum for fostering dialogue on ocean health that:

- *Improves understanding of regional ocean health issues and respect for shared regional priorities*
- *Addresses shared regional opportunities by connecting people, information, approaches, and resources*
- *Builds upon existing efforts*
- *Informs policy, planning, and management*

Guiding Principles

The WCOP Strategic Framework document will pull its guiding principles from the WCOS Convergence Statement and include any additions from the Working Group. Participants suggested that the list of principles from the WCOS be streamlined, and that those principles that are more like "premises" be removed and moved into the background or introductory sections. Other principles may need to be reframed for the sake of clarity or consistency.

Members and Participation

Participants suggested using the language from the WCOS Convergence Statement to address the participation of tribal members. Another key suggestion was to open the involvement to other stakeholders in the form of Working Groups as appropriate. This may include businesses, tribal non-profits, and NGOs.

Activities and Roles

The Strategic Framework will include initial detailed activities and roles of the WCOP partners.

Regional Priorities

The Strategic Framework will outline initial priority focal areas for the partnerships.

Governance/Structure

Participants commented on the structure of the WCOP and that the RPB's partnering role should be detailed in the WCOP Strategic Framework to help avoid replicating work.

Resources

The Strategic Framework will include information on the financial and staffing resources required and currently available to support WCOP and keep it moving forward after September 30, 2015.

IV. PRINCIPLES GUIDING THE STRATEGIC FRAMEWORK

Participants discussed the principles that should be used to guide the Strategic Framework. Annie Kilburg, *Kearns & West*, provided an overview of the guiding principles that were recommended at the WCOS (WCOS Convergence Statement included as *Appendix 4*).

Participants discussed whether this initial suite of principles from the WCOS was sufficient to guide the WCOP Strategic Framework. Participants suggested the following additions and changes:

- Participants noted that some of these principles are redundant and that these should be included in the framework with slight reframing.
- Another suggestion was to develop an alternative description of the "California current large marine ecosystem" as many participants commented that this description does not accurately reflect representation from all of the WCOS partners, only California.
- Participants requested that some language be altered to correctly reflect the intention behind the language (*i.e.* change, "acknowledge limited staff time and resources" to "maximize the use of resources").

Participants requested that Kim McIntyre work to revise the guiding principles based on this feedback and that they have the opportunity to review them again along with the draft Strategic Framework document.

V. BACKGROUND INFORMATION ON REGIONAL PRIORITIES

The group discussed the regional priorities and activities that should be included in the Framework and began this discussion by reviewing the experiences and lessons learned from other regional collaborative efforts.¹

Outcomes of January West Coast Ocean Summit (WCOS)

Participants reviewed the outcomes of the January 2015 WCOS, noting that Summit participants discussed regional priorities during their "lightning round" presentations as well as during two breakout session activities.

WCOS participants broadly supported the following regional priorities in their breakout group discussions:

- Climate change (includes ocean acidification, sea level rise, temperature change, coastal hazards, adaptation, and hypoxia)
- Science, research, and data sharing
- Coastal and estuarine habitat protection and restoration
- Coastal community resilience, preserving traditional ways of life (includes coastal hazards, tribal rights and responsibilities, coastal and ocean access, disaster and emergency preparedness and response)
- Water quality and pollution (includes oil spills, marine debris, pollutants, bio-toxins, bacteria, etc.)
- Marine planning as a tool for collaboration and management; must involve tribes along with state and federal agencies

¹ WCOP Strategic Planning Meeting PowerPoint presentations are available at www.westcoastoceansummit.org and www.westcoastoceans.org.

Current Regional Priorities for the West Coast Governors Alliance on Ocean Health (WCGA)

Kim introduced both the current and previous regional priorities for the WCGA as well as current regional priorities for the states and federal agencies that make up the WCGA Executive Committee. She explained that the 2008 WCGA Action Plan included a broad set of priorities that resulted in creating twenty-six actions. To coordinate coast-wide implementation of the WCGA Action Plan, the Executive Committee established workgroups known as Action Coordination Teams (ACTs) for specific areas of the plan. These teams are comprised of diverse experts from governments across the region (state, federal, and tribal), interest groups, and others. In 2012, reflecting on previous successes and acknowledging the realities of funding and capacity for the future, the WCGA Executive Committee took steps to realign the WCGA's framework of Action Coordination Teams (ACT) to reflect financial and management constraints while continuing to advance key state and regional priorities. Based on feedback from the ACTs and current ocean health priorities within the region, the Executive Committee narrowed its focus for the next two years to: marine debris, adaptation to climate change, ocean acidification, and building a regional data framework (see WCGA Capacity Memo *Appendix 5*).

