Interagency Ecological Program
Strategic Plan

IEP Member Agencies:

California Department of Fish and Wildlife
California Department of Water Resources
State Water Resources Control Board
National Marine Fisheries Service
U.S. Army Corps of Engineers
U.S. Bureau of Reclamation
U.S. Environmental Protection Agency
U.S. Fish and Wildlife Service
U.S. Geological Survey

October 22nd, 2014

Contributing Authors

Gregg Erickson, California Department of Fish and Wildlife

Lee Case, U.S. Geological Survey - Retired

Erin Foresman, U.S. Environmental Protection Agency

Karen Gehrts, California Department of Water Resources

Anke Mueller-Solger, Delta Stewardship Council – Delta Science Program

Kelly Souza, California Department of Fish and Wildlife

Stephani Spaar, California Department of Water Resources

David Van Rijn, U.S. Bureau of Reclamation

Kim Webb, U.S. Fish and Wildlife Service

Executive Summary

As the on-the-water science program for the Bay-Delta, the Interagency Ecological Program (IEP) brings together over forty-years of collaborative experience, a team of dedicated experts, and a broad range of interested stakeholders to move forward into the future for management of the Bay-Delta ecosystem and the water that flows through it. This strategic plan articulates the purpose, function and scope of the program, what it values, how it operates, and how science priorities are established. This is especially important in the context of the many new planning, regulatory, and science initiatives that will rely on the work that IEP is nationally recognized for.

This strategic plan defines and provides insight to the program's vision, mission, values, and overarching goals and strategies for science leadership, communication, investigation, and understanding. It also provides a framework for action-oriented plans and projects to achieve IEP's vision. This plan was developed by the nine member IEP agencies and was developed in consideration of the current related activities including the Delta Stewardship Council Delta Science Plan, State Water Board's Bay-Delta Water Quality Control Plan, Bay Delta Conservation Plan, and Biological Opinion remands. Scientists, managers and directors from each of the agencies participated over an extended period to develop a plan that reflects the diverse insights and perspectives of the IEP members and presents a clear message for participants, partners and stakeholders alike.

Vision, Mission, Slogan and Values

Vision

The highest quality science contributes to achieving a reliable and sustainable water supply and a healthy Bay-Delta ecosystem.

"Our mission is to get the science nailed down."
- Dr. Randy Brown, DWR People 1998

Mission

The mission of the IEP is to provide and integrate relevant and timely ecological information for management of the Bay-Delta ecosystem and the water that flows through it. This is accomplished through collaborative and scientifically sound monitoring, research, modeling, and synthesis efforts for various aspects of the aquatic ecosystem. The IEP addresses high priority management and policy science needs to meet the purposes and fulfill responsibilities under State and Federal regulatory requirements. The IEP relies upon multidisciplinary teams of agency, academic, non-governmental agencies (NGO), and other scientists to accomplish its mission.

Slogan

Cooperative Ecological Investigations Since 1970

Values

IEP member agencies carry out cooperative ecological investigations and provide credible scientific information that maximizes public benefit with scientific and fiscal integrity, and accountability. These accomplishments reflect shared values of: a) scientific excellence; b) adaptability and learning; c) honest, transparent, and collaborative interactions and partnerships; and d) shared staff, expertise and infrastructural resources.

Scientific Excellence

The IEP agencies are committed to providing high-quality scientific data and information products that are objective, relevant, accurate, responsive, and timely. The IEP adheres to the scientific method, employs independent scientific peer review, and strives to maintain scientific and institutional continuity and consistency, while improving technologies, processes, and the way scientific data and information products are provided to member agencies and the scientific community.

Adaptability and Learning

The IEP agencies have agreed upon guiding principles for adapting to emerging and new management and policy science needs. These principles that arose from the IEP values inform the IEP's mission and values to guide goals and strategies to achieve them. The IEP seeks to learn from past experience, identify needed improvements, transparently

implement, carefully monitor and document, and adaptively manage all changes to the program. More details on the guiding principles can be found in the Interagency Ecological Program Guiding Principles available on the IEP website.

