

Regions' Capacity

Julie Morgan

Alex Conley

Overview: Region Capacity

- **Most regions report that they do not have the capacity to fully perform all core functions.**
 - Where they do have capacity, they are concerned about future requirements such as monitoring, reporting, and coordination.

- **Regions are seeking alternatives to SRFB funding, including other funding sources and partnerships.**
 - These alternatives can leverage, but not replace, SRFB funds under the current structure. SRFB funds are core driver of recovery.
 - SRFB funds support the basic operations of regional organizations.
 - Without that core operational funding, regions will not have the capacity to secure other funding for specific activities that build on but do not fund basic operations.

What Are the Regions' Capacity Needs?

General Observations

- “Adequate” resources, when they exist, are only for current activities and functions.
- Regions are concerned about capacity to meet future obligations such as
 - Increased reporting
 - Plan implementation
 - Monitoring
 - Coordination (e.g. other H's beyond habitat)
 - Finding other funding sources
- Ability to fully meet each function varies by region.

CORE FUNCTIONS	# Regions Reporting Unmet Needs	FTEs Needed per Region to Fully Meet Core Function*
Support collaborative decision-making	2	.25-.5
Refine and manage recovery plan	2	.5
Coordinate implementation and reporting	4	.5-1
Coordinate monitoring and adaptive management	3	.5-2
Communicate with public, tribes and agencies	2	.5
Develop financing plan for operations and implementation	2	.1-.5

* FTE is a proxy for work level needed. Not all needs are known.

Regions' Capacity Concerns

Core Function	Areas of Concern re: Current and/or Future Capacity
Support collaborative decision-making	<ul style="list-style-type: none"> • Complexity and number of policy forums requires increased collaboration • Recovery beyond habitat
Refine and manage recovery plan	<ul style="list-style-type: none"> • Comprehensive updates in coordination with NOAA status review • Greater need for coordination funding • Addressing other listed species (e.g., chinook, steelhead, bull trout)
Coordinate implementation and reporting	<ul style="list-style-type: none"> • Integrating and aligning across federal, state and local efforts • Developing a more focused ecosystem-based management approach • Integration of adaptation to climate change into salmon recovery. • COR, RCO, and GSRO reporting “requirements” have increased. • An increase in the number of projects implemented • Coordinating the development of report cards for other H’s
Coordinate monitoring and adaptive management	<ul style="list-style-type: none"> • Coordination of entire adaptive management cycle • Starting to implement monitoring programs • Data management, data collection gaps
Communicate with Public, Tribes, Agencies	<ul style="list-style-type: none"> • Increasingly complex information and participation/collaboration requires enhanced communication and is key to future success
Develop financing plan	<ul style="list-style-type: none"> • Enhancing implementation and operations funding

6 regions reporting. Coastal Region reported no capacity concerns for its current core functions.

Alternatives to Meet Capacity Needs

■ Find other funding sources

- Limited contributions from local governments
- Northwest Power and Conservation Council (NPCC) /BPA
- Mitigation actions
- Ecology Phase 4 Watershed Plan Implementation funding

■ Align efforts or create partnerships

- Puget Sound Partnership
- Other regions, local groups, programs
- GSRO
- Biodiversity Council
- North American Salmon Stronghold Partnership (Coastal efforts)

■ Alternatives can supplement or leverage but not replace SRFB funds.

Existing Efficiencies with Lead Entities

■ Economies of Scale

- Some lead entities and regions combined into a single organization,
- Share a single technical review panel across lead entities within region
- Integrate public outreach activities

■ Project Coordination

- Work across lead entities to coordinate projects
- Use joint citizen committee (with representation from three lead entities) to develop final ranked regional list

■ Other

- Clearly define roles and responsibilities – for example, region identifies and ranks needs, while lead entities solicit, evaluate, and implement projects

Lead Entities' Capacity

Richard Brocksmith

Overview: Lead Entity Capacity

- **Most lead entities report that they do not have the capacity to perform their core functions.**
 - Expectations of SRFB and others have changed, policies have changed, no additional funds
 - Lead entities are concerned about meeting the core and expected functions as they evolve
 - Examples: habitat work schedule, adaptively managing plans
 - Many also require support for admin functions.

