

Salmon Recovery Funding Board

Strategic Plan

In 1999, the Washington State Legislature created the Salmon Recovery Funding Board to provide grants for salmon habitat restoration and protection projects and other salmon recovery activities. The board is governed by Chapter 77.85 RCW and Title 420 WAC.

Mission

The Salmon Recovery Funding Board provides funding for elements necessary to achieve overall salmon recovery, including habitat projects and other activities that result in sustainable and measurable benefits for salmon and other fish species.

Values

The board supports a comprehensive approach to salmon recovery that reflects the priorities and actions of its local, regional, state, tribal, and federal partners.

- **Recovery Goals:** The board supports the goals in the regional salmon recovery plans and recognizes the importance of integrating habitat restoration, hydropower operations, and hatchery and harvest management.
- **Coordinated, Bottom-up Approach:** Coordination across all levels of governmental and non- governmental organizations and geographic scales is necessary to balance diverse interests, build community support, and provide for the efficient use of resources to maximize the public investment.
- **Science-based Decisions:** The board believes that successful salmon recovery requires decisions and actions guided by science, and advocates for coordinated scientific support at all levels of salmon recovery.
- **Community Priorities:** The board considers community values and priorities in its decisions, and integrates public participation and outreach into its actions and those of its partners.
- **Assessing Results:** The board recognizes the importance of monitoring project implementation, project effectiveness, and the long-term results of all recovery efforts.
- **Adaptive Management:** The board supports adaptive management through reviewing the results of SRFB- monitoring programs and factoring what has been learned into future decisions thereby completing the adaptive management loop.

- **Accountability:** The board provides citizen oversight and accountability for the expenditure of public funds, and conducts its work with openness and integrity.
- **Communications:** The board continues to support the telling of the salmon recovery story, including how thousands of people across the state are working together to restore salmon and their habitat and why this is so important for our culture, our economy, our communities, and our future.

Goals and Strategies

The board values all aspects of salmon recovery, and provides funding and support based on its priorities, available resources, and emergent opportunities.

Goal 1: Fund the best possible salmon recovery activities and projects through a fair process that considers science, community values and priorities, and coordination of efforts.

- **Allocation Strategy:** Within the limits of the board's budget and priorities, fund projects, monitoring, and human capital in a way that best advances the salmon recovery effort.
- **Process Strategy:** Ensure that the processes to identify, prioritize, and fund projects are based on (1) regional salmon recovery plans, lead entity strategies, and tribal governments' salmon recovery goals, (2) sound science and technically appropriate design, and (3) community values and priorities.
- **Funding Source Strategy:** Identify gaps in current funding related to overall salmon recovery efforts and work with partners to seek and coordinate with other funding sources. Work with Salmon Recovery Network Partners to coordinate funding requests at the legislative and congressional levels to achieve funding levels necessary to implement approved recovery plans.

Goal 2: Be accountable for board investments by promoting public oversight, effective projects, and actions that result in the economical and efficient use of resources.

- **Accountability Strategy:** Conduct all board activities clearly and openly, and ensure that the public can readily access information about use of public funds for salmon recovery efforts.
- **Resource Strategy:** Confirm the value of efficiency by funding actions that result in economical and timely use of resources for projects, human capital, and monitoring.
- **Monitoring Strategy:** Provide accountability for board funding by ensuring the implementation of board-funded projects and assessing their effectiveness, participate with other entities in supporting and coordinating state-wide monitoring efforts, and use monitoring results to adaptively manage board funding policies.

Goal 3: Build understanding, acceptance, and support of salmon recovery efforts.

- **Support Strategy:** Support the board's community-based partner organizations in their efforts to build local and regional support for salmon recovery.
- **Partner Strategy:** Build a broad partner base by engaging a variety of governmental and non-governmental organizations and political leaders to address salmon recovery from different perspectives.

Key Actions

Funding Allocation Strategy Key Actions

Within the limits of the board's budget and priorities, fund projects, monitoring, and human capital in a way that best advances the salmon recovery effort.

Provide funding for the following:

- Projects that produce measureable and sustainable benefits for salmon.
- Monitoring to measure project implementation, effectiveness, and the long-term results of all recovery efforts.
- Human Capital that identifies, supports, and implements recovery actions.
- Ensure funding practices reflect that a critical part of the board's mission is to fund the habitat restoration and protection projects that constitute the foundation of salmon recovery.
- Support projects that meet regional salmon recovery goals and the goals of other related planning efforts.
- Inform budget decisions by establishing the minimum and maximum funding needed for each focus area (projects, monitoring and human capacity) necessary to support salmon recovery.
- Encourage projects and activities that find innovative ways to achieve goals and realize efficiencies.