West Coast Ocean Data Portal (WCODP) Action Coordination Team

Todd Hallenbeck, *West Coast Ocean Data Portal (WCODP)*, introduced the WCODP as a platform and network to increase the discovery and access of data, connectivity of data managers and users, and to inform relevant resource management, policy development, and planning. The WCODP looks at data and information across tribal, state, and federal boundaries and operates with the philosophy that better access to data leads to better decision making. The WCODP has worked with a variety of diverse state, federal, tribal, and NGO organizations to develop the WCODP. Several examples of partners who have leveraged the WCODP have included the West Coast Marine Debris Alliance to help plan cleanups and understand effectiveness of debris policies, the Oregon Coast Management Program (OCMP) to discover data resources for proposal development, and the USGS to help build technical capacity to develop and publish web services for seafloor mapping data. The WCODP has a great deal of capacity to put toward informing the priorities of the WCOP and is a great tool for data coordination across jurisdictions. Todd encouraged the leadership to frame priorities as policy questions that could more directly be informed by geospatial data and analysis. The WCODP is also continuing to explore its role in supporting activities of the RPB and other state, local, and regional entities. This is what will have to be decided by the WCOP and will have to be included in their Strategic Framework. Todd also presented the WCODP Usage and Funding needs document and Informational Brochure (*Appendix 6 and 7*).

Climate Change Action Coordination Team

Becky Lunde, *National Oceanic and Atmospheric Administration (NOAA)*, explained that the Climate Change ACT has many successes including: completing the WCGA-requested 2012 National Research Council Sea Level Rise (SLR) report and providing multiple workshops to translate the science in the report to on-the-ground efforts; creating the Climate Funding Wizard, which is a database for West Coast entities to discover funding sources for various climate change activities; and coordinating a Strategic Planning Workshop in July 2013 to identify regional actions for policy, governance, and products. At that meeting, the ACT and key invited experts discussed the kinds of actions that would be valuable to all three states and possible at a regional level. These six items were presented to the WCGA Executive Committee in January 2014:

- 1. Develop and Enter a Climate Change Adaptation Accord**
- 2. Support Establishment and Maintenance of Monitoring Infrastructure**
Preliminary evaluation of the adequacy of monitoring infrastructure to support planning for climate variability and change
- 3. Promote Alignment of Government Adaptation Efforts**
- 4. Generate a West Coast Hazard Map for Sea Level and Storms**
- 5. Pursue an NRC Report 2.0 for Relative Sea Level Rise Projections**
Acquire data and information needed to refine relative projections of sea level rise, based on the 2012 NRC study
- 6. Identify Creative Funding Opps → Funding Catalog → Climate Funding Wizard**

After scoping all these actions, the ACT began to pursue the hazard map and the funding wizard.

- Becky explained that there is one representative from each state, several government organizations, and tribal involvement in this ACT. Realizing that there are so many climate related issues, it is not possible to address them all on one ACT because there are various scales and impacts that require different expertise. The WCGA Executive Committee therefore directed the Climate Change ACT to focus on resiliency and adaptation to climate change and coastal hazards on the West Coast. A lesson learned from the Climate Change ACT is that an effective means of addressing complex issues such as climate change is through a coordinated investment strategy to determine mutual interests, where the responsibilities within each entity lie, and where the funding for each responsibility comes from. In addition, the ACT also came up with a few of lessons/considerations concerning future work by a regional partnership:
 - ✓ Don't lose sight of the connection to ocean health
 - ✓ Clarify the federal role in WCGA (now, WCOP) and the role of tribes
 - ✓ The ACT is special because of access to the Governors through the Executive Committee, the backing of the region (support of a larger constituency); and its members' expertise
 - ✓ Work toward the goal of climate change considerations becoming systemic at the federal, state, and local levels
 - ✓ Acknowledge tribal values and vulnerabilities and factor into local planning: we need a mechanism for doing this
 - ✓ Keep the work plan narrow and accomplishable. Be clear about high level policy outcomes. Consider how to leverage more funds and remain attractive to funders.

