Salmon Recovery Lean Study Current State Summary
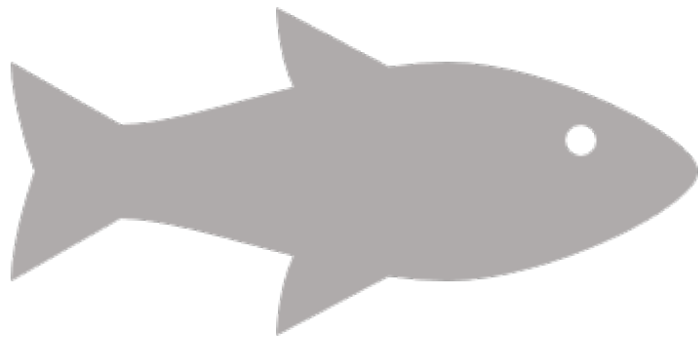
# Current State Summary Table of Contents

Project Scope

The process analysed is the salmon recovery project development and prioritization process from identification of a project through final approval for funding by the Salmon Recovery Funding Board.

Project Phase: Current State Analysis

Phase Objective: Review/Analyze the efficiency, effectiveness and content of the process flow, from conception of a project idea with the Lead Entities to approval of a project by the funding board.

Project Organization

The following organization chart represents, on a summary level, how organizations and groups are involved in the Lean study:
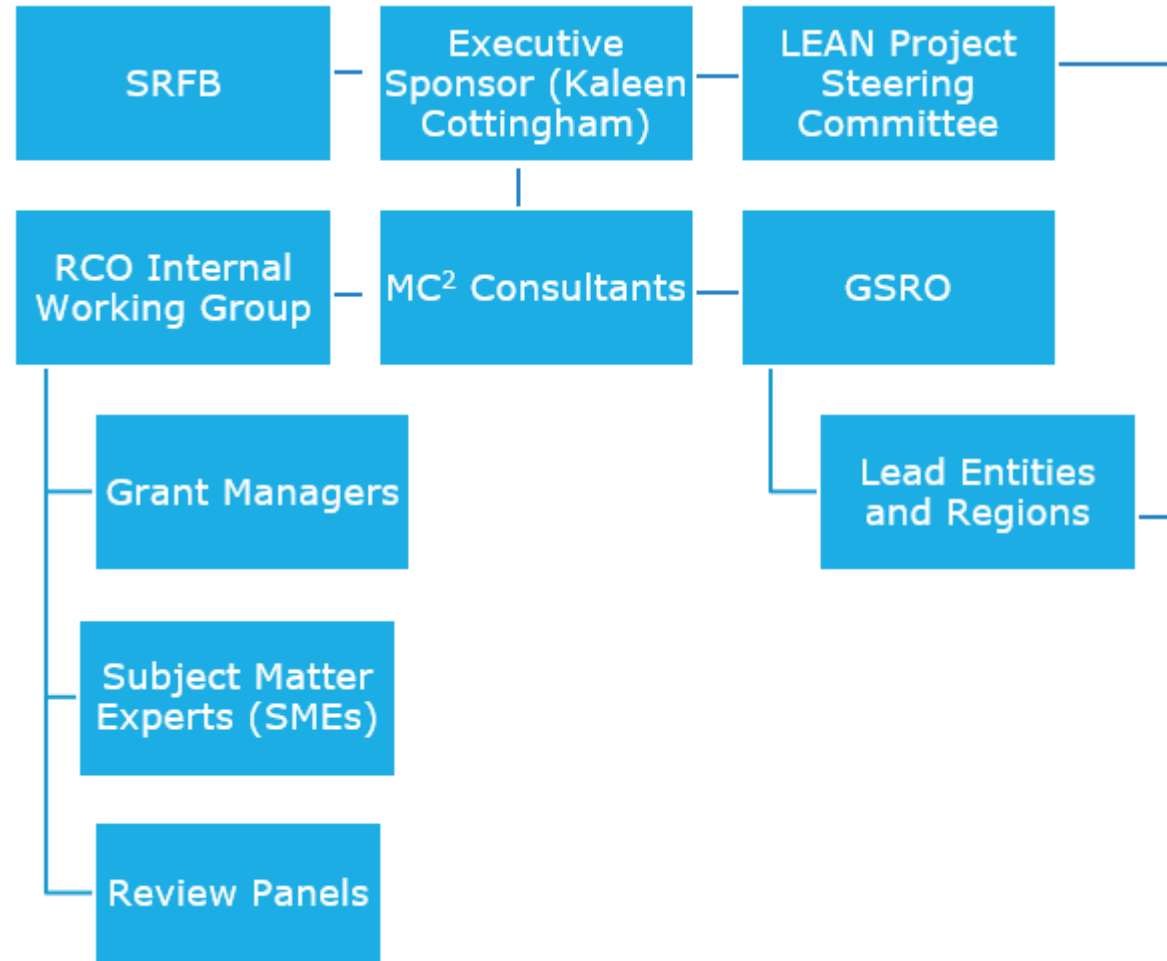
Current State Analysis Approach

Stakeholder Engagement

- Consultant-facilitated workshops with groups of Lead Entity and Region Staff to assess current state, document the process, and identification of "pain points", issues, ideas, best practices, and opportunities for improvement.

- Consultants also facilitated workshops with or interviewed SRFB, SRFB Technical Review Panel, RCO grant managers, project sponsors, and NOAA.

Lead Entity, Local Citizen and Technical Committee, Sponsor Surveys

- Consultants, GSRO, and RCO worked to draft surveys to ask participants to prioritize issues that came out of the workshop sessions to provide focus for the future state phase and opportunity for additional input.

Data Analysis

- Consultants and RCO Metrics & Data team analysed data on the cost of salmon projects versus capacity costs and the impact output metrics versus the cost of the projects. Analysis of salmon recovery funding dollars obtained by Federal, State and local community, and other sources was conducted through PRISM data and lead entity survey responses.

Benchmarking Planning

- Consultants worked with RCO Team to identify 4 potential benchmarking partners and conducted screening interviews to identify 2 benchmarking partners and develop benchmarking plan for completion in the Future State development phase.

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Workshops and Interviews

Washington Salmon Coalition Lean Study Overview	June 21
Lead Entity Process Workshop: Northeast and Upper Columbia	June 25
Lead Entity Process Workshop: Coast Salmon Partnership	June 26
Salmon Recovery Funding Board Interview	June 27
Lead Entity Process Workshop: Snake, Yakima Basin, Lower Columbia, Klickitat	June 28
Legislator Interview	July 3
Lead Entity Process Workshop: Puget Sound Partnership	July 12
State Review Panel Interview	July 17
NOAA Interview	July 17
Sponsor Workshop	August 8
Grant Manager Process Workshop	August 15
Additional Lead Entity Workshop	August 15

Process Workshop Results

Process Workshop Highlights (with Lead Entities, Regions and Grant Managers)

Process Workshop Highlights

In the 6 process workshop sessions with lead entities, regions and grant managers process flows were documented and discussions were held on the following topics:

- "What's Working Well"
- Is the Process Selecting the Highest Priority Projects?
- "What's Not Working Well" (expanded by survey results)
- Best Practices
- Use of Project List by Other Funders
- Big Picture Ideas/Statements/Issues

Common themes that crystallized from the sessions as well as highlights on the process flow commonalities and differences are described on the following pages in this section.

Sample Lead Entity Process Flow from Workshop (Remaining Flows in Appendix)
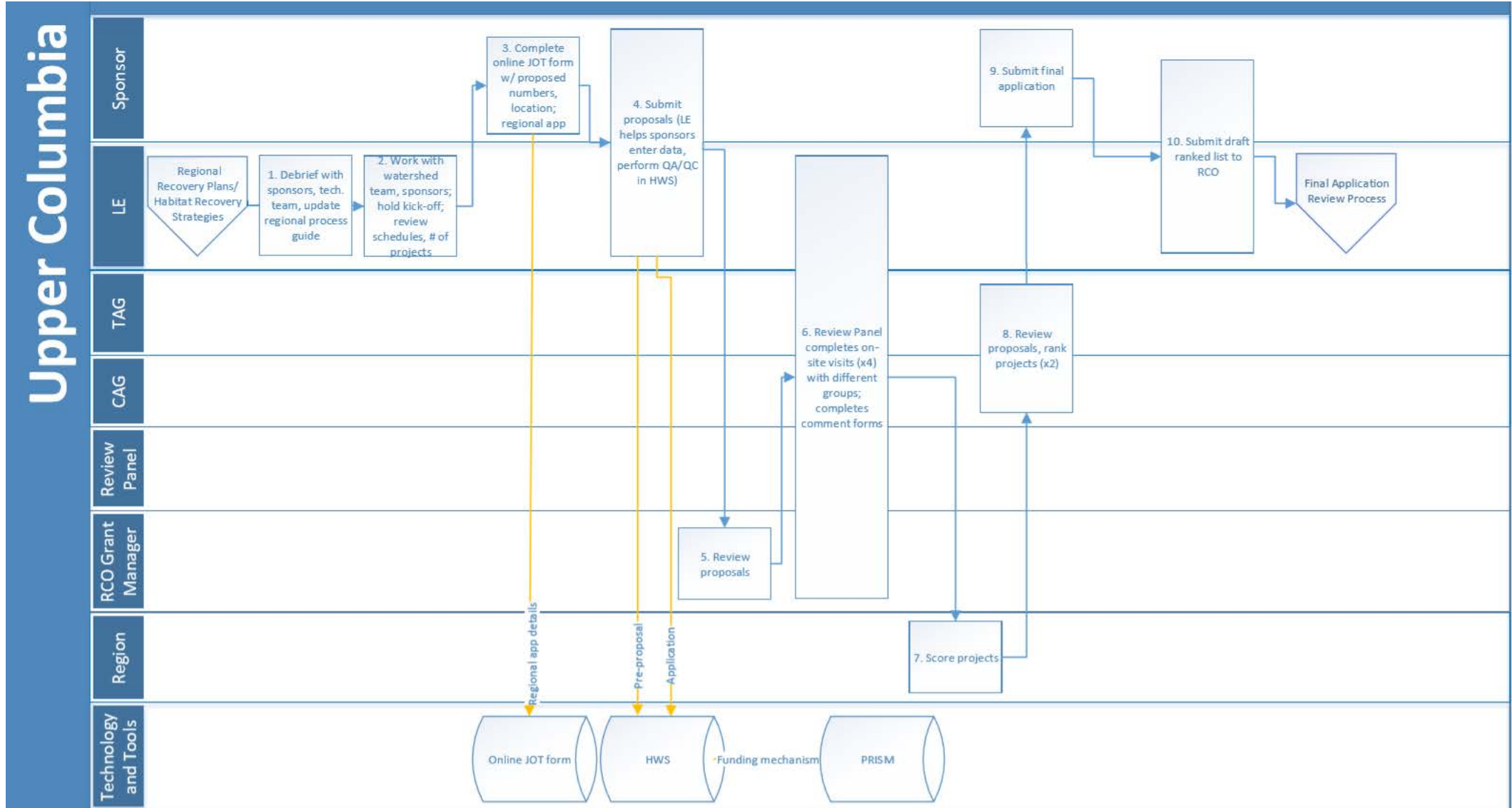
# Final Application Review Process (Common Across All Lead Entities)
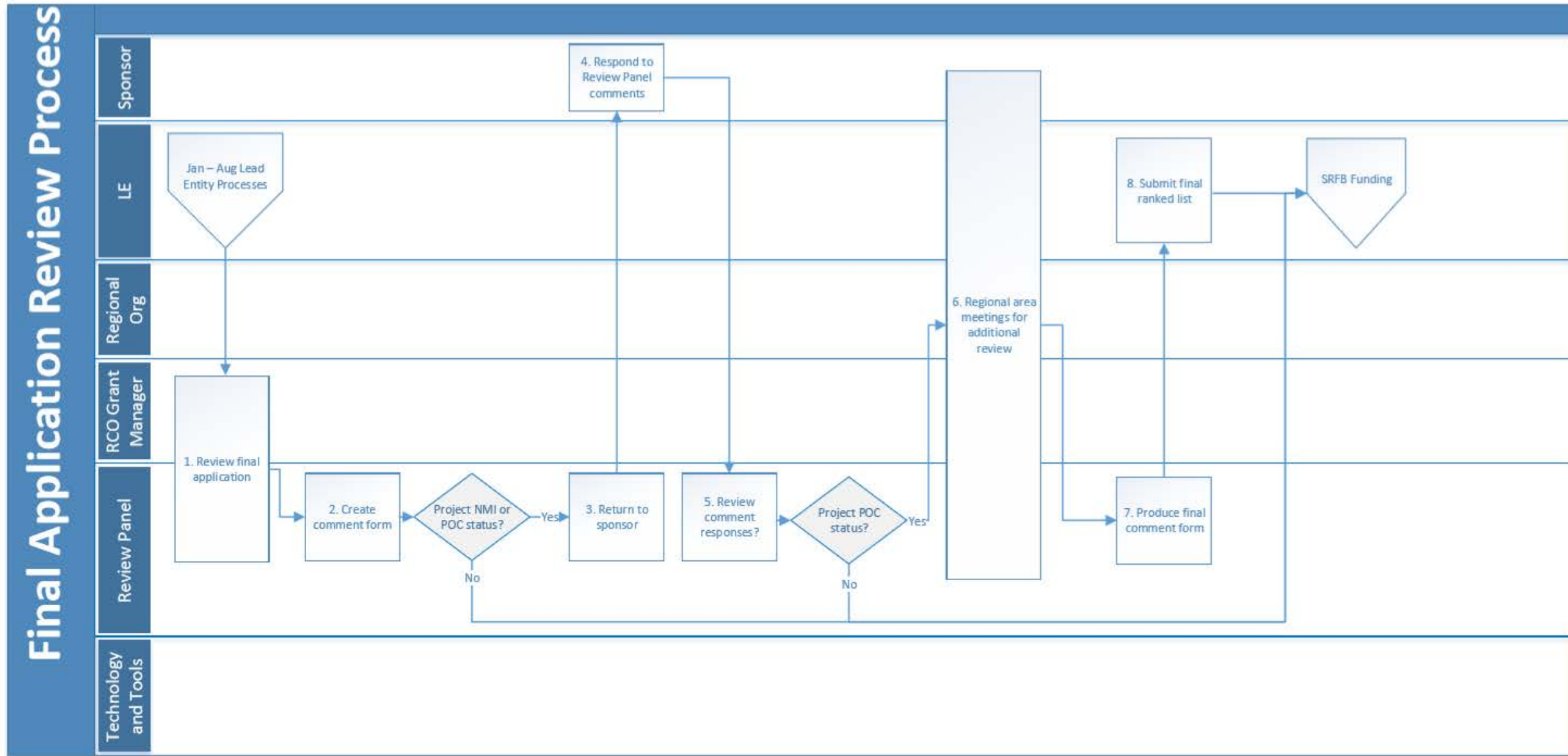
Workshop-Identified Process Commonalities Across Lead Entities/Regions

- Sponsors are most commonly the ones identifying projects and there is usually some level of "pre-screening"

- Sponsors are usually entering the applications into PRISM, with some assistance from lead entities

- Most lead entities involve RCO grant managers in earlier stages of proposal process