Honest, Transparent, and Collaborative Interactions and Partnerships

Interaction among scientists, managers, decision makers, partners, stakeholders and the public are of utmost importance in ensuring outcomes are recognized as legitimate. Products and services are focused on these important relationships with an emphasis on honesty and transparency. IEP seeks to collaboratively produce and communicate the highest quality science needed for achieving a reliable and sustainable water supply for the people of California and a healthy Bay-Delta ecosystem. IEP partnerships are a foundation for maximizing the effective and efficient application of funds, equipment, personnel, expertise to meet scientific information needs, interagency cooperation on scientific issues related to regulatory requirements, and stakeholder engagement. More details on IEP's commitment and processes to develop partnerships are reflected in the Stakeholder Engagement Plan available on the IEP website.

Shared Staff, Expertise and Infrastructural Resources

The IEP's most valuable resource is its people. Collectively, IEP agency staff have scientific and management expertise that adds up to more than the sum of its parts because of the synergy arising from the interagency and interdisciplinary interactions and relationships made possible by the IEP. Scientific staff of IEP member agencies and other scientific partners freely collaborate in interdisciplinary IEP science teams called Project Work Teams (PWT). IEP agencies strive to recruit, develop and retain employees who are skilled, motivated, creative, intelligent and reflective of the public that the IEP serves. IEP managers are committed to encourage and support these people with a positive work environment that offers opportunities for scientists and support staff that emphasizes professional growth, challenging assignments and recognition of superior performance.

The IEP is committed to continuously developing and maintaining a shared infrastructure between agencies. This includes field equipment, laboratories, offices, facilities, and a fleet of research vessels. It also includes shared web-based data and information repositories, web-portals, and program management and communication tools for IEP agencies and partners.

Introduction

An Interagency Science Program For The Bay-Delta

"It is recognized that fish and wildlife problems exist in the Sacramento-San Joaquin Estuary. […] The intent of this Memorandum of Agreement is to provide for the performance of studies necessary to obtain a thorough understanding of the requirements of fish and wildlife resources..."
"Four Agency" Memorandum of Agreement 1970.

The Bay-Delta ecosystem has undergone dramatic changes since the California gold rush, in the middle of the 19th century, and it continues to change in many ways. Change is due to a wide variety of factors including a statewide increased demand for water, population growth in and around the Bay-Delta, climate change, proliferation of non-native species, and policies or management actions contained in existing and proposed regulatory and management plans (e.g. Delta Stewardship Council Delta Plan, Bay Delta Conservation Plan, State Water Board's San Francisco Bay/Sacramento-San Joaquin- Delta Estuary Water Quality Control Plan, and Biological Opinions). Increasingly, plans and decisions revolve around flexible and collaborative "adaptive management" strategies that allow for management in the face of uncertainties.

"Change is what characterizes the Bay-Delta." … "As the Delta has changed, science has played an increasingly important role in contributing to the way people perceive and respond to problems."
-The State of Bay-Delta Science, 2008.

Science plays a key role in tackling management and policy challenges in the changing Bay-Delta and elsewhere. In 2012, California Governor Jerry Brown and U.S. Department of the Interior Secretary Ken Salazar noted in a joint statement that, "with science as our guide, we are taking a comprehensive approach to tackling California's water problems." The big challenge for the Bay-Delta science, policy, and management community is to identify, agree upon and work together to meet high priority science needs in the Bay-Delta. A key piece of this challenge is to streamline and integrate existing and planned science efforts to maximize the overall potential for efficient, transparent, unbiased and comprehensive science. More detailed communication processes can be found in the Stakeholder Engagement Plan that described how IEP intends to integrate stakeholders into IEP science.

