

# Salmon Recovery Lean Study Recommendations

December 7, 2018



## Table of Contents

<a href="#">Introduction</a> .....	2
<a href="#">Grant Round Redesign Recommendations</a> .....	4
• <a href="#">Recommendation 1.1: Redesign Grant Round Process</a> .....	4
• <a href="#">Recommendation 1.2: Formalize Biennial Grant Round Option</a> .....	6
<a href="#">Standardization and Role Clarification Recommendations</a> .....	7
• <a href="#">Recommendation 2.1: Update Washington Administrative Code (WAC)</a> .....	7
• <a href="#">Recommendation 2.2: Update Manual 19</a> .....	9
• <a href="#">Recommendation 2.3: Document Evaluation Process and Identify Best Practices</a> .....	11
<a href="#">Funding Policy and Project Prioritization Recommendations</a> .....	13
• <a href="#">Recommendation 3.1: Develop Targeted Investment Program</a> .....	13
• <a href="#">Recommendation 3.2: Evaluate Whether Regional Priorities are Being Achieved</a> .....	14
• <a href="#">Recommendation 3.3: Improve Efficiency of Capacity Funding</a> .....	15
• <a href="#">Recommendation 3.4: Improve Alignment of Capacity to Project Funding</a> .....	17
• <a href="#">Recommendation 3.5: Initiate Inter-Agency Funding Coordination</a> .....	19
<a href="#">System and Metrics Recommendations</a> .....	20
• <a href="#">Recommendation 4.1: Enhance PRISM to Improve Efficiency of Process</a> .....	20
• <a href="#">Recommendation 4.2: Establish Process Metrics</a> .....	21
<a href="#">Timeline</a> .....	22
<a href="#">Success Factors</a> .....	23
<a href="#">Appendices</a> .....	24

## Introduction

This document includes a summary of the recommendations resulting from the Salmon Recovery Lean Study facilitated by MC<sup>2</sup> Consulting for the Recreation and Conservation Office (RCO), the Governor's Salmon Recovery Office (GSRO), and the Salmon Recovery Funding Board (SRFB). The study involved participants from RCO, GSRO, SRFB, Lead Entities, Regions, and Project Sponsors, along with surveys of Citizen and Technical Committee Members and project sponsors. The study was guided by a steering committee of 9 members made up of SRFB members, Regional Directors, Lean Entity Coordinators, and staff from the RCO and GSRO.

The recommendations were primarily developed based on the two previous deliverables from the Lean Study: the Current State Summary (Appendix 6) and the Future State Summary (Appendix 7). The Current State Summary documents the current state of the project development and prioritization process and identifies the key opportunities to address in the future state. The Future State Summary describes the future state process developed by the Steering Committee to address the key opportunities identified in the Current State Summary.

The Current State Summary identified that the “Washington Way” (described in Appendix 3) decentralized model for salmon recovery funding is working effectively and adds significant value to local communities; however, there were opportunities identified for improving the overall effectiveness and efficiency within this model. These opportunities included:

- Too many review cycles; process is overly time consuming for project sponsors
- Input from the State Technical Review panel is needed earlier in the process
- Lack of standardization in processes across Lead Entities and the need for role clarification
- Process doesn't support funding of the larger, more complex projects
- Process metrics are needed to drive continuous improvement

The Lean Study Steering Committee utilized the information from the Current State Summary and the Benchmarking Summary, which compares Washington Salmon Recovery processes with the processes of several other grant programs (Appendix 8), to create the Future State Process (described in the Future State Summary) and supporting recommendations. RCO then reviewed the Future State Summary and supporting recommendations with lead entities at the meeting of the Washington Salmon Coalition (WSC).

**The recommendations are organized into four groups:**

The first group, **Grant Round Redesign**, includes recommendations related to changes to the project development and prioritization (grant round) process. These recommendations essentially define how to implement the process documented in the Future State Summary.

The second group, **Standardization and Role Clarification**, addresses issues raised by project sponsors about the lack of standardization across lead entities and the need for clarification of roles.

The third group, **Funding Policy and Project Prioritization**, addresses predominant themes raised during the Lean Study: that larger, more complex projects are not supported by the current process; the question regarding whether or not prioritization of projects is occurring at the right level; and the lack of alignment of capacity to project funding across the Lead Entities.

The fourth group, **Systems Improvement and Metrics**, addresses system enhancements needed to streamline the process and metrics to support continuous improvement of the process.

Each recommendation is defined with a purpose, description, approach timeline and benefits.

## Grant Round Redesign Recommendations

<b>Recommendation 1.1: Redesign Grant Round Process</b>	
<b>Purpose</b>	<p>To address issues raised during the Lean Study Current State Analysis, the process will be redesigned to achieve the following:</p> <ul style="list-style-type: none"> <li>• Shift timing to reduce conflict with field season</li> <li>• Simplify the process</li> <li>• Reduce iterations of the application and review panel comments</li> <li>• Provide project sponsors and lead entities with input from State Review Panel earlier in the process</li> </ul>
<b>Description</b>	<p>Redesign the grant round process as follows (see Lean Study Future State Summary for more details, including process map):</p> <ul style="list-style-type: none"> <li>• Complete applications due 2 weeks before site visits</li> <li>• Site visits mid-February to mid-May</li> <li>• Review Panel members attending site visits recommend which projects may be a project of concern (POC) and may need additional review</li> <li>• Optional phone call after site visit or comment forms between Lead Entity and Review Panel representative to answer questions and clarify concerns</li> <li>• Mid-May: full Review Panel meeting to discuss projects (2 days)</li> <li>• End of May: first full Review Panel comments are distributed for all projects</li> <li>• End of June: final application due with revisions to address concerns raised by the review panel</li> <li>• Review Panel and Grant Managers review final applications in parallel</li> <li>• Mid-July: full Review Panel meets to discuss POCs (1-2 days)</li> <li>• SRFB funding meeting moves from December to September</li> </ul>
<b>Approach</b>	<p>RCO Salmon section redesigns process based on the Lean Study Future State Summary deliverable, reviews with WSC and COR, and presents to SRFB for approval.</p>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• RCO Salmon section prepares draft – 1/19-2/19</li> <li>• Present draft to SRFB – 3/19</li> <li>• Lead Entities review draft – 4/19-5/19</li> <li>• Present final to SRFB – 9/19</li> <li>• Public review – 10/19</li> <li>• Finalize – 11/19</li> <li>• Adopt - 12/19</li> <li>• Implement – 2020 grant round</li> </ul>
<b>Resources</b>	<ul style="list-style-type: none"> <li>• RCO Salmon section develops process</li> <li>• Lead Entities, WSC, public and SRFB review</li> <li>• SRFB approves</li> </ul>

<b>Benefits</b>	<p>The following benefits are expected to be achieved through implementation of this recommendation:</p> <ul style="list-style-type: none"> <li>• Attraction and retention of sponsors by simplifying process</li> <li>• Applications completed and projects reviewed in less time</li> <li>• Improved efficiency of the process overall</li> <li>• Improved projects due to more Review Panel input earlier in the process</li> <li>• Fewer POCs overall as a result of earlier input from Review Panel and having a full application at the time of the site visits</li> <li>• Funding gets on the ground sooner, which gives sponsors more time to complete projects.</li> </ul>
<b>Risks</b>	<p>The following risks were identified for this recommendation:</p> <ul style="list-style-type: none"> <li>• It may be difficult to complete site visits in some areas by the earlier deadline (mid-May vs. end of May) due to weather or access.</li> <li>• Review Panel feedback for projects with earlier site visits will be delayed, as the comments from the site visit Review Panel attendees are being eliminated.</li> <li>• More Projects of Concern (POCs) may be brought to the SRFB with the final round of Review Panel feedback being eliminated.</li> </ul>

<b>Recommendation 1.2: Formalize Biennial Grant Round Option</b>	
<b>Purpose</b>	Sometimes Lead Entities have enough projects developed in the first year of a biennium to work on for the full two years of the biennium. Some Lead Entities who have longer lists have skipped the grant round process during the second year and worked off the list from the first year. This reduces the amount of time spent overall on the grant round process and allows more time for other activities such as project outreach and strategy updates. The purpose of this recommendation is to formalize this as an optional practice and to evaluate the possibility of making it a standard practice.
<b>Description</b>	The practice of skipping the grant round during the second year of a biennium and resubmitting unfunded or alternate projects reviewed in the first year will be formalized as an option in Manual 18. RCO would also evaluate whether this practice should eventually be set as a standard practice for all Lead Entities.
<b>Approach</b>	RCO Salmon section develops guidelines for Lead Entities to do biennial vs. annual grant round and includes in Manual 18. RCO evaluates the efficiencies gained and risks presented from this practice and recommends whether it should become a standard practice.
<b>Timing</b>	<ul style="list-style-type: none"> <li>• Draft guidelines – 11/18-12/18</li> <li>• Publish Manual 18 with guidelines included – 1/19</li> <li>• Evaluate the benefits of adopting as a standard – 1/19-9/20</li> <li>• Discuss with WSC – 9/20</li> <li>• Make recommendations to SRFB on standardization – 12/20</li> </ul>
<b>Resources</b>	<ul style="list-style-type: none"> <li>• RCO updates Manual 18 with guidelines and evaluates whether practice should be adopted as a standard in the future</li> </ul>
<b>Benefits</b>	<p>The following benefits are expected to be achieved through implementation of this recommendation:</p> <ul style="list-style-type: none"> <li>• Less Lead Entity time spent on grant round process overall, freeing up more time for outreach and other important activities.</li> <li>• Less Review Panel time required if enough Lead Entities choose this option or if it eventually becomes a standard.</li> </ul>
<b>Risks</b>	<p>The following risks were identified for this recommendation:</p> <ul style="list-style-type: none"> <li>• New projects may come up in second year that are more important than the ones on the list developed in the first year.</li> <li>• If the practice is eventually adopted as a standard, funding of acquisition projects may be difficult as landowners might not be patient enough to wait that long.</li> </ul>

## Standardization and Role Clarification Recommendations

<b>Recommendation 2.1: Update Washington Administrative Code (WAC)</b>	
<b>Purpose</b>	During the Current State Analysis phase of the Lean Study, project sponsors expressed concerns regarding the need for clarification of roles of the various process participants working within and with Lead Entities. Project sponsors also expressed concerns regarding the lack of standardization across the Lead Entities. The purpose of the WAC update is to provide additional role clarification, which will help avoid confusion that arises at times in the project development and prioritization process regarding who is responsible for which functions and to improve consistency across the Lead Entities. The role clarification will also help ensure that the right people are involved with the evaluation of projects, consistent with statute.
<b>Description</b>	Update the WACs to include definitions, role clarifications, and expectations for the following roles: <ul style="list-style-type: none"> <li>• Lead Entities</li> <li>• Lead Entity Coordinators</li> <li>• Fiscal Agents</li> <li>• GSRO</li> <li>• Citizen Committees</li> <li>• Local Technical Committees</li> <li>• Regional Organizations</li> </ul>
<b>Approach</b>	The RCO policy group will draft the WAC update, provide Lead Entities and Regions with an opportunity to review the draft, and then will present to SRFB for public hearing and rule adoption.
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• RCO Policy group drafts – 3/19-8/19</li> <li>• Reviews with lead entities and regions – 8/19</li> <li>• Reviews with SRFB – 9/19</li> <li>• Public review – 10/19</li> <li>• Finalize – 11/19</li> <li>• Public Hearing and Adoption - 12/19</li> </ul>
<b>Resources</b>	<ul style="list-style-type: none"> <li>• RCO Policy group writes WAC update and develops board materials</li> <li>• Lead Entities and Regions review and comment on draft</li> <li>• RCO staff manages board presentation and public review effort</li> <li>• SRFB reviews and holds public hearing/approves WAC update</li> </ul>
<b>Benefits</b>	The following benefits are expected to be achieved through implementation of this recommendation: <ul style="list-style-type: none"> <li>• Attraction and retention of project sponsors</li> <li>• Time savings in process resulting from less confusion around who is responsible for which activities in the process</li> </ul>



	<ul style="list-style-type: none"> <li>• Improved project decisions</li> <li>• Clarity; interpretation of statute codified in WAC</li> </ul>
<b>Risks</b>	<p>The following risks were identified for this recommendation:</p> <ul style="list-style-type: none"> <li>• Lead entities may feel constrained if roles are defined in too much detail.</li> </ul>

<b>Recommendation 2.2: Update Manual 19</b>	
<b>Purpose</b>	During the Current State Analysis phase of the Lean Study, project sponsors expressed concerns regarding the need for clarification of roles of the various process participants working within and with Lead Entities. The recommended update to Manual 19 is to work in tandem with the WAC update (Recommendation 2.1) to clarify the various roles and responsibilities. In addition, the update will address other concerns brought up by sponsors around qualifications and skills of Lead Entities Coordinators, ineffective committee meetings, and lack of transparency of the Lead Entity processes.
<b>Description</b>	<p>The Manual 19 update will include the following:</p> <ul style="list-style-type: none"> <li>• Definition of the following roles <ul style="list-style-type: none"> <li>○ Lead Entities</li> <li>○ Lead Entity Coordinators</li> <li>○ Fiscal Agent</li> <li>○ GSRO</li> <li>○ Grant Managers</li> <li>○ Review Panel</li> <li>○ Citizen Committee</li> <li>○ Local Technical Committees</li> <li>○ Washington Salmon Coalition (WSC)</li> <li>○ Regional Organizations</li> </ul> </li> <li>• Guidelines for who should be involved in the scoring of projects and minimum level of engagement in the process required to participate in scoring.</li> <li>• Qualifications of Lead Entity Coordinators that lead to best outcomes and encouragement to coordinate with RCO on roles and expectations when hiring new Lead Entity Coordinators.</li> <li>• Recommendation for facilitation training for Lead Entity Coordinators.</li> <li>• Guidelines for Lead Entities to document their project evaluation process, including criteria used, and publish on a website (as required by the Lead Entity Scopes of Work.) Process documentation should cross reference Manual 18 and 19.</li> </ul>
<b>Approach</b>	GSRO drafts Manual 19 update, cross walking it to Manual 18 and WAC. Provides to Lead Entities and Regions to review. Revises as necessary. RCO Director adopts. Release along with the next update of Manual 18. It may be necessary to update Manual 19 again after the WAC Update (Recommendation 2.1) if the roles or responsibilities change.
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• GSRO staff drafts – 11/18</li> <li>• Lead Entities and Regions review – 11/18-12/18</li> <li>• RCO adopts – 12/18</li> <li>• Manual released – 1/19</li> </ul>
<b>Resources</b>	<ul style="list-style-type: none"> <li>• GSRO staff drafts</li> <li>• Lead Entities and Regions review</li> </ul>

<b>Benefits</b>	<p>The following benefits are expected to be achieved through implementation of this recommendation:</p> <ul style="list-style-type: none"> <li>• Attraction of new or retention of existing sponsors</li> <li>• Improved project decisions</li> <li>• Improved hiring decisions for new Lead Entity Coordinators</li> <li>• Less staff time answering questions; can refer people to the Manual</li> <li>• Improve transparency to constituents through publicly available evaluation process</li> <li>• Improve consistency across Lead Entities</li> <li>• Consistency with statute</li> <li>• Time savings in process resulting from less confusion around who is responsible for which activities in the process</li> </ul>
<b>Risks</b>	<p>The following risks were identified for this recommendation:</p> <ul style="list-style-type: none"> <li>• Lead Entities may feel constrained if roles are defined in too much detail.</li> <li>• Could be contentious if perceived as “top down” interference or attempt to make one-size fit all.</li> </ul>

<b>Recommendation 2.3: Document Evaluation Process and Identify Best Practices</b>	
<b>Purpose</b>	During the Current State Analysis phase of the Lean Study, project sponsors expressed concerns regarding the transparency of the evaluation processes of the Lead Entities and a lack of consistency across the Lead Entities in general. The lack of consistency is of particular concern to sponsors that work across multiple Lead Entities and must understand each Lead Entities' divergent processes. The purpose of this recommendation is to provide a means for Lead Entities to document their processes, examine them together to identify best practices, and then to recommend to RCO practices that should be standardized by incorporating them in Manual 18. The intent is to continually improve the efficiency and effectiveness of the process and to establish consistency where appropriate.
<b>Description</b>	Lead Entities document their evaluation processes, including criteria used to evaluate projects. Processes are then compared against each other and best practices are identified and recommended for standardization where appropriate. Examples of best practices that could be incorporated into Manual 18 as a standard include: 1) having a minimum rating level for projects to be included on a ranked list and 2) evaluation of "fit to strategy" early in the project development and prioritization process.
<b>Approach</b>	Lead entities document their evaluation processes and provide in progress reports to RCO and publish on their websites. Lead Entities then review each other's processes and identify best practices. Best practices are discussed in WSC meetings and several are identified to include as standard practices to be incorporated into Manual 18.
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Lead Entities document processes – 1/19-3/19</li> <li>• Lead Entities compare processes – 4/19-6/19</li> <li>• Lead Entities identify best practices to standardize around – 6/19-9/19</li> <li>• Lead Entities recommend to RCO best practices to incorporate in Manual 18 – 10/19</li> <li>• Publish Manual 18 – 12/19</li> </ul>
<b>Resources</b>	<ul style="list-style-type: none"> <li>• Lead Entities document their processes and review each other's processes, identifying best practices</li> <li>• RCO updates Manual 18</li> </ul>
<b>Benefits</b>	<p>The following benefits are expected to be achieved through implementation of this recommendation:</p> <ul style="list-style-type: none"> <li>• More effective and efficient processes by implementing best practices on a wider basis</li> <li>• Attraction of new or retention of existing sponsors</li> <li>• Improved transparency to constituents</li> <li>• Improved consistency of approach across Lead Entities to benefit sponsors that work with multiple lead entities</li> <li>• Ability to maintain consistency through staff transitions</li> </ul>

<b>Risks</b>	<p>The following risks were identified for this recommendation:</p> <ul style="list-style-type: none"> <li>• May be difficult to agree on what the “best practices” are that should be applied across the State.</li> <li>• Lead Entities may not actually change how they do things (local committee culture, political influences may stand in the way of change).</li> <li>• Time consuming process for Lead Entity Coordinators.</li> </ul>
--------------	---

## Funding Policy and Project Prioritization Recommendations

<b>Recommendation 3.1: Develop a Large, Complex Project Investment Program</b>	
<b>Purpose</b>	A key finding from the Lean Study is that it is difficult to fund the larger and more complex projects through the current funding allocation process. These projects often could have significant benefits to salmon recovery if implemented. The purpose of this recommendation is to establish a program to set aside funds for these larger projects to be awarded at a State level.
<b>Description</b>	<p>Create a grant program for larger, more complex projects to be awarded at the State level on a biennial basis that:</p> <ul style="list-style-type: none"> <li>• Is designated to receive funding above the status quo grant round amount (set by board based on PCSRF award and state capital budget; benchmark 2018)</li> <li>• Considers sequencing of projects</li> <li>• Includes planning and design of these larger, more complex projects</li> <li>• Incentivizes other parties to come to the table</li> <li>• Allows all Lead Entities to submit projects</li> </ul>
<b>Approach</b>	RCO Policy group drafts options for the targeted investment program including eligibility requirements and evaluation approach. Options are reviewed with WSC, Regions and SRFB. A proposal is then developed including detailed evaluation process for adoption by the SRFB.
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Develop options – 3/19 – 5/19</li> <li>• Review options with WSC – 5/19 – 6/19</li> <li>• Review options with SRFB – 7/19</li> <li>• Develop proposal – 8/19-9/19</li> <li>• SRFB final review – 9/19</li> <li>• Adopt – 12/19</li> </ul>
<b>Resources</b>	<ul style="list-style-type: none"> <li>• RCO policy group drafts options and proposal for program</li> <li>• Lead Entities and Regions review options</li> </ul>
<b>Benefits</b>	<p>The following benefits are expected to be achieved through implementation of this recommendation:</p> <ul style="list-style-type: none"> <li>• Larger, more complex projects can be funded</li> <li>• Potentially greater salmon recovery results are achieved</li> </ul>
<b>Risks</b>	<p>The following risks were identified for this recommendation:</p> <ul style="list-style-type: none"> <li>• Changes allocation for funding when appropriation is above status quo.</li> <li>• Large projects less likely to be funded if there is no additional funding.</li> </ul>