Ocean Acidification (OA)/Pacific Coast Collaborative

Gabriela Goldfarb, *Oregon Governor's Office*, led the presentation on the regional efforts on one of the WCGA's priorities, ocean acidification (OA), and explained that the primary focus on regional efforts has been on addressing greenhouse gas emissions through energy policy. However, OA has been an increasing concern. To address this issue, a recent goal has been to look at the most recent and best science to inform decisions closely. A regional West Coast Ocean Acidification and Hypoxia Science Panel, a collaboration of 20 scientists working from British Columbia through California, on scientific policy and peer-reviewed science papers regarding OAH. The papers are in the review process and will be published in peer-reviewed journals as well as listed on the Panel's website. She suggested that the WCOP embrace climate change, and specifically ocean acidification, as a priority.

The Pacific Coast Collaborative (PCC) is an agreement between Washington, Oregon, California, Alaska and British Columbia that provides a formal basis for cooperative action, a forum for leadership and information sharing, and a common voice on issues facing Pacific North America, with energy and climate change as its focus. Some members of the WCGA Executive Committee participate in the Ocean Acidification Subcommittee on the PCC. In April 2015, the PCC Ocean Acidification subcommittee met with policy-makers and tribal and science representatives to discuss regional collaboration on how to deal with OAH. They are seeking federal cooperation to help manage issues regarding the resiliency of the ocean and established a unified voice to increase their influence. She suggested that the WCOP work closely with the PCC on this issue through the participation of the representatives from Washington, Oregon and California.

West Coast Regional Planning Body (RPB)

John Hansen, *West Coast Regional Planning Body (RPB) Coordinator*, explained that the RPB was launched in January 2015. He added that the RPB is currently: finalizing its charter; reaching out to regional collaborative efforts and linking to sub-regional activities; linking to the WCODP and the role of data in marine planning; and pursuing funding to support the RPB launch. The RPB's goals include: defining the RPB and carving out what it can and cannot do; developing a strategy to fit into the WCOP and to work with the WCODP; and to increase regional efficiency. They plan to finalize their charter, define their planning goals, assess tribal and state sub-regional interest, and transition with the WCOP. See <http://www.westcoastmarineplanning.org/> for more information.

VI. INITIAL WEST COAST REGIONAL PRIORITIES AND POTENTIAL ACTIVITIES

The group discussed and identified initial West Coast regional priorities and associated activities, taking into consideration the lessons learned from the other regional collaborations and the context of limited resources.

The facilitators asked the participants to suggest ideas for regional priorities and for activities for the WCOP, acknowledging that these would be linked, and asked the group to distinguish between “must haves” and “nice-to-haves.” Participant comments were captured on flip charts. Following initial discussions of regional priorities and activities on Day One of the meeting, participants returned to the topic on Day Two and further honed their recommendations.

Participants emphasized that identification of regional priorities and activities needed to be considered within the context of the WCOP vision (see above page 7). They also clarified that they were recommending initial regional priorities and actions, but that these recommendations would likely change over time based on changing environmental and resource (e.g., funding, staffing, etc.) conditions.

Initial Regional Priorities and Activities

Building upon what was shared at the beginning of the meeting, many participants said that they should seek to identify where resources currently exist for engagement to support the partnership. They also committed to creating a partnership that will endure political change and interest. Several attendees mentioned the importance of building sustainable relationships and providing a forum for dialogue among resource managers on the West Coast. All participants agreed that they must build something that can keep the momentum going from the WCOS and this meeting. The group discussed the following main ideas and sub-topics as well as identified regional priorities for further consideration.

- Data sharing
 - Increase our common understanding of ocean resources, threats, and ocean conditions in scientific terms
- Climate change (set in a broad context)
 - Changing ocean acidification and hypoxia (OAH)
- Marine planning
 - Regional planning for the WCOP; however, the role and activities could be with the RPB
- Institutionalized capacity building
 - Consider that marine funding is not as prevalent as other funding opportunities
- Resilience
 - Both coastal resiliency to sea-level rise and coastal hazards as well as to personnel, administration and funding changes
- Involve new players
 - Tribal non-profits, businesses, NGOs, etc.
- Outreach

Activities/Roles

The participants brainstormed on the activities and roles that the WCOP could potentially take on as responsibilities and shared the following recommendations:

- Engage in data portal activities by:
 - Communicating and sharing information
 - Utilizing data sharing
 - Discussing marine planning and providing suggestions to the RPB
 - Creating a communication platform for geospatial information
 - Increasing the common understanding of ocean health via science/data
 - Analyzing data synthesis and gaps analysis
 - Sharing assessments