Process Strategy Key Actions

Ensure that the processes to identify, prioritize, and fund projects are based on (1) regional salmon recovery plans, lead entity strategies, and tribal governments' salmon recovery goals, (2) sound science and technically appropriate design, and (3) community values and priorities.

- Ensure that funded projects reflect the current federal, state, and tribal governments' salmon recovery goals.
- Ensure that the knowledge of habitat conditions, ecosystem processes, and trends in long-term factors (e.g., human population growth, climate change, and working land priorities) guide the type, complexity, location, and priority of proposed habitat protection and restoration.
- Fund projects that reflect community support and priorities, sound science, and that benefit salmon.
- Encourage actions and policies that optimize board investments by integrating with other restoration and protection tools and efforts (e.g., transfer of development rights, purchase of development rights, mitigation banking, and ecosystem services markets).
- Work with partners to evaluate capacity and funding allocations and improve the board's funding process.

Funding Coordination Strategy Key Actions

Identify gaps in current funding related to overall salmon recovery efforts and work with Salmon Recovery Network partners to seek and coordinate with other funding sources.

- Help to ensure that funding sources are coordinated to make the most effective and efficient use of board dollars.
- Recognize the importance of a full understanding of the roles of hatcheries, harvest, and hydropower, and communicate and coordinate with involved parties to ensure that funding decisions are in concert.
- Develop incentives for our partners to leverage board investments with other funding sources.

Accountability Strategy Key Actions

Conduct all board activities clearly and openly, and ensure that the public can readily access information about use of public funds for salmon recovery efforts.

- Ensure that the public is aware of and has access to board meetings and materials and other elements of the funding process.
- Provide clear, comprehensive, and easily accessible information to the public about restoration and protection projects via electronic databases, the agency web site, and other communication tools. Meet all reporting requirements with consistent and consolidated information, including data and project examples that explain both salmon recovery efforts and results.

Resource Strategy Key Actions

Confirm the value of efficiency by funding actions that result in economical and timely use of resources for projects, human capital, and monitoring.

- Facilitate information sharing among project sponsors and experts in the restoration/preservation community.
- Continue to sponsor workshops and policy forums for project sponsors, lead entities, regional organizations and other interested parties.
- Develop funding approaches that reward innovation and efficiency in areas such as project development and implementation, administration, technical review, public-private partnerships, economies of scale, and community outreach.

Monitoring Strategy Key Actions

Provide accountability for board funding by ensuring the implementation of board-funded projects and assessing their effectiveness, participate with other entities in supporting and coordinating state-wide monitoring efforts, and use monitoring results to adaptively manage board funding policies. The board has two main monitoring objectives: 1) to answer the question – does implementing on the ground projects lead to greater fish abundance and diversity; and spatial distribution and productivity 2) to demonstrate the effectiveness of different types of board funded projects.

- Support regional organizations by funding basic administrative functions so they can develop a customized approach to meet NOAA delisting monitoring requirements.
- Conduct **implementation (compliance) monitoring** of every board-funded project to ensure the project has been completed consistent with pre-project design objectives and criteria.

- Conduct monitoring to determine the **effectiveness** of different types of Board-funded restoration and protection projects in achieving stated objectives.
- Support validation monitoring of selected **intensively monitored watersheds** to determine whether watershed health and salmon populations are responding to recovery efforts.
- Participate in supporting status and trend monitoring.
- Coordinate with the Pacific Northwest Aquatic Monitoring Partnership (PNAMP) to ensure consistency with region wide monitoring goals while meeting SRFB monitoring goals and objectives.
- Ensure that projects identify objectives and use adaptive management principles to improve success by utilizing scientific experts to provide annual program evaluation and recommendations to the board.

The SRFB Monitoring Panel will fill a key role to 1) advise the Board on monitoring issues and 2) implement a functional adaptive management program. The panel will verify accountability by each monitoring component and integrate their findings into future decisions and recommendations to the SRFB.

Support Strategy Key Actions

Support the board's community-based partner organizations in their efforts to build local and regional support for salmon recovery through the Salmon Recovery Network.