The IEP was initiated in 1970 when a "Four Agency" agreement recognized that ecological "problems exist" in the Bay-Delta ecosystem (a.k.a. Sacramento-San Joaquin Estuary) and that coordinated studies were needed to gain a "thorough understanding." The need for this understanding ushered in an era of interagency science and cooperation among agencies tasked with addressing these ecological problems. This approach was formalized by the creation of the Interagency Ecological Studies Program (IESP) that later became known as IEP. Since 1970, the IEP has grown in membership from its original two State and two Federal member agencies and progressed into a broad science partnership.

IEP Today

Since its inception in 1970, IEP has undergone several strategic planning efforts and numerous program element reviews to adapt to the Bay-Delta's numerous ecological challenges. Today, IEP is a vibrant science consortium that is unique and recognized in many ways:

Relevant, Responsive and Adaptive

IEP is the primary provider of data and information on the Bay-Delta aquatic ecosystem. IEP data and information forms the scientific foundation for important aquatic ecosystem management, regulatory, and policy decisions about the Bay-Delta ecosystem and the water that flows through it. In recent years, the IEP has proven its flexibility and responsiveness to emerging science needs by broadening its scope and implementing new scientific approaches with innovative tools to conduct comprehensive, ecosystem-level assessments. Examples of these efforts include the Pelagic Organism Decline (POD) studies and adaptive management scientific investigations such as the Fall Low Salinity Habitat (FLaSH) studies. These efforts have resulted in new ways to cooperatively design and implement multi-disciplinary studies, collect and analyze data, and synthesize and communicate the results.

A Hub for "On-the-Water" Science

The IEP readily shares its data, information, equipment, expertise and resources with the Bay-Delta science community, and is routinely relied upon as a partner by other scientific programs. This allows for great gains in efficiency, resource availability and expertise. Examples include: San Francisco Bay and Delta Regional Monitoring Programs, Delta Stewardship Council - Delta Science Program, Collaborative Science and Adaptive Management Program, Bay-Delta Conservation Plan, California Water Quality Monitoring Council, and others.

Recognized Results

IEP agency scientists and the science conducted under the auspices of the IEP are nationally and internationally recognized and appreciated. Working in multidisciplinary, collaborative teams of agency, academic, NGOs and other scientists, IEP has achieved a high level of expertise and scientific leadership that is recognized and called on by managers, policy makers and science initiatives. The IEP's consistent, long-term ecological data records and innovative research are among the most comprehensive regional data sets in United States coastal ecosystems. IEP science has been published in over three dozen research journals and cited in review reports of the National Research Council and other high-level independent science review panels.

Objective, Integrated and Transparent

IEP seeks integration and thoroughness of scientific approaches to maximize knowledge and minimize bias. The program focuses on understanding and integrating observation and mechanistic scientific approaches in a transparent manner with experimental approaches

when feasible. IEP also works with other agency and stakeholder programs to streamline and integrate existing and planned science efforts to maximize the overall potential for efficient, transparent, unbiased and comprehensive science. Interagency dialog, regular review, and stakeholder engagement helps ensure that every study benefits from the broader body of knowledge and unique perspectives in the scientific community.

Geographic Scale

The Bay-Delta is the largest estuary on the U.S. west coast and the hub of California's vital water supply infrastructure. IEP is focused on the Bay-Delta aquatic ecosystem, but coordinates with others within the greater watershed to ensure questions are addressed at the appropriate scale. The geographic boundaries of hypothesis, research questions and resulting studies match the ecological processes being studied.

Cooperative and Collaborative

IEP is a cooperative interagency science consortium with the shared mission of providing and integrating relevant and timely ecological information for management of the Bay-Delta ecosystem and the water that flows through it. Its consensus-based team organization and processes are intended to facilitate partnering with a broad range of stakeholders. Participants are mindful of individual agency missions and work cooperatively on diverse high-priority science issues that both contribute to these missions and developing a common knowledge base for use by all. This collaborative approach is more efficient, effective, objective and comprehensive than what could be provided by individual agencies working alone. The IEP is also recognized as a key collaborative science program to build on in the Delta Science Plan (December 2013), a framework for conducting collaborative Bay-Delta science that extends beyond the scope of the IEP.