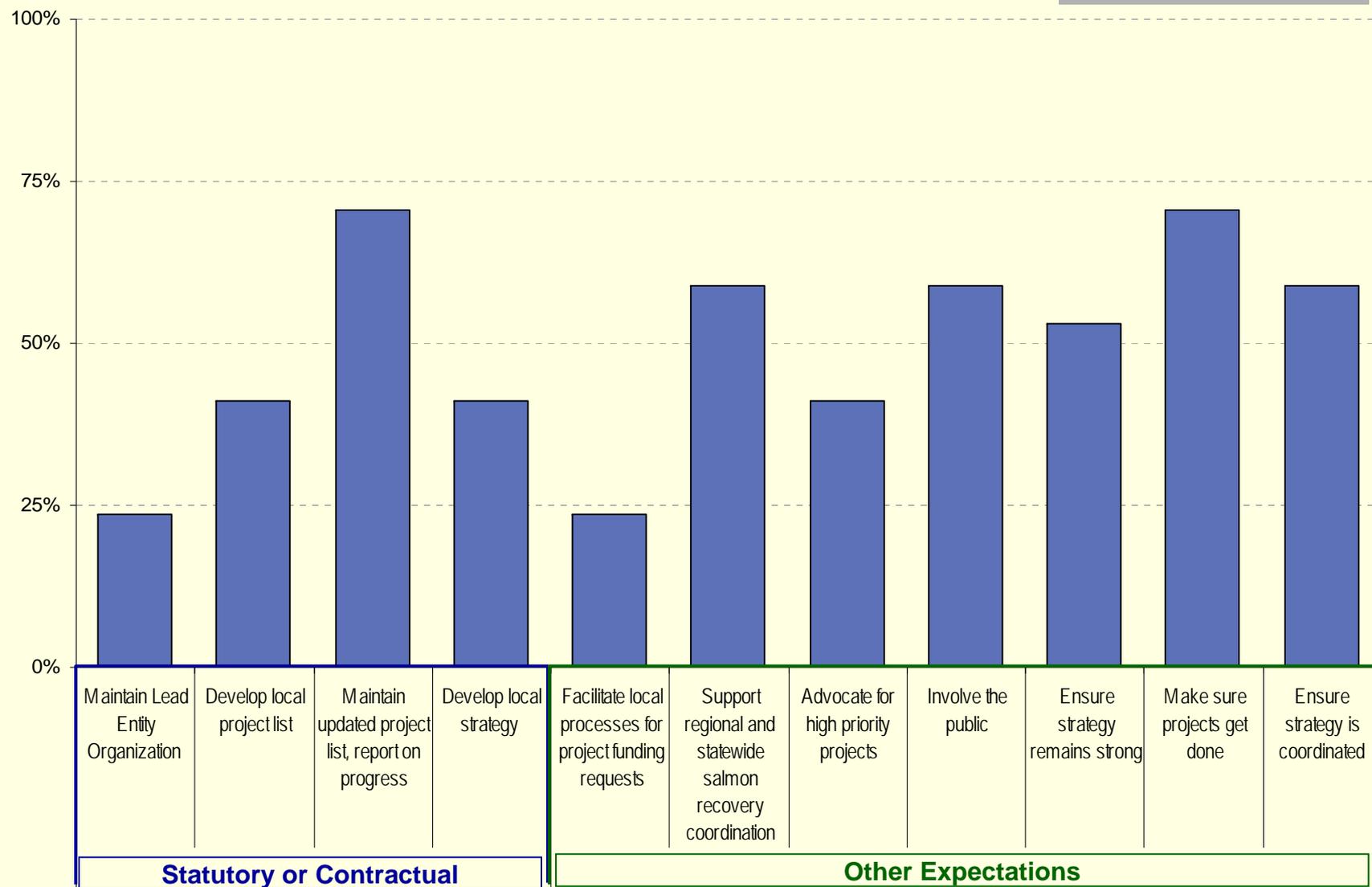
- **Lead entities have partners filling in capacity gaps – as their funding is more limited and expectations increase, the gaps get bigger**

What Are the Lead Entities' Capacity Needs?