<b>Recommendation 3.2: Evaluate Whether Regional Priorities are Being Achieved</b>	
<b>Purpose</b>	During the Lean Study the question was raised in the Lead Entity workshops and other stakeholder interviews as to whether prioritization is occurring at the right level (i.e. should prioritization occur at the Regional level versus at a Lead Entity level?) The purpose of this recommendation is to examine this question in more detail and determine whether the current model of prioritizing projects is working to achieve regional priorities.
<b>Description</b>	Evaluate whether the current model of prioritizing projects at a lead entity level is resulting in funding of the highest priority projects.
<b>Approach</b>	Formally ask all Regions to review whether funding in their Region is going to the highest priority projects and provide reasons if it is not. Have regions evaluate the 2019 grant round for their response.
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Send request to Regions – 12/19</li> <li>• Regions respond to request – 6/20</li> </ul>
<b>Resources</b>	<ul style="list-style-type: none"> <li>• RCO Salmon section sends request to regions</li> <li>• Regions evaluate how current model is working in their region</li> </ul>
<b>Benefits</b>	<p>The following benefits are expected to be achieved through implementation of this recommendation:</p> <ul style="list-style-type: none"> <li>• Ensure funding is being allocated to highest priority projects</li> </ul>
<b>Risks</b>	<p>The following risks were identified for this recommendation:</p> <ul style="list-style-type: none"> <li>• Regions may not conduct reviews consistently, outcomes may not be beneficial.</li> <li>• Depending on responses from Regions, may not result in any changes to fund higher priority projects.</li> </ul>

### **Recommendation 3.3: Improve Efficiency of Capacity Funding**

<b>Purpose</b>	<p>The purpose of this recommendation is to identify opportunities to be more efficient with capacity funding by spending less on administrative functions and either shifting dollars to more beneficial lead entity functions or to project funding. To identify opportunities for efficiency it would be helpful to know how much time is spent on the various functions the Lead Entities perform.</p> <p>The portion of the Lean study's Lead Entity survey on how Lead Entities spend their time had inconsistent and inconclusive results, partially due to confusion around current billing codes. It was also difficult for Lead Entities to look back to describe their time over the course of a year since activities vary throughout the year. This recommendation will track the time per function in a more accurate way. The data will be used to identify potential administrative functions within Lead Entities that may be more efficient if consolidated.</p>
<b>Description</b>	Track Lead Entity time spent on all functions through a one-year time study. Utilize this data to identify administrative functions that would be beneficial to consolidate on a regional or state-wide basis such as data stewardship, web-site maintenance, outreach and social media. Identify longer term options for improving how time is tracked.
<b>Approach</b>	GSRO revisits billing codes and develops an approach for more accurate tracking of time with review by Lead Entities prior to FY 2020. Lead Entities track their time in FY 2020 and then, based on the data, identify which administrative functions have potential for consolidation.
<b>Timeline</b>	<ul style="list-style-type: none"><li>• GSRO revisits billing codes and options for time tracking - 5/19 – 6/19</li><li>• Lead entities track their time– 7/19-6/20</li><li>• Lead Entities identify activities to consolidate – 6/20-12/20</li><li>• GSRO refines bill codes based on data and Lead Entity feedback – 6/20-12/20</li></ul>
<b>Resources</b>	<ul style="list-style-type: none"><li>• GSRO revisits billing codes and makes recommendation on time tracking</li><li>• Lead Entities track time and make recommendations on consolidation of activities</li></ul>
<b>Benefits</b>	<p>The following benefits are expected to be achieved through implementation of this recommendation:</p> <ul style="list-style-type: none"><li>• Improved efficiency of Lead Entity administrative functions through the economies of scale provided by consolidated functions</li><li>• Better use of capacity dollars on more critical functions such as project development or outreach versus administrative tasks</li><li>• Potentially more dollars for projects if funding from capacity can be shifted to project funding</li></ul>



<b>Risks</b>	<p>The following risks were identified for this recommendation:</p> <ul style="list-style-type: none"> <li>• As Lead Entity processes vary widely, it may be difficult to agree which functions should be consolidated on a region or state-wide basis.</li> <li>• In order to fund consolidated functions, Lead Entities would need to give up some of their capacity dollars. There may be a lack of willingness of some Lead Entities to do this and therefore achieving consensus amongst the group on the activities to be consolidated will be critical. It also may be difficult to agree on the dollar amount to be shifted to the consolidated function.</li> <li>• It may be difficult to agree on how consolidated functions will be managed and what service levels Lead Entities can expect.</li> </ul>
--------------	--

<b>Recommendation 3.4: Assess Alignment of Capacity to Project Funding</b>	
<b>Purpose</b>	As part of the Lean Study it was identified that capacity funding as a percentage of project funding varies widely across Lead Entities. This is because capacity funding was determined differently than project funding. Project funding is determined based on an allocation formula and capacity funding was determined initially by WDFW (when WDFW managed the lead entity program) with minor adjustments by the Salmon Recovery Funding Board. During the Lean Study there was insufficient data and time to determine how capacity could be better synchronized with project funding. The purpose of this recommendation is to take a closer look at the reasons behind the differences and evaluate whether there are alternative approaches for distributing capacity funding that could potentially improve alignment with project funding.
<b>Description</b>	<p>Evaluate how capacity funding is currently being used and identify alternative approaches for capacity funding (e.g. base amount and additional amount related to workload, allocate to regions, allocate capacity at a percentage of projects). Evaluate the merits and risks of each alternative and recommend an approach for the future which could include staying with the current approach.</p> <p>Define what capacity funding means and what it should be used for. Understand how SRFB capacity funding is being utilized in each Lead Entity. Is it the sole source of their capacity funding or are other entities contributing to their capacity funding? This will tend to vary across the Lead Entities but are there some best practices and could it be more equitable across the state? Could some of the Lead Entities be less reliant on the state capacity funding and obtain more funding from other sources?</p>
<b>Approach</b>	Form committee with representatives from Lead Entities and RCO to evaluate how capacity is being currently distributed to Lead Entities. Review data collected in recommendation 3.2, Improve Efficiency of Capacity Funding, on how Lead Entities are spending their time. Define what capacity funding means, what its' purpose is and how it should be used. Have Lead Entities report on how much their capacity is being subsidized by Regions or augmented by other entities. Evaluate across the Lead Entities where organizational capacity is being augmented more by other entities and determine if there are best practices that could be applied across the state to leverage additional capacity matching. Identify and evaluate alternatives for distributing capacity funding. Make recommendations to present to SRFB by the end of 2020 for the 2021-2123 biennium.
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Form committee – 7/20</li> <li>• Lead Entities to provide data on the amount of capacity funding they receive from Regions and other entities – 7/20</li> <li>• Review data and investigate options – 7/20-8/20</li> <li>• Develop recommendations - 8/20-9/20</li> <li>• Present to SRFB for approval – 9/20</li> <li>• Adopt 12/20</li> </ul>

<b>Resources</b>	<ul style="list-style-type: none"> <li>• Lead Entity and Region representatives to participate in committee</li> <li>• RCO to facilitate committee and document recommendations</li> </ul>
<b>Benefits</b>	<p>The following benefits are expected to be achieved through implementation of this recommendation:</p> <ul style="list-style-type: none"> <li>• Potentially better use of capacity funding or validation of current approach</li> <li>• Clearer information to support funding requests</li> <li>• Potentially more dollars for projects</li> </ul>
<b>Risks</b>	<p>The following risks were identified for this recommendation:</p> <ul style="list-style-type: none"> <li>• Potential resistance by Lead Entities to any changes to the current funding scenario.</li> <li>• Some Lead Entities are in wealthier parts of the State which will increase their probability of receiving capacity funds from other sources. A model for distributing capacity funding that does not consider this factor may not be equitable.</li> <li>• Any potential consolidation of Lead Entities would impact the level of community engagement and thereby reduce the value of the current process in building community support.</li> </ul>

<b>Recommendation 3.5: Initiate Inter-Agency Funding Coordination</b>	
<b>Purpose</b>	A key finding from the Lean Study is that it is difficult to fund the larger, more complex projects through the current funding allocation process. These projects often could have significant benefits to salmon recovery if implemented. The purpose of this recommendation is to ensure that discussions continue with other State agencies around working together to fund these larger, more complex projects.
<b>Description</b>	Continue working with a group of large project funders to collaborate on how to fund larger, more complex projects.
<b>Approach</b>	Continue existing group of large project funders that meets periodically. This has been a topic of discussion in past meetings and RCO will make sure it is a priority for future meetings.
<b>Timeline</b>	Ongoing
<b>Resources</b>	<ul style="list-style-type: none"> <li>• RCO to continue to participate in meetings with other large project funders</li> </ul>
<b>Benefits</b>	<p>The following benefits are expected to be achieved through implementation of this recommendation:</p> <ul style="list-style-type: none"> <li>• Larger, more complex projects are funded through a combination of agency funds.</li> </ul>
<b>Risks</b>	<p>The following risks were identified for this recommendation:</p> <ul style="list-style-type: none"> <li>• As projects for funding are selected through competition by RCO and the other State agencies, program priorities may not make it possible to fund the same projects across agencies.</li> <li>• Capital programs receive funding from the same source.</li> </ul>

## System and Metrics Recommendations

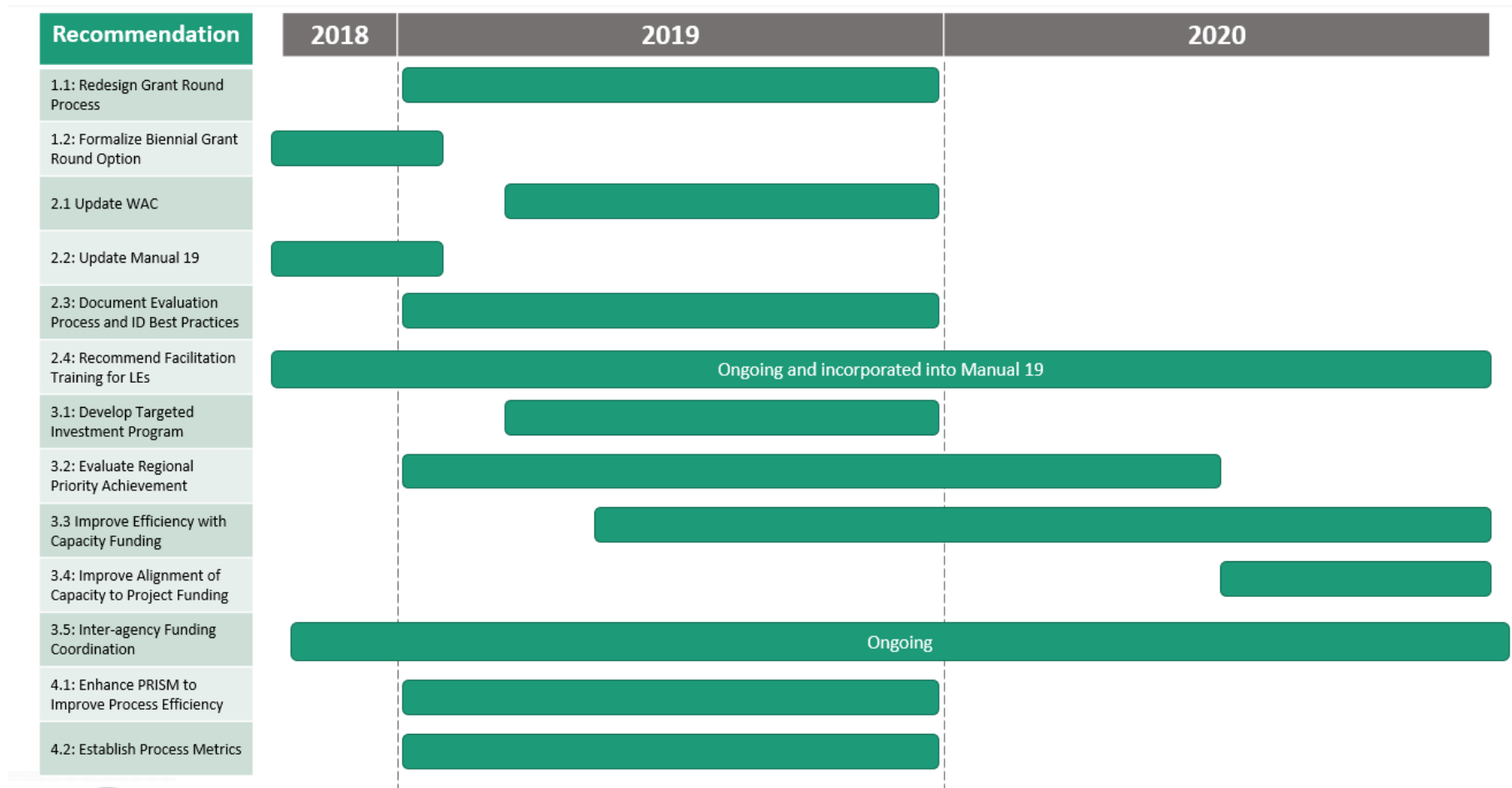
<b>Recommendation 4.1: Enhance PRISM to Improve Efficiency of Process</b>	
<b>Purpose</b>	During the Lean Study, Lead Entities identified issues with technology causing inefficiency in the review process. Using SharePoint and email to distribute review comments slows down the process and takes extra time. Instead it would be much easier if the review comments were input and distributed through the PRISM database.
<b>Description</b>	Automate review comments in PRISM, locating comments from local technical committees and State Review Panel in one area within PRISM. Also improve the ease of attaching documents to applications to send to reviewers.
<b>Approach</b>	Go forward with current planned project to enhance PRISM, adding a Review Module. Lead Entities may be involved through a stakeholder group and also through user testing.
<b>Timeline</b>	Develop the enhancement in 2019, rolling out by the end of the year.
<b>Resources/Cost</b>	<ul style="list-style-type: none"> <li>• PRISM Application group manages project</li> <li>• Contractor develops new module</li> <li>• Lead Entities participate in stakeholder group and user testing</li> </ul>
<b>Benefits</b>	<p>The following benefits are expected to be achieved through implementation of this recommendation:</p> <ul style="list-style-type: none"> <li>• Review comments are received quicker</li> <li>• Improved efficiency</li> </ul>
<b>Risks</b>	<p>The following risks were identified for this recommendation:</p> <ul style="list-style-type: none"> <li>• Review Module may be delayed if the Habitat Work Schedule (HWS) replacement is to incorporate functionality into PRISM because contractor may not have capacity to complete both projects concurrently.</li> </ul>

## Process Metrics Recommendations

<b>Recommendation 4.2: Establish Process Metrics</b>	
<b>Purpose</b>	During the Lean Study it was determined by the Steering Committee that it would be helpful to have metrics to track process efficiency and effectiveness. There were three primary metrics utilized during the Lean Study. This recommendation is to formalize the metrics and create a dashboard to track them on an ongoing basis.
<b>Description</b>	<p>Implement metrics with dashboard to track process effectiveness and efficiency. Metrics may include, for example:</p> <ul style="list-style-type: none"> <li>• Alignment of capacity with project funding on an annual basis</li> <li>• Cost per mile of stream restored or protected in geographical areas</li> <li>• Leveraged and required match</li> <li>• Average cost of projects</li> <li>• Number of sponsors participating and number of new sponsors annually</li> <li>• Sponsor satisfaction with process (from survey results)</li> <li>• Number of Projects of Concern annually</li> </ul> <p>Determine how, when, and by whom the metrics will be used.</p>
<b>Approach</b>	<p>For each metric determine how it will be used and whether to automate with connection to PRISM or calculate manually on a periodic basis. Develop dashboard for access and drill-down on data by geography.</p> <p>To track sponsor satisfaction with process, questions will need to be developed to add to the annual grant round survey of sponsors that can be compared on an annual basis.</p> <p>To track funding that is leveraged by project sponsors, but not tracked as match, a field will need to be added to PRISM for sponsors to enter the amount of leveraged external funding. Sponsors will need to be trained on what should be reported in this field and why.</p>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Develop and implement PRISM Review Module – 1/19-12/19</li> </ul>
<b>Resources</b>	<ul style="list-style-type: none"> <li>• PRISM Application Team establishes metrics</li> <li>• RCO determines how metrics will be used</li> <li>• RCO trains sponsors and others on PRISM changes</li> </ul>
<b>Benefits</b>	<p>The following benefits are expected to be achieved through implementation of this recommendation:</p> <ul style="list-style-type: none"> <li>• Efficiency improvement that is driven by tracking of the metrics</li> </ul>
<b>Risks</b>	<p>The following risks were identified for this recommendation:</p> <ul style="list-style-type: none"> <li>• Metrics may not be used and then efficiency improvement will not be realized.</li> <li>• Sponsors will resist reporting match above required.</li> </ul>

## Timeline

The Timeline for completion of the recommendations is below. This timeline was phased with resource impact and the overall pace of change in mind.



## Success Factors

To be successful with implementation of these recommendations, some of the success factors that will need to be supported include:

**Pace of change** – Changes need to be made at the right pace, not taking on too much at once, but also keeping the momentum going. Support can be built with some early quick-win projects before taking on the more challenging ones. The implementation plan has been phased with the pace of change in mind, but it will be important to do periodic check-ins on the organizational climate and workload.

**Communication** – With broad scale change projects such as this, organizations can't over communicate. Communication is one of the most common reasons that process improvement projects are not successful. It is important to keep all participants in the loop on key changes and progress as much as possible.

**Stakeholder focus** – It is important when designing processes to keep in mind the stakeholders that are impacted by the altered processes. The processes are being redesigned based on feedback from stakeholders and it is important not to get off track from that and to periodically step back and check-in on how changes will impact them.

**Build into work programs** – The project work to complete the recommendations should be built into existing work programs as a priority and not something that people will only get to if they all other work is completed. The work should be estimated upfront by the project leads and they should all agree to the timeline.

**Status reporting** – To support accountability and early identification of projects that are not on track, it will be critical to have regular project status reporting. RCO uses a red, yellow, green light approach to monthly reporting on work plan deliverables that can be used for tracking implementation of the Lean Study recommendations.

**Utilize existing meetings** – To support communication and status reporting without having to add extra meetings, it will be necessary to incorporate project discussions into existing WSC and SRFB meetings.

**Recognize successes** – Changing processes can be a long journey with lots of work for the participants. It is important to recognize even the small wins, emphasizing the positive and rewarding contributions.



## Lean Study Appendices

1. Summary of Lean
2. Consultant Biography
3. Washington's Unique Approach to Salmon Recovery and Planning
4. Steering Committee Charter
5. List of Held Meeting and Workshops
6. Current State Analysis
7. Future State Analysis
8. Benchmarking Summary
9. State Laws and Agency Rules that Govern Salmon Recovery

## **Appendix 1: Summary of Lean**

The focus of Lean is to optimize processes to increase customer value and minimize inefficiency. Lean is an approach utilized to analyze the flow of products and services across organizations to identify improvements that will deliver better results to customers or stakeholders of a process with existing or fewer resources.

Organizations utilize [Lean Thinking](#) to create and continuously enhance customer value by eliminating waste from their processes and procedures. Through Lean, resources are focused to increase value to stakeholders by eliminating waste such as rework or redundant activities. This means resources working smarter versus harder.

Lean principles originated in the manufacturing industry and since then have been extended to increase value in services and more recently in government. [Lean Government](#) focuses Lean concepts to identify the most valued added, efficient ways to provide government services.