- All are doing local technical review

- Review Panel interaction steps are fairly standardized

Workshop-Identified Process Differences Across Regions/Lead Entities

- Level of formality and documentation of the process
- "Pre-screening" methods such vary as LOI, "pre-apps", informal screening by TAG, call for projects, etc.
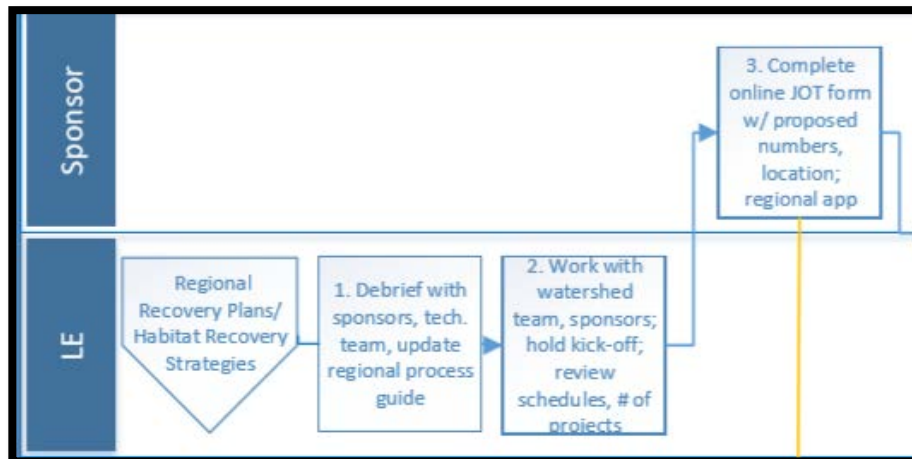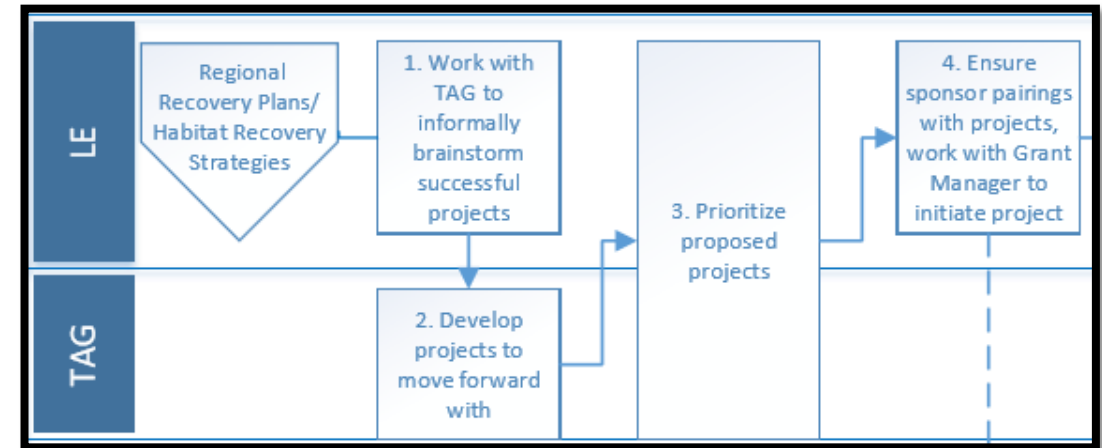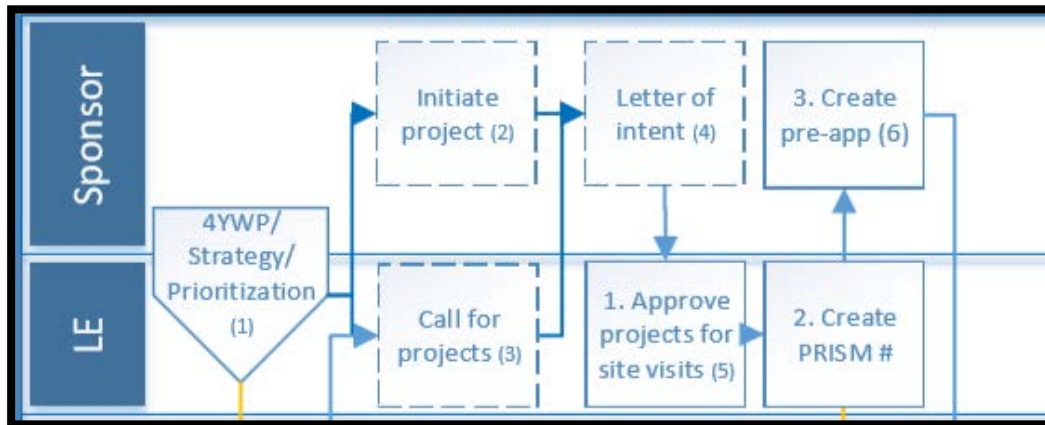
Workshop-Identified Process Differences Across Regions/Lead Entities, Contd.

- Number, timing, criteria, constellation of reviews by citizen and/or local technical committees
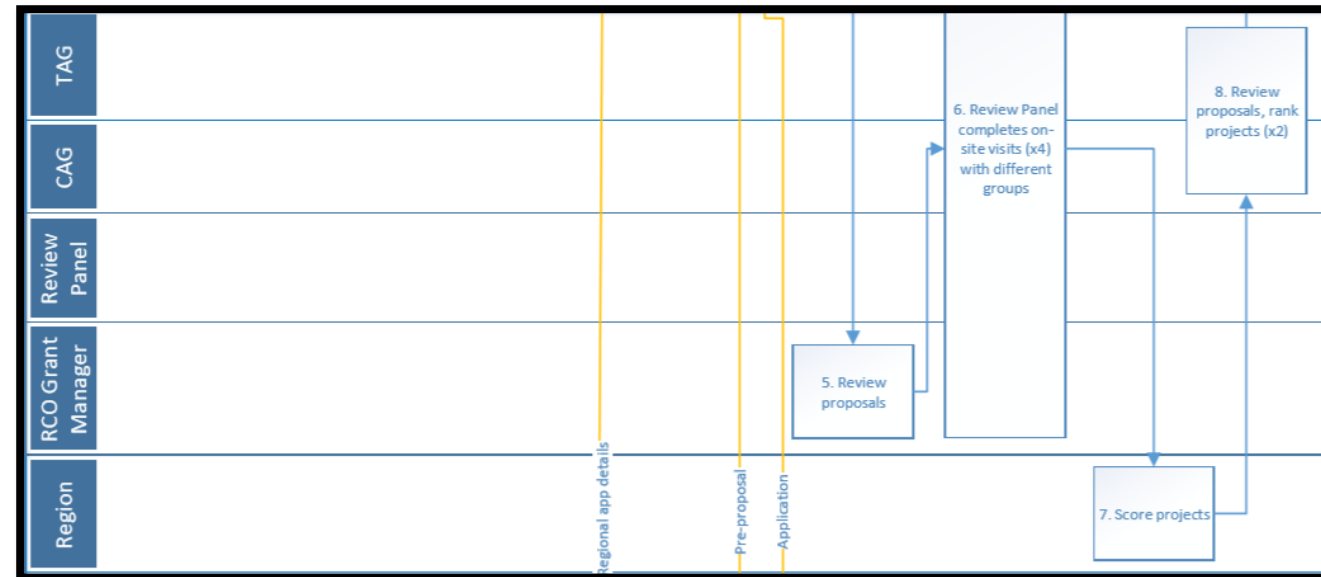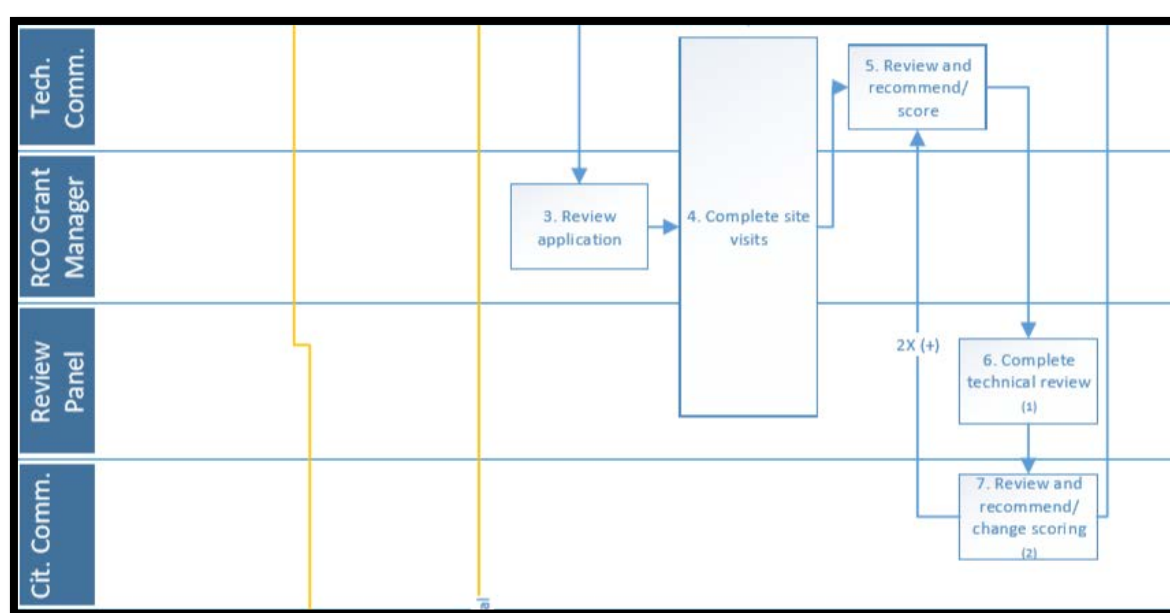
- Project ranking and prioritization methods and timing, e.g. some lead entities involve regions or fiscal agents in project scoring or ranking. Some lead entities score and rank before site visits and some afterwards.

Workshop-Identified "What's Working Well" Themes

- There is a consistent view that the decentralized model is working well, fostering strong community buy-in

- Flexibility in the process enables each lead entity to develop the best model for collaboration in their communities

- Process provides a stable, iterative framework that shapes and improves projects

- Involvement, knowledge, and support from RCO grant managers is highly valued

- Involvement, knowledge and support from SRFB Technical Review Panel is highly valued

Workshop Themes on Whether Highest Priority Projects are Being Selected?

- There was a fairly consistent view that the process is working well to select the highest priority projects within lead entities and regions

- Iterative processes built into the beginning of the process generally help filter out lower-priority projects

- However, process does not support the larger, more impactful projects

Workshop-Identified "What's Not Working Well" Themes

- Too many review cycles in the process

- Projects don't always tie to strategy and recovery plans as well as they could

- Systems take excessive time to enter data

- Issues with projects come up too late in the process

- State Technical Review panel comments take too much time for sponsors to respond to without always adding value (e.g. because panel feedback is not always constructive or strays too much from project purpose)

- State Technical Review Panel review takes too much calendar time which delays the process (e.g. pre-apps must be in 3 weeks prior to on-site visits and it takes 3 weeks to receive comments after the visits)

- Unavailability of State Technical Review Panel in between site visits and review to discuss comments or assist with project development

Workshop-Identified "What's Not Working Well" Themes

- Insufficient number of volunteers for technical or citizen committees

- Insufficient number of sponsors or sponsors lack capacity to identify and submit projects

- Maintaining two separate local committees for citizens and technical review takes more time to manage compared to the value that it provides; time could be better spent developing projects or on outreach

- Limited access to in-house engineers - projects are subsequently over-engineered and too much is spent on design as external consultants need to be brought in

- Annual nature of grant round process delays projects and causes more time to be spent on the selection process versus outreach and supporting project success

- Regional process requirements take away from the more important work of developing and prioritizing projects

Workshop-Identified Best Practices Themes

- Scientific process to identify and prioritize projects

- Local technical review filters out projects that aren't a good fit to strategy

- RCO grant managers providing feedback earlier helps grant rounds go smoothly

- Earlier involvement of Review Panel helps catch project issues early

- Citizen and technical committees meet frequently and together, which keeps knowledge fresh and logistics easier

- Working through citizen committees and sponsors helps influence legislators and reach land owners

- Taking legislators, elected officials and citizens committees on site tours helps educate about the process

Workshop-Identified Use of Project List by Other Funders

- Sponsors often combine multiple funding sources to fund a project

- There is variation in the degree to which lead entities feel that other funders use their project lists to identify projects

- The number of alternate projects varies across lead entities

- SRFB process helps fund earlier stages of projects which may then go on to receive other sources of funding

- Many lead entities communicated the need for a more coordinated funding approach across programs and agencies

Workshop-Identified Bigger Picture Themes

- "Low hanging fruit" in terms of readily executable projects has been "picked"

- Many feel that the most impactful, complex projects aren't supported by the current process or allocations

- Conducting the process annually takes too much time and delays projects

- Better coordination between funding programs and having one application/evaluation process for sponsors would make a big impact on the ability to do more projects

- At what level project prioritization should occur was questioned – Lead Entity, Region, State?

- Acquisition projects are more difficult to obtain community support for and are expensive

Workshop-Identified Overall Themes

- Overall, there is a perception that the process is effective and efficient by lead entities

- Lead entities and regions are very passionate about their work and feel that they are making a big difference in their communities

- Having dedicated staff with continuity to build relationships and understand the unique aspects of each community is really important

- Although the iterative approach was generally valued there was some identification of opportunities to improve efficiency through reduction of review cycles or potentially moving to biannual process

- Review Panel is highly valued but there are lots of comments on the process for utilizing them and having continuity

- Perceptions that HWS and PRISM are not adequately integrated and not supporting the most efficient process

Stakeholder Feedback

Lead Entity Surveys

- After lead entity workshop sessions were held, a survey was distributed to all lead entity coordinators. The survey included both a SurveyMonkey question and answer survey and an excel spreadsheet template. The surveys' purpose was to gather additional funding data, gather information about lead entities issue prioritization, collect data on how lead entities spend their time and to provide an additional opportunity for lead entities to provide individualized feedback.

- Lead entities were asked to provide 1 response per survey. Not all lead entities complied with instructions but overall themes may still be derived from the data and will help guide prioritization of issues in the future state development phase.

Lead Entities were asked to complete a spreadsheet on how they spend their time across seven 2018 Statement Of Work Activity Groups:

Task Group 1: Lead Entity Organization

- The lead entity will maintain sufficient administration, facilitation and coordination capacity to support the on-going goals and objectives of a lead entity organization.

Task Group 2: Lead Entity Committees:

- As required in statute, the lead entity is to establish and maintain a committee that is representative of diverse salmon habitat and community interests (citizens committee) and whose primary purpose is to compile a prioritized habitat project list (see RCW 77.85.050).

Task 3: Lead Entity Annual Work Plan and Grant Program Criteria

- The lead entity will develop an annual work plan to guide its overall effort for creating the prioritized habitat project list and to provide transparency and clarity for its watershed partners, the region, and the RCO.

Lead Entities were asked to complete a spreadsheet on how they spend their time across seven 2018 Statement Of Work Activity Groups:

Task Group 4: Adaptive Management of Salmon Recovery Strategy

- The lead entity will document the goals and strategies needed for salmon recovery in its area. The lead entity will maintain a current watershed salmon recovery chapter or strategy, advance or implement a salmon recovery monitoring plan, and maintain a current list of high priority salmon recovery projects forecasts for the next four years.

Task Group 5: Create a Habitat Project List for the SRFB

- The lead entity will submit a habitat project list to the SRFB in accordance with Manual 18 (see RCW 77.85.050(3)).

**Task Group 6: Habitat Work Schedule**

- The lead entity organization will track salmon restoration and protection projects in its area using the Habitat Work Schedule (HWS) database, following the instructions and guidelines in Appendix A.

Task 7: Outreach

- Building community support is critical for project development and creating an authorizing environment for salmon recovery project implementation. Community outreach and education are activities that may occur throughout the year. Accordingly, the lead entity will report its progress for these activities in either the spring or fall progress report, as appropriate

How Lead Entities Spend Their Time

Average Percentage of Time Spent on 7 Primary Lead Entity Scope of Work
Task Groups - Sample of Lead Entities
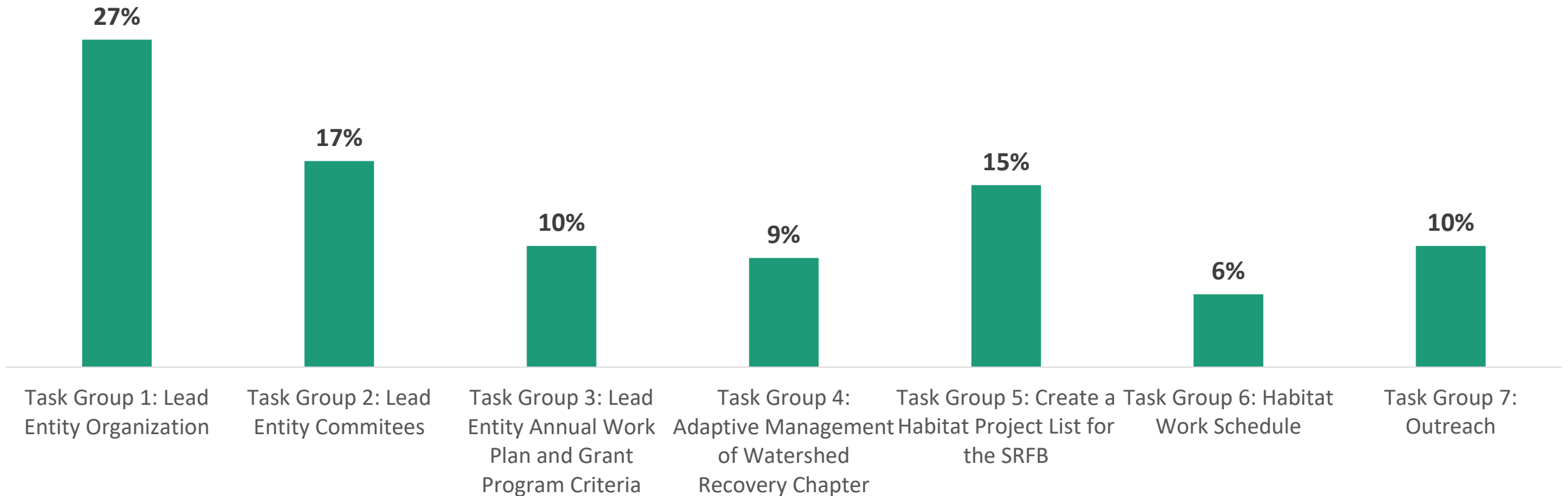
These average percentages are based on 18 full-time FTE responses from 18 lead entities and focus on the 7 primary 2018 Lead Entity Statement of Work Task Groups. The percentages add up to only 93% as some entities have additional SOW activities that they wrote in.