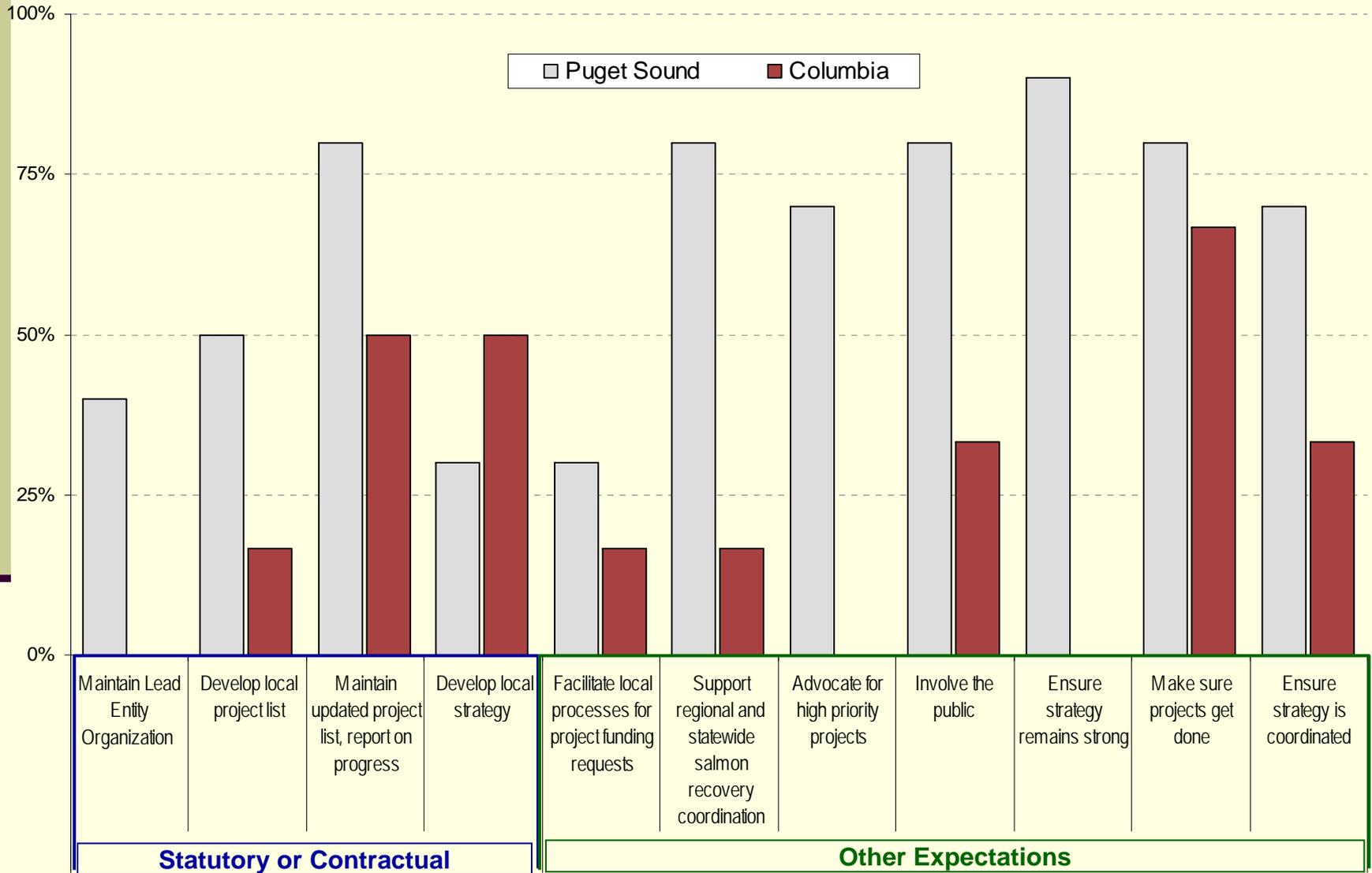
General Observations

- **Needs of the lead entities vary based on many factors, including:**
 - Location
 - Role of region
 - Age of lead entity
 - Complexity of issues
 - Funding availability
- **Many contribute unpaid staff time to supplement and fill capacity gaps**
- **Most are doing all core functions – it is a matter of degree to which the function can be completed.**