IEP Goals and Strategies

Planning For The Future

"Given the scope and breathtaking pace of change occurring in the world's estuarine-coastal ecosystems, the imperative for monitoring data and their analysis has never been greater."

− Cloern, J. E. and A. D. Jassby. 2012. Drivers of change in estuarine-coastal ecosystems: discoveries from four decades of study in San Francisco Bay. Reviews of Geophysics 50: RG4001

Going forward, strategic planning will be a foundation for the IEP as it implements and coordinates science for decisions, develops partnerships, and provides information and tools for the Bay-Delta ecosystem as part of the larger science community. Building on unique traits, strengths and experience of a long-term program, this approach will provide new opportunities to strengthen the program as it looks forward to meet the science challenges ahead. As shown in the graphic below, IEP will integrate strategic planning into how it accomplishes its mission and plans its work.

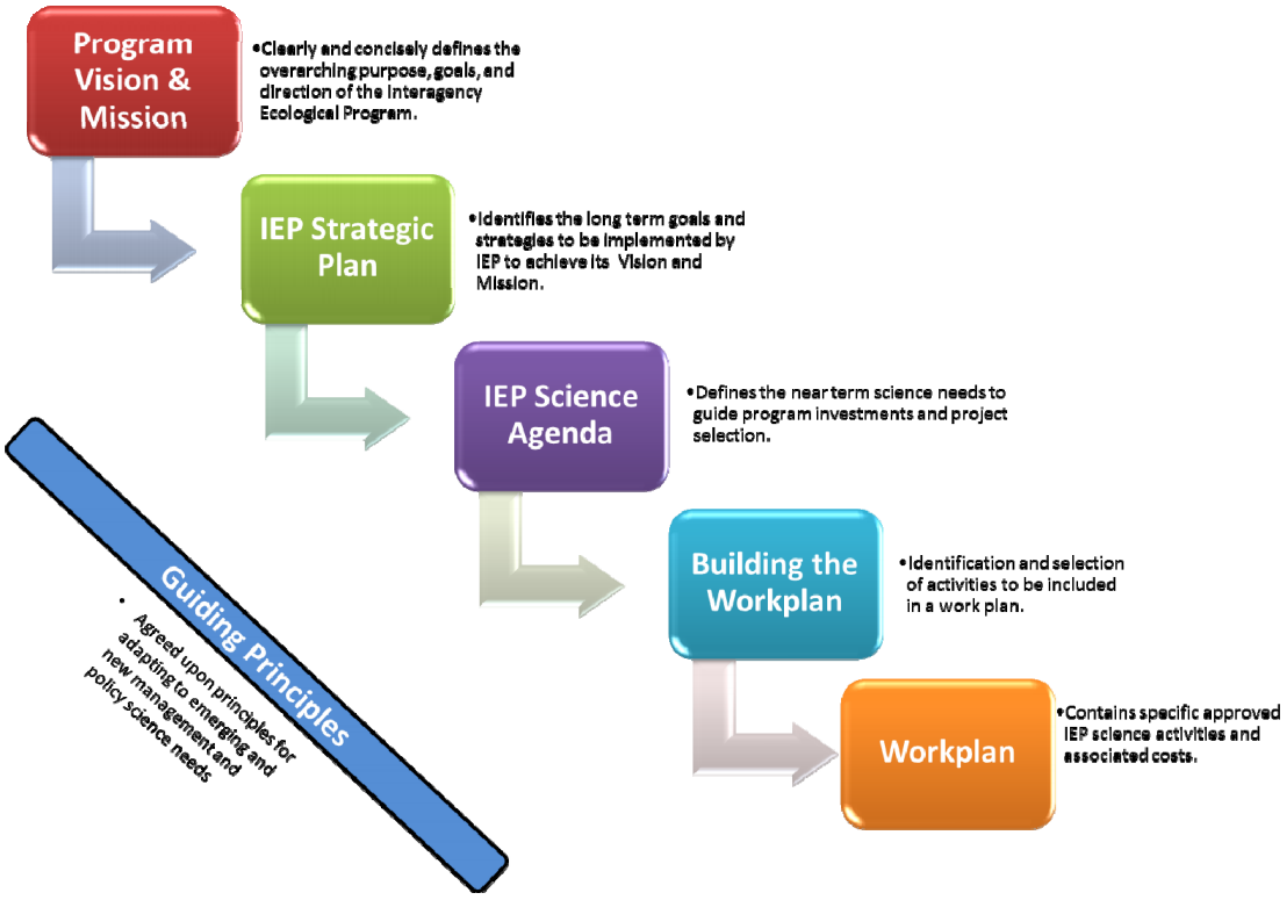

Figure 1: Integration of Strategic Planning.

Through outreach and communication approaches and with the help of its stakeholders, the IEP will continue to ask and seek answers to guide the purpose and function of the organization and to accurately perceive all relevant internal and external circumstances. This will require constantly scanning the challenges brought by evolving science and management needs, new regulatory requirements, environmental concerns of the Bay-Delta in the context of its watershed, and understanding the increased demand for scientific information, analysis and synthesis. The ability to meet this demand will be dependent upon strategic and significant investments of limited resources.

Focusing Science For Management Needs

Although IEP member agencies have varying priorities, IEP provides a common ground for shared science priorities to come together and focus on supporting management needs for the Bay-Delta ecosystem and the water that flows through it. Some priorities are very explicit, such as monitoring specified in a permit or agreement. Others are focused on informing pending decisions or seeking new understandings that will allow better decision making in water project operations or preventing new challenges such as invasive species.