Takeaways on Lead Entity Time Survey

- 27% of time is spent on lead entity organization which includes communication, and being a point of contact

- Roughly 42% of time is spent on the annual project development and prioritization process (Task Groups 2, 3, and 5)

- Only 10% of time is spent on Outreach and this is an area where there has been a consistent message that more time is needed

- Only 6% of time spent is on HWS although this is an area that is often discussed as taking too much time

- There may be potential for improved clarification on lead entity roles and how their time should be spent as well as clarification of the role of HWS in practice and in WAC definition.

Lead Entity SurveyMonkey Responses
Distributed to: 25 Lead Entities
Responses: 23

Question 1: For 2017, how much funding did you receive from your region for capacity?

Responses ranged from $0 to $162,000. Of the 20 numeric responses, lead entities received an approximate average of $57,558 from their region for capacity. 12 out of the 23 lead entities who responded reported that they receive additional funding for capacity from their regions. Lead entities bringing up the average with additional capacity reported over $100,000 were Hood Canal, North Olympic, Snohomish, Nisqually, and WRIA 14.

Question 2: For 2017, how much funding did you receive from other sources for capacity?

Responses ranged from $0 to $682,589. Of the 19 numeric responses, lead entities received an approximate average of $86,500 from other sources for capacity, with only 7 lead entities reporting additional capacity funding from outside. The two outlier responses bringing up the average were WRIA 14 at $682,589 and Nisqually at $567,113.

Question 3: For 2017, how much funding did you receive from other sources (other than SRFB and PSAR) for projects?

Responses ranged from $0 to $2 million. Of the 19 numeric responses, lead entities received an approximate average of $871,600 from other sources (other than SRFB and PSAR) for projects. Most reported $0 in additional funding. The table below shows the lead entities reporting additional project funding and compares that funding to their SRFB and PSAR funding.

Lead Entity Org Name	Survey Response 2017 Add. Project Funding	SRFB and PSAR 2017 Project Funding	Add. Project Funding as % of SRFB and PSAR
Hood Canal Coor Council Lead Entity	$ 127,000.00	$ 5,729,680.42	2%
Kalispel Tribe-Pend Oreille Lead Entity	$ 300,000.00	$ 261,860.00	115%
Nisqually River Sal Recovery Lead Entity	$ 11,366,361	$ 1,830,465.00	621%
North Olympic Peninsula Lead Entity	$ 100,000.00	$ 3,277,423.00	3%
Snake River Salmon Rec Bd Lead Entity	$ 433,000.00	$ 1,028,712.00	42%
WRIA 14 Lead Entity	$ 2,000,000.00	$ 543,262.11	368%
Yakima Basin FWRB Lead Entity	$ 761,917.00	$ 1,022,967.50	74%

Question 1-3 Takeaways

- There were likely several interpretations of funding questions by lead entities, resulting in high levels of variance in response data

- Survey results point to a need for a better method of tracking and accounting for other sources of funding

- Better categorization and tracking of data may translate to more effective organizational decisions and strategic planning

- Funding results indicate that some lead entities may be putting projects through the SRFB funding process that are ultimately being funded by other sources, but that most are not

Lead Entity Issues and Analysis Survey Results

In the survey, 25 lead entities were asked to rate the level of impact that issues identified in the workshops have on the project development process on a scale of 1-5 as follows:
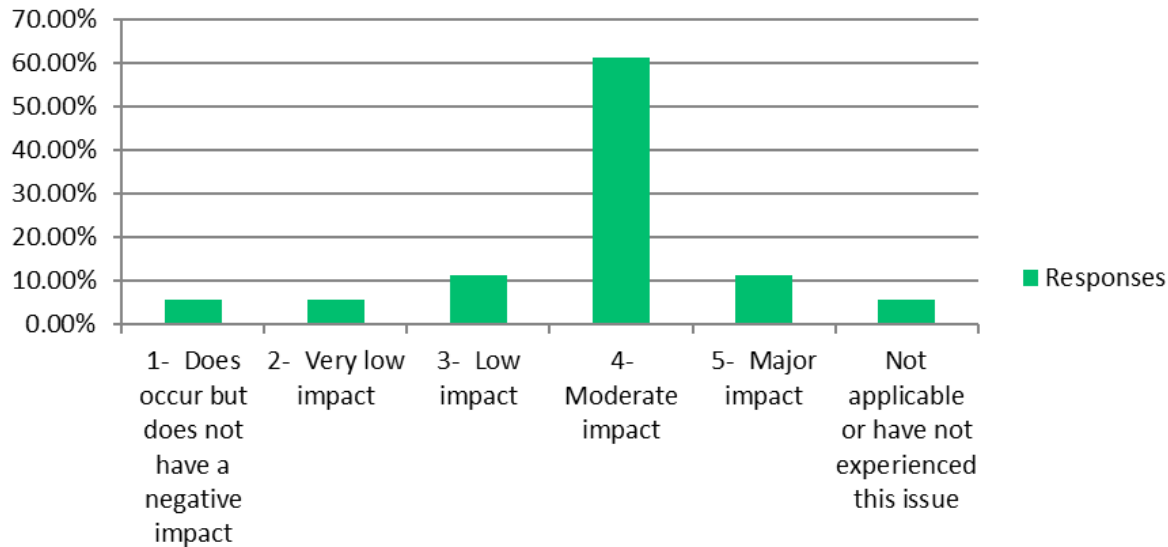
Based on 18 survey responses issues were prioritized as either:
- Moderate to Major (more survey respondents rated issue as moderate or major impact than low or very low impact
- Low Impact (more survey respondents rated issue as low or very low impact than moderate or major impact
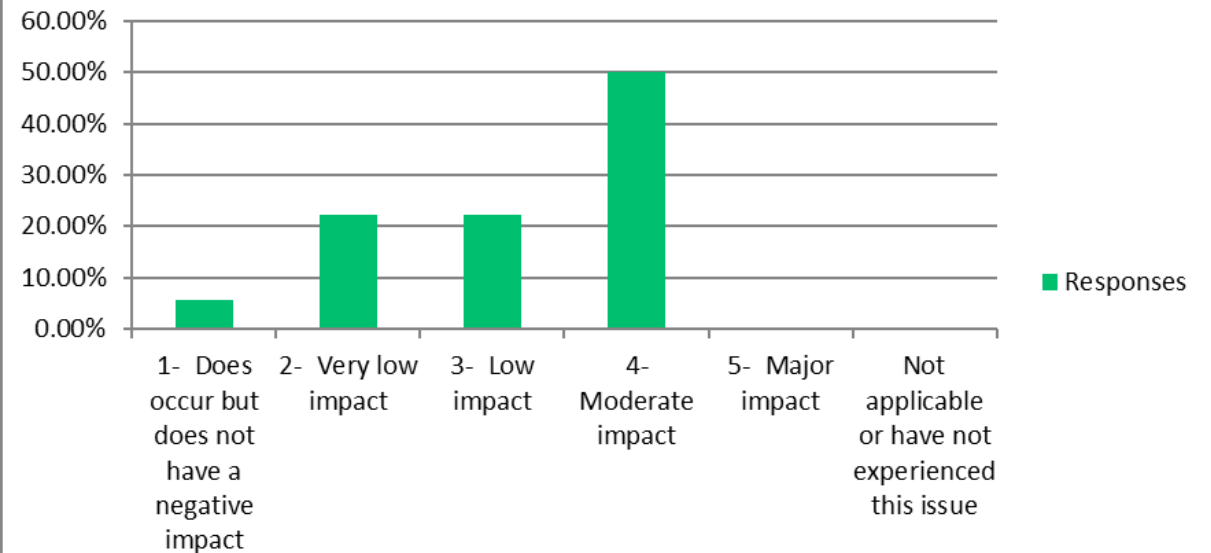
Moderate to Major Impact Issues

Issue #1: Systems taking excessive time to enter data

**Issue #2: Issues with projects come up too late in the process**
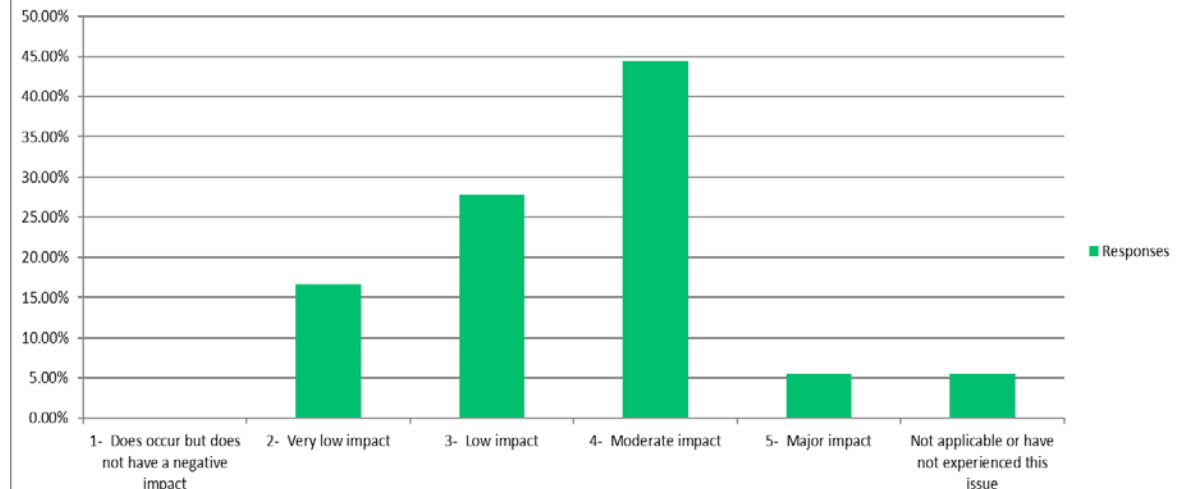
Moderate to Major Impact Issues

Issue #3: State Technical Review Panel comments take too much time for sponsors to respond to without always adding value

Issue #4: State Technical Review Panel review takes too much calendar time, delays the process

State Technical Review Panel comments take too much time for sponsors to respond to without always adding value (e.g. because panel feedback is not always constructive or strays too much from project purpose).
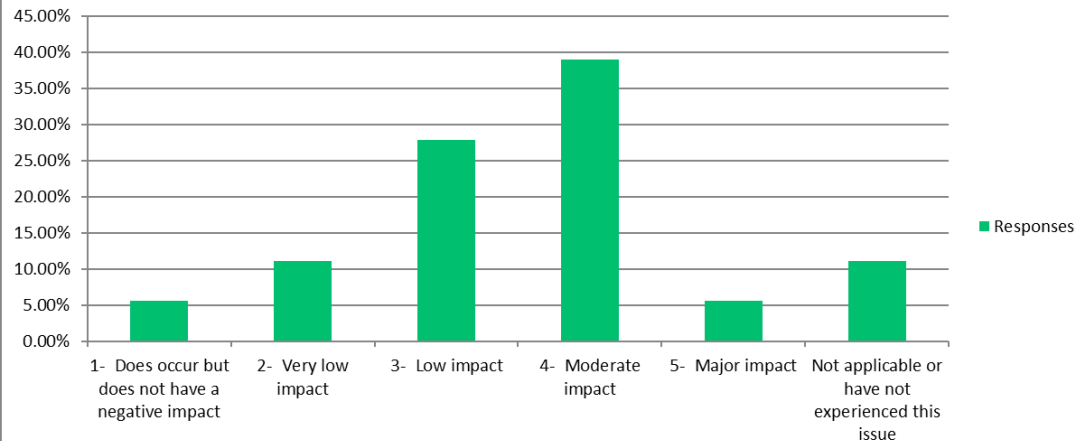

State Technical Review Panel review takes too much calendar time, delays the process (e.g. pre-apps must be in 3 weeks prior to on-site visits and it takes 3 weeks to get comments after the visits).
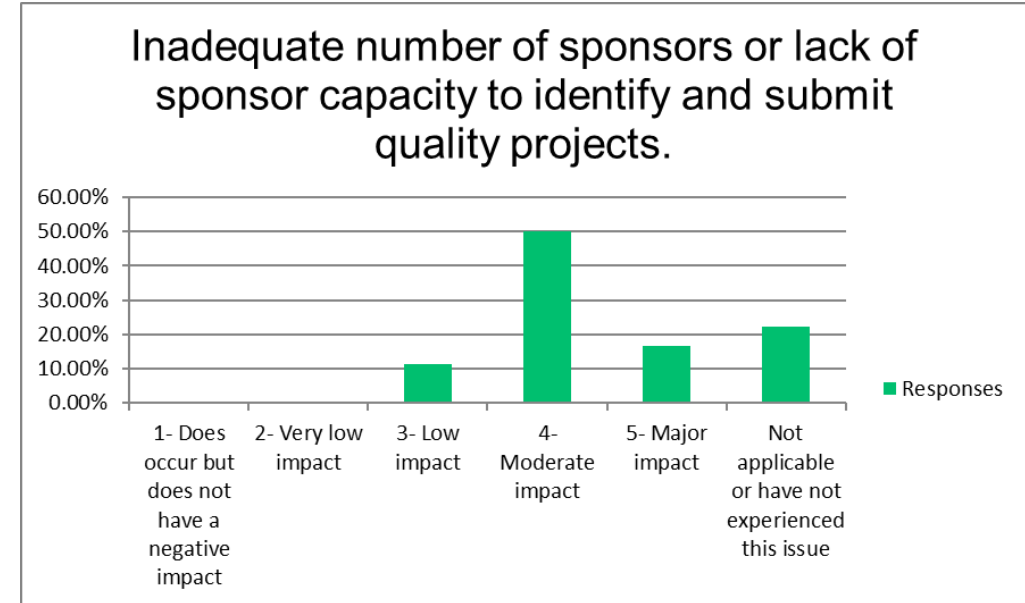
Moderate to Major Impact Issues

Issue #5: State Technical Review Panel is not available after site visits until review to discuss comments or assist with project development
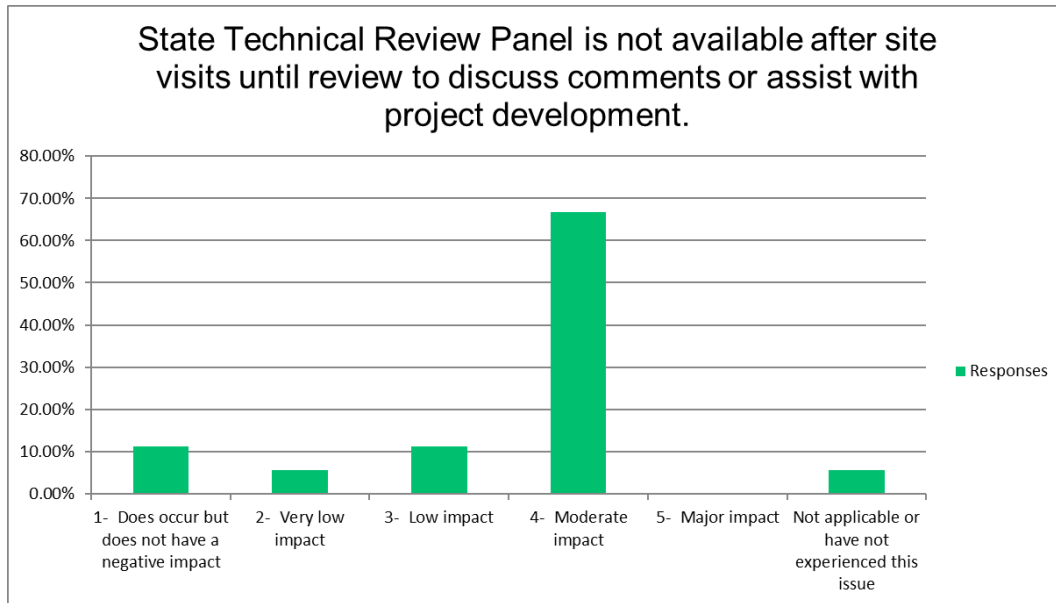
Issue #6: Inadequate number of sponsors or lack of sponsor capacity to identify and submit quality projects