- Encourage public involvement in planning and implementation activities so that projects reflect a community's social, cultural, and economic values.
- Help ensure that lead entity and regional strategies include community values and priorities.

Partner Strategy Key Actions

Build a broad partner base by engaging a variety of governmental and non-governmental organizations, legislators and political leaders to address salmon recovery from different perspectives.

- Seek input from partners on key program and policy decisions such as fund allocation, monitoring, data sharing and special projects.
- Seek regular updates from partners to ensure that their actions and board actions are mutually supportive.

- Work with the Northwest Power and Conservation Council to implement Columbia Basin Fish & Wildlife Program goals.
- Work with the Puget Sound Partnership to implement the Puget Sound Action Agenda.
- Engage more organizations in discussions of the effects of salmon recovery in Washington State.

Partners

The Salmon Recovery Funding Board recognizes that success in achieving its mission and meeting its goals requires important partnerships with the Legislature, Governor, state and federal agencies, tribes, and regional and local communities throughout the state. The board seeks to continually build new partnerships so that salmon recovery is addressed from multiple perspectives. Partners include, but are not limited to:

- 1. Lead Entities:** Voluntary watershed-based organizations established by RCW 77.85 that select and submit projects to the board for funding consideration. Lead entities have technical experts and citizen committees whose work ensures that their projects have both scientific and community support, and contribute to the lead entity's effectiveness.
- 2. Regional Salmon Recovery Organizations:** Organizations that (1) develop, coordinate, and advocate for implementation of salmon recovery plans, which are required under the Endangered Species Act, or (2) coordinate salmon restoration projects across a region in areas where there are no ESA-required recovery plans. Regional organizations bring the public, tribes, and private interests together to collaborate on improving their watershed for fish. Regional organizations and lead entities together identify and prioritize habitat protection and restoration strategies and other salmon recovery activities.
- 3. Regional Fisheries Enhancement Groups (RFEGs):** The fourteen RFEGs implement salmon recovery projects, including habitat protection and restoration, and participate with lead entities and regional salmon recovery organizations.
- 4. State Agencies and Programs**
 - A. Governor's Salmon Recovery Office:** Coordinates and produces a statewide salmon strategy; assists in the implementation of regional recovery plans; helps secure funding for local, regional, and state recovery effort; and provides the Biennial State of Salmon report to the Legislature.
 - B. Puget Sound Partnership:** Addresses the health of Puget Sound by developing and implementing an action agenda for restoration.

- C. Puget Sound Nearshore Partnership: Addresses priorities in the Puget Sound marine nearshore ecosystem (co-managed by the Washington Department of Fish and Wildlife and the Army Corps of Engineers).
 - D. Conservation Commission: Oversees conservation districts in the state, which are often SRFB grant recipients and habitat project implementers. The commission also administers conservation programs targeted at agricultural land, such as the Conservation Reserve Enhancement Program.
 - E. Washington Department of Fish and Wildlife: Provides technical assistance to project sponsors and lead entities, manages fish hatcheries and hatchery reform activities, regulates harvest, and takes the lead on working with the tribes on salmon recovery issues.
 - F. Washington Department of Natural Resources: Manages timber land and aquatic land, jointly manages the Family Forest Fish Passage Program, and addresses salmon recovery through its habitat conservation plans and the Forest and Fish Agreement.
 - G. Washington Department of Ecology: Manages monitoring efforts, including status and trends, and addresses water issues such as watershed planning, water rights, and water quality.
 - H. Washington State Department of Transportation: Addresses fish passage issues, including removing barriers to fish, such as highway culverts; manages storm water runoff associated with WSDOT paved surfaces; mitigates for project impacts on wetlands and prevents erosion control associated with construction.
- 5. Tribes:** Individual tribes, along with the Northwest Indian Fisheries Commission and the Columbia River Inter-Tribal Fish Commission, are involved in regional recovery organizations, lead entities, the Puget Sound and Nearshore Partnership, sponsor salmon recovery projects, and co-manage the state's fisheries.
- 6. Federal Agencies:** Federal partners include the Army Corps of Engineers, National Oceanic and Atmospheric Administration (NOAA-Fisheries), the Environmental Protection Agency, U.S. Fish and Wildlife, U.S. Geological Survey and U.S. Forest Service.
- 7. Other Entities:**
- A. Northwest Power and Conservation Council: Maintains a regional power plan and a fish and wildlife program aimed at protecting and rebuilding fish and wildlife populations affected by hydropower development in the Columbia River Basin.
 - B. Nonprofit and non-governmental organizations: Play a variety of roles in salmon recovery, such as sponsoring habitat protection and restoration projects and promoting local activities and citizen involvement.