- Participate in the coordination of efforts by:
 - Discussing resource management and sustainability
 - Decreasing duplication of efforts and becoming more complementary
 - Increasing new and building upon existing efforts
- Participate in learning opportunities by:
 - Discussing what everyone else is working on
 - Learning what is and is not working for each other
 - Participating in best practices
 - Creating a newsletter
 - Involving other stakeholders through working groups
 - Increasing education and outreach
- Increase capacity building by:
 - Helping fund positions for tribes and provide recommendations for budgets
 - Supporting proposal development
 - Helping to obtain funding from state and federal governments
 - Reviewing assets around priorities
- Clarify institutional capacities and common operational responsibilities by:
 - Assessing what each group is doing well and what could be improved upon
 - Improving multi-sovereign consultation/operational capacity
 - Creating a seamless relationship with the RPB

Overall, participants agreed that the WCOP provides a forum for dialogue on regional ocean health and will promote the alignment of climate change efforts by tribes, states, and federal agencies. The group agreed that the WCOP should act proactively to develop a framework to improve integration of these efforts as well as their agreed upon priorities and activities.

Confirmed Regional Priorities and Activities

On Day Two, the participants returned to their initial list of regional priorities for further consideration. Several participants mentioned that to proceed with a regional priorities' list and obtain additional funding, the list needs to have a narrower focus. So the participants engaged in a discussion about which priorities had the greatest likelihood of success given the resources and expertise available.

Through their efforts to identify regional priorities that are important for all partners and fit into the vision and intent of the WCOP, the meeting participants settled on the following three priorities and activities. For each of these priorities, the group recommended that the partnership establish common operational responsibilities and a shared language, early in the process, to set a foundation for common understanding.

The foundational tools and activities to incorporate within these priorities, where applicable include:

- Establishing common operational responsibilities: Improving multi-sovereign consultation process; developing a framework, topically based; shared understanding on best practices (i.e. how to move forward?).
- Incorporate education and outreach. Such as: Inform state legislators, members of congress and public stakeholders on the magnitude of OAH; clarify education; outreach to elected officials is focused on obtaining funding (\$\$); public can help inform policy-makers; awareness of these issues to help drive the funding; create framework, goals and needs to help implement.
- Aligning shared federal, tribal, and state regional ocean interests.

Regional Priorities	Potential Activities
1. Coastal Communities that are Resilient to Climate Adaptation and Coastal Hazards	<ul style="list-style-type: none"> • Develop a framework for understanding various efforts [understanding and synchronizing authorities (promote alignment of federal, state, tribal climate resilience and adaptation efforts including priorities, objectives, and funding) then develop a framework to align these efforts] • Create a product for sharing different approaches and establishing common language • Support educational process and outreach • Address the loss of traditional gathering areas, cultural artifacts and communities
2. Responding to Changing Ocean Conditions (including Ocean Acidification and Hypoxia (OAH), and Sea-level Rise)	<ul style="list-style-type: none"> • Increase common understanding about ocean resources, including changing ocean conditions (especially ocean acidification, hypoxia and temperature) • Create organizing framework for data synthesis and approaches that can be taken to deal with that issue • Coordinate effectively with similar partnerships focused on the same topics • Leverage partnership with West Coast IOOS regional association and their data analysis and communication platforms • Support education and outreach to inform state legislators, members of Congress, and public stakeholders on the magnitude of OAH • Conduct outreach to elected officials to focus on obtaining funding; public can help inform policy-makers • Increase awareness of these issues to help drive funding • Develop a framework, topically based; create goals and the needs to implement them
3. Accessing Vital Ocean Data	<ul style="list-style-type: none"> • Work with regional partners to assess data gaps related to regional policy questions • Scoping of technical connections to existing data systems and synthesis of data to fill priority regional data gaps • Develop training and technical documents to increase data sharing capacity in the region • Develop ‘story maps’ to support education and outreach related to regional policy priorities • Support the region’s ability to address multiple areas of special emphasis in the National Ocean Policy, including marine planning through improved data quality, coordination, and access • Pursue funding to continue to support operation, maintenance and expansion of the West Coast Ocean Data Portal

In addition to the above priorities and potential activities, the group identified the following broader proposed ‘goals’ for the partnership:

1. Address regional challenges by connecting people and resources
2. Exchange regional, state and tribal insights that inform actions
3. Improve the understanding of and respect for West Coast ocean issues and our regional capabilities (i.e. What are the West Coast issues, if we get funding, what can we do?)