State Technical Review Panel is not available after site visits until review to discuss comments or assist with project development.
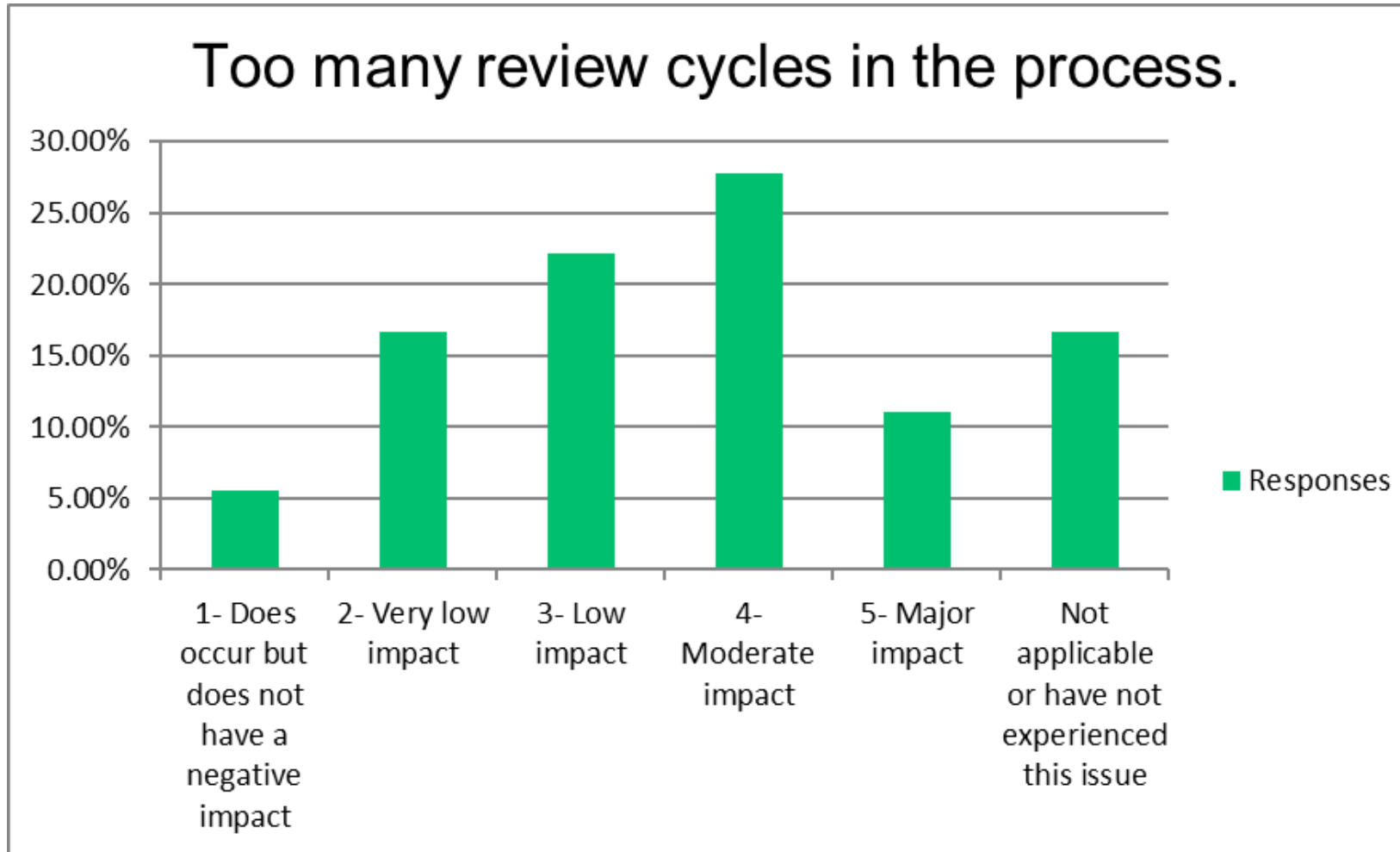

Inadequate number of sponsors or lack of sponsor capacity to identify and submit quality projects.

Moderate to Major Impact Issues

Issue #7: Too many review cycles in the process
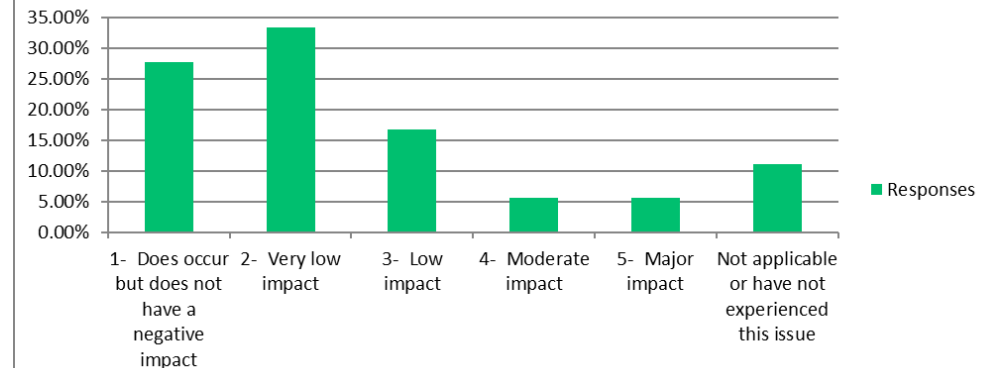
Low Impact Issues

Issue #1: We don't have adequate volunteers for our technical or citizens committees to perform the best evaluation possible

Issue #2: Maintaining two separate local committees for citizens and technical review takes more time to manage compared to the value that it provides, time could be better spent developing projects or on outreach

We don't have adequate volunteers for our technical or citizen committees to perform the best evaluation possible.
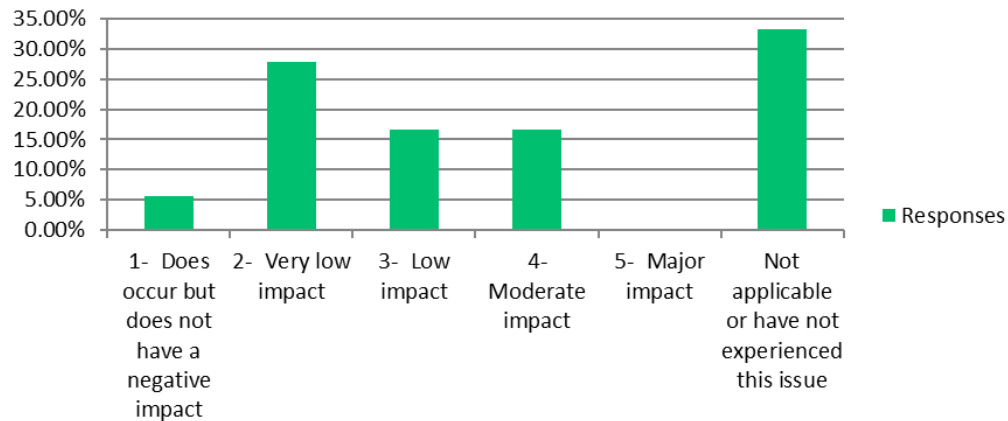
Maintaining two separate local committees for citizens and technical review takes more time to manage compared to the value that it provides, time could be better spent developing projects or on outreach.
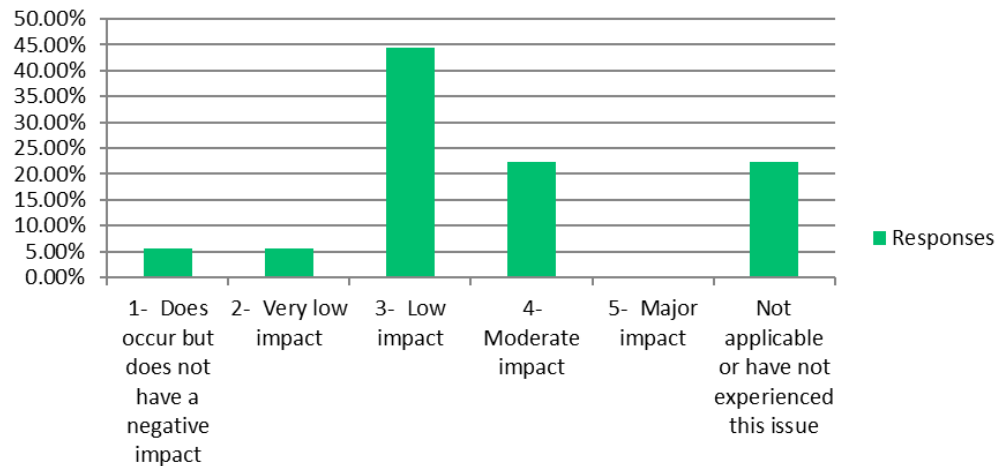
Low Impact Issues

Issue #3: Projects are over-engineered and too much time is spent on design

Issue #4: The fact that the grant round is an annual process delays projects and causes us to spend more time on the selection process versus outreach and supporting project success
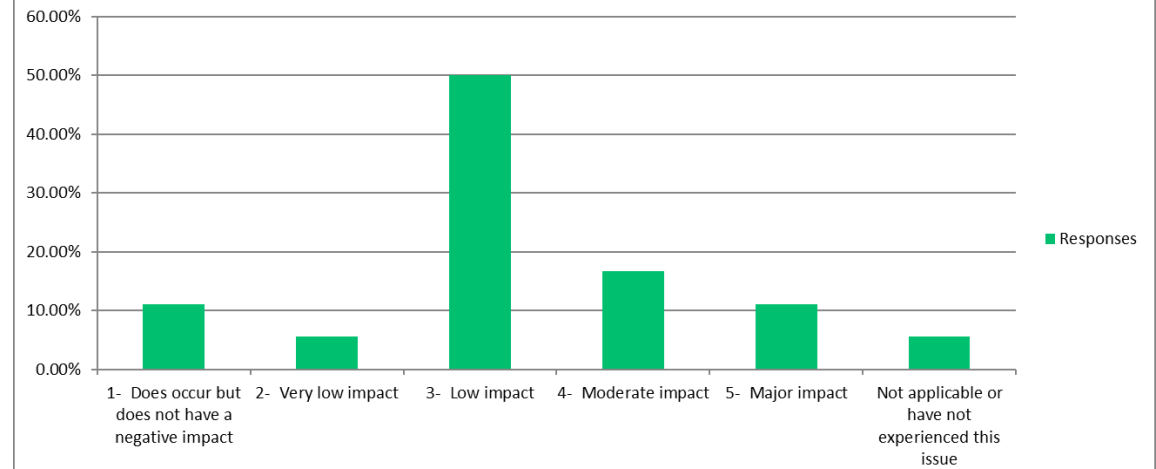

Projects are over-engineered and too much time is spent on design.

The fact that the grant round is an annual process delays projects and causes us to spend more time on the selection process versus outreach and supporting project success.

Low Impact Issues

Issue #5: Regional process requirements take away from the more important work of developing and prioritizing projects for our lead entity

Regional process requirements take away from the more important work of developing and prioritizing projects for our lead entity.
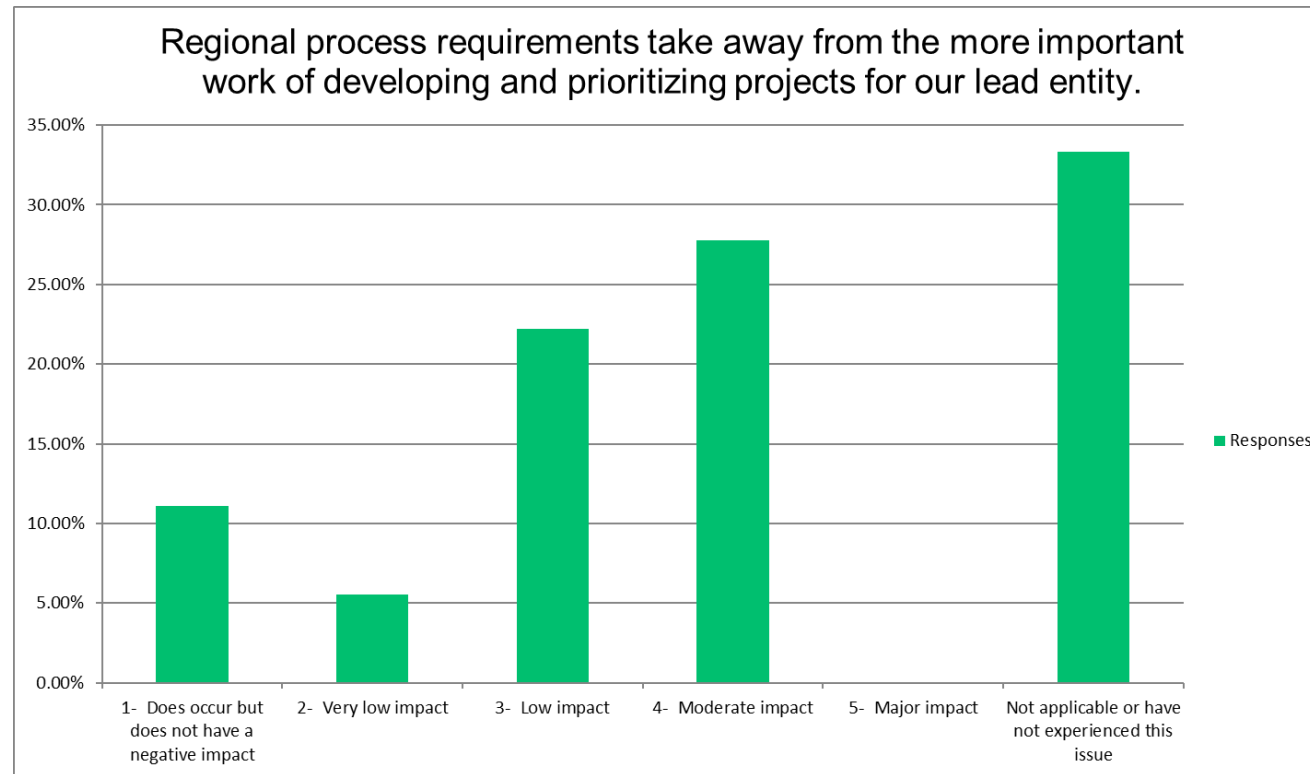
Summary of Lead Entity-Identified Highest Priority Issues

- Process contains too many review cycles

- Issues come up too late in process

- System data-entry causes inefficiencies in the current process

- While the input of the Review Panel is highly valued, issues do arise with Review Panel availability, constructiveness of comments, and process for their involvement

- Lead entities perceive lack of sponsors or lack of sponsor capacity as having an impact on the current process

Sponsor Feedback

Sponsor Workshop

A workshop was conducted with a sample of cross-sectional, representative sponsors to review sponsor process steps and obtain sponsor perspective on the current state of the process.

Sponsor Workshop Key Highlights – Working Well

- Many members of the group agreed that the current process results in the funding of good projects and they like the bottom-up generated list based on local priorities.

- Enhancements in PRISM, coupled with helpful RCO staff, have dramatically improved the application process.

- RCO grant managers tend to be responsive and generally empowered to make decisions that they should be making. They are resourceful and generally want to help.

- The group mostly agreed that they receive good technical comments from the Review Panel – thoughtful, thorough, and technically sound. Review Panel members generally provide good State-wide, out of State, and regional perspectives.

Sponsor Workshop Key Highlights – Not Working Well

- The group agreed that a year-long process is too time and resource-intensive for the relatively small amounts of grant funding available and in some cases impacts willingness of sponsors to participate.

- Several members of the group stated that that some sponsors are not participating because of the intensive process, rather than because of capacity limitations.

- Sponsors would generally like to see consistency in the process and more accountability at the lead entity level in the SRFB process across the state.

Sponsor Workshop Key Highlights – Not Working Well

- Decisions in lead entities are sometimes made subjectively based on local politics, group-think, or dominant personalities versus the merits of the project. In some lead entities, criteria for decision making are not transparent.

- The group generally agreed that requiring local reviewers' participation throughout the process results in better funding recommendations. Several members noted that late arrivals to an evaluation process often result in poor or ill-informed scoring decisions.

- Lead entity coordinators aren't always professionally qualified; baseline qualifications or training in process and meeting facilitation and project management would be helpful in many cases. Technical aspects of salmon recovery appear to be over-represented at the lead entity coordinator level, versus process-orientation.

Sponsor Workshop Key Highlights - Not Working Well Cont'd

- Some sponsors feel that Review Panel members overstep their roles and responsibilities, questioning recovery plans and sequencing and continuing to escalate questions until SRFB (typically) sides with the local perspective.

- Review Panel members sometimes press professional opinions against other local professional opinions. Sponsors are required to respond to both, creating a no-win situation.

Sponsor Survey

A key recommendation to come out of the sponsor workshop was the development of a sponsor survey to prioritize identified issues and provide an additional opportunity for feedback.

The survey was sent to approximately 500 sponsors and 107 responded.