## Appendix 2: Consultant Biography



**MC² Consulting**  
**[www.mc2-consulting.com](http://www.mc2-consulting.com)**

### Who We Are

MC² Consulting is a Washington-based consulting firm specializing in business process improvement and change management. With a commitment to the public sector, we serve state and local government, utilities, and not-for-profit organizations. We are certified as a Washington state woman-owned business.

As leaders in transforming culture and process, we help public sector and utilities organizations to be more efficient and responsive to customers. We build bridges and break down barriers within our client organizations, supporting a big-picture view and facilitating high-performing, customer-focused teams. We deliver high value to our clients, taking on challenging projects that make a difference, providing thought leadership and best practices. Partnering with our clients and each other, we solve problems creatively and develop solutions with a strategic vision in mind.

### What Makes Us Different

Our consultants are senior-level professionals with many years of experience leading transformational projects and building teams. We operate as a team, leveraging each other's unique perspectives and bringing more value to clients than we can as individuals. When you hire MC², you get the experience of the entire company, not just one individual. We deliver solutions that are actionable, tailored to each client's environment, and practical for implementation. We get things done and deliver results.

### Primary Team Members for Salmon Recovery Lean Study Project

#### Judy Wells

*President/Lead Consultant*



Judy Wells, president of MC² Consulting, is a thought leader and strategic thinker with more than 25 years of experience in guiding organizations to breakthrough results through process improvement projects. As a certified Six Sigma Black Belt (ASQ) and Prosci Change Management practitioner, she is skilled at analyzing what's working and what's not in an organization and orchestrating positive change – by tapping strengths and bringing people together, in a positive and motivating manner. Talented at helping organizations define a vision, she establishes strategic direction, drives execution, builds organizational talent, and leads change. Judy is a proven leader in facilitating partnerships and building

relationships across all levels of organizations. Her organizational and process management skills are stellar, with a flawless record of on-time, in-budget outcomes on projects of all sizes.

A pioneer in bringing Lean to the U.S., Judy began her career utilizing the Toyota Production System methods developed in Japan while working as a manufacturing engineer. She went on to work for the U.S. Air Force and Hughes Aircraft, where she facilitated Total Quality Management (TQM) process improvement teams and studied under industry experts including W. Edwards Deming. At Hughes Aircraft, she was a certified process improvement facilitator and taught training in Statistical Process Control and Design of Experiments. After earning her MBA from UCLA, she began her career as a professional management consultant with Ernst & Young and IBM, where she gained extensive experience and training in process improvement and Organizational Change Management (OCM). Judy has led more than 100 highly successful consulting engagements, the majority of which have included process improvement components.

Judy has led process improvement projects in state and local government for many public-facing service areas including transportation, regulatory, licensing, permitting, police, courts, human services, customer service, and universities. She has also led process improvement projects within government agencies for internal services including finance, grants management, administrative services, procurement, construction management, information technology, and human resources. In private industry, she has worked with manufacturing companies, retail/consumer products, banks, insurance companies, high-tech/software, nonprofits, hospitals, and universities. Working with many diverse client teams, she has analyzed and improved countless operational, financial, and administrative processes.

### **Marina Giloi**

*Process Improvement Consultant*



Marina Giloi brings experience in a breadth of areas including process analysis and improvement, business intelligence and data science, performance management, and finance. Beginning her career in state and local government policy and statistical research, Marina then developed her passion for client service at Deloitte, working with Fortune 500, hedge fund, retail, and financial services clients. She has hands-on experience in the public sector, having served in economic development and performance management roles at King County. She holds a Lean Six Sigma Green Belt certification and is an enthusiastic, cross-functional professional with expertise in business process analysis and improvement, facilitation and coaching, and data-centric enterprise innovation and implementation. She holds a BA in Economics-Accounting and Philosophy, Politics, and Economics from Claremont McKenna College.

## **Appendix 3: Washington's Unique Approach to Salmon Recovery and Planning**

Washington has chosen to tackle salmon recovery in a unique way. To develop [salmon recovery plans](#) that address habitat, hatcheries, harvest, and hydropower, people in communities didn't wait for the federal government to write the plans, but organized themselves across the state to address Endangered Species Act listings of fish. This bottom-up approach and scale of their efforts is unprecedented in the United States and has been dubbed "The Washington Way" by those involved in salmon recovery.

The network of individuals dedicated to restoring salmon starts with people in communities and includes watershed groups, regional organizations, state and federal agencies, city and county governments, tribes, conservation districts, nonprofit groups, as well as the legislature, Governor, and Congress.

### **Regional Organizations**

To coordinate the work of recovery planning and implementation, seven [regional organizations](#) formed and [recovery plans](#) in each of those regions have been accepted by the federal government and are being implemented.

### **Lead Entities**

[Lead entities](#) are watershed based organizations authorized by the Legislature in 1998 ([Revised Code of Washington 77.85.050 - 77.85.070](#)) to develop habitat restoration and protection strategies, and look for projects to meet those strategies.

### **Project Applicants**

Project applicants develop habitat restoration and protection projects based on [regional recovery plans](#) or [strategies](#) developed by lead entities. Project applicants typically are regional fisheries enhancement groups, local governments, tribes, state agencies, community groups, land trusts, and others. They apply for grants from the Salmon Recovery Funding Board and others to pay for projects to protect or restore salmon and bull trout habitat. See the [current list of successful applicants](#).

### **More Information**

[Washington State Salmon Recovery Resource Directory](#) to videos, data, and regional organizations in Adobe Acrobat (PDF) format

[Case Study: Inside the Willapa Wildlife Refuge restoration project.](#)



# **SALMON RECOVERY LEAN STUDY PROJECT CHARTER**

### Document Control


#### Document Information

	Information
Document ID	<i>Salmon Recovery Lean Study Project Charter</i>
Document Owner	<i>Judy Wells</i>
Issue Date	May 29, 2018
Last Saved Date	
File Name	

#### Document History

Version	Issue Date	Changes
1.0	5/29/2018	Initial draft for review by Steering Committee

#### Document Approvals

Role	Name	Signature	Date
Executive Sponsor/Project Manager	Kaleen Cottingham		June 6, 2018

## Table of Contents

<b>1</b>	<b>PROJECT PROFILE.....</b>	<b>3</b>
<b>2</b>	<b>PROJECT BACKGROUND AND DESCRIPTION.....</b>	<b>4</b>
<b>3</b>	<b>OBJECTIVES.....</b>	<b>5</b>
<b>4</b>	<b>PROJECT GUIDING QUESTIONS .....</b>	<b>5</b>
<b>5</b>	<b>SCOPE .....</b>	<b>6</b>
<b>6</b>	<b>PROJECT APPROACH: .....</b>	<b>7</b>
<b>7</b>	<b>DELIVERABLES .....</b>	<b>10</b>
<b>8</b>	<b>PROJECT SCHEDULE.....</b>	<b>11</b>
8.1	ESTIMATED PROJECT SCHEDULE .....	11
<b>9</b>	<b>PROJECT ORGANIZATION.....</b>	<b>12</b>
9.1	ROLES AND RESPONSIBILITIES.....	12
9.2	PROJECT ORGANIZATION.....	15
9.3	GOVERNANCE PROCESSES .....	15
<b>10</b>	<b>SUCCESS FACTORS .....</b>	<b>16</b>
<b>11</b>	<b>RISK ANALYSIS.....</b>	<b>16</b>
<b>12</b>	<b>STAKEHOLDER COMMUNICATION/ENGAGEMENT PLAN.....</b>	<b>17</b>
<b>13</b>	<b>SIPOC DIAGRAM .....</b>	<b>20</b>
<b>14</b>	<b>APPENDIX: DEFINITIONS .....</b>	<b>21</b>



## 1 Project Profile

Project Profile	
<b>Scope</b>	The process to be 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.
<b>Project Sponsor</b>	Kaleen Cottingham, Director
<b>Duration</b>	Approximately 9 months, from 4/30/2018 to 1/31/2019.
<b>Methodology</b>	Lean methodology, incorporating a human-centred perspective on systems and processes to identify and implement improvements.
<b>Problem Statement</b>	Funding for salmon recovery in WA is distributed in a bottom-up approach that relies on local "Lead Entities" who convene citizens committees and local technical experts to recruit projects and sponsors, review and rank those projects, and build local community support for each project. Lead Entities work with salmon recovery regional organizations to ensure that projects advance the regional recovery plans (and the individual watershed chapters in Puget Sound) and to bring the ranked and prioritized habitat lists to the Salmon Recovery Funding Board. The board, with assistance of a state-wide technical review panel, reviews and approves those ranked lists, to make sure the projects are well designed and a good investment of public funds. Funding to administer this process has not increased for years. To achieve greater salmon recovery results, there needs to be an improvement to the effectiveness of the project development and selection process to select the highest priority habitat projects possible that lead to achieving salmon recovery as envisioned in the recovery plans, an improvement to the efficiency of the development and selection process, and/or additional funding secured. This problem needs to be resolved in a way that involves and supports local communities.
<b>Goal Statement</b>	This project aims to identify and plan for impactful changes to the SRFB salmon recovery project development and prioritization process that will create the most efficient and effective process possible. These changes will increase the value of the process, which means cost-effectively selecting the best projects to support the State-wide strategy and federally-approved regional Salmon Recovery Plans, while maintaining consideration for the many stakeholders, process partners, and communities involved.
<b>Strategic Impact</b>	The Salmon Recovery Funding Board provides funding for elements necessary to achieve overall salmon recovery, including funding for the staffing necessary to administer the project selection process. The Board also then funds the selected habitat projects and other activities that result in sustainable and measurable benefits for salmon and other fish

<b>Project Profile</b>	
	<p>species. RCO and the SRFB's missions regarding salmon recovery are to ensure that funding for salmon recovery is distributed in the best way to achieve the end results that the stakeholders and public agree are important.</p> <p>The SRFB's mission statement is to provide "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."</p> <p>There is also significant federal interest in salmon recovery as the Endangered Species Act requires NOAA Fisheries to develop and implement recovery plans for salmon.</p>
<b>Metrics</b>	<p>While relevant metrics will be identified and refined in future project phases, the high-level intent of the metrics will be to explore the impact of the recommendations on:</p> <ol style="list-style-type: none"> <li>1) The ratio of project funding to capacity costs of the funding process</li> <li>2) The results (output metrics) achieved versus cost of salmon recovery projects</li> <li>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.</li> </ol>

## **2 Project Background and Description**

### **Project Background:**

To maximize the salmon restoration results achieved through grant funding, a study was approved in the 17-19 Capital budget to conduct a Lean study to bring efficiencies to the Salmon Recovery project development and prioritization process as defined in RCW 77.85 (Salmon Recovery Act). RCO has contracted with MC<sup>2</sup> Consulting through DES Lean Consulting to complete the study, involving RCO staff, SRFB members, Regions, Lead Entities and other stakeholders to assist in identifying improvement opportunities.

### **Description:**

The Lean Study project will include an assessment of the current state of the process, from identification of projects to advance recovery plans, review and ranking of projects, and final approval for funding by the Salmon Recovery Funding Board. It will also look at how technology, organizations, and policy support the process. Based on results of the current state assessment, a future state process will be developed and then an implementation plan to transition from current to future state. To complete the Lean Study project, MC<sup>2</sup> will work with RCO, the Salmon Recovery Funding Board, Lead Entities,

Regions, project sponsors, tribes, and other interested stakeholders to identify opportunities for improvement.

### 3 Objectives

Project Objectives	Project Phase
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.	Current State Analysis
Develop process improvement recommendations for reduced waste, reduced redundancies, greater efficiencies and more effective development and evaluation of projects.	Future State Development
Develop recommendations for organizational and system enhancements that will support a more effective and efficient process.	Future State Development
Refine and prioritize a set of recommendations that will enable the project development and prioritization process to provide the highest value possible (results achieved through dollars spent) to salmon recovery in the State of Washington.	Recommendations Development and Evaluation
Develop an implementation plan including resources required for the recommendations identified in the study.	Developing the Plan

### 4 Project Guiding Questions

The study will gather perspectives across stakeholders, tribes, and process partners and approach the process with curiosity rather than with pre-determined solutions.

On a high level, some of the project's guiding questions include:

- Are we funding the highest priority projects?
- Is the review process improving the quality of the projects (local (lead entity and regional) and technical review and linkage with recovery plans)?
- How can we achieve salmon recovery faster with the same amount of money?
- How can the project development and prioritization process result in increased funding?
- How can any of organizations involved in the SRFB salmon recovery project development and prioritization process better support the process?

- How can technology better support the process?
- How can local communities better support the process?
- How does salmon recovery in Washington compare to other states' salmon recovery programs in terms of funding obtained by source? How do they compare in terms of organizational cost per dollar of project funding obtained?
- What creative or new ideas for this process should we be exploring?
- To what extent are local governments and local community members engaged in development and prioritization of SRFB funded salmon recovery projects?
- How does the current process align with the Salmon Recovery Act?

## 5 Scope

The Scope, as defined in this Project Charter, represents the scope of the process, organization and technology to be analysed in the study.

### Process Scope:

This study will analyse and develop recommendations for the process from identification of projects to advance the regional Salmon Recovery plans, review and ranking of projects, and final approval for funding by the Salmon Recovery Funding Board.

### Organizational Scope

The Lean study will involve all process participants in the identification through funding approval of a project and will include perspectives of project sponsors, tribes, and community members. The following table identifies the entities that pass or receive information, data, products or services in the salmon recovery project development and prioritization process.

Organizational Entities
Governor's Salmon Recovery Office (GSRO)
Recreation and Conservation Office (RCO)
Salmon Recovery and Funding Board (SRFB) SRFB Review Panel
Regional Organizations
Lead Entity Coordinators
Lead Entity Citizens Committees and Technical Committees
Project Sponsors

### Technology Scope

The following technologies support the in-scope process and will be considered both in identifying improvements and in leveraging available process data. The previous Lean study conducted on RCO internal process and technologies will be considered to avoid redundancies in recommendations and implementations.

System Name	Description
Habitat Work Schedule (HWS)	Initial location for project creation; repository for conceptual projects; recovery plan tracking
PRISM	Grant management system for ongoing project tracking, metrics reporting, billing
Spreadsheets	Decentralized spreadsheets for additional project and site visit tracking
Regional Organization Systems	Additional information systems utilized by some Lead Entities to support the process (e.g., SalmonPort, Miradi)

### Policy Scope

The in-scope process is included in RCW 77.85 *Salmon Recovery Act*. The RCW language includes reference to habitat project lists, critical pathways methodology (habitat work schedule), creation and role of the Salmon Recovery Funding Board, lead entities, salmon recovery regions, salmon recovery funding, tracking of funds. Additional policy is published by the SRFB to implement the RCW in Manuals 18 and 19. Manual 18 provides policy on the process to grant funds for salmon recovery projects and Manual 19 provides policy regarding the process to grant funds for capacity and infrastructure needs of Lead Entities and regional salmon recovery organizations.

## 6 Project Approach:

The Lean study will be conducted through the following 5 project phases utilizing a human-centric Lean methodology.

### Project Planning (6 weeks)

During project planning, a project charter defining the objectives, scope, approach, deliverables, timeline, roles and governance process for the project will be developed. A steering committee will be formed to work with RCO and the consultants to guide the project. The charter will be developed by the consultants based on input from RCO and then reviewed by the Steering Committee. The Steering Committee will help build out the communication/engagement plan within the project charter for all stakeholders of the process with a focus on the Lead Entities and Regions. This communication/engagement plan will include how the Lead Entities will be involved in assessing the current state of the process and developing recommendations. The Steering Committee will also assist in identifying project success factors and risks that will be documented in the project charter.

### Current State Analysis phase (3 months)

In the current state analysis phase, the consultants will work with the organizational entities identified in the scope section of this project charter to assess and document the

current state of the project development and prioritization process. The Current State Analysis will include the following activities:

**Stakeholder Engagement:** The consultants will travel to the geographic regions and meet with groups of Lead Entity coordinators, Region representatives, and other Lead Entity and Region staff to assess the current state of the process using a workshop approach to document the process and identify opportunities for improvement and best practices. These workshops will result in documented process flows from the Lead Entity perspective on how they identify, prioritize and develop projects. The workshops will also identify “pain points” in the process, their root causes and potential solutions. In addition to workshops with the Lead Entities and Regions, the consultants will meet with project sponsors, SRFB members, SRFB review panel, and RCO grant managers to identify their process steps and perspective of the process. Stakeholders that are not participants of the process but are beneficiaries of the outcomes will also be interviewed. See the table in Stakeholder Engagement/Communications plan for how each stakeholder will be included in the study.

**Lead Entity and Region Surveys:** A survey will be sent to each Lead Entity and Region requesting information on job functions and time spent on each and other information that needs to be requested independently for each entity. Past grant round survey results will also be evaluated.

**Data Analysis:** The consultants will analyse data on the cost of salmon projects versus capacity costs and the impact output metrics versus the cost of the projects. They will also analyse all salmon recovery funding dollars obtained by Federal, State and local community, and other sources.

**Benchmarking Planning:** To prepare for the benchmarking to be completed during the Future State development, the consultants will work with the RCO Team to identify benchmarking partners and metrics to be used for comparison.

**Current State Summary:** The consultants will develop a summary of the current state of the process including the results of the stakeholder engagement and data analysis. Common themes regarding pain points and best practices will be identified from across the Lead Entities. High-level process maps will be documented to illustrating the most common paths of the current process including Lead Entity, SRFB and RCO steps.

**Review with Steering Committee:** The consultants will review the Current State summary with the Steering Committee. The Steering Committee will provide input regarding the pain points and corresponding counter measures to investigate in Future State development and the areas on which to focus the benchmarking.

### Future State Development (2 months)

In the future state development phase, the consultants will work with the stakeholders identified in the project charter to assess and document a future state flow and supporting recommendations that will increase the value delivered by the salmon recovery project development and prioritization process. The Future State phase will include the following activities:

**Benchmarking:** Benchmarking questions will be identified to examine the processes of the three selected benchmarking partners. On-site visits or phone interviews will be scheduled with each benchmarking partner depending on location. Once the interviews/visits are complete the consultants will document the results in a benchmarking summary.

**Countermeasure Investigation:** The consultants will work with the RCO team to investigate Countermeasures for the pain points identified in the Current State for feasibility and effectiveness.

**Future State Visioning:** The consultants will meet with a cross-functional team including representatives of SRFB Review Panel members, grant managers, Lead Entities, regional organizations, and project sponsors to develop a high-level future state process and a set of draft recommendations to close the gap between current and future state.

**Summary of Future State:** The consultants will document the high-level future state map and develop a supporting description and list of recommendations to close the gap between current and future state.

**Review with Steering Committee:** The consultants will review the Future State process and recommendations with the Steering Committee to obtain input regarding priorities and areas to consider in evaluating the recommendations.

### Recommendations Development and Evaluation (4 weeks)

The goal of this phase is to create recommendations to go forward into implementation planning. Recommendations will be refined to a point where a Rough Order of Magnitude costs can be estimated, and benefits identified. Recommendations will be evaluated and prioritized by the Steering Committee based on their projected benefits, costs and risks. The SRFB will meet to decide which recommendations will move forward into implementation planning.

### Implementation Planning (6 weeks)

This phase enables the creation of a plan for implementing the recommendations in order of priority and achieving some quick wins to build momentum for the change. A project schedule will be developed and project profiles that define the projects to the level necessary for estimating timeframe and resources required. A project charter for implementation planning will also be developed that will include governance structure and process to monitor the effectiveness of the implementation. Implementation may include working with the legislature to refine the statute and/or changes to SRFB policies for the process.

## 7 Deliverables

The following is a draft list of the deliverables to be produced by this project.