As a next step, the facilitation team and Kim McIntyre committed to revise the draft Regional Priorities and Activities Table above and send a revised version to the Working Group for comment and feedback to include it as part of the Strategic Framework. Participants supported this approach and mentioned that these priorities and activities were part of their initial thought process. These topics could be a starting point for the discussion at the next meeting.

VII. BACKGROUND INFORMATION – RELEVANT GOVERNANCE STRUCTURES

Participants spent much of Day Two exploring and discussing potential governance structures for the WCOP. This included thinking about what the structure of the WCOP will look like; what bodies or committees will be involved; where the RPB fits in; what kind of leadership it will have; who will make decisions for the partnership; how the partnership will coordinate with other bodies; and how disputes will be resolved.

The group began this discussion by reviewing background information from the following relevant governance structures.

Lessons Learned from the West Coast RPB and Other RPBs and Regional Ocean Partnerships

John Hansen, *West Coast Regional Planning Body (RPB) Coordinator*, explained that the RPB members include federally-recognized tribal governments, state representatives from Oregon, Washington, and California and federal agency representatives as prescribed by the National Ocean Policy. He said that the RPB plans to have an executive secretariat to facilitate conversations, and it consists of one tribal co-lead, one state co-lead, and one federal co-lead. There will also be volunteer sub-regional planning teams that build on existing marine planning. He posed the question that if the WCOP is trying to build efficiencies, how can we bring the RPB into conversations with the WCOP?

A few participants commented that most other regions within the U.S. have kept their regional ocean partnerships separate from their RPBs; however, there is no reason why the WCOP and RPB cannot work in close consultation with each other (similar to the Northeast Regional Ocean Council and the Northeast RPB). Participants noted that there is generally similar membership between WCOP and the West Coast RPB, but they noted that key differences also exist between the West Coast and other regions. In particular, the scale of the geography as well as tribal representation on the West Coast (both federally and non-federally recognized tribes) is much greater as compared to the East Coast, the Gulf, or other regions, and non-federally recognized tribes, which are participating in the WCOP, are not allowed to sit on the RPB (note: according to Executive Order 13547 and FACA requirements, RPBs are limited to federally recognized government participation only). Participants reiterated that the goal of the WCOP is to be very inclusive.

One participant mentioned that the RPB is a five-year body intended to frame the discussions around marine planning. Once the plan is institutionalized, it becomes part of what the WCOP would do every day. Another participant said that the RPB is a partnership that helps to provide regional perspectives to the Capitol and improve policy and decision process with ocean health; so combining efforts with the RPB is a long-term investment. Yet another participant suggested that if everyone agrees that the WCOP is primarily a forum to share science and tools to address common issues, we can use our resources to move this partnership forward to the best of our ability.

Lessons Learned from the WCGA

Kim McIntyre, *West Coast Governor's Alliance (WCGA) Coordinator*, presented the capacity memo from the WCGA Executive Committee. Kim explained that the purpose of the capacity memo is to share the WCGA's existing infrastructure, capacity, and resources; provide recommendations for a transition to a new partnership; and to share lessons learned in addressing ocean health priorities at the regional scale. Some of the recommendations included: finding an appropriate balance between priorities and capacity/funding constraints; focusing on a limited number of shared priorities and making the most of opportunities for collaboration on a regional scale; and keeping the charter simple and straightforward (See *Appendix 5*).

Ideas from WCOS

Annie Kilburg, *Kearns & West*, reminded participants that the structure and participation of the WCOP had been previously discussed at the WCOS and included in the Convergence Statement (See *Appendix 4*). The WCOS participants broadly supported creating a partnership that: was new and inclusive; includes the federal, state and tribal governmental entities; is consistent with National Ocean Policy (NOP), state, and tribal policies; is a sustainable collaboration of partners; is effective and efficient; is consolidated to avoid participatory fatigue; has clear and efficient communication structures/pathways; brings people with different information together; and respects government protocols/processes of all three sovereigns. The WCOS attendees also agreed that the WCOP should be a region-wide intergovernmental body, with senior leadership at the table, and that they would communicate and engage with external stakeholders.