Salmon Recovery Funding Board

2015-2017 Work Plan Items

1. Tell the Story of Salmon Recovery – Communications

- A. Build off of the Communications Framework and develop a communications plan specific to the Salmon Recovery Funding Board (board) and Governor’s Salmon Recovery Office (GSRO) for the next five years. Reframe how the board and GSRO message salmon recovery. Reach out to non-traditional partners in order to gain support for community-based salmon recovery. Develop communication materials which may include handouts, fact sheets, website development, or video shorts.

Who: GSRO/Board Communications Sub-committee/Pyramid Communications
Timeline: Spring 2016 – June 2017
Cost: Range \$60,000 – \$180,000
Board Action: Approve scope of work and funding

- B. Continue to support the development of the Salmon Recovery Network (SRNet). Coordinate SRNet messaging to align with board’s communications strategy. Promote collaborative communications in order send consistent messaging on salmon recovery to decision makers.

Who: GSRO/Board Representative to SrNet/Triangle Associates
Timeline: December 2015 – June 2017
Cost: \$85,000
Board Action: Approve funding December 2015

- C. Support the efforts of GSRO to bring regional salmon recovery leaders and state agency executives together to examine progress in salmon recovery annually.

Who: GSRO/Board Representative to SrNet/Triangle Associates
Timeline: April/May 2016 first meeting
Cost: Included in 2015-2017 contract
Board Action: Briefing

- D. Sponsor a biennial Salmon Recovery Conference to bring implementers, tribal, government, and regional salmon recovery leaders together to share successes and challenges on salmon recovery in Washington. The 2017 Salmon Recovery Conference planning will kick off in winter of 2016 seeking additional sponsors.

Who: Governor's Salmon Recovery Office, Recreation and Conservation Office, Salmon Recovery Funding Board, Long Live The Kings.
Timeline: April/May 2017
Cost: \$98,900
Board Action: Approve funding for facility in March 2016

2. Strengthen Salmon Recovery Funding

- A. 2017-2019 Capital Budget Request: Request state matching funds from the Pacific Coastal Salmon Recovery Fund and explore the pros and cons of submitting a large capital project list. The board would also look at options on how to package the request and collaborate with partners through SRNet.

Who: GSRO/RCO Salmon & Policy Section
Timeline: December 2015 proposal/September 2016 submittal to OFM
Cost: None
Board Action: Approval of program policies/ budget submittal

- B. 2017-2019 Operating Budget Request: Evaluate the potential of submitting a capacity request on behalf of the Salmon Recovery Network (SRNet) to maintain and enhance capacity funding for SRNet partners. This may be one request or several requests in different agency budgets. The commitment would be to support the entire package.

Who: GSRO/Board Funding Committee
Timeline: June 2016 board discuss/Decision August 2016/September 2016 submittal to OFM
Cost: None
Board Action: Approve request

- C. Through the board member organizations and the GSRO, continue to work with the congressional delegation on the importance of the Pacific Coastal Salmon Recovery Fund in Washington's salmon recovery efforts.

Who: GSRO & Partners
Timeline: Spring 2016 & Spring 2017
Cost: RCO contracts for support in D.C.
Board Action: Briefing and participation as appropriate

- D. Establish a Funding Sub-Committee of the board to explore program funding options. The vision is to hire a consultant to explore the various funding paths both public and private for projects and capacity. The other objective is to provide expertise and resources to help local recovery partners diversify their capacity funding by requesting support from their county, city, utility, etc. Focus efforts on funding the communication needs to tell the story of salmon recovery.

Who: GSRO/RCO/Two SRFB Member(s)/Consultant
Timeline: Initiate winter 2016/ Ongoing
Cost: Range: \$30,000 - \$90,000
Board Action: Approve funding and scope at the March 2016 board meeting

3. Monitoring

- A. Continue to implement the Salmon Recovery Funding Board Monitoring Sub- committee recommendations approved by the board. Review the recommendations provided by the Salmon Recovery Funding Board Monitoring Panel (SRFB Monitoring Panel) on the board's monitoring program. Take action on the recommendations.