To meet anticipated science needs of the member agencies and provide the science people can rely upon, the IEP will develop an IEP Science Agenda to focus on overarching management challenges anticipated in the next 3-5 years. This agenda will serve as an outline for achieving important objectives by identifying and organizing science needs in the context of conceptual models, related information gaps and uncertainties, and strategies and priorities. Development will be guided by the IEP Lead Scientist and Coordinators while drawing insights from the program scientists, project work teams, managers, and stakeholders.

The IEP Science Agenda will guide IEP agencies as they select studies for the IEP Work Plan and employ strategies to achieve the goals of this Strategic Plan. Updates and revisions will be considered as priority topics are tackled and new needs are identified. In the near term, planning efforts such as the Bay Delta Conservation Plan, State Water Resource Control Board Bay-Delta Plan and Delta Stewardship Council Delta Plan / Interim Science Action Agenda will be taken into consideration in planning and prioritization. This changing environment will require a culture that values scientific excellence, transparency and collaborative partnerships. By institutionalizing a Science Agenda, the IEP will continue to adapt and respond in ways that serve evolving priority management needs, policy needs and diverse perspectives.

GOALS AND STRATEGIES

The IEP goals and strategies in this plan provide a flexible framework to meet current and emerging needs. This consistent and enduring approach increases predictability and integration of broader guiding principles. It also focuses and guides more specific action-oriented plans described later in this strategic plan to achieve specific objectives such as engaging stakeholders, pursuing science initiatives, and integrating efforts with other programs and plans. Action-oriented plans allow more detailed objectives, analysis and

performance measures with a scale finer than found in strategic plans.

The following are IEP strategic goals and the strategies to achieve them:

Science Leadership Goals and Strategies

IEP scientists and partners have achieved a high level of scientific expertise and demonstrated scientific leadership that is recognized and often called on by Bay-Delta managers and policy makers, as well as scientists and managers from elsewhere. This section defines IEP's support for "science leadership in the Bay-Delta."

Goal 1.1: The IEP provides the structure, processes, and resources needed to prioritize and conduct cooperative scientific investigations within the Bay-Delta.