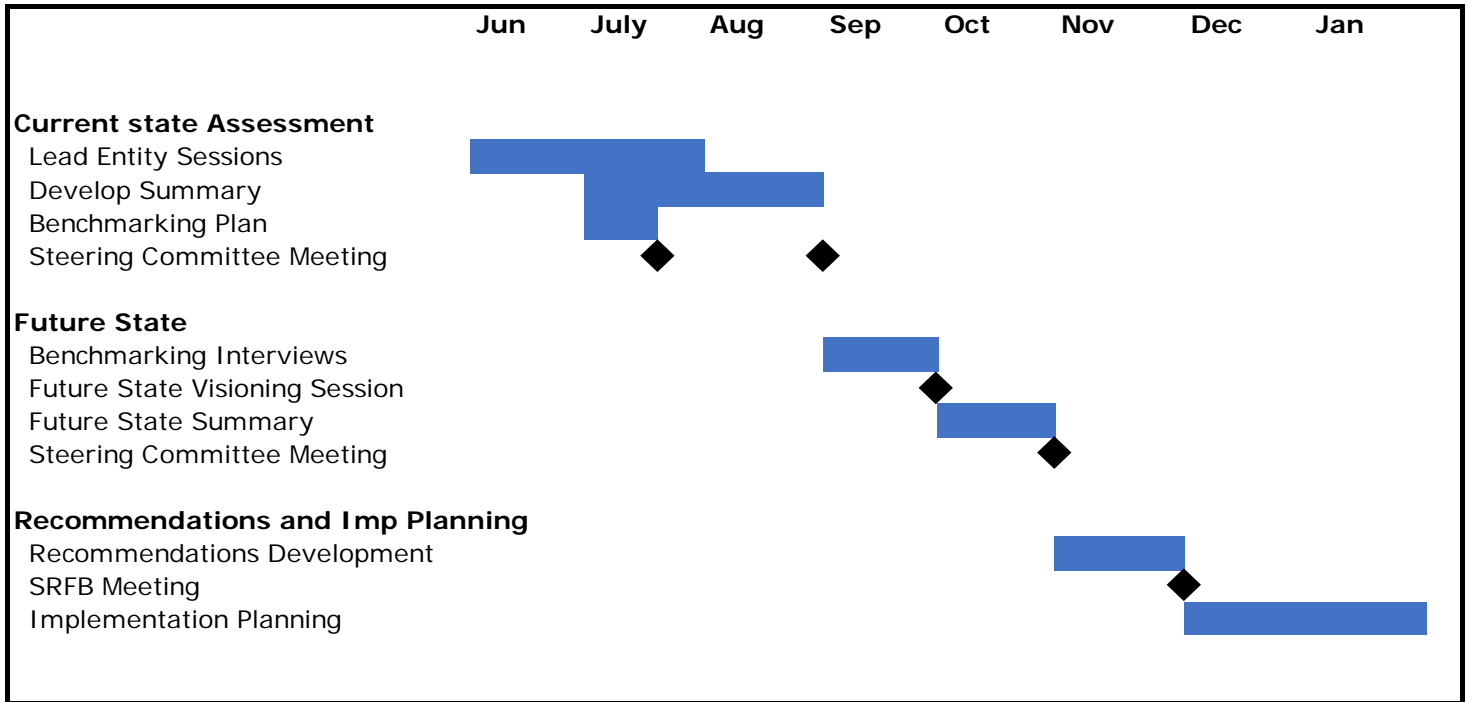
Project Phase	Deliverable	Description
Planning	Project charter	<p>Defines project objectives, approach, roles, governance process, timeline, project success factors, and risks</p> <p>Includes SIPOC LEAN project diagram identifying high-level stakeholders, inputs, outcomes, and customers of the process</p> <p>Includes communication strategy and identification of stakeholder groups and approaches for communication.</p>
Planning	Interview questions for Lead Entities and Regions	Specific, tailored questions about current state process to capture diversity of perspective across Lead Entities and Regions
Current State Analysis	Summary of Current State Analysis	To include high-level flow/value stream map, description of best practices, identification of opportunities, data analysis results and conclusions, identification of benchmarking partners, identification of metric indicators, funding analysis
Current State Analysis	Benchmarking Plan	Identification of benchmarking partners and by which metrics they will be compared against Washington salmon recovery.
Future State Development	Benchmarking Summary	Comparison with benchmarking partners with key metrics Identification of common themes and best practices
Future State Development	Summary of Future State	To include high-level process flow, recommendations to close gaps between Current and Future State processes
Recommendations Development and Evaluation	Summary of Recommendations	To include prioritized list of recommendations with rough order of magnitude costs and benefits
Implementation Planning	Project Schedule	A schedule for implementation of all the projects
Implementation Planning	Project Charter	A charter including governance structure and process and Organizational Change Management Plan
Implementation Planning	Project Profiles	A definition of each implementation project including objectives, approach, timeline, and resources required



## 8 Project Schedule

### 8.1 Estimated Project Schedule

There are 5 project phases: Project Planning, Current State Analysis, Future State Development, Recommendations Development and Evaluation, and Developing the Plan to span approximately 4/30/2018 – 1/31/2019.



## 9 Project Organization

### 9.1 Roles and Responsibilities

The table below lists each of the project roles and the responsibilities of each.

Role	Contact	Project Responsibilities
Lean Executive Lead/Sponsor	Kaleen Cottingham, Director	<ul style="list-style-type: none"> <li>• Primary point of contact with consultants</li> <li>• Identify stakeholders to participate in the Lean study</li> <li>• Touch base with consultant to review project status and issues</li> <li>• Identify and resolve Lean study issues</li> <li>• Communicate with stakeholders regarding importance of Lean study and their participation</li> <li>• Chairs steering committee meetings</li> </ul>
SRFB	David Troutt, Dupont, Chair New Board member, TBD Bob Bugert, Wenatchee Phil Rockefeller, Bainbridge Island Jeff Breckel, Longview Conservation Commission – Brian Cochrane Department of Ecology – Carol Smith Department of Fish and Wildlife – Erik Neatherlin Department of Natural Resources – Stephen Bernath Department of Transportation – Susan Kanzler	<ul style="list-style-type: none"> <li>• Participate in consultant interviews</li> <li>• Approve continuous improvement actions to move forward into implementation</li> </ul>
RCO Internal Lean Working Group	Kaleen Cottingham, Director Scott Robinson, Deputy Director Wendy Brown, Policy Director Sarah Gage, GSRO Program Manager for Lead Entities and Regional Organizations Tara Galuska, Salmon Section Manager Judy Wells, MC <sup>2</sup> Consulting Marina Giloi, MC <sup>2</sup> Consulting	<ul style="list-style-type: none"> <li>• Participate in planning interview process to guide Lean study planning, charter development</li> <li>• Decide which improvement recommendations to forward to SRFB and which can be completed internally</li> <li>• Decide whether to pursue legislation or changes to Manuals</li> </ul>

## Salmon Recovery Lean Study Project Charter

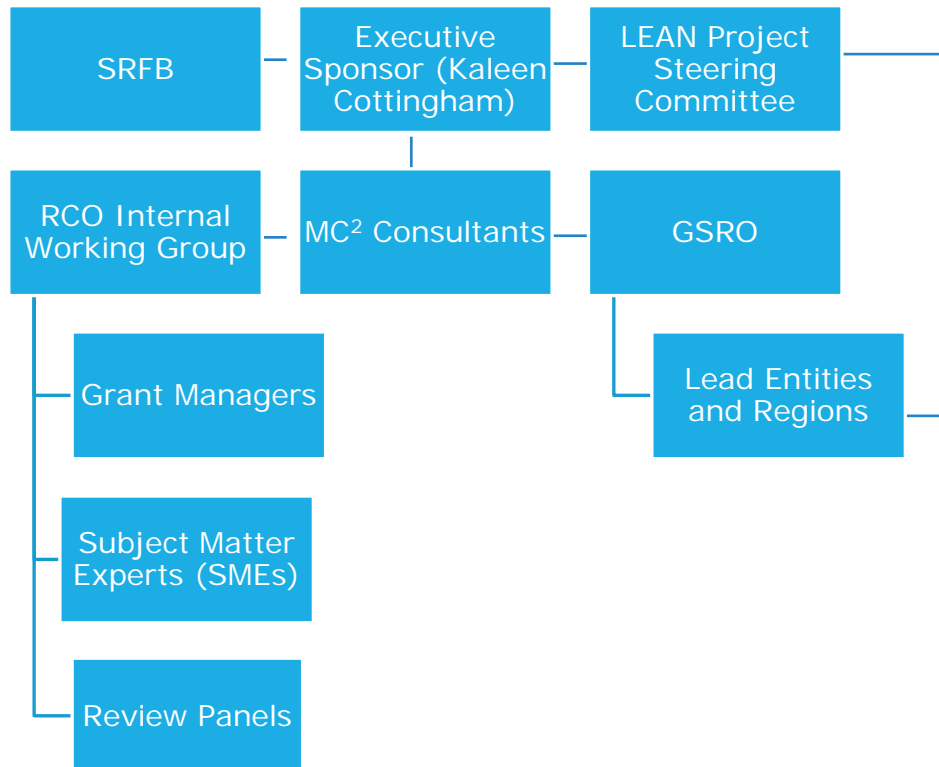
Role	Contact	Project Responsibilities
	Darrell Damron, DES LEAN Program Lead	
GSRO	Sarah Gage, GSRO Program Manager for Lead Entities and Regional Organizations	<ul style="list-style-type: none"> <li>Assist with consultant planning and scheduling of meetings with Lead Entities and Regions</li> <li>Provide data on capacity funding costs</li> </ul>
Lean Project Steering Committee	Kaleen Cottingham, RCO Sarah Gage, GSRO Tara Galuska, RCO Bob Bugert, SRFB Member Jeff Breckel, SRFB Member Scott Brewer, Region Rep: Hood Canal Alex Conley, Region Rep: Mid-Columbia Jacob Anderson, Lead Entity Rep: Klickitat County Lisa Spurrier, Lead Entity Rep: Pierce County Judy Wells, MC <sup>2</sup> Consulting Marina Giloi, MC <sup>2</sup> Consulting Darrell Damron, DES Lean Program Lead	<ul style="list-style-type: none"> <li>Own Lean study success within the organizations</li> <li>Champion the Lean study vision and objectives with their organizations</li> <li>Plan, monitor and ensure organizations' readiness for change</li> <li>Meet monthly to review Lean study status (phone conference)</li> <li>Meet at key milestones to review deliverables and provide input</li> <li>Ensure Lean study communications cascade through the organizations</li> </ul>
Lead Entities Coordinators and Staff	<i>See Lead Entity Directory</i>	<ul style="list-style-type: none"> <li>Participate in Lean study activities including current state workshops and surveys</li> <li>Cascade relevant communications to local Committees and Boards</li> </ul>
Regional Organizations		<ul style="list-style-type: none"> <li>Participate in Lean study activities including current state workshops and surveys</li> </ul>
Grant Managers	Amee Bahr Elizabeth Butler Kay Caromile Dave Caudill Marc Duboiski Josh Lambert Kat Moore Alice Rubin New grant manager Tara Galuska	<ul style="list-style-type: none"> <li>Participate in workshops with Regions and lead entities</li> <li>Participate in workshops to document their steps in the process and opportunities</li> <li>Participate in development of the future state process and recommendations</li> </ul>

## Salmon Recovery Lean Study Project Charter

Role	Contact	Project Responsibilities
SRFB Review Panel	Michelle Cramer Pat Powers Marnie Tyler Jeanette Smith Steve Toth Tom Slocum Paul Schlenger Jennifer O'Neal	<ul style="list-style-type: none"> <li>Participates in interview with consultants to provide input on process</li> <li>Participate in development of the future state process and recommendations</li> </ul>
Technology Subject Matter Experts	Scott Chapman, PRISM Database Manager Jennifer Johnson, GSRO Implementation Coordinator Chantell Krider, Data Specialist	<ul style="list-style-type: none"> <li>Supply data and assist with systems analysis</li> </ul>
Data and Metrics Team	Scott Chapman, PRISM Database Manager Jennifer Johnson, HWS Database Manager Chantell Krider, Data Specialist Sarah Gage, GSRO Tara Gulaska, RCO	<ul style="list-style-type: none"> <li>Assist with identifying data elements and availability, assist with identifying relevant metrics</li> </ul>
Communications Specialist	Eryn Couch, RCO	<ul style="list-style-type: none"> <li>Assist with communication plans</li> </ul>
Consultants	Judy Wells, MC <sup>2</sup> Consulting Marina Giloi, MC <sup>2</sup> Consulting	<ul style="list-style-type: none"> <li>Engage stakeholders through interviews, activities, and mapping exercises to develop current and future state maps and summaries and inform recommendations</li> <li>Document process flows for review by stakeholders to clarify and resolve issues</li> <li>Develop plan and recommendations for improvements including benchmarking, gap analysis, and countermeasure identification</li> </ul>
Project Sponsors	Conservation Districts Regional Fisheries Enhancement Groups Land Trusts; Counties; Cities; Tribes	<ul style="list-style-type: none"> <li>Group of representative sponsors will be identified to participate in interview with consultants to provide input on process</li> </ul>

### 9.2 Project Organization

The following organization chart represents, on a summary level, how organizations and groups are involved in the Lean study.



### 9.3 Governance Processes

The study will follow the following governance processes to ensure effective project management, quality of project deliverables, and a collaborative project approach:

*Change Management:* Changes to scope and approach of the Lean study that are identified as necessary will be documented by the Executive Sponsor along with the purpose and presented to the steering committee. Changes that impact the consultants scope of work will require an amendment to the DES Purchase Order.

*Deliverable Review:* Consultants will provide deliverable drafts in advance to the Project Steering Committee. The Steering Committee will review in advance and provide comments to the consultants. Consultants will make the changes and return deliverables to the Steering Committee for final review. Any final feedback will be provided to the consultants within 7 days.

*Issue Resolution:* Anyone on the project may identify an issue and communicate the issue to the Executive Sponsor. Issues will be documented and reviewed with the consultants and the steering committee if appropriate.

*Communication with Legislators, Governor's Office:* Executive Sponsor will be responsible for communication to legislators and the Governor's Office.

## 10 Success Factors

The project success will be supported by the following success factors that will be in place for the project.

- Executive Sponsor provides active, visible support.
- Steering Committee is actively engaged to provide input and assist with Organizational Change Management.
- Clearly defined decision-making and deliverable review processes.
- Steering Committee is perceived as guiding the project rather than decision makers.
- Communication is transparent and inclusive.
- Representation and acknowledgement of varying Lead Entity and Region perspectives and their origins.
- Metrics to drive analysis are agreed on and supported.
- Data for analysis is available and willingly shared.
- Recommendations are developed and evaluated based on quantitative data as much as possible.
- Resources must be secured for implementation.

## 11 Risk Analysis

The preliminary identification of risk is documented in the table below.

<b>Risk</b>	<b>Mitigation Plan/Description</b>
Study does not result in any identified changes.	<ul style="list-style-type: none"> <li>• Make a compelling case for change based on data</li> </ul>
Resistance to change.	<ul style="list-style-type: none"> <li>• Build trust, valuing the human aspect of the process,</li> <li>• Be clear and transparent with approach and expectations in each project phase</li> </ul>
Implemented changes do not have an impact on value of project development and prioritization.	<ul style="list-style-type: none"> <li>• Use data to target areas for improvement</li> <li>• Identify impacts of all projects as part of prioritization</li> </ul>
Lead Entity coordinators and Region representatives are not sufficiently involved in giving input, won't feel that their perspectives are well-understood.	<ul style="list-style-type: none"> <li>• Hold current state workshops including all Lead Entities and Region representatives, as available</li> <li>• Develop and implement communication plan</li> <li>• Include Lead Entity and Region representatives on Project Steering Committee</li> <li>• Incorporate nuanced, rather than one-size-fits-all, approaches</li> </ul>
Individual feedback is not collected.	<ul style="list-style-type: none"> <li>• Explore gathering individual feedback through surveys or phone interviews</li> </ul>
Legislators are not sufficiently engaged with the project.	<ul style="list-style-type: none"> <li>• Interview legislators</li> </ul>

Project risks that are related to the overall Lean project will be communicated to the project sponsor by the Consultants and the Lean Project Steering Committee.

## 12 Stakeholder Communication/Engagement Plan

Communication/Stakeholder Engagement Strategy: Communication and Stakeholder engagement will be extremely important for this project. In order to identify improvements that will work for all and can be supported by all it is important to have all stakeholders provide some input to this study. As there will be many concerns regarding how the study will be used and how it could impact the process participants, the intent and approach for the study needs to be communicated upfront and throughout the project. Communication needs to be frequent, clear, and direct and there needs to be opportunity for two-way, not just one-way, communication (dialogue and feedback). Standard content will be developed and distributed in a decentralized manner.

### Communication Stakeholders and Information Requirements:

Stakeholder Group	Contact Point for Communicating	Approach for Engagement and/or Communication
	<i>Who on the project is communicating with this group?</i>	<i>How does this group or organization prefer to communicate: in-person, email, phone, etc.?</i> <i>What might be the most efficient way to communicate to respect people's time but still ensure that communication reaches people in a timely, meaningful way?</i>
Project Steering Committee	Kaleen Cottingham/Consultants	<ul style="list-style-type: none"> <li>Steering Committee will meet monthly</li> <li>Materials to be reviewed will be sent in advance</li> <li>Meeting minutes will be distributed</li> <li>They will review all project update communications prior to sending out to other stakeholders</li> </ul>
GSRO	Sarah Gage	<ul style="list-style-type: none"> <li>Sarah will keep other GSRO staff informed of the project and will bring them in as Subject Matter Experts as appropriate</li> <li>Sarah will attend all Lead Entity/Region Workshops</li> </ul>
RCO	Kaleen Cottingham Tara Galuska	<ul style="list-style-type: none"> <li>Kaleen and Tara will keep all RCO staff informed</li> <li>The RCO Internal Working group will work with consultants to plan project and prepare for steering committee</li> <li>Grant managers will be involved in workshops for current state and future state</li> <li>RCO staff will receive project updates</li> </ul>
SRFB	Kaleen Cottingham	<ul style="list-style-type: none"> <li>Kaleen will keep SRFB informed</li> <li>SRFB will be interviewed during one of their meetings</li> <li>They will receive project updates</li> </ul>

### Salmon Recovery Lean Study Project Charter

Stakeholder Group	Contact Point for Communicating	Approach for Engagement and/or Communication
SRFB Review Panel	Tara Galuska	<ul style="list-style-type: none"> <li>Tara will keep the Review Panel informed</li> </ul>
Regional Organizations	Sarah Gage	<ul style="list-style-type: none"> <li>Sarah will send project updates, Steering Committee minutes and other information that Steering Committee decides should be distributed to Regional Directors</li> </ul>
Lead Entity Coordinators	Sarah Gage	<ul style="list-style-type: none"> <li>Sarah will send project updates, Steering Committee minutes and other information that steering committee decides should be distributed to Lead Entity Coordinators</li> </ul>
Lead Entity Citizen Advisory Committees and Technical Advisory Groups	Lead Entity Coordinators	<ul style="list-style-type: none"> <li>Lead Entity will forward project updates to sponsors</li> <li>A standardized survey will be created and distributed by Lead Entities to gather input from advisory groups</li> </ul>
Project Sponsors	Lead Entity Coordinators	<ul style="list-style-type: none"> <li>Past project sponsor surveys will be reviewed by the consultants</li> <li>A project sponsor workshop will be held with representatives of different types of sponsor</li> <li>Lead Entity will forward project updates to sponsors</li> <li>A standardized survey will be created and distributed by Lead Entities</li> </ul>
Legislators	Kaleen Cottingham	<ul style="list-style-type: none"> <li>Key Legislators will be interviewed by the consultants</li> <li>Receive project updates</li> </ul>
Office of Financial Management	Kaleen Cottingham	<ul style="list-style-type: none"> <li>OFM budget staff will be kept apprised of the lean study at key points</li> </ul>
NOAA	Tara Galuska	<ul style="list-style-type: none"> <li>Key NOAA staff will be interviewed by the consultants</li> <li>Receive project updates</li> </ul>
Public	N/A	<ul style="list-style-type: none"> <li><i>No public communication planned</i></li> </ul>
Local Governments	Lead Entities	<ul style="list-style-type: none"> <li>Lead Entities will communicate with local governments as appropriate</li> </ul>



### Salmon Recovery Lean Study Project Charter

Stakeholder Group	Contact Point for Communicating	Approach for Engagement and/or Communication
Tribes and Tribal Organizations, (Government to Government)	Kaleen Cottingham	<ul style="list-style-type: none"><li>• Kaleen will determine any specific communication that needs to happen outside of the Lead Entity coordinators communication on project updates and surveys</li></ul>

## 13 SIPOC Diagram

A SIPOC diagram provides a high-level outline of the *Suppliers, Inputs, Process, Outputs, and Customers* involved in a process. Acknowledging that the process itself will be analysed in detail, the diagram focuses on elements that the process is dependent on and components that depend on the process occurring. The diagram identifies examples of what is required to begin the process, who supplies them, what results from the process, and who receives those outputs. A SIPOC is typically limited to the specific scope of the process being studied and is not intended to be a comprehensive listing or end-to-end representation of salmon recovery efforts.