Composition of Sponsor Respondents

Total: 107

Please select the category that most closely describes the group you represent:
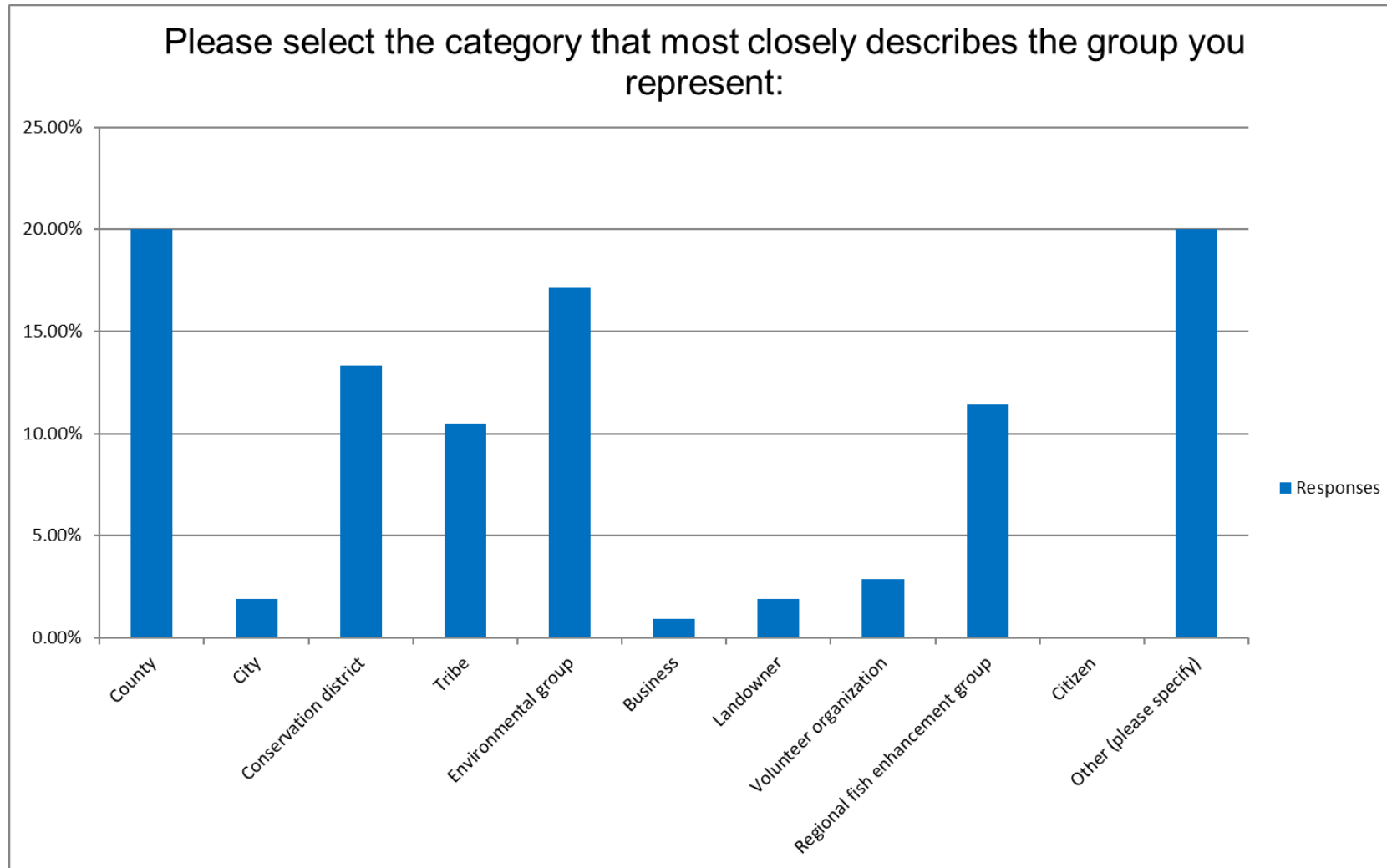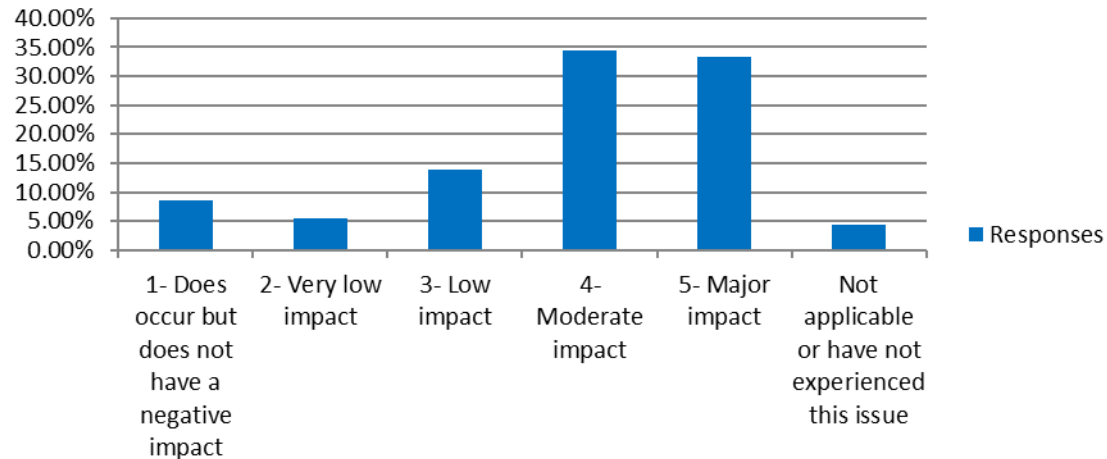
Major and Moderate Impact Issues
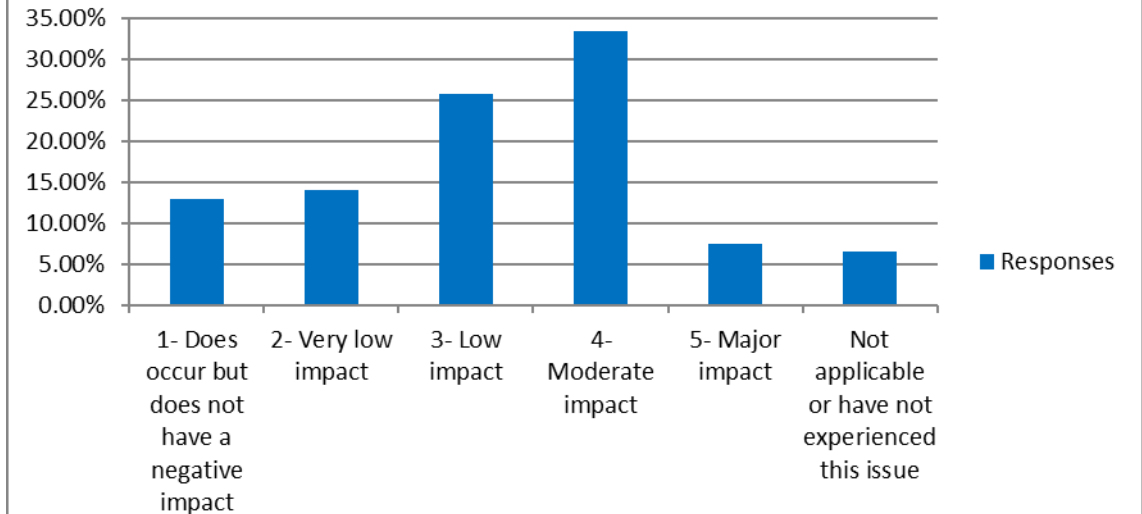
Issue #1: There are too many iterations of the application

Issue #2: Current process timeline conflicts with field season

Moderate and Major Impact Issues

Issue #3: Professional opinions of State Technical Review Panel conflicts with local technical committees
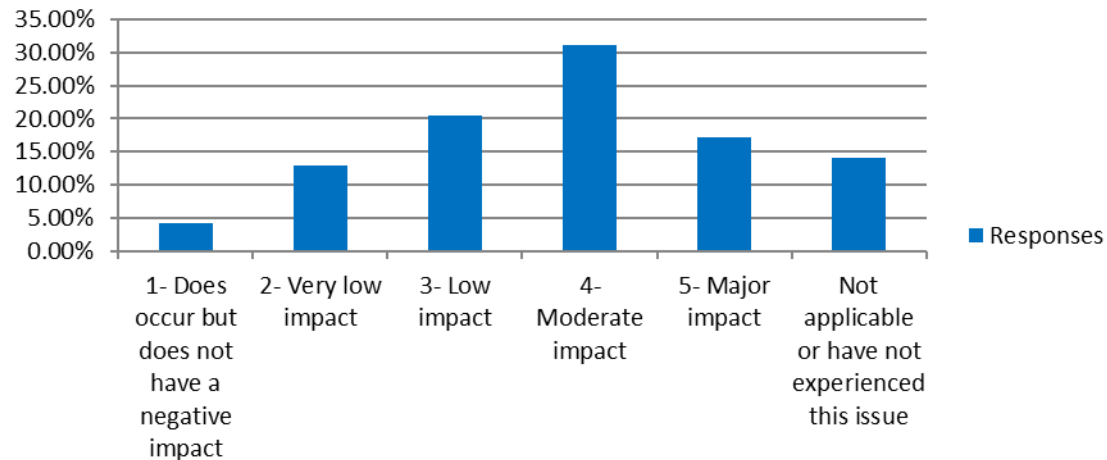
Issue #4: Lead entity processes differ and it would help if they were more standardized
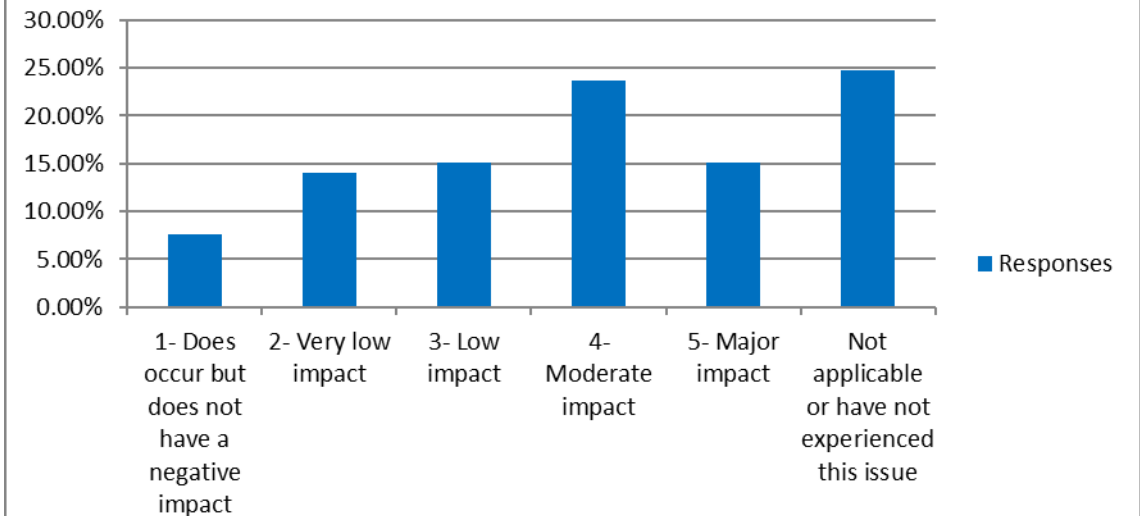
Moderate Impact Issues

Issue #5: Lead entities' project ranking decisions are made subjectively based on local politics or loudest voice
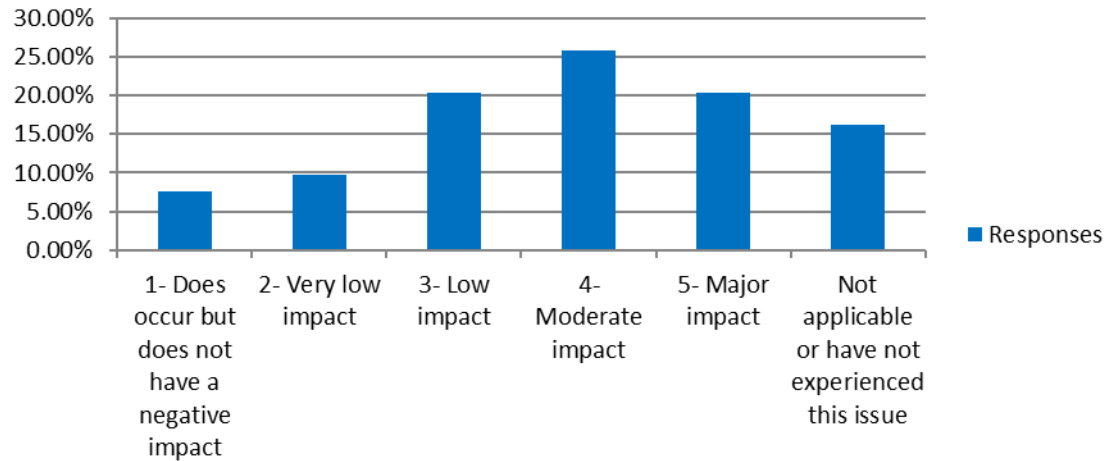
Issue #6: Citizen committees are ineffective
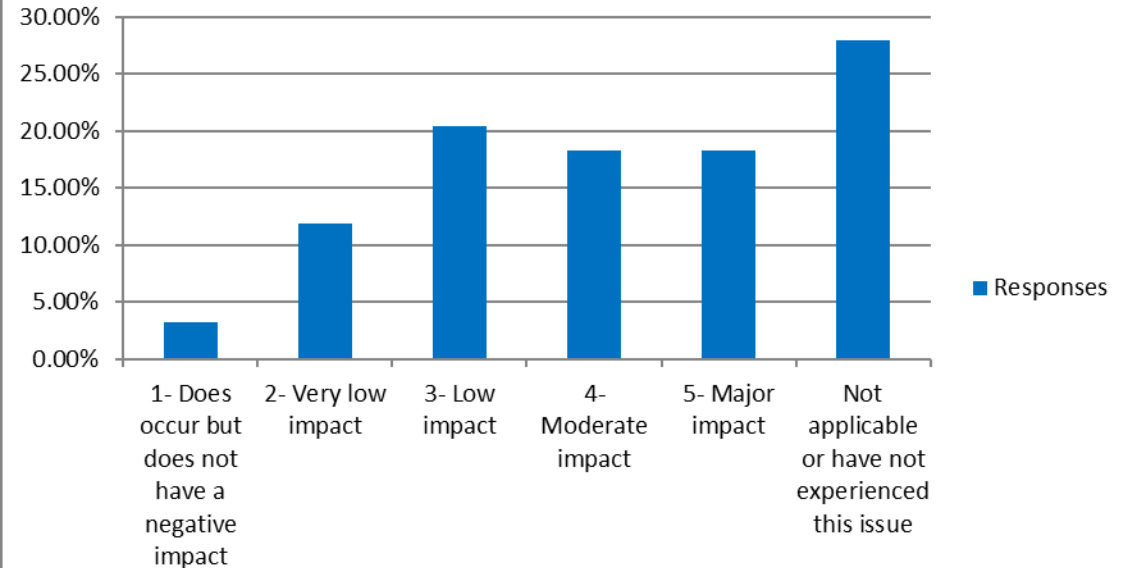
Low Impact Issues

Issue #1: Roles are not well defined (e.g. lead entity coordinator, fiscal agent, grant manager)
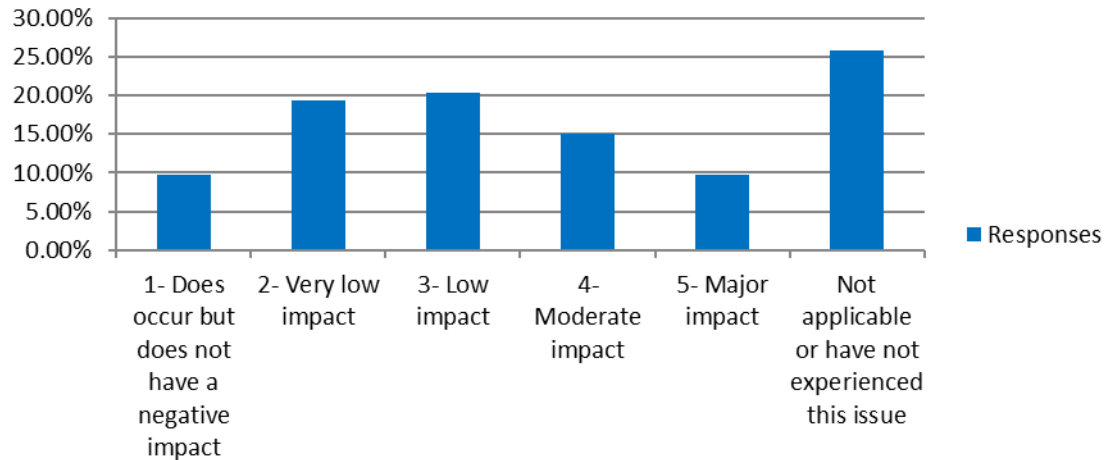
Issue #2: The criteria for ranking projects is too complex
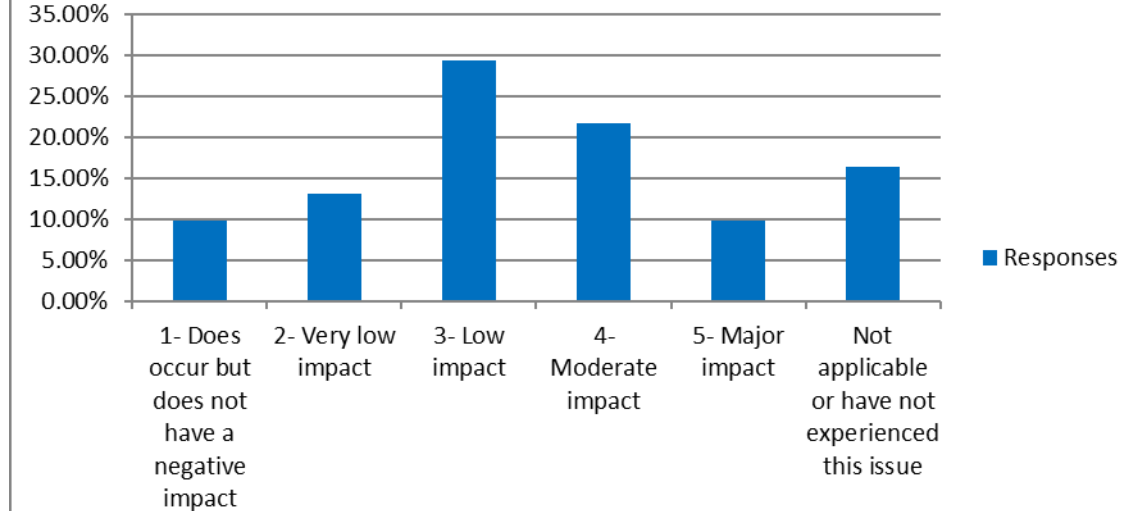
Low Impact Issues