VIII. POTENTIAL GOVERNANCE STRUCTURES FOR WCOP

Drawing from these other experiences, participants moved on to discuss recommendations on potential governance structures for the WCOP. In particular, participants used a sticky-note brainstorming exercise to explore possible elements on the topics of: participants, structure, decision making, coordination with other Regional Bodies, and dispute resolution. Participants considered the following questions in their brainstorming:

- What bodies or committees will be involved?
- Will there be leadership?
- Are there working groups or other sub-structures?
- How does the RPB fit in?
- Who is a member and who can participate?
- How do we invite?
- How are other stakeholders involved?
- Who makes the decisions and how are they made?
- How will the partnership coordinate with other partnerships, governments, and agencies?
- If issues arise, how are they resolved?

The meeting attendees wrote ideas for the five key element categories over a period of one hour (transcribed notes included as *Appendix 8*).

Following the sticky note exercise, Eric asked participants to share their ideas, listen to each other for commonalities, and begin developing specific proposals.

Discussion

Participation

Participants generally agreed that the participation of this partnership should be open to all of the non-federally and federally recognized tribes and that a formal invitation should be sent to each to participate. This could be coordinated with the RPB invite. With regard to RPB membership, it was mentioned that a possibility of including non-federally recognized tribes to be part of the RPB (non-voting) is for each state to invite them to the table. Due to the decision at the WCOS to only include the three sovereign governments in this partnership, the participants agreed that other stakeholders (e.g., NGOs, industry) would not be full partners; however, they can still have a voice by participating in working groups as appropriate.

Participants mentioned that insisting on the attendance of tribal council members at meetings can be too burdensome, we need a flexible policy to work with individual schedules. The group agreed that the use of alternates can work as long as the person sitting in is up to speed and aware of the type of group that they are attending. Another participant shared a concern that if an alternate is present, they need to have authority to act on agenda items.

Structure

Given that the WCOP overlaps to a certain extent with the RPB membership, participants discussed how the structure of the WCOP should work with the RPB. Participants suggested that neither the RPB nor the WCOP be considered as senior to the other. One participant suggested a “beach ball” model to reflect this coequal partnership and a common understanding of ocean health issues. Several participants expressed concern that the structure of the group is moving too quickly and that the group needs to focus more on the content, rather than the structure. They expressed the desire to coming to more agreement on a list of regional priorities before getting too deep into the structure of the WCOP.

Decision Making

The group recognized two main arenas for decision making: 1) making recommendations on policy, and 2) making operational decisions. The group recognized that the first type of decision making should involve all members of the partnership, whereas the more operational decisions could be made by a smaller subgroup (TBD). Several participants also recommended using caucusing (i.e., among tribes, states, or federal agencies) when appropriate. There was broad support for having consensus serve as a core element of partnership decision making, although the group did not get around to discussing details.

Coordination with other Regional Bodies

Participants acknowledged that decisions around WCOP governance should also address how the partnership would coordinate and communicate with other bodies.

Dispute Resolution

Participants considered what dispute resolution might look like within the WCOP. One participant said that there are going to be times where the group cannot reach consensus and the partnership will nevertheless have to make a decision; as such, the partnership will need some dispute resolution processes. Another participant suggested that if the partnership seeks to make a recommendation on policy; however, they are not able to come to agreement, there should be a way by which entities within the partnership can still coalesce on a shared viewpoint and offer recommendations outside of the partnership.

Key Elements of a Governance Structure

Following this discussion, the group developed the following draft content for inclusion in the Draft Strategic Framework:

Participants

Who participates in the WCOP?

- Open to all federally recognized and non-federally recognized tribes, states, and feds
 - Each will be formally invited to participate (this needs to be coordinated with the RPB invitation too)
- Include appropriate leadership and support staff
- Expand on federal agencies that are involved (beyond the WCGA)

How are other stakeholders involved?

- Involvement of NGOs, businesses, and other members could be through working groups as appropriate

How formalized?

- How do members join?
- How long are they members for?
- What kind of commitment are they making?
- How many people are represented per organization?
- Are there primaries and alternates?

- Who participates and on what leadership level?
- The intent is to maintain some flexibility, not to be burdensome
- Qualifications of members should include commitment to be informed to participate and have appropriate policy expertise

Structure

What is the overarching structure of the WCOP?