## 14 Appendix: Definitions

*Countermeasures*: improvements or solutions that can be put into place in order to mitigate process pain points.

*Outputs*: measure what is produced as a result of process activities.

*Outcomes*: measure the level of value or impact produced by the process on its customers or recipients.

*Pain Points*: elements or areas of the process that cause the process to not run as well as it could or should.

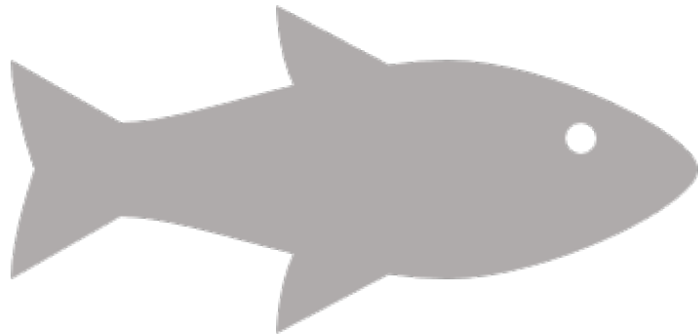
*Subject Matter Experts (SMEs)*: process participants that can speak to process, technology, organization, and stakeholder details that they encounter as part of their area or topic.

**Appendix 5: List of Held Meeting and Workshops**

Date	Event Description	Participants
March 26, 2018	First meeting with potential LEAN Consultant	Kaleen, Scott, Wendy, Tara, Sarah, Darrell Damron, Judy U
April 9, 2018	Second meeting with LEAN Consultant	Kaleen, Scott, Wendy, Tara, Sarah, Darrell Damron, Judy U
April 30, 2018	Interviews of RCO staff by LEAN Consultant	Salmon Section, GSRO, PRISM/HWS/Director
May 9, 2018	Consultant check in	Kaleen and Consultant
May 17, 2018	RCO internal meeting with LEAN Consultant	Kaleen, Tara, Sarah, Scott, Darrell, Judy, Marina
May 18, 2018	Consultant check in	Kaleen and Consultant
May 29, 2018	<b>First LEAN Steering Committee Meeting</b>	Steering Committee
June 20, 2018	Consultant meets	With Metrics/Data RCO Team
June 20, 2018	Consultant meets	With RCO Working Group
June 21, 2018	Lean Consultant and RCO Working Group	Meet with WSC (LEAD Entities)
June 25, 2018	Lean Consultant and RCO Working Group	Meet with Upper Columbia; Northeast
June 26, 2018	Lean Consultant and RCO Working Group	Meet with Coast; North Pacific Coast, Quinalt, Willapa Bay, Chehalis Basin
June 27, 2018	Lean Consultant and RCO Working Group	Present to Salmon Recovery Funding Board
June 28, 2018	Lean Consultant and RCO Working Group	Meet with Lower Columbia; Mid-Columbia; Snake; Klickitat
July 12, 2018	Lean Consultant and RCO Working Group	Meet with Puget Sound; half of Puget Sound lead entities
July 12, 2018	Lean Consultant and RCO Working Group	Meet with Puget Sound; half of Puget Sound lead entities
July 17, 2018	Consultant interview NOAA Staff	Paul Cereghino, Scott Rumsey, Rob Markle, Elizabeth Babcock, Jennifer Quan
July 17, 2018	Consultant interview SRFB Tech Review Panel	Review Panel members
July 20, 2018	Benchmarking	Oregon Watershed Enhancement Board (OWEB)
July 20, 2018	Benchmarking	Transportation Improvement Board (TIB)
July 24, 2018	Consultant meets	With RCO working Group (Kaleen, Sarah, Tara, Scott, Wendy)
July 24, 2018	Consultant meets	With LEAN Metric Team (RCO)
July 26, 2018	Benchmarking	Washington State Conservation Commission (WSCC)
July 27, 2018	<b>Second LEAN Steering Committee Meeting</b>	Steering Committee
July 27, 2018	Potential Benchmarking	Floodplains by Design program at Dept. of Ecology
August 8, 2018	Lean Consultant interview Sponsor Group	Lance Winecka; Laurence Reeves; Eli Asher; Rebecca Benjamin; Margaret Neuman; Evan Bauder; Jason Paulson; Micki Fleming; Cheri Kearney; Jason Griffith
August 15, 2018	meeting with self selected lead entities	TBD
September 6, 2018	<b>Third LEAN Steering Committee Meeting</b>	Steering Committee
September 7, 2018	Interview either OWEB or FPBD	
September 14, 2018	Interview either OWEB or FPBD	
September 12, 2018	Salmon Recovery Funding Board	TBD
October 2, 2018	<b>Fourth Lean Steering Committee Meeting</b>	Steering Committee
October 22, 2018	<b>Fifth Lean Steering Committee Meeting</b>	Steering Committee

# Salmon Recovery Lean Study Current State Summary

---



# 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.

# Current State Status

Activity :	Status
WSC Kick-off Meeting with Lead Entities	Complete
Process Workshops with Lead Entities, Regions, and Grant Managers	Complete
Other Stakeholder Interviews	Complete
Benchmarking Exploration Meetings: <ul style="list-style-type: none"> <li>• Transportation Improvement Board</li> <li>• Washington Conservation Commission</li> <li>• Oregon Watershed Enhancement Board</li> <li>• Flood Plains by Design</li> </ul>	Complete
Sponsor Workshop	Complete
Sponsor Workshop Documentation	Complete
Grant Manager Workshop	Complete
Additional Process Workshop with Lead Entities, Regions and Grant Managers on Root Causes of High Priority Issues	Complete
Communication Updates	Complete
Lead Entity Survey	Complete
Committee Survey	Complete
Metrics Analysis	Complete
Benchmarking Plan	Complete
Current State Summary	Complete



# 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

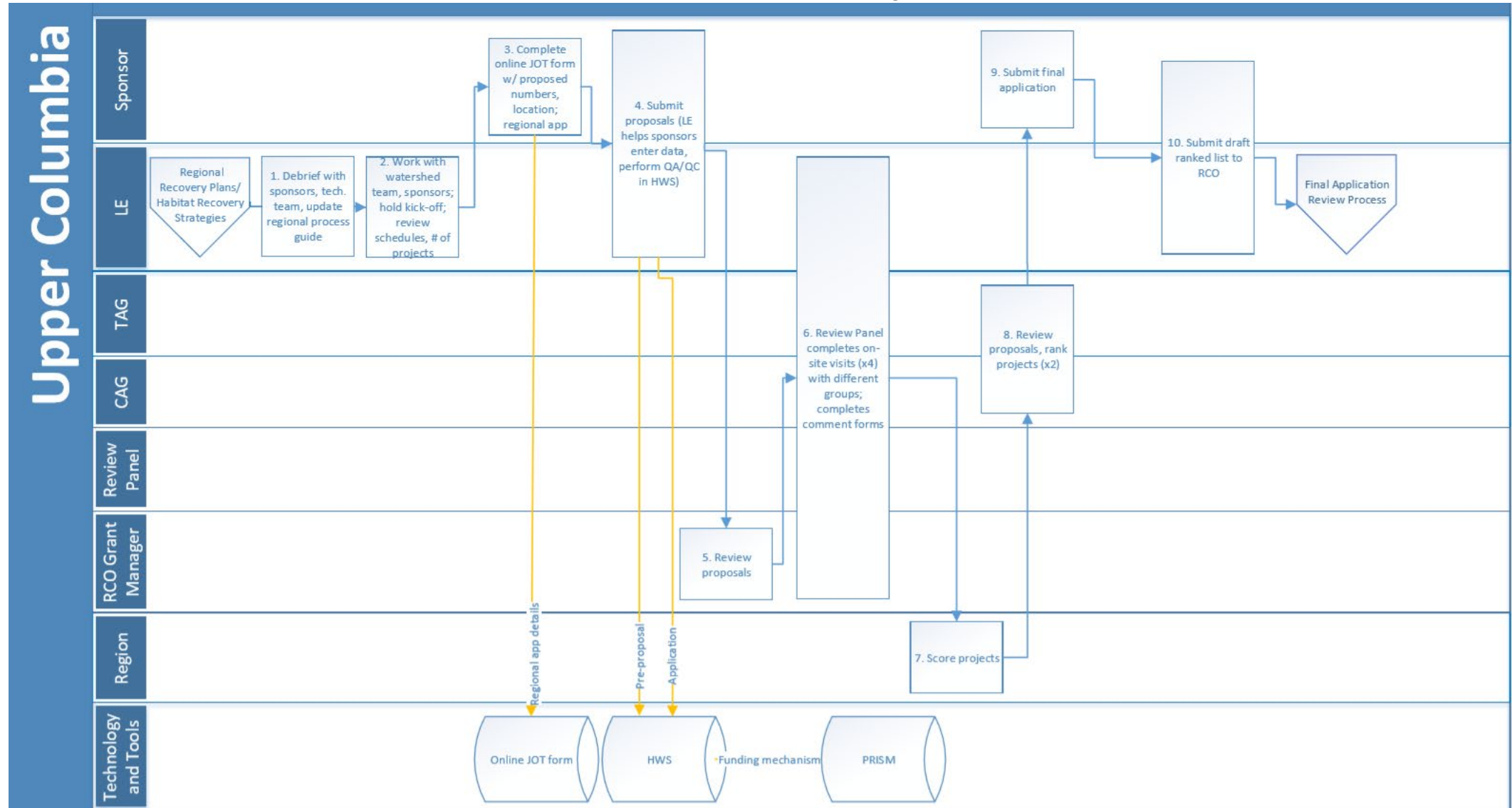
# Process Workshop Highlights

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:

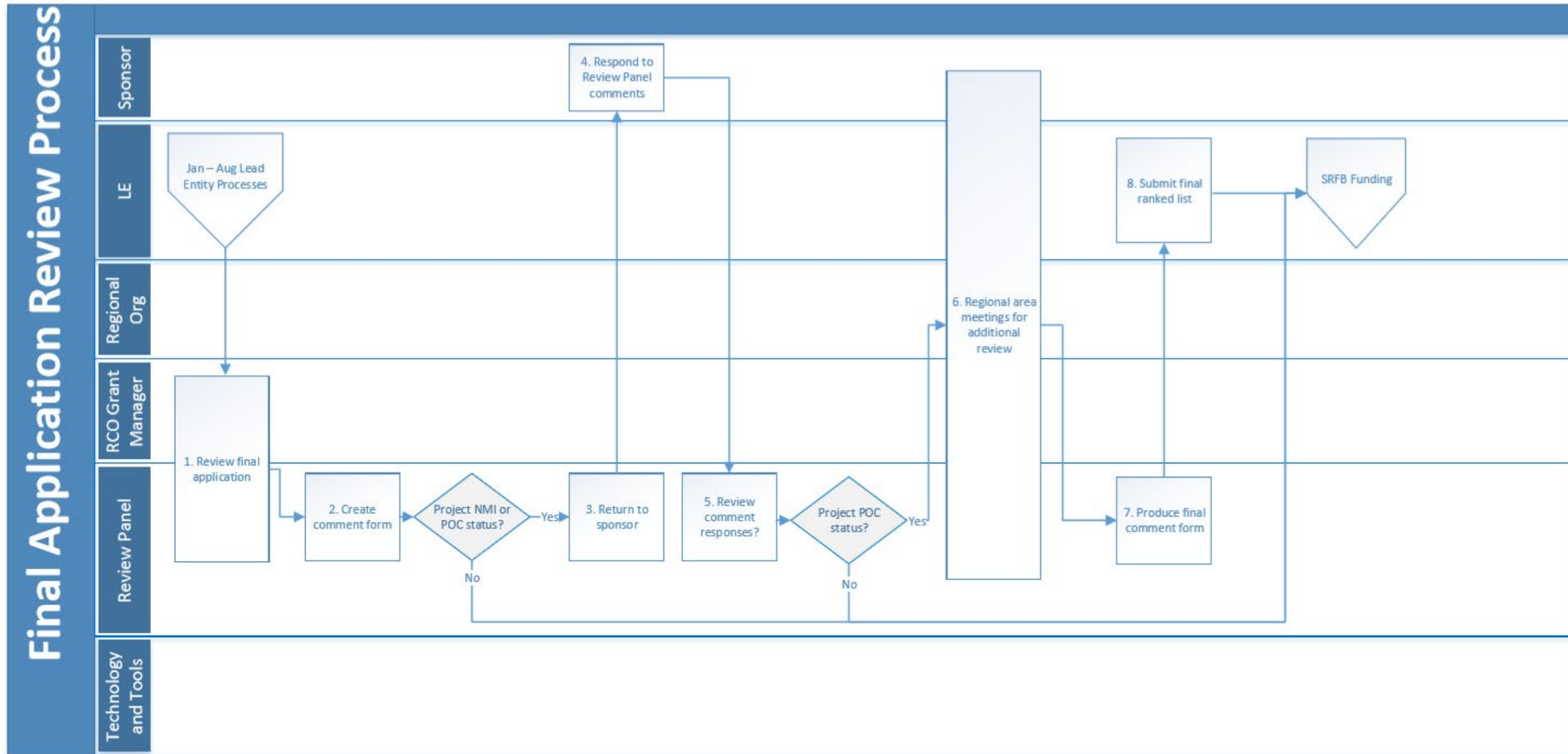
- “What’s Working Well”
- Is the Process Selecting the Highest Priority Projects?
- “What’s Not Working Well” (expanded by survey results)
- Best Practices
- Use of Project List by Other Funders
- Big Picture Ideas/Statements/Issues

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



# Final Application Review Process (Common Across All Lead Entities)



# 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

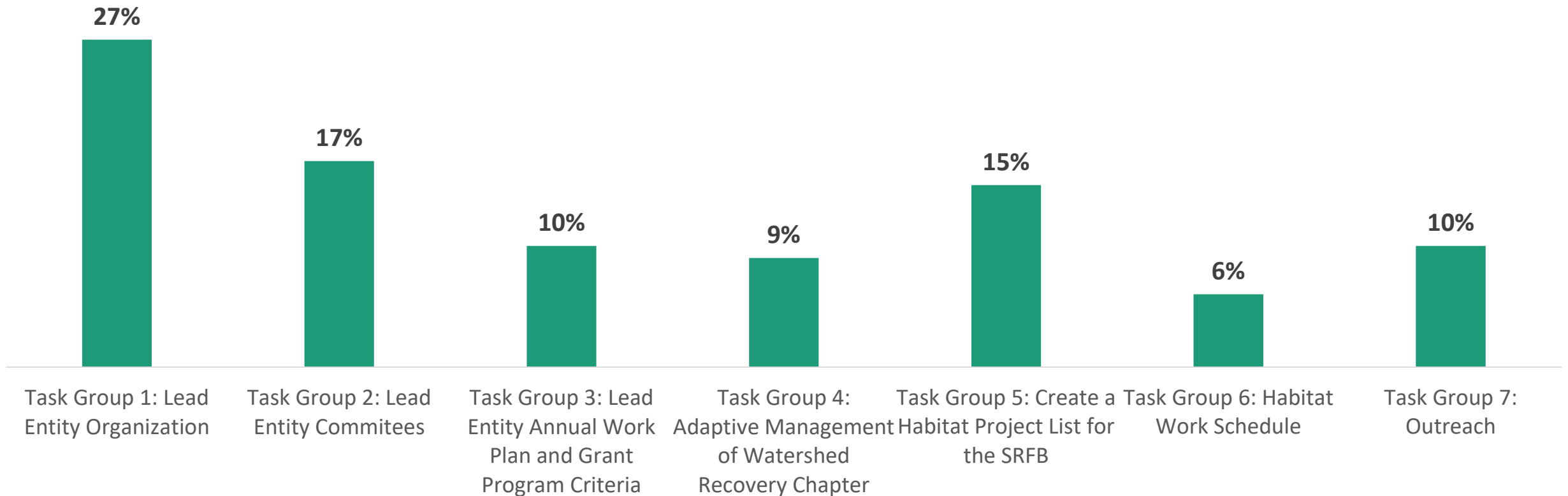


# Lead Entity Surveys

- 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.

# 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.

# 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 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 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.