Issue #3: Lead entity coordinators do not have the right skills to manage/facilitate the process

Lead entity coordinators do not have the right skills to manage/facilitate the process
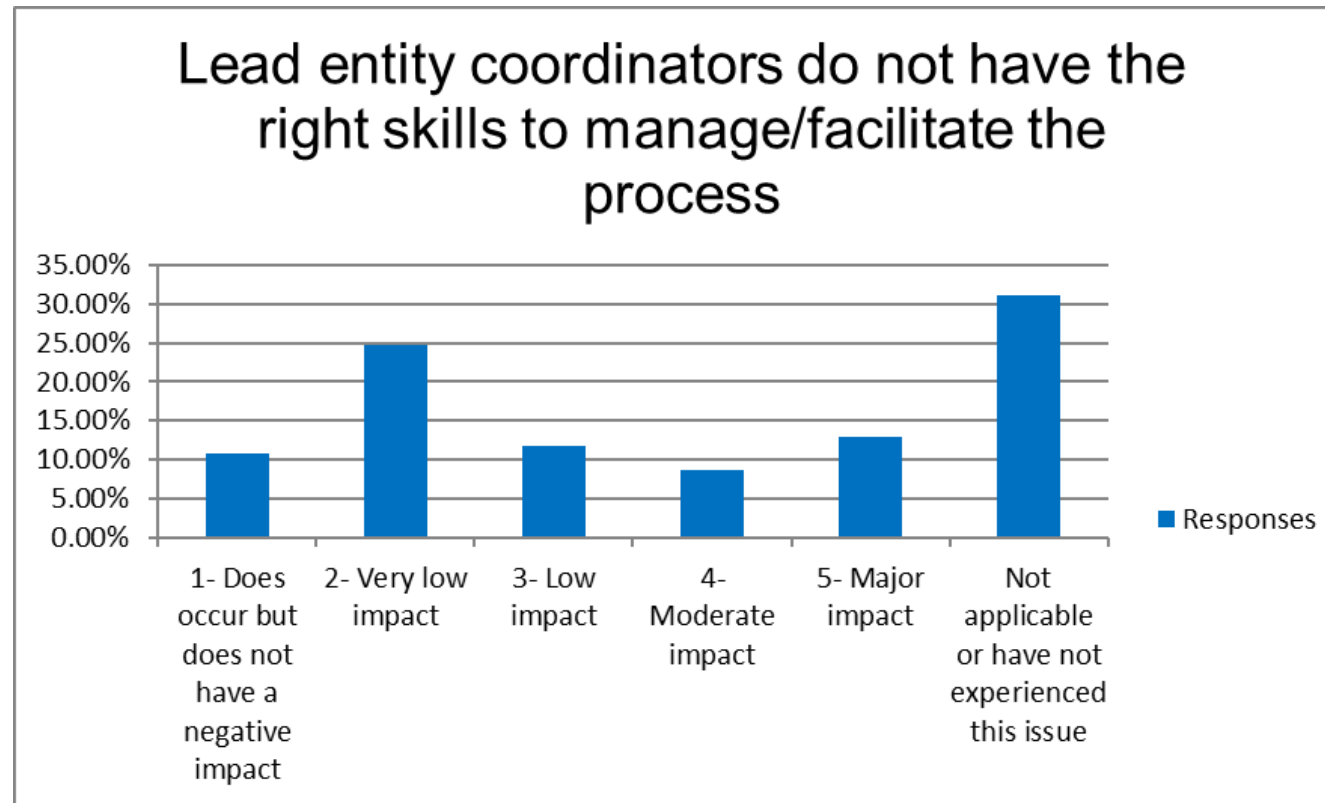
Sponsor-Identified Highest Priority Issues

- Too many iterations of the application

- Timing of application cycle conflicts with field season

- Lack of standardization across lead entities

- State Review Panel and local technical committee opinions conflict

- Objectivity and transparency of decisions at local level

- Ineffectiveness of citizen committees

Technical and Citizen Committee Feedback

Local Technical and Citizen Committee Survey

A key recommendation to come out of the lead entity workshops was the development of a local technical and citizen committee survey to provide feedback on issues identified in lead entity workshops and to gather additional context on the process to inform the current state and future state development.

The committee survey was sent out by lead entities so we don't know how many received the survey. There were 161 responses.

Composition of Local and Technical Committee Survey Respondents

Total: 161
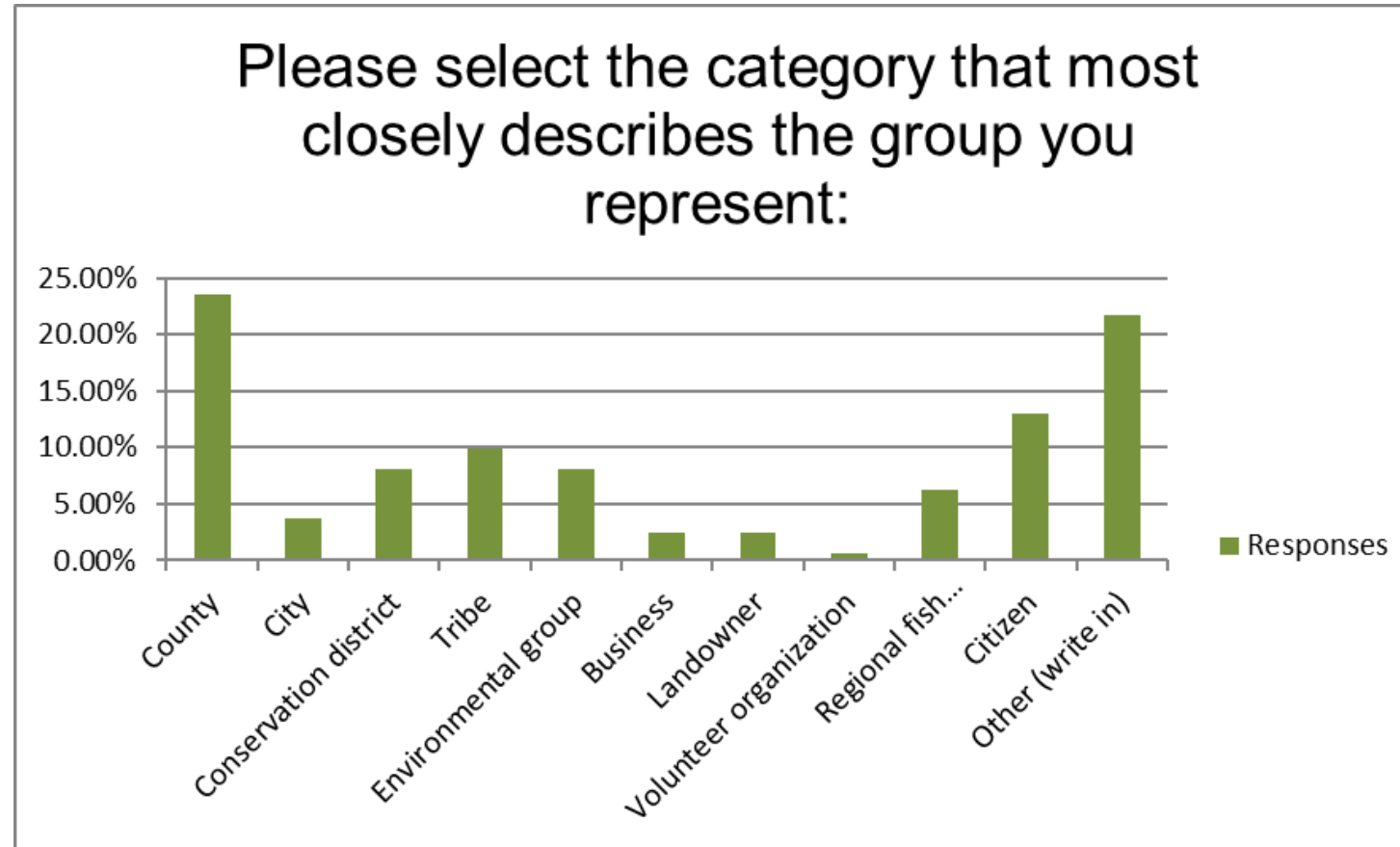
Local and Technical Committee Membership
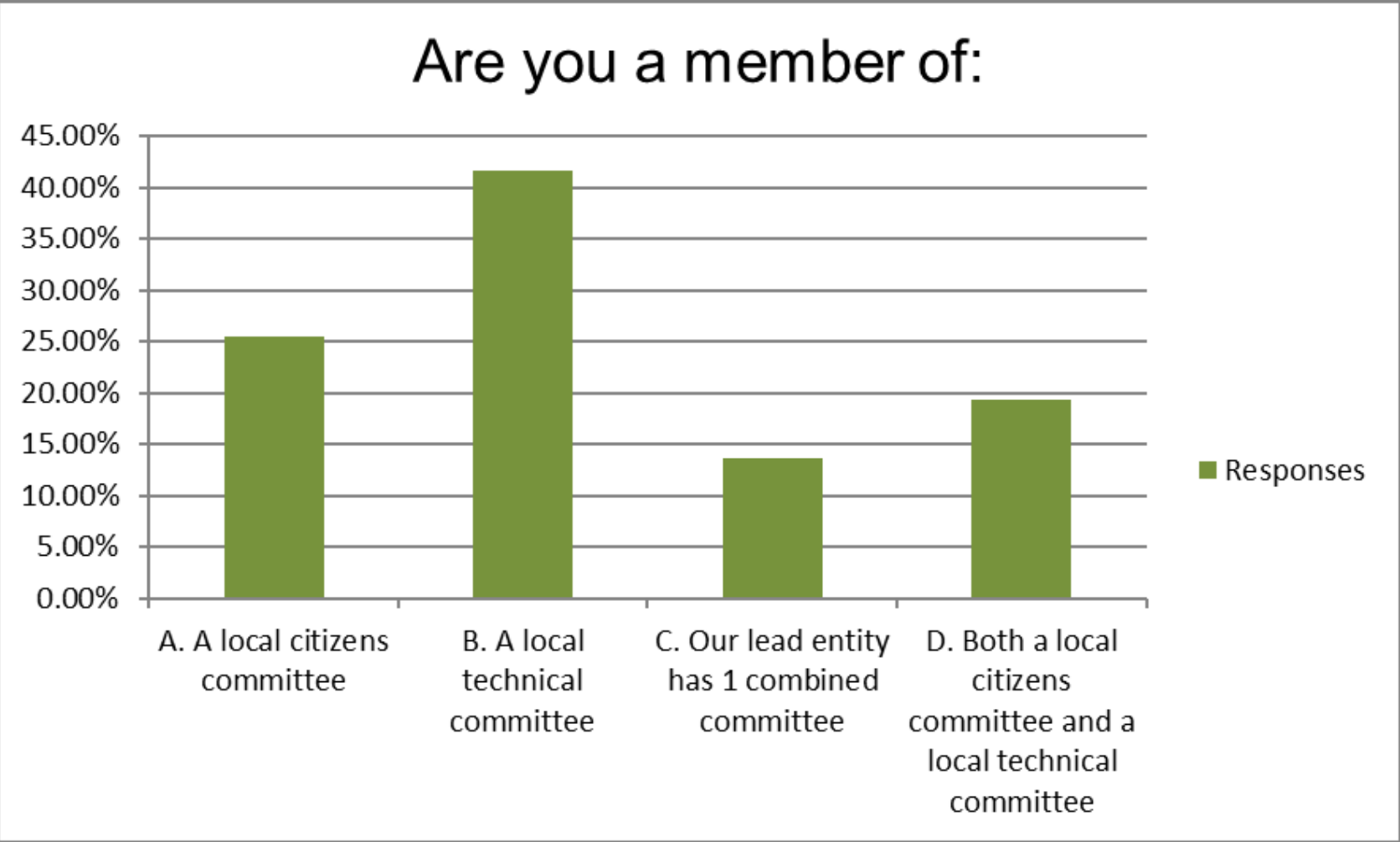
Total: 161

Which of the following do you feel would help citizen and technical committees add even more value to the project evaluation and prioritization process? (Select all that apply)
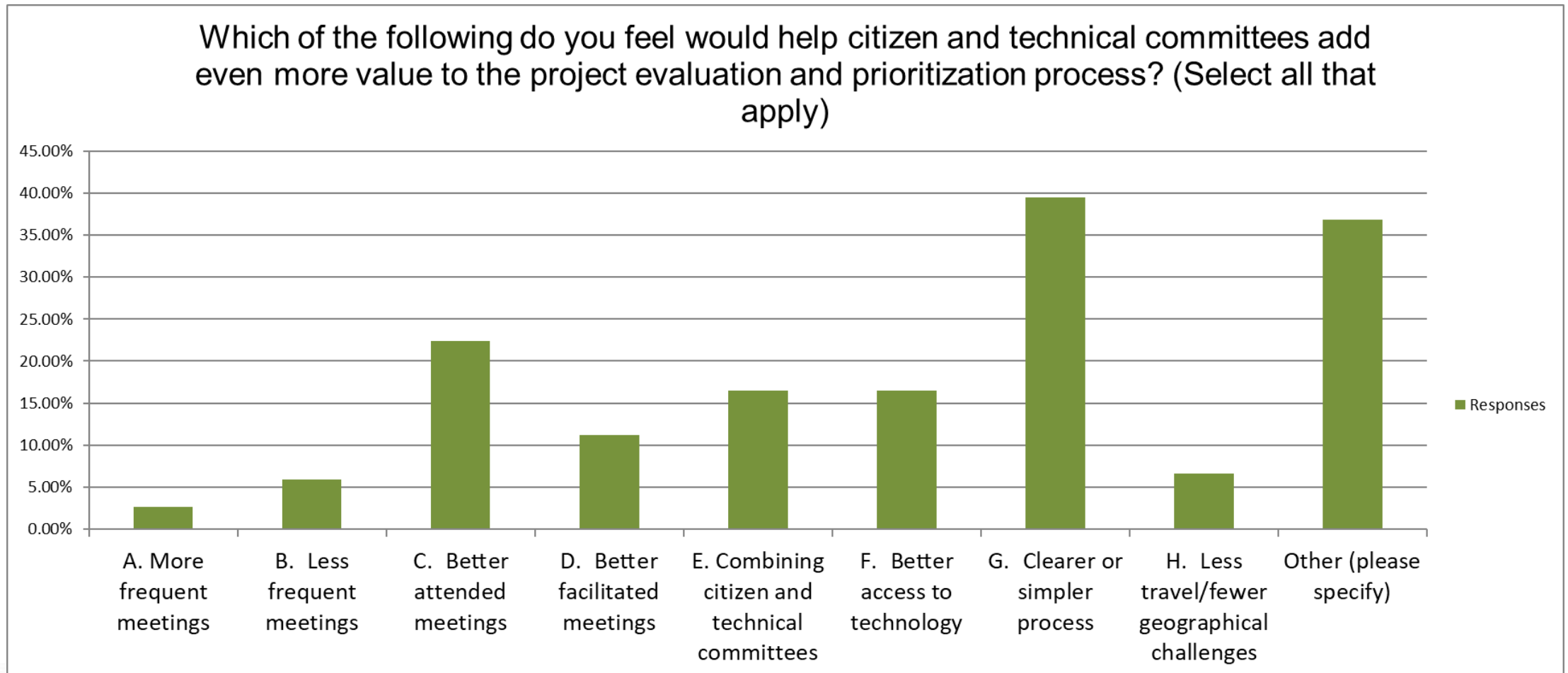
Question #2: To what extent has your lead entity automated or reduced paper in the committee project evaluation and prioritization process?