- Partnership overlaps to a large extent in membership with the RPB (NROC model)
- Beach ball structure, no hierarchy between the WCOP and RPB. Within the partnership are:
 - RPB - There are requirements (i.e. NOP) for participation by some partners
 - Data portal to support the RPB and the partnership as a tool
 - Ad hoc communication/coordination working groups as appropriate with a focus on the current priorities
 - Leadership committee?

Decision Making

What kind of decisions and who makes them?

- Recommendations on policy
 - Need to define
 - All member sovereigns
 - Appropriate use of caucusing
 - How are decisions made?
 - Pursue consensus of all member sovereigns
 - Details to be determined (Action: Roberta and others to draft protocol)
 - Time limits on decision-making
- Operational
 - Need to define
 - Can include grant management decisions, staff hiring, meeting planning, material development
 - Role of staff/secretariat/management board?
 - Role of current working group?

Coordination with other Regional Bodies

How will WCOP coordinate with outside bodies/organizations?

- Ensure that the representatives from other regional bodies are members of partnership
 - Role of coordinator/staff to communicate regularly with other regional body coordinators

Dispute Resolution

How will dispute resolution be resolved within the WCOP?

- Details to be determined (Action: Roberta and others to draft protocol)
- Do you need formal dispute resolution protocol if decision-making is through consensus?
- What do we do if we cannot reach consensus?

Other?

Is there anything else that we should consider while developing the draft Strategic Framework?

- The WCOP is not an authoritative body
- This forum is an opportunity to build consensus, share visions, and create mutual understanding

IX. RESOURCES FOR FUNDING THE PARTNERSHIP

Kim introduced the need for continued funding for the WCOP beyond April 30, 2016. She explained that available WCGA funds under existing NOAA Regional Ocean Partnership grants can cover one more meeting, her position half-time, and the website. There is also funding available until September 30 to cover another strategic planning meeting, or it can be used on marine planning. These are the only resources that are currently sustaining this partnership, and we need to begin thinking about funding going forward.

Todd Hallenbeck, WCGA, reminded the group that they need to continue discussing the funding resources for priorities. WCODP has real and ongoing infrastructure costs associated with servers that support the WCODP, Marine Debris Database, and Climate Change Funding Wizard. Needs beyond infrastructure include coordination, outreach, finding new partnerships, and managing grants.

One participant said that in order to make progress on establishing funding resources, the WCOP must first identify what they are as a partnership and what their focus is. State and federal agencies may be able to commit to funding a partnership once it is developed and has made progress to establish additional resources.

Eric asked the participants if they had any ideas on other potential funding sources for the partnership. One participant suggested that it would be helpful for this forum to consider coordinated investment strategies with National Oceanic and Atmospheric Administration (NOAA), U.S. Environmental Protection Agency (EPA), and Natural Resource Conservation Service (NRCS). Another participant mentioned that they have had conversations with the Moore Foundation, and they are interested in supporting some aspects of the RPB.

Participants continued to reiterate that the partnership should focus on what they are going to do, articulate that into the Strategic Framework document, and use the document to obtain funding.

XI. NEXT STEPS AND SUMMARY

In the final agenda item, the group discussed the deliverables from this meeting and the proposed Action Items and Schedule document (included as *Appendix 9*). The facilitators explained that there will be raw notes, a meeting summary, and a draft Strategic Framework document from this meeting. They outlined the next steps for developing and distributing the meeting summary and draft Strategic Framework for review to the Working Group, incorporating the comments, and finalizing the Draft Framework by September 30 (for submittal to NOAA as a requirement of the grant funding from the FY 12 Regional Ocean Partnership Funding Program). They also explained that the raw notes will be kept on file if anyone wishes to see them.

The Working Group agreed to review the meeting summary and Draft Strategic Framework document simultaneously and requested that they be given at least three or four weeks for review, especially if they were being asked to share the Draft Strategic Framework with others in their organizations. Participants recognized that full review by all of the organizations who participated in the WCOS might not be able to take place until after the September 30 due date for submitting a Draft Framework document to NOAA.

The Working Group requested scheduling a follow-up call at the beginning of September and a potential in-person meeting mid-September to finalize the Draft Strategic Framework. Kim agreed to schedule the follow-up call, look further into scheduling a September meeting, and to update the full Working Group.

Eric thanked everyone for their efforts over the course of the past two days. He noted that, over the past two days, the group had established a clear vision for the WCOP, developed a shared understanding of focused regional priorities and activities, and begun exploring appropriate governance structures. Together, these components were beginning to take shape as the Draft WCOP Strategic Framework.