# Sponsor-Identified Highest Priority Issues

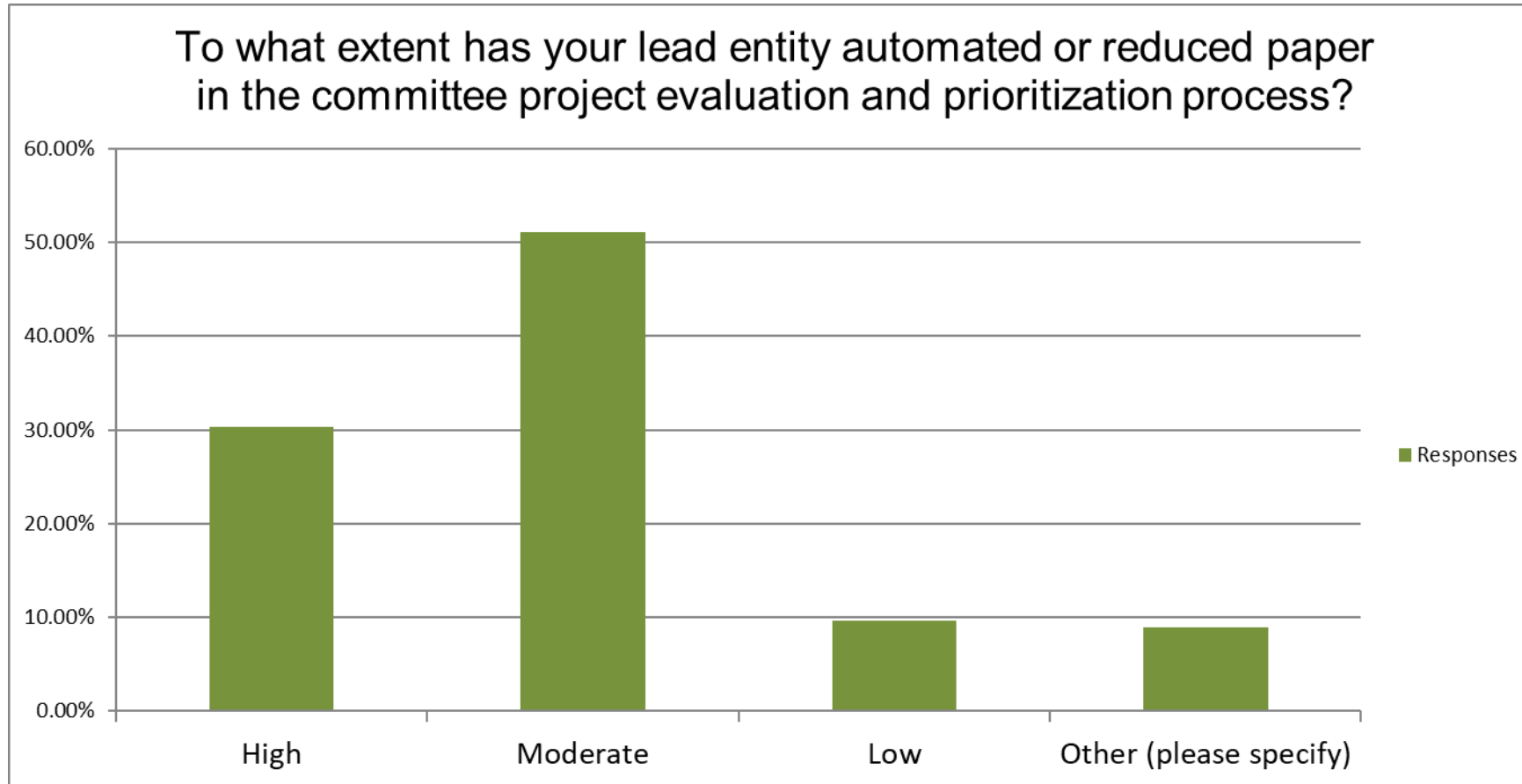
- Too many iterations of the application
- Timing of application cycle conflicts with field season
- Lack of standardization across lead entities
- State Review Panel and local technical committee opinions conflict
- Objectivity and transparency of decisions at local level
- Ineffectiveness of citizen committees

# 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.

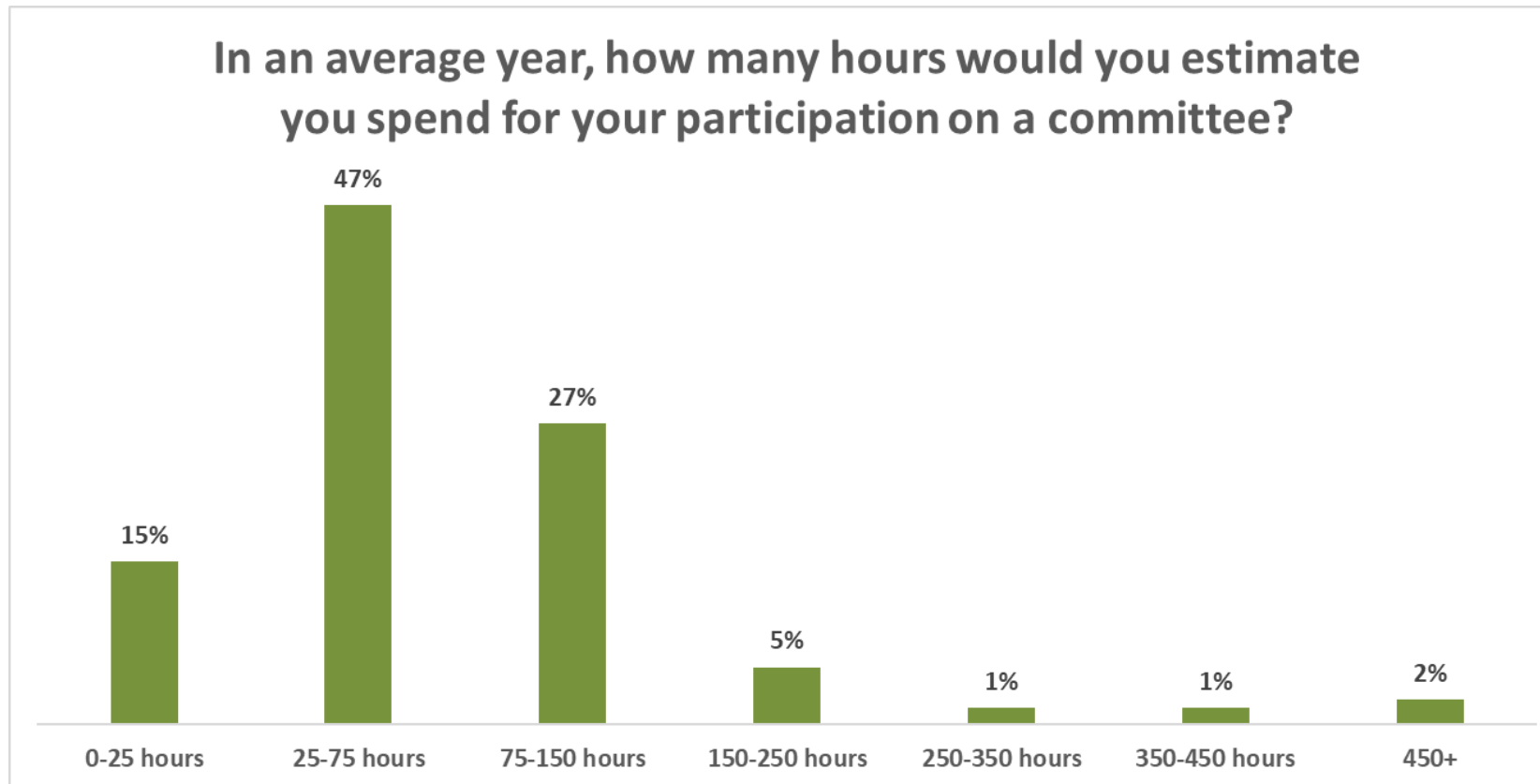
The committee survey was sent out by lead entities so we don't know how many received the survey. There were 161 responses.

## Question #2: To what extent has your lead entity automated or reduced 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



# 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 with video conferencing to reduce travel time

# Other Stakeholder Feedback

Other Stakeholder Feedback included interviews with SRFB, SRFB Technical Review Panel, NOAA representatives and one Legislator.



# 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 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

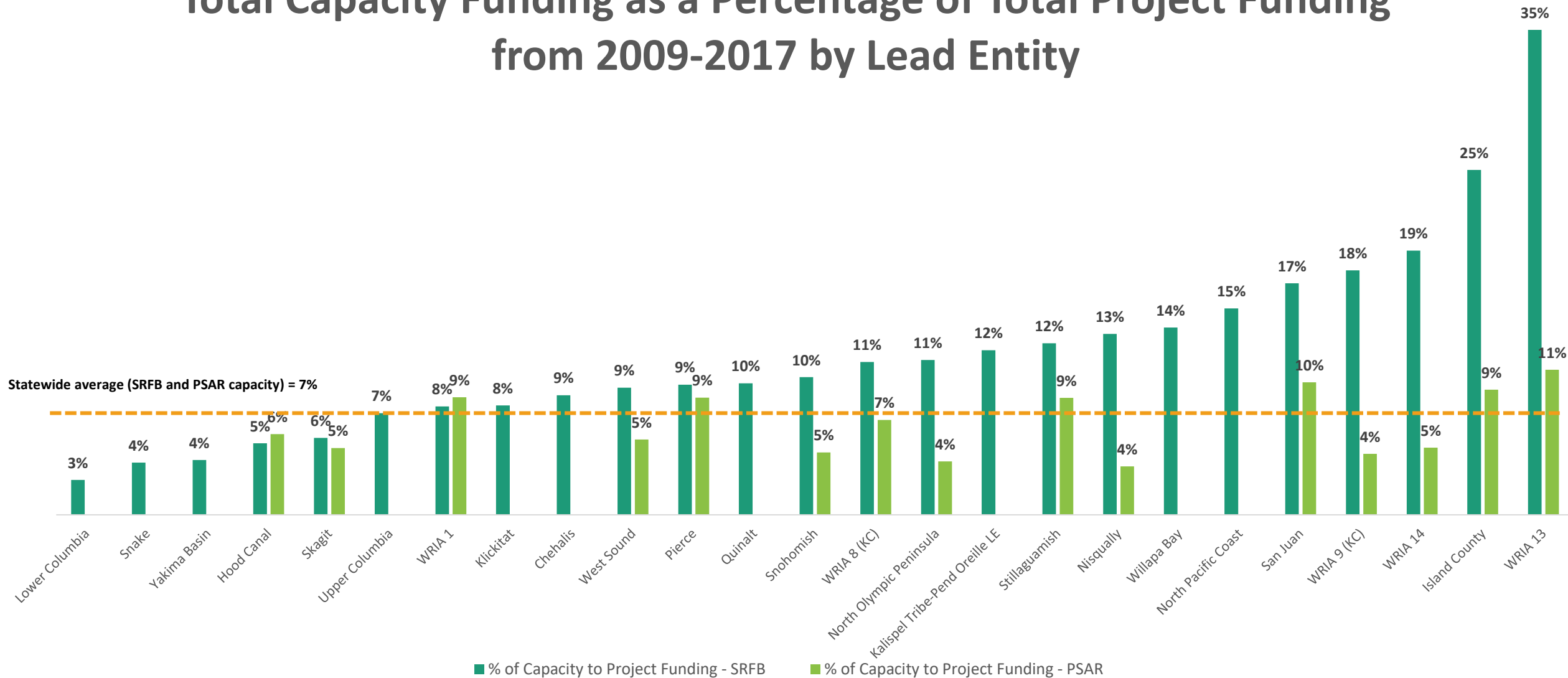
Metric 3): The ability to leverage additional funding for capacity (both in-kind and monetary) contributed by local communities and other sources and the ability to leverage additional matching resources for projects.

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



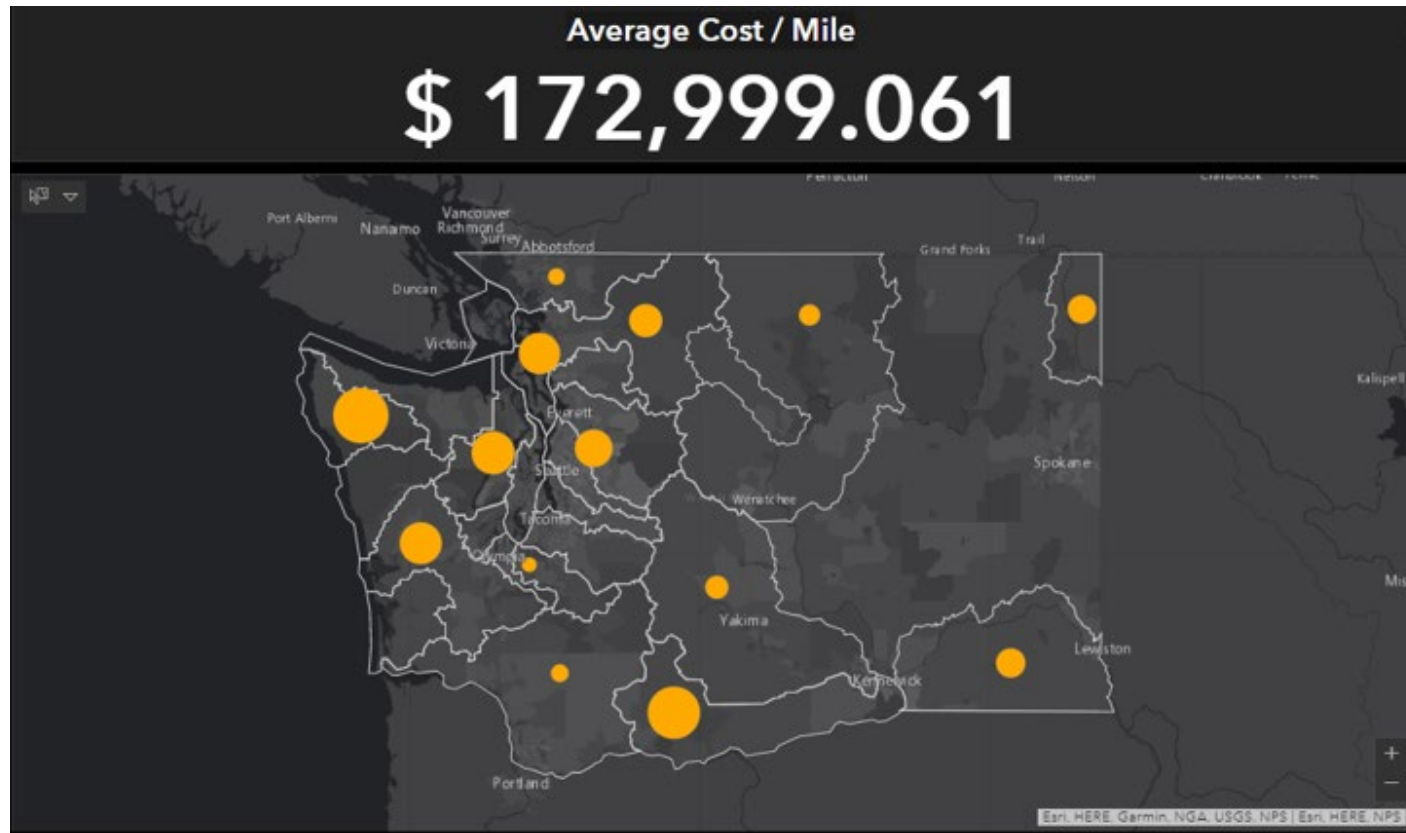
*Note that this metric is the inverse of the metric originally developed in the charter for better clarity of data and visualization purposes.*

# 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



# 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”

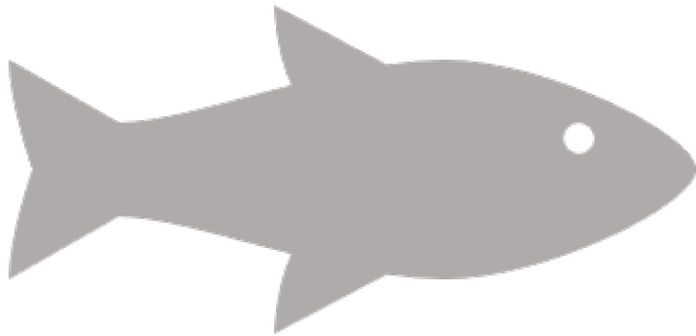
- Establish ongoing process performance metrics to evaluate the efficiency and effectiveness of the process
- Create dashboard to track metrics over time and provide access to all participants
- Monitor the impacts of process improvements on the efficiency and effectiveness of the process

# Future State Next Steps

Activity	Date
Benchmarking Questionnaires Sent out	Complete
Steering Committee Meeting	9/6
SRFB Meeting Presentation	9/12
Benchmarking Questionnaires Complete	9/14
Benchmarking Visits (OWEB and Flood Plains by Design)	9/19
Future State Mapping Offsite with Steering Committee	10/2
Steering Committee – Review of Recommendations	10/22
WSC Meeting Presentation	10/29 or 10/30
Recommendations to SRFB	11/15
SRFB Meeting	Dec

# Draft Salmon Recovery Lean Study Future State Summary

---



# Future State Summary Table of Contents

• Introduction	3
• Future State approach	
• Future State vision	
• Process Redesign	9
• Compare Future State and Current State process maps	
• Review key changes and benefits of Future State process	
• Summary of Recommendations	19

# Introduction



# Lean Study Project Goal Statement

This project aims to identify and plan for impactful changes to the SRFB salmon recovery project development and prioritization process. The goal is to create the most efficient and effective process possible. These changes will increase the value of the process by cost-effectively selecting the best projects to support the State-wide strategy and federally approved regional Salmon Recovery Plans, while maintaining consideration for the many stakeholders, process partners, and communities involved.

# Project Phase: Future State and Recommendations Development

## Objectives:

- Develop process improvement recommendations for reduced waste, reduced redundancies, greater efficiencies, and more effective development and evaluation of projects.
- Develop recommendations for organizational and system enhancements that will support a more effective and efficient process.
- Refine and prioritize a set of recommendations that will enable the project development and prioritization process to provide the highest value possible (results achieved through dollars spent) to salmon recovery in the State of Washington.

# Future State Approach

- The Future State Salmon Recovery Project Prioritization and Development Process was created to address the issues identified in the Current State Summary produced in the Lean Study.
- The Current State Summary identified that the “Washington Way” decentralized model for salmon recovery funding is working effectively and adds significant value to communities; however, there were opportunities identified for improving the overall effectiveness and efficiency within this model.
- The Lean Study Steering Committee utilized the information from the Current State Summary and benchmarking results with other grant programs to create the Future State Process and supporting recommendations, which RCO then reviewed with the Washington Salmon Coalition (WSC).

# Future State Timeline

Activity	Date
Conduct benchmarking with two additional grant programs to compare processes and identify best practices.	September
Meet with Review Panel and Grant Managers to identify options for implementing key opportunities agreed on in Current State analysis.	September
Conduct an all-day off-site with steering committee members to map future state process and outline recommendations.	October 1
Draft recommendations and review with steering committee.	October 22
Review summary of future state process and recommendations at WSC meeting.	October 29
Refine recommendations and send to SRFB for approval.	November 15
Present future state summary and recommendations to SRFB.	December 6

# Future State Summary Contents

- Provide an overview of the future state project development and prioritization process (grant round). Redesigning the process is the primary recommendation of this project.
- Provide a summary of the supporting recommendations around organization, systems, and policies that were developed to address the following key opportunity areas from the current state:
  - Lacking standardization of lead entity processes and role clarification
  - Process does not support funding of larger, more complex projects
  - System causes inefficiency in the process
  - Process metrics are not available to drive improvement

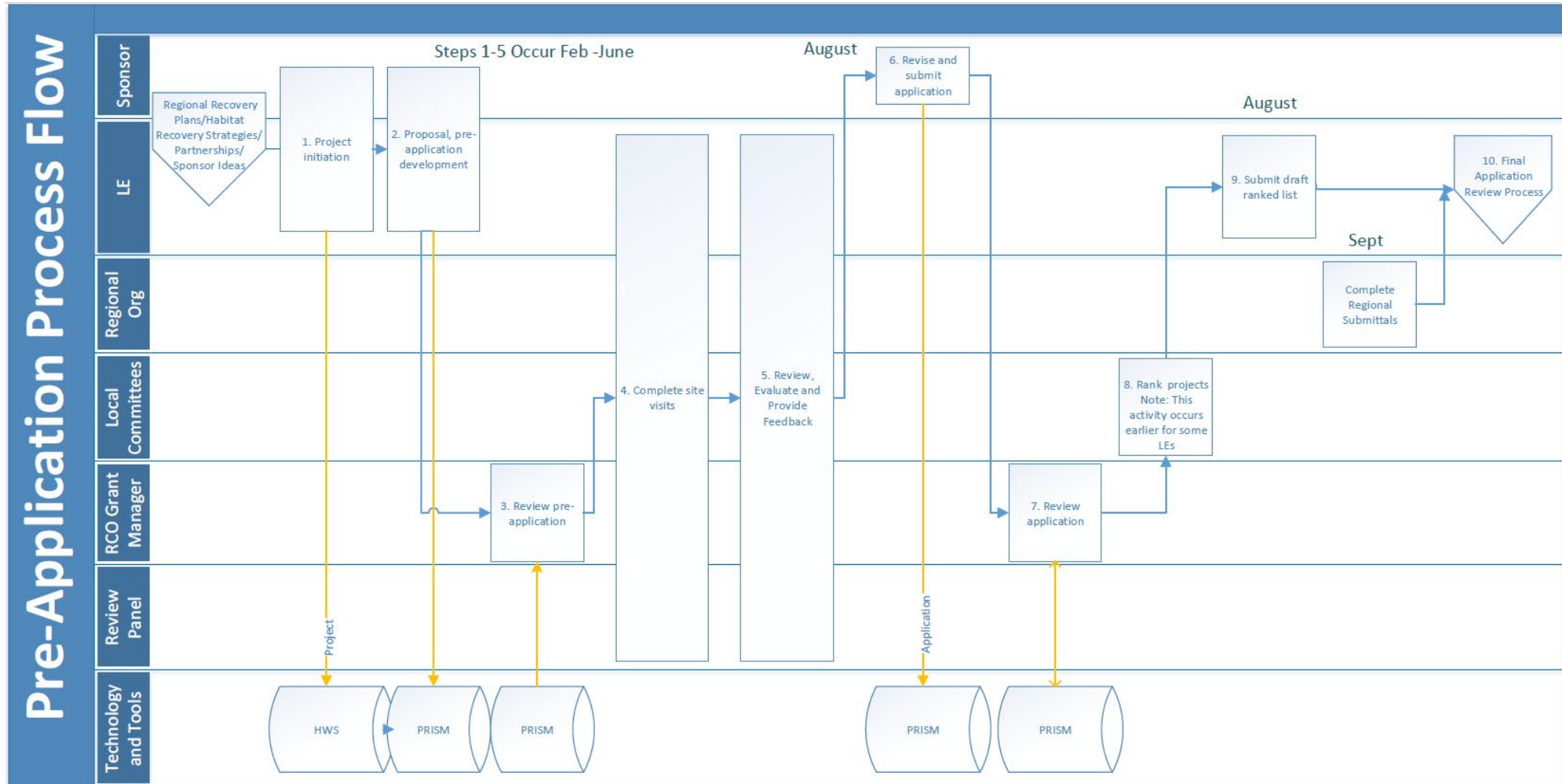
# Future State Vision

- The highest priority salmon recovery projects are being funded, resulting in significant benefits for salmon habitat
- More money is hitting the ground sooner with greater impact
- Public funds are used effectively and efficiently
- Recognized within State and nationally as a highly effective and efficient model for allocating funding to the highest priority projects
- The improved process increases confidence of external constituents, resulting in more funding for salmon recovery