Percent of Lead Entities Reporting Unmet Needs in Core Functions



Percent of Lead Entities by Region Reporting Unmet Needs in Core Functions



Only 1 Coast Lead Entity Responded

Lead Entities' Capacity Concerns

Core Function	Current and Future Capacity Concerns
Maintain Lead Entity Organization	<ul style="list-style-type: none"> • Cost of living, travel, supplies; requirements for additional travel • Need for administrative support
Facilitate local processes ...	<ul style="list-style-type: none"> • Coordinating and assisting on applications & advocating for other funding • Project reviews for non-SRFB grant agencies and programs
Support regional and statewide salmon recovery coordination	<ul style="list-style-type: none"> • Coordinating recovery efforts within a watershed from various regulatory and/or statutory authorities • Concern over responsibility within scope of contract and SRFB decision to fund only regional recovery plans implementation
Develop local project list	<ul style="list-style-type: none"> • Loss of PSAR funds to support work • Limited availability of technical staff members
Develop local strategy	<ul style="list-style-type: none"> • Continuing need to refine sub-basin project strategies • Need for amendments and refinements of the plan
Advocate for high priority projects	<ul style="list-style-type: none"> • Developing a funding strategy • Representing the local community at regional and statewide meetings
Involve the public	<ul style="list-style-type: none"> • Targeted education and outreach program is needed.
Ensure strategy remains strong	<ul style="list-style-type: none"> • Adaptive management of the strategy/plans, monitoring, data gaps and new project development
Make sure projects get done	<ul style="list-style-type: none"> • Efforts limited to reactive problem solving, need for greater level of coordination with RCO managers
Maintain updated project list...	<ul style="list-style-type: none"> • Manage data, fully maintain the HWS, generate reports, and develop progress reports for a variety of audiences.

Alternatives to Meet Capacity Needs

■ **Coordinate or integrate functions**

- Take on additional, related responsibilities (e.g., Marine Resources Committee, WRIA, ESA recovery plan) and share organization to spread funding
- Integrate with regions
- Coordinate with non-salmon programs

■ **Delegate**

- Project sponsors “track” projects in Habitat Work Schedule
- Have NOAA or WDFW help update our strategies, facilitate all-H integration
- Ecology or Puget Sound Partnership to coordinate watershed planning process

■ **Seek other funding sources**

- Local government or stakeholders, regions, other grants, BPA, PSAR, tribes
- Foundation grants for communication

■ **Personnel/Other**

- Use volunteers or contribute unpaid staff time
- Coordinate with welfare-to-work and/or college internships
- Prioritize functions – doing only the “basics”
- Eliminate positions
- Limit attendance at regional and state meetings and events.