1. Strategy 1.1.1: Share and manage by agreed upon priorities and follow described governance, work planning and decision-making processes including project selection and funding.
2. Strategy 1.1.2: Serve as the interagency core of an aquatic science network with a relevant focus on the Bay-Delta ecosystem within the full watershed to inform and prioritize management decisions.
3. Strategy 1.1.3: Work with agencies and partners to leverage IEP's unique roles and responsibilities implementing science.
4. Strategy 1.1.4: Further develop multidisciplinary IEP PWT's of agency, academic, NGO, and private scientists, managers, decision makers, and others to work on priority science needs, including investigations, monitoring and synthesis.

Goal 1.2: The IEP provides opportunities for scientific coordination and education (Also listed under communication)

1. Strategy 1.2.1: Inspire, engage and foster leadership that emphasizes objectivity, inclusiveness, consistency, continuity, and transparency.
2. Strategy 1.2.2: Strengthen partnerships with other agency, university, and stakeholder science programs that are balanced and inclusive.
3. Strategy 1.2.3: Provide forums and opportunities (e.g. workshops, websites, and outreach) for scientists, managers, decision makers, stakeholders, and the public to work together.
4. Strategy 1.2.4: Support interagency consultations with information necessary to meet regulatory mandates.
5. Strategy 1.2.5: Develop and provide forums and opportunities for professional development (e.g. workshop, mentoring, support for fellows program, trainings).

Science Communication Goals and Strategies

The IEP highly values communication and partnerships among its member agencies and with others. This section defines IEP's approach to provide "informed engagement and transparent access to data and information." More detailed communication processes can be found in the Stakeholder Engagement Plan.

Goal 2.1: All IEP data and information are provided on the internet in a timely fashion and in easily accessible and useful formats.

1. Strategy 2.1.1: Effectively communicate and disseminate all status and trends information gained from analysis and synthesis of monitoring data.
2. Strategy 2.1.2: Continuously organize and manage IEP data and associated metadata and make it available on the internet.

Goal 2.2: The IEP provides diverse opportunities for scientific communication. (Also listed under leadership)

1. Strategy 2.2.1: Plan for and regularly engage, actively listen and be responsive to the diverse IEP stakeholder community following a stakeholder engagement plan that is specific and measurable.
2. Strategy 2.2.2 see strategies 1.2.1-1.2.5

Science Investigation Goals and Strategies

The IEP is committed to providing high-quality scientific data and information products that employ independent scientific peer review and ensure long-term consistency, while improving technologies and processes. This section defines IEP's approach to provide "an adaptive science foundation to support planning and management needs."

Goal 3.1 IEP monitoring and studies are designed to inform natural resource planning, management, policy, and regulatory activities affecting the aquatic ecosystem.

1. Strategy 3.1.1: Identify high-priority science needs and collaborate on science initiatives.
2. Strategy 3.1.2: Continuously engage data users (e.g. modelers, planners, scientists) and information users (e.g. managers, decision makers, stakeholders, the public) to identify important uncertainties, disagreements, information gaps, and emerging science needs.
3. Strategy 3.1.3: Pursue relevant, accurate, accessible, reliable, and timely investigations that address scientific uncertainty and urgent information gaps.
4. Strategy 3.1.4: Regularly review long-term program elements to ensure focus

and direction remains relevant.

5. Strategy 3.1.5: Develop and maintain a monitoring network that provides relevant information for “real-time” decision making on water operations to support co-equals goals for the Delta.
6. Strategy 3.1.6: Align scientific investigations and monitoring with recommended actions from Independent Science Review Panels.

Goal 3.2: IEP data and information help identify and track the status and long-term trends of the Bay-Delta ecosystem.

1. Strategy 3.2.1: Produce publicly accessible scientific data and information that includes fish status trends, water quality, estuarine hydrodynamics, benthic and food-web monitoring.
2. Strategy 3.2.2: Consistently conduct long-term ecological monitoring surveys in the Bay- Delta ecosystem and be alert to new events and trends.
3. Strategy 3.2.3: Describe the status and long-term trends of aquatic ecological factors of interest in the Bay-Delta ecosystem in the context of the larger watershed.
4. Strategy 3.2.4: Conduct special mechanistic field, laboratory, and modeling studies and experiments aimed at understanding the drivers and processes behind the observed ecological patterns and trends in the Bay-Delta ecosystem.