Who: SRFB Monitoring Sub-committee/GSRO
Timeline: October 2016 and October 2017
Cost: Range: \$1.8 million to \$2.2 million
Board Action: Annual approval monitoring program contracts

- B. Review and evaluate the effectiveness of the SRFB Monitoring Panel and give direction to staff on any improvements.

Who: SRFB Monitoring Sub-committee/GSRO
Timeline: October 2016 and October 2017
Cost: \$80,000 to \$100,000 annual to support the Monitoring Panel
Board Action: Annual approval of monitoring panel contracts

- C. Utilize the Monitoring Panel's adaptive management process to review and update SRFB policies on project funding and overall grant program.

Who: SRFB
Timeline: October 2016 and October 2017
Cost: Included in panel's work
Board Action: Briefing

4. Annual Grant Round

- A. Efficiently conduct a grant round in 2015 and 2016.

Who: RCO
Timeline: Yearly with decisions in December 2016/2017
Cost: Annual \$15- \$20 million plus PSAR (\$35-70 million)
Board Action: Approve projects in December and throughout year when needed

- B. Conduct a survey of applicants to get feedback on grant round processes.

Who: RCO
Timeline: Yearly after December funding decisions
Cost: Minimal
Board Action: Review feedback; adjust Manual 18 as necessary

- C. Adopt changes to Manual 18, if needed, on an annual basis.

Who: SRFB
Timeline: Yearly in December 2016/2017; Ongoing
Cost: Minimal
Board Action: Approval of major policy related changes in Manual 18

- D. Maintain the Board's Technical Review Panel and consider their recommendations for grant program improvement.

Who: RCO
Timeline: December 2016/2017; Ongoing
Cost: \$200,000 annually
Board Action: Consider panel recommendations and adjust Manual 18 as necessary.

5. Activity Funding

- A. Review and approve Regional and Lead Entity allocations on an annual basis.

Who: SRFB
Timeline: Annual at the late spring early summer board meeting; effective July 1st
Cost: Approximately \$4.568 million
Board Action: Approve funding

- B. Hear from Regional Organizations—examples of progress at SRFB meetings.

Who: Regional Organization Staff
Timeline: Rotating presentations at every board meeting
Cost: None
Board Action: Briefing

- C. Establish a Funding Allocation Sub-Committee of the board. The subcommittee would include a representative from the Council of Regions and Washington Salmon Coalition. The sub-committee will have assistance from a facilitator for this effort. The facilitator will be selected by the RCO. The role of the allocation sub-committee will be to review the regional area allocation (project) and review the allocation for the capacity funding (lead entity & Regional Organization). The committee would make recommendations to the SRFB for consideration.

Who: SRFB members(2)/GSRO/ RCO/Council of Region/Washington Salmon Coalition
Timeline: Start August 2016 – Implement July 1, 2017
Cost: \$10,000
Board Action: Appoint sub-committee and implement recommendations

6. Collaboration Priorities for 2015-2017

- A. Salmon Recovery Network

Who: SRFB representative/agency representatives/GSRO
Timeline: Quarterly meetings of SRNET. Updates at every SRFB meeting

- B. Fish Barrier Removal Board

Who: WDFW chairs board. GSRO staff a board member
Timeline: Periodic updates. Briefing scheduled for December 2015

- C. State Agency Partners: Washington State Department of Fish and Wildlife; Department of Ecology; Conservation Commission; Department of Natural Resources; Department of Transportation; Puget Sound Partnership.

Who: State Agencies
Timeline: Periodic Updates -Ongoing

- D. Governor's Office

Who: Governor and Natural Resource Policy staff
Timeline: Periodic Updates –Ongoing

7. Reflection and Self-evaluation: Board Retreat to Assess the Work of the Salmon Recovery Funding Board and Future Efforts

- A. Role of the board (Strategy and Biennial Work Plan); expectations of board members (especially about communications/outreach; external funding; collaborations)
- B. Plan out Board Agendas plan out, i.e., sequencing agenda items based on policy needs
- C. Communications Strategy
- D. Performance measure
- E. Work plan updates
- F. Strategic plan subcommittee will plan the retreat with RCO Director and GSRO will coordinate.

Who:	SRFB/GSRO/RCO/
Timeline:	January/February 2017 (separate from board's regular meeting)
Costs:	\$5,000 for facilitator/ Board costs
Board Action:	Every two years review and update of strategy and biennial work plan.