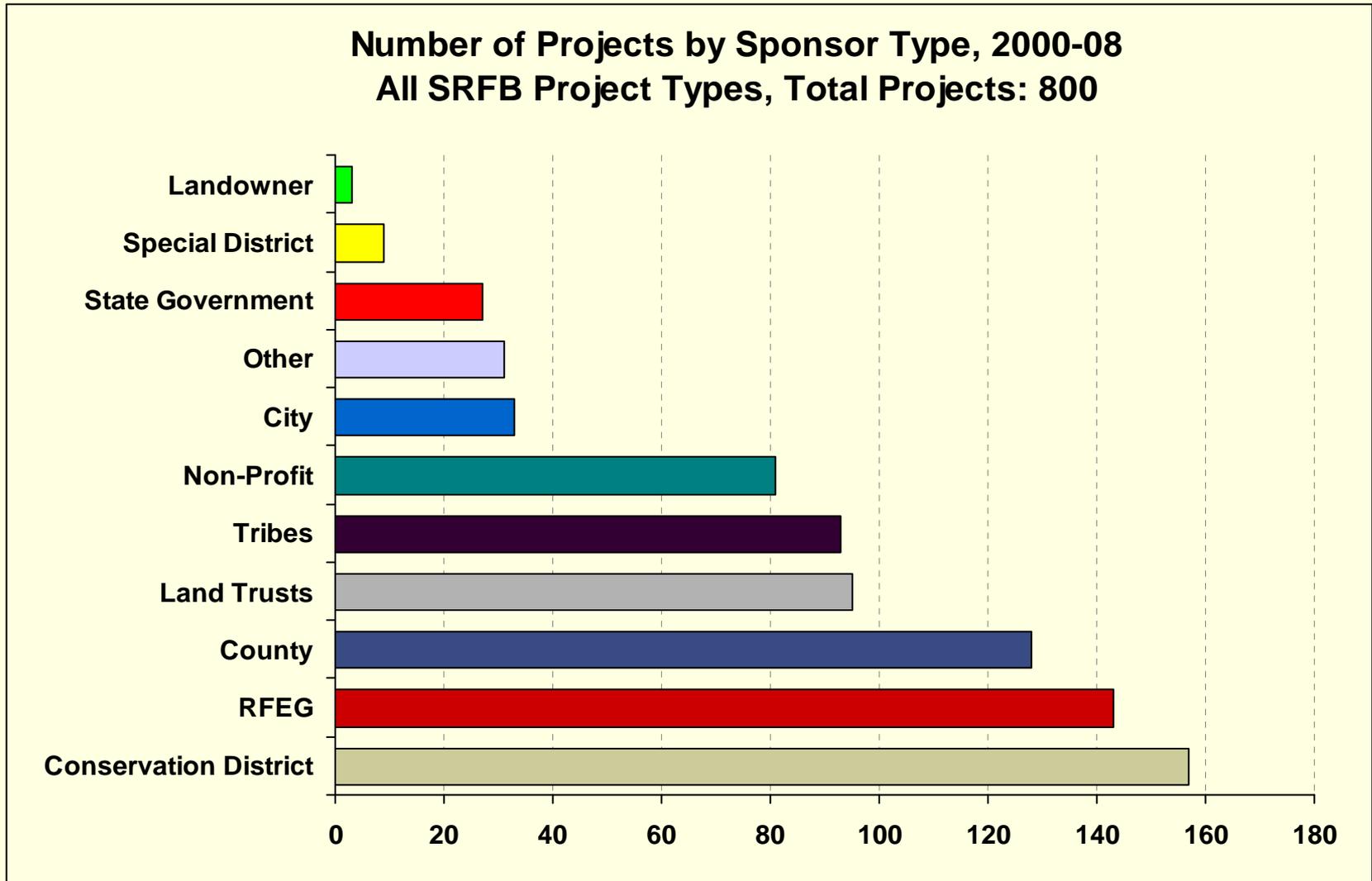
Existing Efficiencies with Regions

- **Share responsibilities for public outreach and consistent messaging**
- **Share staff and organization, results in significant efficiencies**
- **Cross-attendance at meetings (regions, watersheds, lead entities)**