Goal 3.3: The IEP strives for scientific excellence. All IEP data and information is of a high quality, because it is accurate, precise, objective, reliable, transparent, and consistent.

1. Strategy 3.3.1: Seek peer and independent scientific review of IEP projects and products.
2. Strategy 3.3.2: Objectively and transparently review, reassess, and improve activities and programs to assure, control, and enhance the quality of scientific procedures, data and information products.
3. Strategy 3.3.3: Continuously explore and develop new techniques and technologies aimed at improving scientific products.
4. Strategy 3.3.4: Establish and implement transparent procedures for selecting projects that avoid conflicts of interest.

Scientific Understanding Goals and Strategies

The IEP is committed to developing and applying an understanding of scientific processes, function, and structure of the Bay-Delta ecosystem and to use that understanding to inform decisions. Understanding processes and functions is important in the determination of

priorities for data collection and research. An understanding of science also is needed to assure that results from multiple studies are integrated and synthesized in ways that maximize the utility and application of results. This section defines IEP's approach to applying the scientific processes to provide "understanding for a scientific foundation for planning and management decisions."

Goal 4.1: Science supported by the IEP is based on an informed understanding of the processes, function, structure, and drivers of the Bay-Delta ecosystem.

1. Strategy 4.1.1: Develop understandings of environmental factors that influence observed aquatic ecological status and trends.
2. Strategy 4.1.2: Develop and constantly improve conceptual models of ecosystem components and comprehensive overall ecosystem functionality.
3. Strategy 4.1.3: Maximize scientific information to support natural resource planning, management, regulatory activities and compliance while reducing uncertainty.
4. Strategy 4.1.4: Identify and track the status, changes, and long-term trends of ecosystem components and processes of interest in the Bay-Delta ecosystem.

Goal 4.2: Planning, prioritization, synthesis, and use of IEP science informs natural resource planning, management, policy, and regulatory activities in the Bay-Delta.

1. Strategy 4.2.1: Frequently analyze and synthesize long-term monitoring data to produce useful status and trends tracking information and provide integrated ecological "stories."
2. Strategy 4.2.2: Integrate data across multiple studies using conceptual and numerical models to gain a broader understanding of ecological drivers, processes, and responses.
3. Strategy 4.2.3: Help devise and participate in efforts to integrate large-scale resource management experiments with comprehensive scientific data collection, analysis, synthesis, and modeling to assess action alternatives and effects.
4. Strategy 4.2.4: Concurrently collect a sufficiently wide variety of compatible data over a sufficiently large geographic area, long period, and diverse habitat types to allow for synthesis and integration aimed at gaining a broader ecological understanding.

ACTION-ORIENTED PLANS AND PROJECTS

There are three IEP action-oriented plans and projects, extending from this strategic plan, that are focused on specific topic areas, have measurable indicators of progress and define specific responsibilities. These “action-oriented” plans are intended to be responsive to emerging needs and allow for better management and transparency to achieve goals identified in this strategic plan:

IEP Stakeholder Engagement Plan

This communication and engagement plan, consistent with Goals 1.1, 1.2, 2.1 and 2.2, describes the process by which IEP agencies and stakeholders will engage in transparent, measurable, and understandable ways that will provide effective opportunities to improve understanding, collaboration and cooperation. This plan recognizes the needs, perspectives and capabilities of all stakeholders with an objective three-tiered approach focused on engagement, active listening and responsiveness. This is not a regulatory stakeholder process; rather it is focused on providing the highest quality science for wise decisions. This plan includes metrics to help measure progress in achieving objectives consistent with the IEP Strategic Plan. The IEP Stakeholder Engagement Plan is available on the IEP website.