# Grant Round Process Redesign

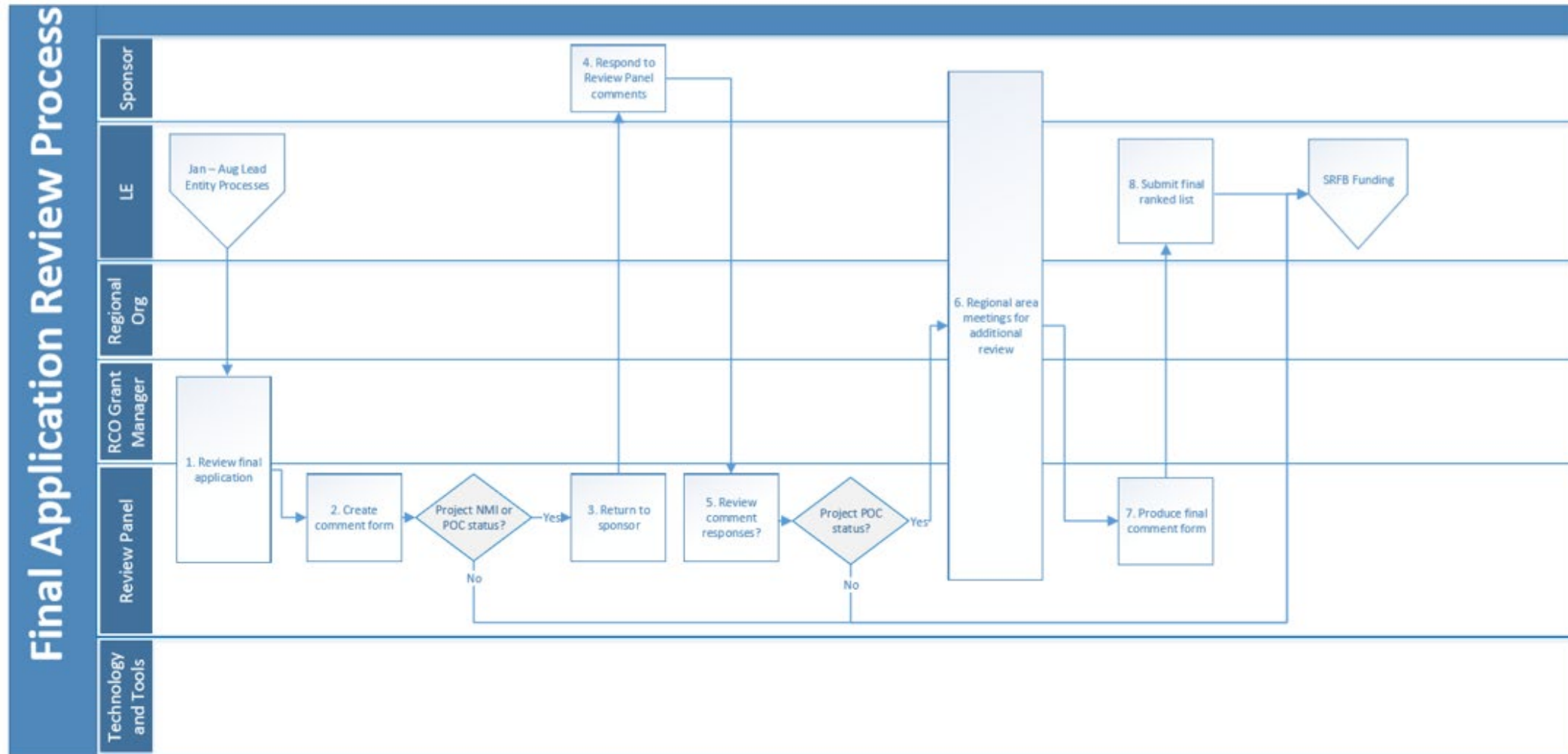
Current to Future

# Current State Grant Round - Prior to Final Application





# Current State Grant Round – Post Final Application



# Challenges in Current State Grant Round

The following were identified as high-priority challenges in the current state analysis phase of the Lean study:

- Too many application iterations and review cycles
- Process is cumbersome and takes too much time for sponsors
- Issues are identified too late in the process
- Lead entities and sponsors need earlier feedback from the State Review Panel
- Timeline for applications needs to be revisited to avoid field season
- Lack of consistency across lead entities
- Process takes too long

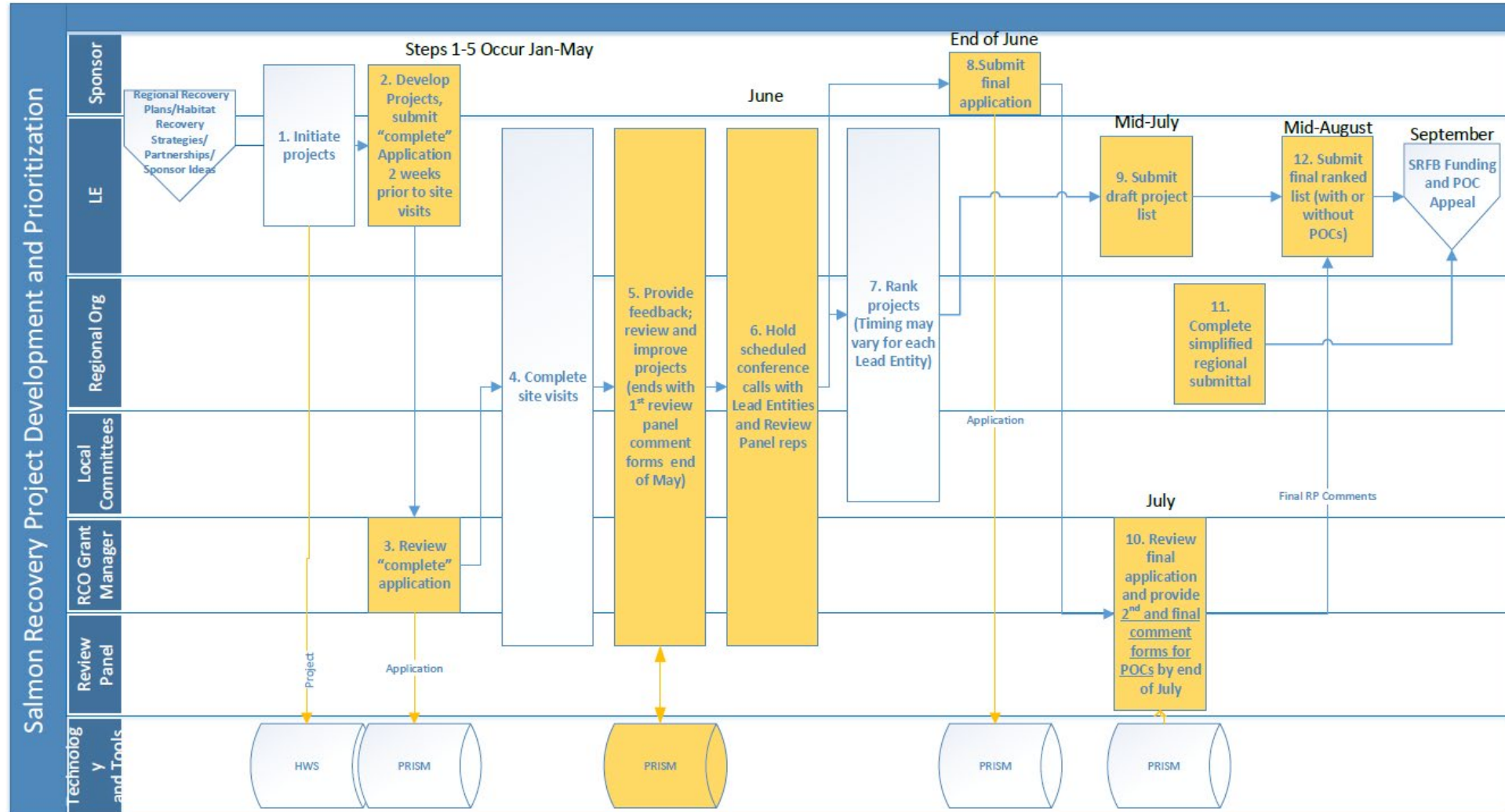
# Other Criteria for the Future State Grant Round Process

- Maintain State and local technical review
- Achieve better alignment in timing of State and local technical review
- Allow enough time for sponsors to respond to comments
- Maintain community buy-in
- Do not increase cost of the process
- No conflict with Statute or SRFB goals

# Primary Changes from Current to Future

- Reduced iterations and review cycles from three to two:
  - One complete application due 2 weeks before site visits, and final application due after first Review Panel comments
  - Second Review Panel comments provided on projects of concern (POC) after final application
- Earlier feedback from full Review Panel:
  - Review Panel meets mid-May and provides comments by end of May
  - Scheduled conference calls for lead entities with Review Panel representatives after comments have been distributed and before final application
- SRFB funding meeting shifted forward from December to September

# Future State Grant Round (Project Initiation to SRFB Funding)



# Key Process Changes - Prior to Final Application

Change	Benefit
End of October: Complete Site Visit schedule	Allows for better planning and preparation for site visits; potentially reduces travel costs
Complete applications due two weeks before site visits	Addresses sponsor concerns of having one application; complete information is available for review earlier
Site visits mid-February to mid-May; encourage use of drones or other technology as alternatives to site visits	Completing site visits earlier allows for earlier full Review Panel meeting; technology saves time and travel costs
Review Panel members who attend site visits recommend projects for review from the full panel	Saves Review Panel time
Mid-May: Full Review Panel meeting to discuss projects identified in site visits	Earlier feedback from full Review Panel
End of May: first full Review Panel comments are distributed for all projects – with Status of: Cleared, Project of Concern (POC), or Project of Concern/Need More Information (POC/NMI)	Earlier feedback from full Review Panel
June: Optional phone call between Lead Entity and Review Panel representatives to answer questions and clarify concerns	Addresses Lead Entity need for interaction with Review Panel in between site visits and final application deadline
End of June: Final applications due with revisions for POCs	Addresses sponsor concerns of too many application iterations; reduces time spent on applications

# Key Process Changes - Post Final Application

Change	Benefit
Review Panel and Grant Managers review final applications concurrently	Reduces the time it takes for feedback to be received
Mid-July: Full Review Panel meets to discuss potential POCs	Less meeting time for Review Panel
Mid-July: Draft project lists submitted by lead entities	Allows RCO to verify allocations; does not require a ranking submittal before Lead Entities are prepared to provide one
End-of-July: Final Review Panel comments on POCs provided	Reduces review cycles
August 15: Final Lead Entity ranked list due	Only one ranked list submittal is required
Simplified Regional Submittal, removing questions 4-5, which will be included in Lead Entity progress reports	Saves time for Regions
Projects that remain a POC after second review have the option to be forwarded to the SRFB by the Lead Entity	Reduces review cycles

# Summary of Benefits

- Timeline shifted earlier to reduce conflict with field season
- Only one complete application required from project sponsors, with an opportunity to make revisions at final application submittal (the final application is a formality and does not require additional information; revisions are optional)
- Review Panel time shifted to earlier in the process; emphasis on interaction with lead entities to create better projects
- Earlier feedback from full Review Panel (conference calls with Review Panel member prior to site visit)
- Finishing process earlier (Sept vs. Dec) will:
  - Allow time for new project outreach at the end of the year
  - Result in money on the ground sooner for projects



# Recommendations

# Recommendation 1.1:

## Redesign Grant Round Process

<b>Purpose</b>	Simplify the process to make it easier and less time-consuming for project sponsors and other participants; identify issues earlier in the process; reduce the overall amount of time that the process takes from start to end.
<b>Overview</b>	Shift process to earlier in the year; redesign process to reduce iterations of the application; provide Review Panel interaction earlier in the process.
<b>Approach</b>	RCO Grant Section leads development of new process in 2019 to roll out for the 2020 grant round. Reviews with WSC and SRFB. Incorporate into manual 18. Present to board in December 2019.
<b>Risks</b>	Site visits need to be completed in Mid-May and some sites are difficult to get to before end of May; delayed formal Review Panel feedback for projects with earlier site visits; more POCs may be brought to the SRFB.

# Recommendation 1.2:

## Formalize Biennial Grant Round Option

<b>Purpose</b>	When a Lead Entity has a full project list submitted with enough projects for two years, it can be beneficial to skip the grant round the second year. This can allow for more time to spend on outreach for new projects and revising watershed strategies. Some Lead Entities have already done this, and the intent of this recommendation is to formalize the process.
<b>Overview</b>	Formalize option for skipping second -year grant round within biennium through Manual 18. Lead entities would resubmit unfunded or alternate project list in second year.
<b>Approach</b>	RCO Grant Section creates language for Manual 18 to include in next release. RCO and WSC to evaluate benefits of this practice and determine if it should be standardized for all Lead Entities eventually, making recommendations in 2020.
<b>Risks</b>	Lack of consistency across Lead Entities for sponsors; projects rated high in first year may not be the highest priority in second year; presents difficulties in funding acquisition projects.

# Recommendation 2.1:

## Update WAC

<b>Purpose</b>	Address sponsor concerns regarding the need for role clarification and improved consistency of the process across Lead Entities. This recommendation will work in tandem with Recommendation 2.2: Manual 19 Update.
<b>Overview</b>	Update the rules (WAC) to add definitions, role clarifications, and expectations for Lead Entities, Lead Entity Coordinators, Regions, Fiscal Agents, Citizen Committees, local Technical Committees, Regional Organizations, and GSRO's role in interfacing with them.
<b>Approach</b>	RCO Policy group drafts WAC update, reviews with Regions and Lead Entities and then presents to SRFB for approval with public comment period pursuant to Administrative Procedures Act.
<b>Risks</b>	Lead Entities may feel constrained.

# Recommendation 2.2:

## Update Manual 19

<b>Purpose</b>	Address sponsor concerns regarding the need for role clarification, lack of consistency of the process across Lead Entities, project decisions being made subjectively based on loudest voice and politics, and lack of transparency of Lead Entity evaluation processes. This recommendation will work in tandem with Recommendation 2.1: WAC Update.
<b>Overview</b>	<p>Add the following to Manual 19:</p> <ul style="list-style-type: none"><li>• Role definitions for all participants in project development and prioritization</li><li>• Recommendations on who should be involved in project ranking and minimum level of engagement in the process required</li><li>• Qualifications for Lead Entities and recommendation to communicate with RCO on staff transitions and expectations</li><li>• Process for Lead Entities to publish their evaluation processes and criteria on a website to increase transparency, which will be required in Lead Entity Scopes of Work</li></ul>
<b>Approach</b>	GSRO drafts changes to Manual 19, crosswalks with Manual 18 and WAC. Lead Entities and Regions review, release along with next Manual 18 release in Jan 2019. Update Manual 19, if necessary, after WAC updates are completed.
<b>Risks</b>	Lead Entities may feel constrained.

# Recommendation 2.3:

## Document Evaluation Process and Identify Best Practices

<b>Purpose</b>	Address sponsor concerns regarding the lack of consistency of the process across Lead Entities, project decisions being made subjectively based on loudest voice or politics, and lack of transparency of Lead Entity evaluation processes. This recommendation will work in tandem with Recommendation 2.2: Manual 19 Update.
<b>Overview</b>	Lead Entities document their evaluation processes and criteria based on Scope of Work requirements and Manual 19. WSC compares processes, identifying best practices and providing recommendations to RCO on practices that should be standardized. Examples of practices that might make sense to standardize are having a minimum threshold of a project rating to be included on a ranked list or evaluation of “fit to strategy” early in the grant round.
<b>Approach</b>	Lead Entities document their evaluation processes and criteria first half of 2019, WSC reviews and compares the processes in 3 <sup>rd</sup> quarter 2019 and identifies best practices. By October 2019, WSC recommends to RCO which practices should be standardized. RCO incorporates any changes in Manual 18 and 19 for 2020 grant round.
<b>Risks</b>	May be difficult for Lead Entities to identify best practices and which processes to standardize; time-consuming process for Lead Entity Coordinators and WSC.

# Recommendation 2.4:

## Facilitation Training

<b>Purpose</b>	Address sponsor concerns regarding ineffective committee meetings and lack of facilitation skills across Lead Entities.
<b>Overview</b>	Encourage facilitation training for Lead Entities and provide options such as the State basic 3-day facilitation training. Facilitation skills will also be included as a qualification for Lead Entity Coordinators, and facilitation training will be recommended in the Manual 19 Update (Recommendation 2.2).
<b>Approach</b>	Identify options and communicate to Lead Entity Coordinators. Add training recommendation to Manual 19.
<b>Risks</b>	Skills improvement can be difficult to measure; Lead Entity organizations have different levels of emphasis on professional development.

# Recommendation 3.1:

## Develop Targeted Investment Program

<b>Purpose</b>	Support funding larger, more complex projects to accelerate salmon recovery. The issue is that large and complex programs, which could have significant impact on salmon recovery, are not getting funded . This was identified during the current state analysis.
<b>Overview</b>	Set aside funding above grant-round status quo level for larger, more complex projects that would be selected by the Board; statewide competition. Lead entities would submit proposed projects with concurrence of their Regions.
<b>Approach</b>	Develop policy and program in 2019. Roll out for implementation in the 2020 grant round. Policy group leads design of program and criteria for ranking projects. Review with WSC, Regions and SRFB. SRFB finalizes program and criteria in December 2019.
<b>Risks</b>	Changes how funding has historically been allocated; if funding is not above status quo, the larger, complex projects may still not be funded.



# Recommendation 3.2:

## Evaluate Whether Regional Priorities are Being Achieved

<b>Purpose</b>	During the Lean Study, the question was raised in the Lead Entity workshops and other stakeholder interviews as to whether prioritization is occurring at the right level – i.e., should prioritization occur at the Regional level versus at a Lead Entity level? The purpose of this recommendation is to examine this question in more detail and determine whether the current approach is working to achieve regional priorities.
<b>Overview</b>	Evaluate at a regional level if funding is going to the highest priority projects and identify reasons if it is not.
<b>Approach</b>	Formally ask all Regions to review whether funding in their Region is going to the highest priority projects and provide reasons if it is not.
<b>Risks</b>	Regions may not conduct reviews consistently, and outcomes may not be beneficial.