To what extent has your lead entity automated or reduced paper in the committee project evaluation and prioritization process?
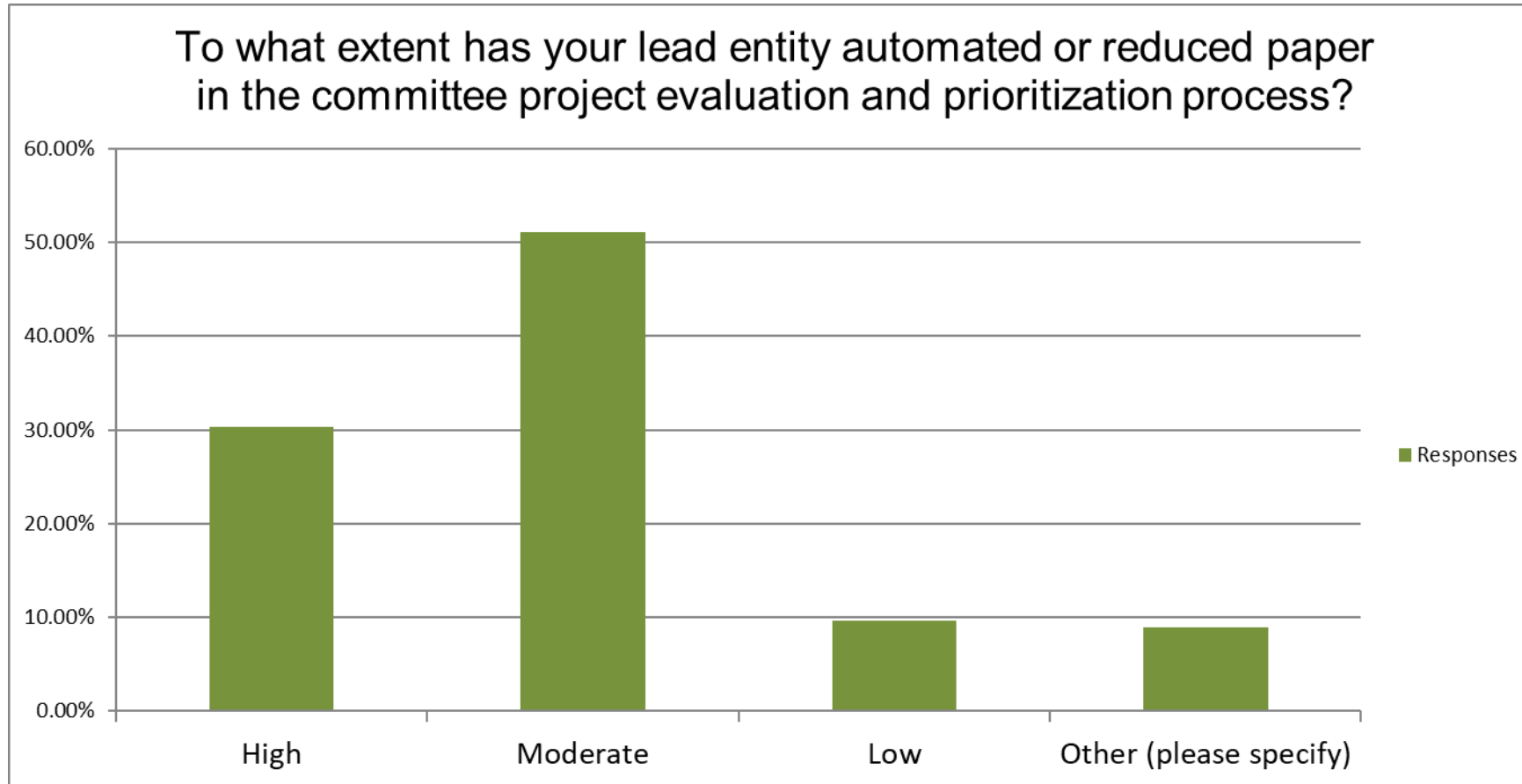
Question #3: Do you see additional opportunities to automate or reduce paper in the committee project evaluation and prioritization process?
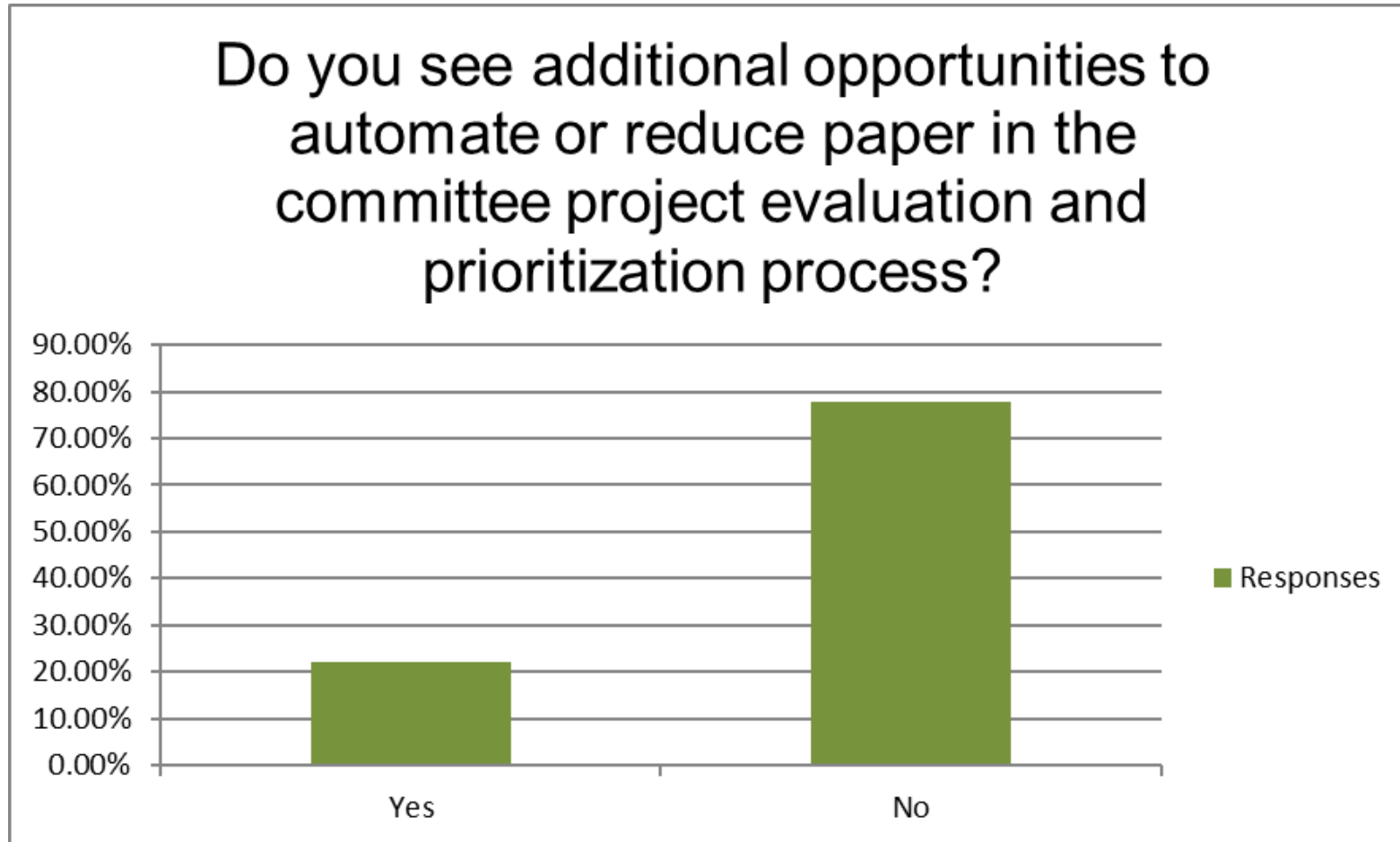
Question #4: In an average year, how many hours would you estimate you spend for your participation on a committee?

Average estimated hours per year per respondent = **104 hours**
10% of respondents reported spending over **150 hours** per year on the process

In an average year, how many hours would you estimate you spend for your participation on a committee?

Category	Percentage
0-25 hours	15%
25-75 hours	47%
75-150 hours	27%
150-250 hours	5%
250-350 hours	1%
350-450 hours	1%
450+	2%
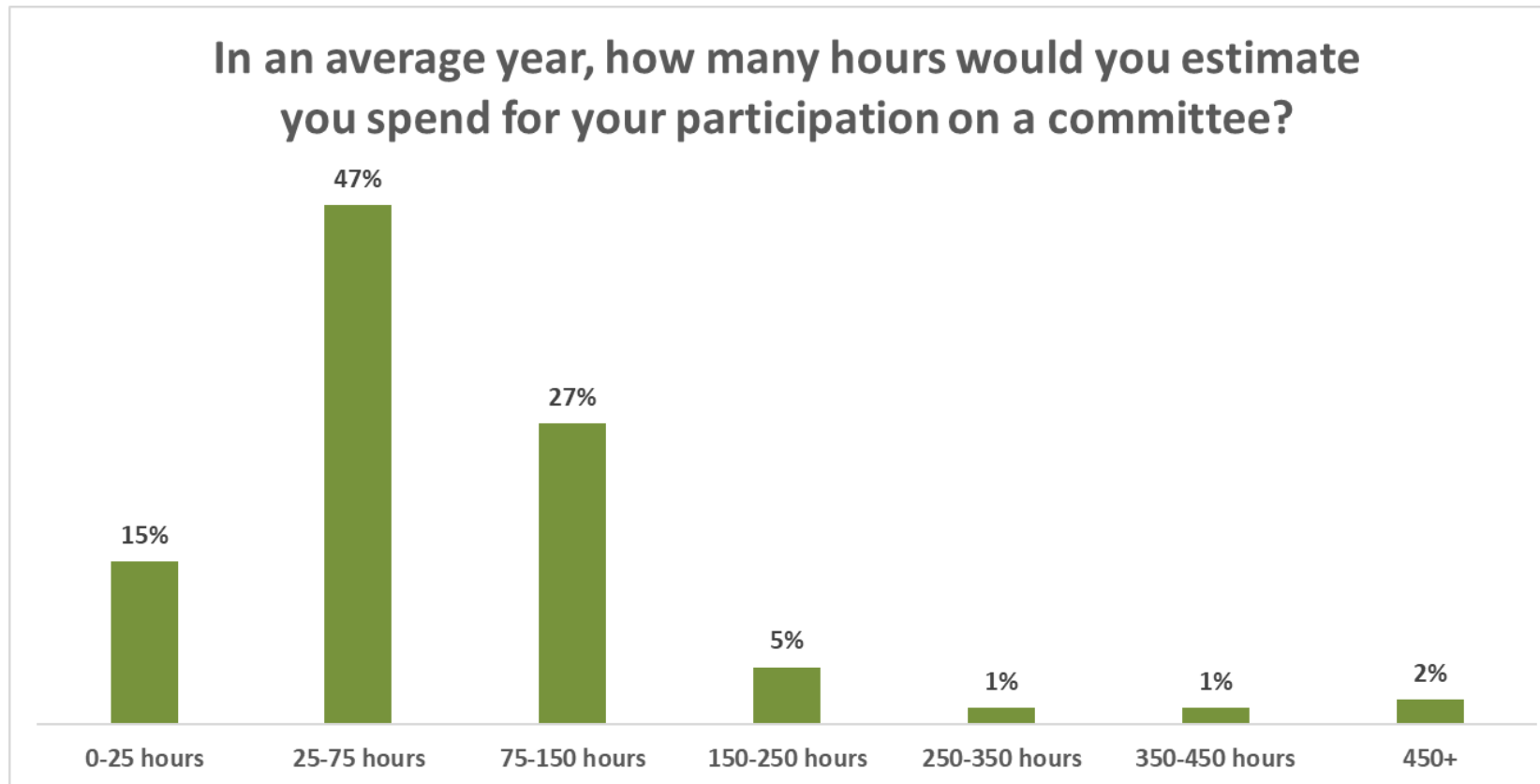
Which statement most represents your reason for participating in a committee?
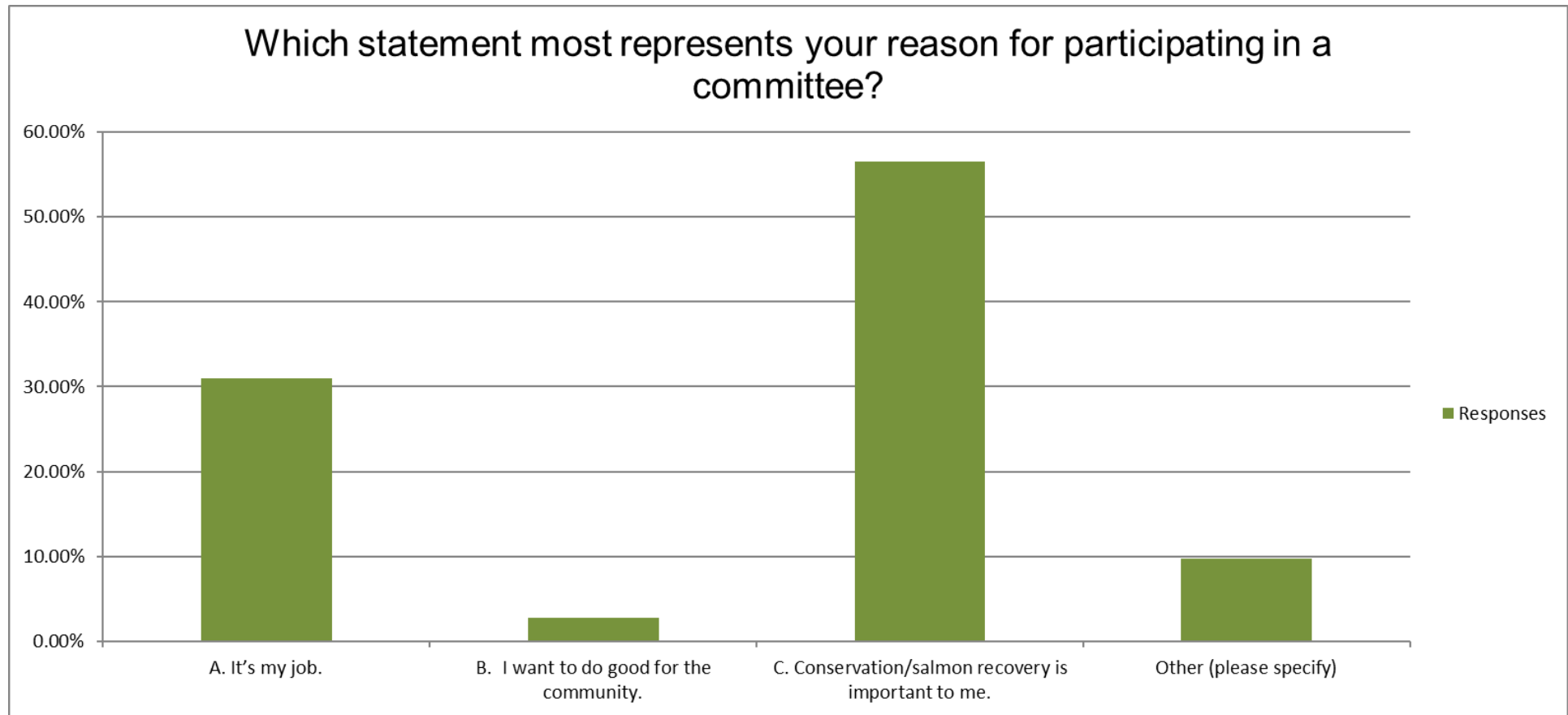
Committee Survey Comments

- There were several comments on the need for a clearer, simpler process:
  - "The entire process from start to finish is too long & drawn out & needs to be shortened."
  - "The process has become very complicated and burdensome over the years. I'd like to see a push to make it more streamlined and fewer hurdles on the part of the RCO."
- Preparation, travel, site visits represent major areas of time commitment for committee members
- There were several comments related to use of video conferencing to reduce travel time and scheduling tools to reduce confusion regarding meetings.

Committee Survey Summary

- Highest priority for improvement is for clearer, simpler process

- Committees spend a significant amount of time on the annual process on a volunteer basis

- In general committee members perceive that lead entities have done a fair job automating process, however, several respondents identified opportunities for further improvement

Other Stakeholder Feedback

State Review Panel –What's Working

- Value in having long-term consistency of the Panel, everyone is more or less familiar with regions, lead entities for 5 years +

- It's useful to have experience in same areas but there is also value in assigning out Review Panel members across the State to different areas; fresh sets of eyes to supplement consistency and provide State-wide perspective

- Group has a breadth of expertise with multi-faceted backgrounds

- Serving as 3rd party, reviewer that can come in with objective science and say no or deliver messages that lead entities may not always be willing to deliver

- Site visits are the most beneficial and hugely important – seeing sites, talking to sponsors, adds value in what doesn't come across in written proposal

- Opportunity to meet with project folks early in process (initial site visit is beneficial and effective, can redirect effort before money and time is spent)

- Watersheds have improved with ranking projects since 2006, have gotten more science-based

State Review Panel -Identified Issues/Pain Points:

- When there isn't a team of 2 from tech panel with both a biologist and an engineer – there has to be some catch-up, especially for bigger, more heavily engineered projects

- Scheduling is an issue, avoid back-to-back visits so there is time to respond to questions

- Perception that the value of Review Panel's time goes downhill, starts high with on-site visits and goes down hill. Final round with regional meetings takes a lot of time for the little value added by it

- Timelines with permitting conflicts with grant round timelines, timeline for project development could be looked at

- Ability to manage and deliver on larger projects with longer timeframes is difficult under the current model

State Technical Review Panel Suggestions

- Explore adding an additional Review Panelist to alleviate crunch period

- Assignment of Review Panel members could be based on number of projects or complexity (i.e. not always 2 assigned)

- Prioritize at a regional level

- Eliminate post-final application round, eliminate October regional meetings. At final application a project would be either ready to go or not.