Business Practices Review

This functional review, consistent with Goals 1.1, 1.2, 2.2, 3.1 and 3.3, is developing recommendations and guidelines on how the IEP should function and organize to meet scientific and legal mandates, as well as how specific procedures and processes should be developed, implemented and documented to enhance program function, efficiency and transparency. The recommendations will be organized around: core processes; roles and responsibilities, organization; and communication and engagement.

IEP Science Agenda

This more detailed plan, consistent with Goals 1.1, 2.1, 2.2, 3.1, 3.2, 3.3, 4.1 and 4.2, will provide a three to five-year plan to outline and focus efforts to address science that considers the needs of end users and level of certainty on important study topics in the context of overarching challenges. The purpose is to link science, conducted under the auspices of IEP, to the broader Bay-Delta science community. This will allow the IEP to a better opportunity to objectively plan new work in a transparent manner that integrates specific studies with the larger priorities and planning efforts such as the Interim Science Agenda. It will also allow IEP to better coordinate and collaborate with other programs by recognizing common priorities and activities of others on important topics.

Appendices

Note: The action-oriented plans (Stakeholder Engagement Plan, Business Practices Review, and Science Agenda) that tier from this plan may be considered as appendices, but are not included on the current draft because the of their more dynamic nature and different development time lines. These documents will be posted on the IEP website and may be

attached at a future date so that all of the related documentation can be located in one place.

ACRONYMS

IEP: Interagency Ecological Program

NGO: Non-Governmental Organization

PWT: Project Work Team

GLOSSARY

Bay-Delta ecosystem: The portion of the broader ecosystem focused on the aquatic aspects of San Francisco Bay, San Pablo Bay, Suisun Bay and the Delta at the confluence of the Sacramento and San Joaquin Rivers. It recognizes the unique and complex interactions of this system with the larger watershed and marine environment.

Collaboration: (1) Multiple persons and/or organizations working together to realize shared goals with a collective determination, commitment and leadership to achieve common objectives with better results despite competing priorities and finite resources. (2)[1] A process in which two or more participants work collectively to deal with issues that they cannot solve individually; partnerships, alliances, teams.

Cooperation: (1) Multiple persons and/or organizations working together on agreed upon objectives and/or avoiding conflicting actions, but where priorities, application and/or vision are not necessarily shared. (2)[2] A process in which two or more participants link, harmonize or synchronize interaction and activities.

Goal: A long-term target that states what the organization wants to accomplish.

Guiding Principles: (Synonym: Design Principles) Overarching characteristics, qualities and approaches that guide IEP strategic planning and implementation.

[1] The National Water Quality Monitoring Council adopted definitions for the “3C’s”: communication, coordination and collaboration

[2] Bay Delta Conservation Plan Administrative Draft, Conservation Strategy (Section 3.6.1.4), February 2012

Mission Statement: A statement of organizational purpose. It reflects the reason for the agency's existence.

Performance Measure: A means of objectively assessing the results of programs, products, projects, or services. It is the quantified result to be achieved. It provides a basis for assessing successful achievement of the agency mission, goals and objectives.

Stakeholders: The persons and organizations that use IEP information to: (a) support natural resource planning, management, and regulatory activities in the estuary; and (b) understand and weigh in on those processes, decisions or actions. This includes water contractors, non-governmental organizations, non-IEP agencies and other interested parties.

Stakeholder Engagement Plan: An objective plan that integrates the needs, perspectives and capabilities of stakeholders and stakeholder groups. This plan identifies on-going engagement and opportunities for improvement consistent with the IEP Strategic Plan and stakeholder input.

Strategic Plan: Is an adaptive document that considers the program's lessons learned, clarifies the current status, and then defines near term key strategies to achieve goals consistent with the long-term mission and vision.

Strategic Planning: A disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it does it.

Strategy: The approach or means by which an organization intends to accomplish a goal.

Values: This describes the code of behavior in relation to employees, other key stakeholders, and society at large to which an organization adheres or aspires.

Vision: A description of what an organization will look like if it succeeds in implementing its strategies and achieves its full potential. It is an ideal and unique image of the future.