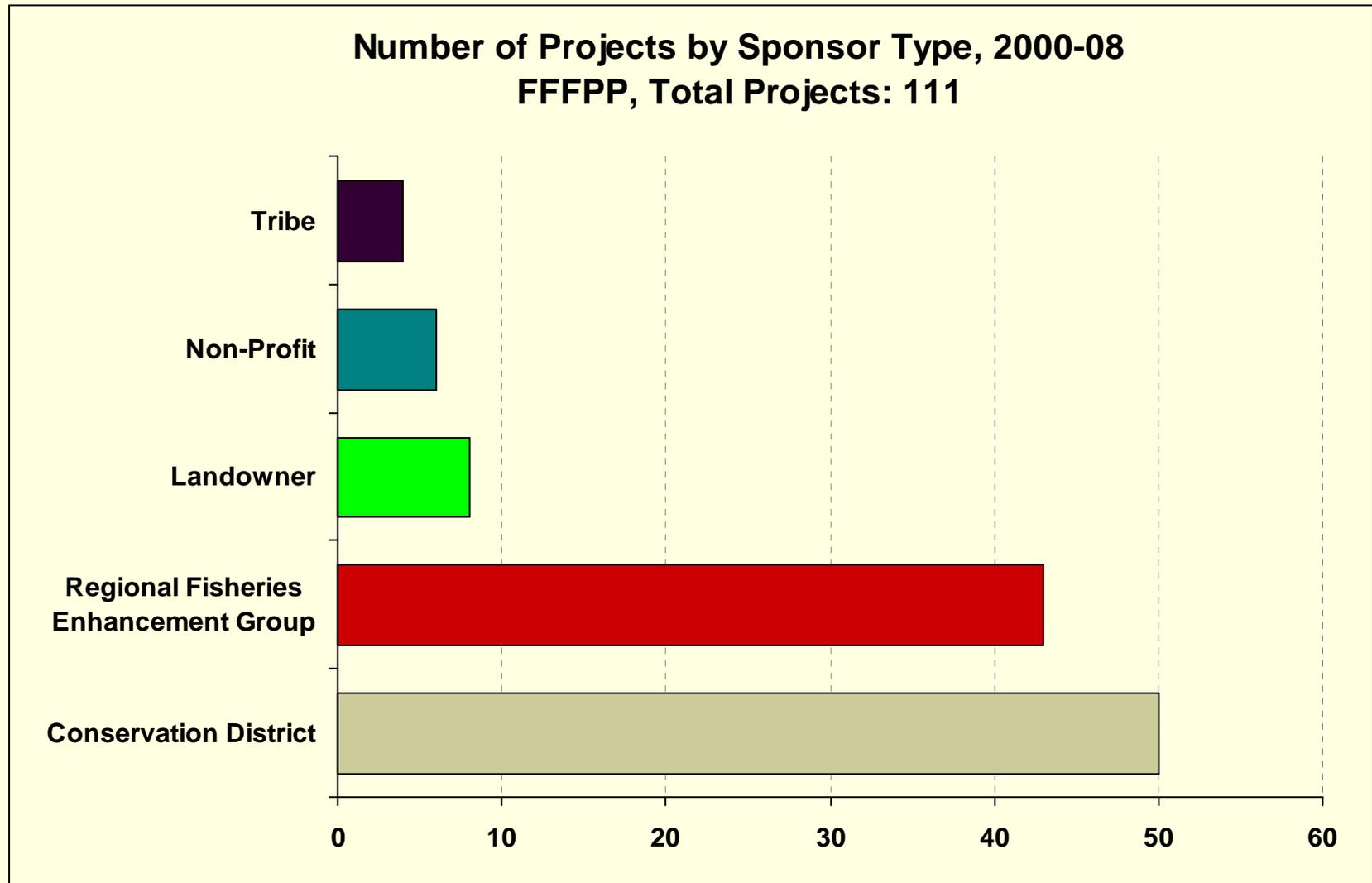
Sponsors' Capacity

Brian Abbott

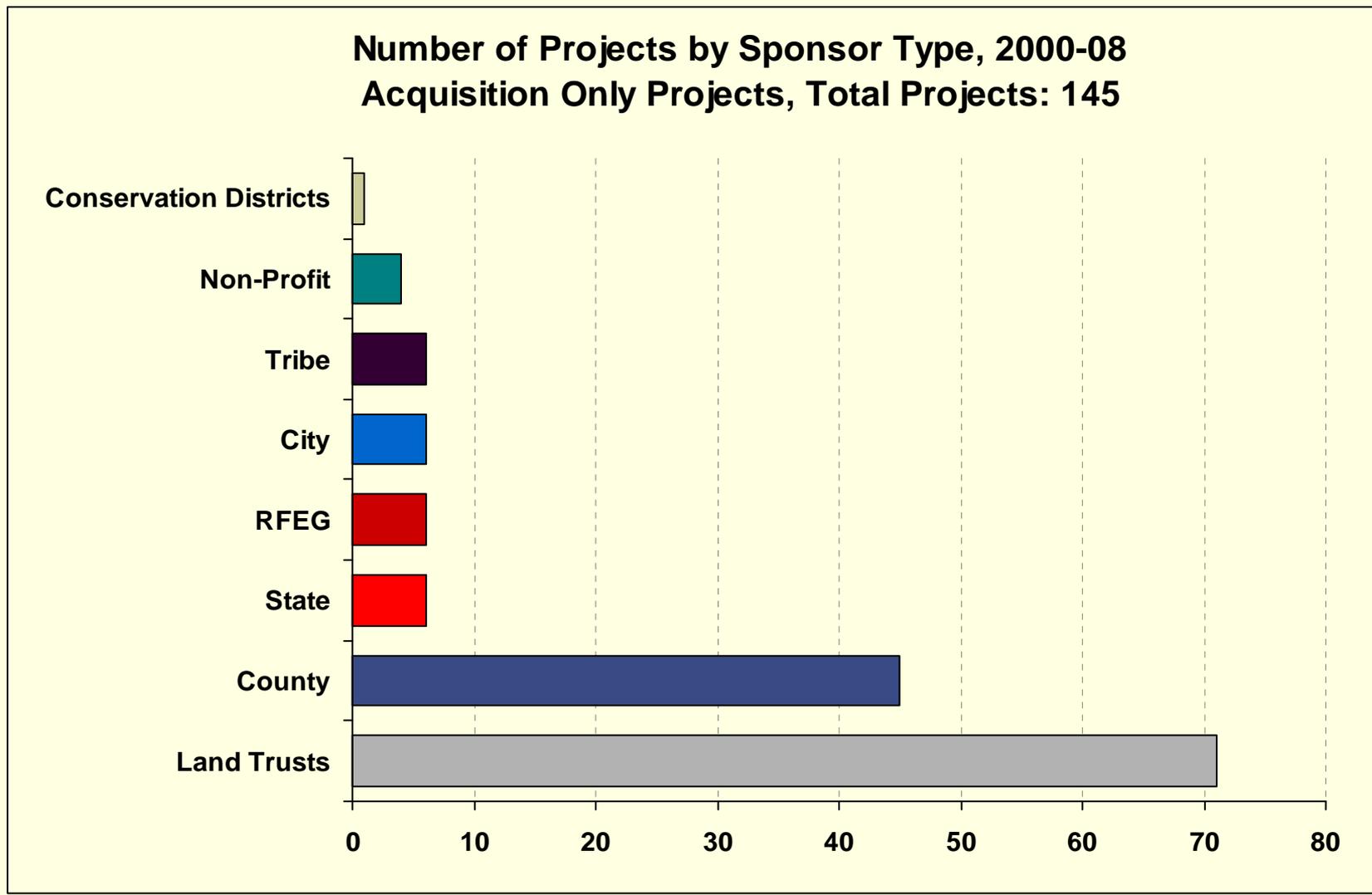
2000-08 Project Sponsors



2000-08 Project Sponsors



2000-08 Project Sponsors



Capacity Issues

- **Project funding**
 - Lack of FTEs
 - Competing organizational obligations, goals, and priorities
- **Priority and Focus, Linking to Recovery Plans**
 - Identifying high priority projects in the recovery plan or strategy that could be implemented by a particular sponsor
 - Communication with lead entity and region to understand the priorities and where the sponsor should focus efforts
- **Landowner outreach/education in high priority areas**
- **Donated Labor/materials**
- **Project Issues**
 - Application process
 - For restoration projects develop the feasibility, project scope, and rough estimate to apply for a grant
 - Engineering and design support
- **Maintenance or long-term stewardship**
- **Implementation monitoring**

Lead Entities: Sponsor capacity is limited by a number of factors

- **Project funding**
 - More projects will hinder ability to do work.
 - Phased projects vs. year-to-year sponsor funding

- **Magnitude and complexity of projects**
 - Technical support
 - Design, permitting, grant writing, and project scope
 - Lack of sponsor resources = lack of engagement at development

- **Complexity of application, review, and funding processes**

- **Some lead entities lack project sponsors**

Addressing the Challenges

- **Enhance existing sponsor capacity**
 - Provide incentives for successful organizations
 - Fund project development grants

- **Project design**
 - Design only grants (SRFB & PSAR)
 - Provide design assistance directly to the project sponsor