- Revisit timeline for applications

- Leverage drone technology to give better imagery for geographically remote projects

Other Stakeholder-Identified "What's Working"

- Allows for input from communities, over time has demonstrated ability to get buy-in on salmon recovery
- The level of conflict within the State is drastically reduced in the past 20 years regarding salmon recovery
- Process is not only community and locally based but allows for a good balancing of concerns from a State level
- Good transparency about how money is invested at all levels
- The vast majority of funds get to the ground in terms of projects
- Delivers to us projects that are scientifically credible and linked to recovery
- Predictability of funding levels to communities

Other Stakeholder-Identified Issues:

- Process is cumbersome, requires a lot of talent to get projects through, closes the door to new sponsors because they don't know the process well enough

- It's hard at the local level to attract talented people to put together a good application

- It is perceived that it can be difficult for sponsors to get their projects funded if they are not part of a "pre-selected group"

- Landowners who want to do projects on their own properties don't know the process to apply

- Communications could be improved and there is overlap in roles

- Consequences of predictability means that the process is not as nimble, can't be as responsive to opportunities that arise during the year

- Process and funding do not support the larger, more impact projects getting through

- Gaps in projects from design to build due to the annual process

Other Stakeholder-Identified Best Practices

- Lead entities with strong technical people, strong leadership → not afraid to tell sponsors when there isn't a good fit, then Review Panel doesn't spend time on low-ranked projects

- A well-run lead entity is a sieve for good projects, others rely on Review Panel

- Some lead entities identify geographical areas with highest priority to ensure that highest priority projects are selected

- Some lead entities have more collaboration across sponsors

- Strategic investment approach like what ESRP is trying to do

Other Stakeholder Feedback Themes

- The decentralized project selection approach works well

- Price to be paid by the State for maintaining a local structure – capacity building component

- Process is cumbersome for applicants

- Don't have the ability to get the larger, more impactful projects through because of insufficient funding and how the allocation is done

- Watershed-by-watershed allocation in Puget Sound leaves everyone with not enough money

- Potential benefits to a targeted, strategic investment approach

Data Analysis

Data Analysis Results

The project charter identified the following three high-level metrics:

Metric 1): The ratio of project funding to capacity costs of the funding process

Metric 2): The results (output metrics) achieved versus cost of salmon recovery projects

Metric 3): The ability to leverage additional funding for capacity (both in-kind and monetary) contributed by local communities and other sources and the ability to leverage additional matching resources for projects.

In the absence of available process metrics, the Lean study considered data available and reported by lead entities to add a quantitative component to the study in addition to the extensive qualitative information gathered in the current state analysis phase.

The metrics results were found to not be the primary driver of process improvement recommendations and will provide an additional lens on the process where quantitative data was available. Most of these metrics provide background on total numbers and dollar amounts involved in the process for high-level context. Some preliminary recommendations for metrics refinement and communication were developed and will be incorporated in the project's future state development phase.

Metric #1

Total Capacity Funding as a Percentage of Total Project Funding from 2009-2017 by Lead Entity

Statewide average (SRFB and PSAR capacity) = 7%

Legend:
- ■ % of Capacity to Project Funding - SRFB
- ■ % of Capacity to Project Funding - PSAR
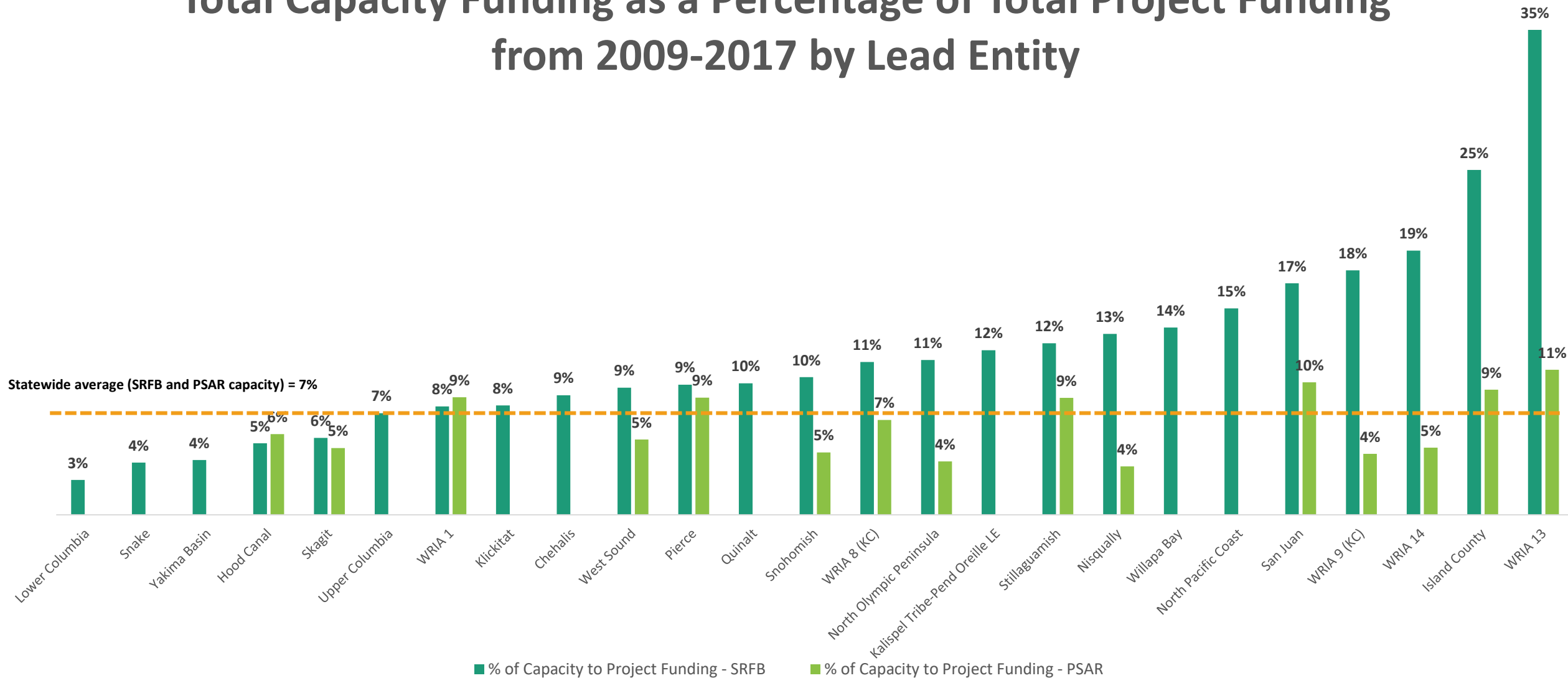
Note that this metric is the inverse of the metric originally developed in the charter for better clarity of data and visualization purposes.

Metric #1 Takeaways

- There are differences in percentages across lead entity groupings, which reflects differences in the externally determined input values

- This metric supports the qualitative findings that lead entities are unique in their processes, organization, and the funding they receive

- Capacity funding is not necessarily synced with project funding

- Some regions provide or share additional capacity resources to lead entities, particularly where ratios of capacity to project funding are low. If regional capacity subsidies were included the percentages would be different.

Metric #2

Average cost per mile of stream restored – this is an excerpt from an interactive dashboard developed by RCO staff. The dashboard includes an interactive map that displays project categories such as cost per stream mile restored, cost per stream mile protected, and cost per stream mile restored and protected.
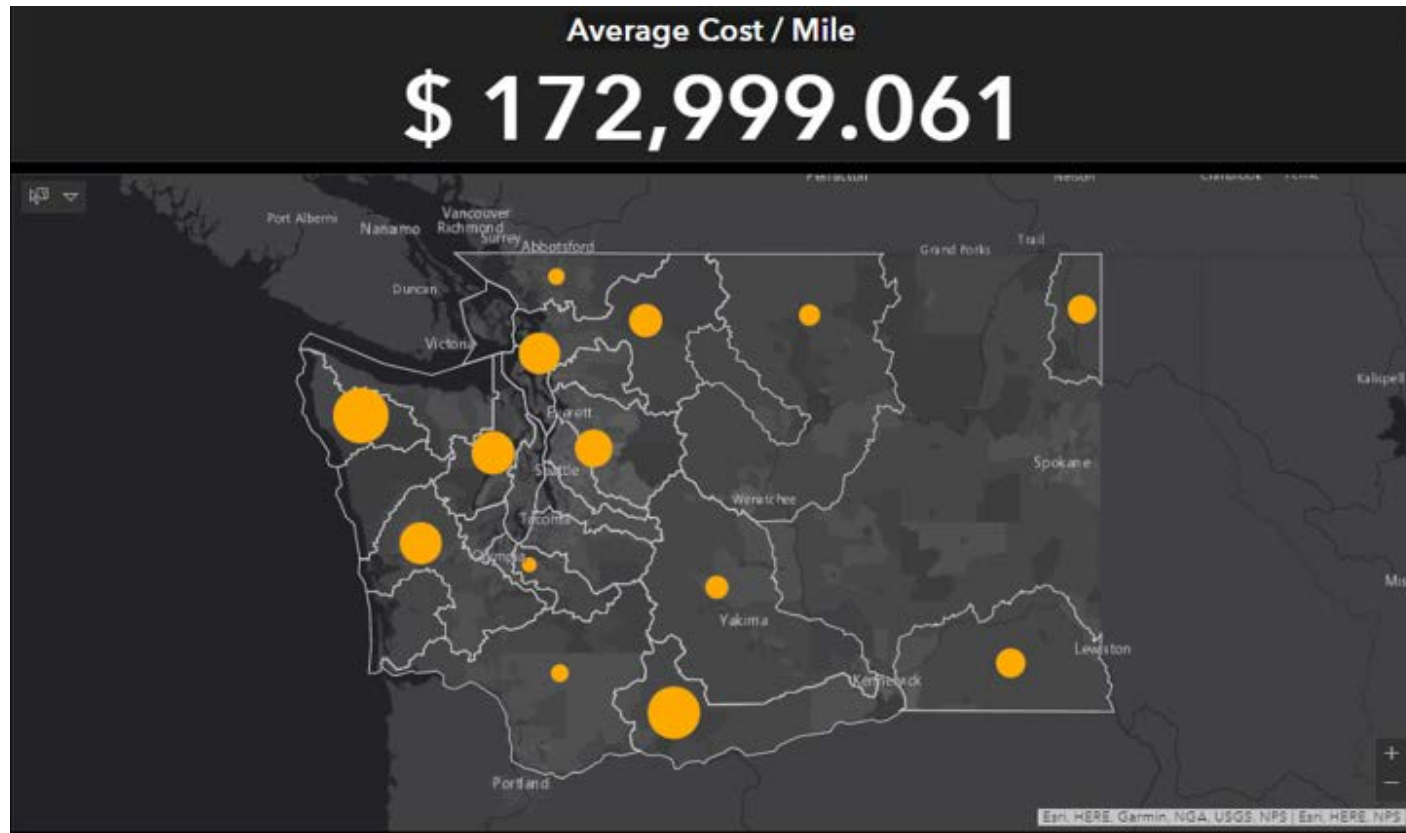
Metric #2 Takeaways

- The dashboard's representation of cost per mile of stream restored provides an interactive beginning to analyze project costs vs. project impacts across geographical areas. There is considerable variation in the metric across lead entities and regional areas, which can be influenced by many factors such as type of project, cost of construction, and geographic attributes.

- It would be beneficial to continue to refine the metrics dashboard, including other reported metrics such as miles of streams opened, cost per miles of fish passage to help drive meaningful conversations around projects outputs, and costs.

Metric #3: Sources of Project Funding

Sources of Project Funding by Lead Entity

	Chehalis	WRIA 9	Hood Canal	Island	Kalispel	Klickitat	WRIA 8	Lower Columbia	Nisqually	North Olympic	North Pacific	Pacific County	Pierce	Quinault	San Juan	Skagit	Snake	Snohomish	Stillaguamish	Upper Columbia	West Sound	WRIA 1	WRIA 13	WRIA 14	Yakima
Sponsor Match	44%	24%	28%	46%	19%	19%	30%	24%	24%	16%	33%	22%	19%	22%	19%	30%	15%	36%	25%	47%	20%	22%	16%	36%	24%
Other RCO Funding	1%	6%	8%	1%	0%	0%	0%	5%	0%	8%	0%	2%	0%	2%	8%	15%	0%	7%	0%	1%	19%	7%	0%	33%	0%
SRFB & PSAR Funding	55%	69%	63%	53%	81%	81%	70%	71%	76%	76%	67%	76%	81%	76%	73%	56%	85%	56%	75%	52%	60%	70%	84%	31%	76%

■ SRFB & PSAR Funding ■ Other RCO Funding ■ Sponsor Match

Metric #3 Takeaways

- For most lead entities, SRFB and PSAR funding comprises the majority of funding sources allocated by the lead entities. Where there are exceptions, they are primarily due to higher levels of reported sponsor match.

- There is some variation in level of "other RCO funding" lead entities are receiving.

Overall Themes

Overall Themes

- Salmon Recovery is unique compared to other grant programs. Need the structure and people on the ground.

- Decentralized process is working – makes a difference in communities, however there is a cost of having that process

- Process is cumbersome for applicants

- There are too many review cycles and the process takes too much time for the amount of funding granted

- The value of the process starts off high and drops off throughout the process to much lower value at the end

- Issues come up too late in the process

- Roles need to be better defined

- Timeline for applications needs to be revisited to avoid field season

Overall Themes Cont'd

- "Low hanging fruit" in terms of readily executable projects has been "picked"

- The most impactful, complex projects aren't supported by the current process or allocations

- Level at which prioritization occurs may need to be revisited to support selecting the most impactful projects

- Better coordination between State funding programs and having one application/evaluation process for sponsors would make a big impact on the ability to do more projects

Key Opportunities to Explore in Future State

This section identifies key opportunities to explore in the Future State phase of the project to address issues identified in the Current State. An additional lead entity workshop was conducted with volunteer lead entity participants and RCO grant managers to review prioritized issues, stakeholder suggestions, and brainstorm opportunities. That workshop provided much of the input for this section.

Identified Key Opportunities: "Too Many Review Cycles"

- Change process from iterative applications to a "complete application" due before site visits with a final application following site visits and local review

- Move SRFB funding meeting up to September, compress grant round from February-September

- Adjust site visit timing earlier to coincide with idea of earlier application due date

- Eliminate regional meetings and last cycle of review by Review Panel (after second review projects will be either ready to go or not)

- Explore moving grant round process to every 2 years

Identified Key Opportunities: "Review Panel Processes"

- Build in time for State Review Panel before and after site visits to do pre-review of applications and initial determination of POCs

- Consider option of Review Panel members that attend the site visits being able to decide whether projects need to go to full Review Panel or not

- Fine-tune/revisit guidance on what is within in Review Panel's purview (e.g. fit with strategy, sequencing)

- Have conference calls with Review Panel during local technical review to have back-and-forth discussion

- Set standard, fixed site visit dates for each lead entity that recur yearly

Identified Key Opportunities: "Systems Cause Process Inefficiencies"

Review Comments:

- Use of SharePoint and email for comment forms is inefficient, build into PRISM instead
- Create one place within system for both local technical committee and State Review Panel comments
- Automate comment forms - addition of Review Panel comment form module in PRISM is a high priority!

Documents:

- Eliminate need to combine documents into a pdf for reviewers
- Load acquisition documents directly into PRISM
- Addition of "open in new window" feature in PRISM to avoid excessive downloading and opening of attachments

Identified Key Opportunities: "Standardization of Process and Role Clarification"

- Update Manual 18 and 19 to improve consistency by providing guiding principles and guidelines for process (e.g. linking projects to strategy, project evaluation criteria, use of Committees etc.)

- Consider requiring formalization of local lead entity guidance

- Encourage board to update or create rules (WAC) to provide clearer guidance for lead entity process

- Update and clarify roles of Lead Entity, Lead Entity Coordinator, and Fiscal Agent in manual 19

- Review Lead Entity Coordinator Qualifications and identify training needs

Identified Key Opportunities: "Process Doesn't Support Larger, More Impactful Projects"

- Have SRFB evaluate how funding can be targeted at some of the higher cost, more impactful projects

- Evaluate option for prioritization of projects at regional level

- Evaluate how alignment of funding versus capacity across lead entities can be improved

- Improve process to attract more funding by demonstrating efficiency and building confidence

Identified Key Opportunities: "Process Metrics"

- Establish ongoing process performance metrics to evaluate the efficiency and effectiveness of the process

- Create dashboard to track metrics over time and provide access to all participants

- Monitor the impacts of process improvements on the efficiency and effectiveness of the process

Appendix – Process Flows

Mid-Columbia Process Flow

628 Process Workshop Flow v3.pdf

Northeast Process Flow

NE Current State Process Workshop Flow v3.pdf

Upper Columbia Process Flow

Upper Columbia Process Workshop Flows v3.pdf

Coast Process Flow

Coast Process Workshop Flow v3.pdf

Puget Sound Process Flow

Puget Sound Process Workshop Flow v3.pdf

Final Application Review Process Flow

Final Application Review Process.pdf