# Recommendation 3.3:

## Improve Efficiency with Capacity Funding

<b>Purpose</b>	The Lean Study time survey had inconsistent and inconclusive results, partially because it is difficult for Lead Entities to look back over a year to determine how their time was spent. To better determine where efficiencies could be gained, it would be beneficial to have a more accurate picture of how time is spent. The data could be then used to identify potential administrative functions within Lead Entities for consolidation.
<b>Overview</b>	Track how Lead Entities are spending their time to assist with the identification of functions to consolidate, revisiting billing codes and options for time reporting. Identify Lead Entity administrative functions for potential consolidation.
<b>Approach</b>	GSRO redefines billing codes with review by Lead Entities and identifies options to improve time reporting prior to FY 2020. Time to be tracked in FY 2020. Lead Entities identify two administrative functions to consolidate by the end of 2020.
<b>Risks</b>	It may be difficult to agree which functions should be consolidated; Lead Entities may not want to give up funding for consolidated functions.

# Recommendation 3.4:

## Improve Alignment of Capacity to Project Funding

<b>Purpose</b>	Identify options to improve the alignment of capacity funding to project funding, resulting in a more cost-effective project development and prioritization process.
<b>Overview</b>	Identify and evaluate options to better align capacity funding to project funding across Lead Entities, such as having standard percentage of capacity to project funding, having a base amount plus additional amount based on workload, or consolidation of Lead Entities. Define capacity and provide guidance for how capacity funds should be used.
<b>Approach</b>	Form a committee with Lead Entity and RCO representatives in July 2020 after completion of Recommendation 3.3, Improve Efficiency with Capacity Funding, which will provide data on how capacity funding is being used. Committee reviews data and identifies options for improving alignment of capacity with project funding, making recommendations to the SRFB by the end of 2020.
<b>Risks</b>	Potential resistance among Regions and Lead Entities to any changes to the current funding scenario.

# Recommendation 3.5:

## Inter-Agency Funding Coordination

<b>Purpose</b>	Collaborate with other state agencies to improve the funding of larger, more complex projects.
<b>Overview</b>	Work with other state agencies to collaborate on funding larger, more complex projects.
<b>Approach</b>	Continue working with a group of large project funders to collaborate on how to fund larger, more complex projects.
<b>Risks</b>	All agencies compete for same capital budget dollars.

# Recommendation 4.1:

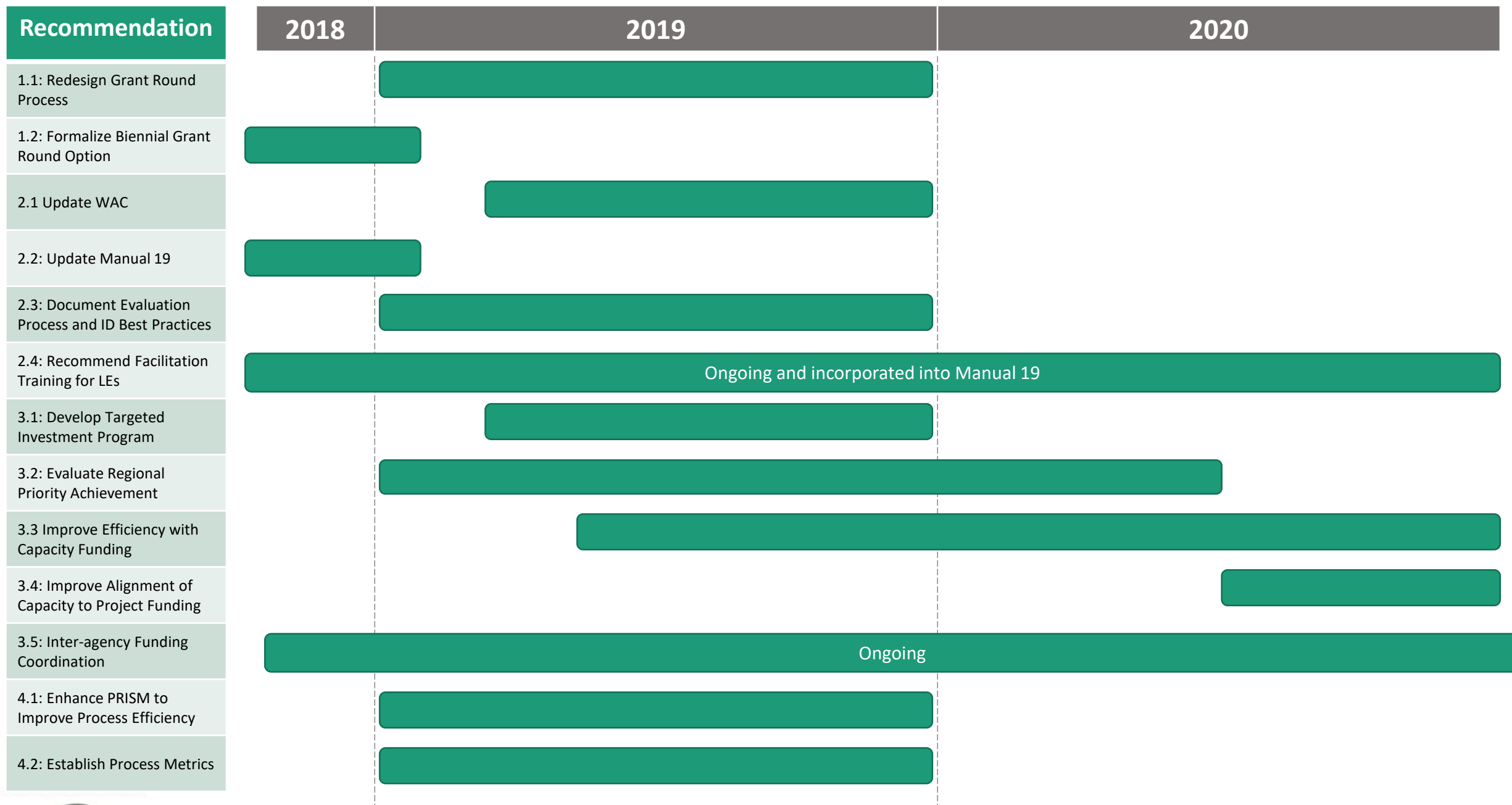
## Enhance PRISM to Improve Process Efficiency

<b>Purpose</b>	Reduce inefficiencies in the review process caused using SharePoint and email to distribute and respond to review comments.
<b>Overview</b>	Enhance PRISM to automate review comments with one place for Review Panel comments and local technical review comments, and improve attachment of documents.
<b>Approach</b>	Continue current project, developing changes in 2019 to roll out before the end of 2019.
<b>Risks</b>	HWS replacement may delay implementation of this recommendation.

# Recommendation 4.2:

## Establish Process Metrics

<b>Purpose</b>	Develop metrics that will support the measurement of process efficiency and the success of the improvements implemented.
<b>Overview</b>	<p>Develop metrics with dashboard to track:</p> <ul style="list-style-type: none"><li>• Alignment of capacity with project funding</li><li>• Cost per mile of stream restored or protected in geographical areas</li><li>• Leveraged and required match (including incorporation of leveraged match reporting in PRISM)</li></ul> <p>Determine how metrics will be used</p>
<b>Approach</b>	PRISM application group develops metrics in 2019. RCO works with WSC to determine how metrics will be used. Training or communication will be required for project sponsors on reporting leveraged funding from other sources besides RCO.
<b>Risks</b>	Metrics may not be used, and match may not be reported by sponsors.



# Success Factors

- Make changes incrementally – not too much at once!
- Good communication between all parties involved in the implementation
- Consider stakeholder concerns and priorities when designing policies and process
- Build projects into existing work programs as a priority
- Track and report on status of all recommendations (red, yellow, green light), holding people accountable
- Incorporate discussions and project status into WSC and SRFB meetings
- Celebrate successes along the way!



## Appendix 8: Benchmarking Summary

### Washington Salmon Recovery Lean Study

#### Benchmarking Summary

#### Purpose

The purpose of the benchmarking exercise was to assist in identifying best practices for Washington to incorporate into their Future State project development and prioritization process while, at the same time, providing an opportunity for other participating grant programs to do the same.

#### Scope

Provide questions for each participating grant program to answer and provide an opportunity for programs to share responses with each other. Hold benchmarking visits with each participating grant program and representatives from Washington Salmon Recovery to review processes and discuss the pros and cons of various approaches.

#### Participants

Participants in this study include members of the Washington Salmon Recovery Lean Study and two other grant programs: Oregon Watershed Enhancement Board (OWEB) and Flood Plains by Design (FbD), a grant program within the Washington Department of Ecology.

WA Salmon Recovery	OWEB	FbD
Kaleen Cottingham, RCO Director Lisa Spurrier, Lead Entity Coordinator (Pierce County) Jeff Breckel, SRFB member (attended OWEB meeting only) Tara Galuska RCO Salmon Section Manager (attended OWEB meeting only) Judy Wells (MC <sup>2</sup> Consulting)	Liz Redon, Lead Regional Program Rep. Eric Hartstein, Senior Policy Coordinator (and Focused Investments Program Manager) Sue Greer, Regional Program Rep. Audrey Hatch, Conservation Outcomes Coordinator	Scott McKinney, Flood Plains Policy Supervisor Adam Sant, Project Manager

### Budget, Funding Sources, Scale of Program

The table below summarizes information on each grant program on a biannual basis.

	WA Salmon Recovery	OWEB	FbD
Biennial Grant Budget for project funding	\$100M	\$85M	\$35M
Annual Cost to Run the Process	Approximately 10% (includes Lead Entity Capacity Costs versus Project Funding and 3-4.12% agency admin costs)	The percentage of annual funding used for agency operations for 2018 was 10.3 % (from the OWEB annual performance progress report)	3% administration, plus unquantified Nature Conservancy Costs
Funding Sources	Federal (NOAA -PCSRF) State	Federal (PCSRF) State (Lottery and License Plates)	State
Match Required	15%	25%	20%
Grant Programs	Salmon Recovery Funding Board (SRFB)  Puget Sound Acquisition and Restoration (PSAR)	Open Solicitation (in 6 regions, done every 6 months). This is their largest program, distributing 60% of project funds.  Focused Investment Program (to address larger projects of significance to the State). This program distributes 20% of their funds.	One program for Floodplains

		Other funding includes operating capacity for sponsors and Watershed Councils.	
Funding Distribution	Allocation to geographies, competitive within geographies	Competitive across the State	Competitive across the State
Number of applications	Average of 171 per year	276 for Open Solicitation in 2017 (More applications in fall cycle)	25-40
Average size of award	\$320,736	\$100-\$150K	

Summary:

- Cost to run program as a percentage of project funding is similar for Washington Salmon Recovery and OWEB (approximately 10%). These numbers are not an exact match but provide an indication that there is not a wide disparity in the cost of operations.
- Oregon compares their operations costs with private foundations through the Foundation Center. Their comparison benchmark group of private foundations with 19-129 employees is 21.7%.
- Further effort could allow more accurate reporting and comparison of operations costs to drive improvement.
- OWEB's Focused Investment Program (FIP) is of interest to Washington because it is a way to address larger projects that are not currently addressed through the regular annual process. The program selects larger projects that occur over a six-year period with funding of approximately \$2M per biennium. The selected projects must address one of the seven OWEB priorities. FIP represents 20% of OWEB's grant funding.
- In the Washington Salmon Recovery and FbD session, a point of emphasis was the difficulty of getting planning work done when capital funds cannot be used.

## Organization and Stakeholders

Each grant program has a different organizational model. The table below describes the organizational models of each program and identifies the entities that perform the various functions within the process.

Role	WA	OR	FbD
Facilitate Evaluation	Lead Entities	OWEB Project Managers, includes 6 regional representatives & program specific staff (e.g. FIP)	FbD Management Team (Dept of Ecology staff)
Technical Review	Local technical and citizen committees, State Technical Review Panel	Local technical committees facilitated by staff (project managers)	Technical Review Team (includes members from Dept. of Ecology and other agencies)
Ranking	Lead Entities	Local technical committees facilitated by staff	FbD Management Team (Ecology, TNC, PSAR)
Final Funding Decisions	Salmon Recovery Funding Board (SRFB)	OWEB Board or Director	Dept. of Ecology Director
Outreach	Lead Entities Applicants	Applicants	The Nature Conservancy Applicants
Applicants	Cities, Counties, Conservation Districts, Land Trusts, Tribes, Regional Fisheries Enhancement Groups, Non-Profits, Landowners	Watershed Councils, Tribes, Soil and Water Conservation Districts, Non-profit Institution Schools, Community Colleges, State Institution of Higher Education, Independent Non-profit Institution of Higher Education, or Political Subdivision of the State (not a state agency)	Counties, Cities, Towns, Special Purpose Districts, Federally Recognized Tribes, Conservation Districts, Municipal or Quasi-Municipal Corporations, Non-profits

#### Summary:

- Both Washington and Oregon have decentralized models that include different entities performing the various roles of technical evaluation.
  - Oregon facilitates a standard project evaluation process across the state with agency employees collocated in the regions.
  - Washington facilitates evaluation through Lead Entities in geographical areas that have contracts with RCO.
  - While both models are effective, the Oregon model results in a more standard process of evaluation across the regions.
  - The Oregon model includes Watershed Councils which are non- government entities that have been organized to conduct Watershed planning and outreach. They are grantees and are therefore not part of the evaluation process.
  - For OWEB's FIP program, multiple Watershed Councils participate in various initiatives.
- FbD has a centralized team administer the process and a centralized evaluation team for all projects. The Nature Conservancy participates in the FbD Management Team and provides significant funding for outreach.

#### Metrics

The table below describes results from each agency on lean study metrics and also identifies other metrics utilized.

Metric	WA Salmon Recovery	OWEB	FbD
Capacity as a percentage of Project Funding	Calculated as part of the lean study to be an average of 7% across all lead entities.	Not calculated, but they do calculate % of annual funding used for agency operations which was 10.3% in 2018	Not calculated
Cost of Project Outcomes	Calculated cost per mile of stream restored or protected as part of lean study	Calculated annually for Key Performance Measures using data from the Oregon Watershed Restoration Inventory. Relevant measures include: <ul style="list-style-type: none"><li>• Streamside Habitat: The number of riparian streammiles restored or enhanced as a result of OWEB funded grants</li></ul>	Not calculated

		<ul style="list-style-type: none"> <li>Upland Habitat: Acres of upland habitat restored or enhanced as a result of OWEB funded grants</li> </ul> <p>Native Fish Habitat Quantity: Miles of fish habitat opened as a result of completed fish passage projects funded through OWEB grants</p>	
Other Funds Leveraged	Calculated as part of the lean study at an average of 28%, however data unreliable due to inconsistent reporting	Reported at 66.8% in annual performance progress report	Identifies Leveraged funds versus Required Match as part of the evaluation
Other Metrics	Project outcomes	See annual performance progress report <a href="https://www.oregon.gov/oweb/Documents/APPR-2018.pdf">https://www.oregon.gov/oweb/Documents/APPR-2018.pdf</a> which includes percentage of funding used in agency operations, funding from other sources and outcome related metrics	Project outcomes

#### Summary:

- Each agency is required to report on project outcome metrics which are unique by type of project.
- Process efficiency metrics have not been established for any of the programs to use on an ongoing basis. OWEB does report on percentage of annual funding used for agency operations which is an indicator of efficiency.
- There may be benefit in developing efficiency metrics and comparing across grant programs.
- In order to compare across the grant programs there would need to be analysis to ensure that the comparison is “apples to apples.”

#### High Level Process

Each grant program has a slightly different process. The below table provides a high-level description of the frequency and nature of each grant program’s process.

Aspect of Process	WA Salmon Recovery	OWEB	FbD
Approach	<ul style="list-style-type: none"> <li>• Iterative process with back and forth between applicants and review teams</li> </ul>	<ul style="list-style-type: none"> <li>• Goal is to get best application/projects possible</li> <li>• Process is responsive and competitive</li> </ul>	<ul style="list-style-type: none"> <li>• Competitive centralized approach</li> <li>• Streamlined process with minimal staff</li> </ul>
Award Frequency	Annual	<ul style="list-style-type: none"> <li>• Open Solicitation is biannual for restoration projects and annual for monitoring projects</li> <li>• Focused Investment Program (Entry for program biennial)</li> </ul>	Biennial
Award Method	Allocation to each Lead Entity, competitive within Lead Entities	Competitive	Competitive
Cycle Time	12 months	6 months (Open Solicitation Restoration project)	14 months
Timing	<ul style="list-style-type: none"> <li>• Jan-Dec every year</li> <li>• Board sets policy in advance every year</li> <li>• Site visits are completed Feb-June with pre-applications due two weeks in advance</li> <li>• Final applications are due in August</li> </ul>	Fall and Spring (Open Solicitation Restoration Projects)	<ul style="list-style-type: none"> <li>• Projects identified and ranked in advance of budget submittal</li> <li>• Final list in by November 1</li> <li>• Scoring and Ranking occurs in September</li> <li>• Applications are due in June</li> <li>• Start outreach for projects in fall of previous year</li> </ul>

Iterations	<ul style="list-style-type: none"> <li>• Three iterations of project applications</li> <li>• There is a lot of back and forth between local technical and state technical review panel</li> </ul>	One complete application with revisions	One application
------------	---	---	-----------------

#### Summary:

- Washington's process is very iterative with lots of back and forth to improve projects. It is the most thorough process and results in significant improvements to projects, but it is also expensive. Both OWEB and FbD have processes that are more streamlined.
- Frequency of awards was discussed but it was not determined to be a significant differentiating factor. The more frequent the process, the more dynamic it is to support project needs. FbD is biennial, Washington is annual, and OWEB is biannual for their Open Solicitation program.
- Washington Salmon Recovery's approach is unique in that the funding is distributed by allocation to geographies and awarded competitively within geographies rather than awarded competitively. OWEB and FbD both award funding competitively at the State level.
- Washington's current approach for awarding grant funds through allocation to geographies does not support funding of the larger, more impactful projects. It may be beneficial to set aside a portion of funding to be awarded competitively across the state.
- For OWEB to grant funding every 6 months, the process needs to be more streamlined. This can be accomplished by reducing complexity in the organization model.
- FbD's selection of projects in advance of budget submittal results in significant delay between project selection and funding. FbD also sees opportunities for improvement in how long participants spend on each task in the process.



## Sub Processes

Sub Process	WA Salmon Recovery	OWEB	FbD
Pre-application	<ul style="list-style-type: none"> <li>Formal pre-applications are required</li> <li>There is work done in advance of the formal pre-applications to prepare the applicants and, in some cases, to screen out projects; but it is highly individualized across lead entities</li> </ul>	<ul style="list-style-type: none"> <li>OWEB is available to work with applicants in advance of the application due date upon request</li> <li>No formal pre-application is required</li> <li>Have discussed adding formal pre-application step but OWEB staff cannot say no to a project at pre-application because it would be a funding decision that only the Board or Director can make</li> </ul>	<ul style="list-style-type: none"> <li>A two-page pre-application form is required</li> <li>Projects are screened out based on the application form</li> </ul>
Application	<ul style="list-style-type: none"> <li>Online applications are completed by applicants in the PRISM database. All required documents can be attached.</li> <li>Applicants think that they application is too long and requires too many resources to complete.</li> </ul>	<ul style="list-style-type: none"> <li>Just went online with their applications</li> <li>Some rural areas have had issues because no broadband</li> <li>Feedback function allows people to provide comments on what is working/not working for them</li> <li>Application requires detailed description of project purpose and planning process. Questions are designed to help applicants determine if a project is ready to submit, and this has led to a reduction in the total number of applications. Number of</li> </ul>	<ul style="list-style-type: none"> <li>Still have paper process, waiting for IT to automate</li> <li>13 questions in application</li> </ul>

		questions depends on type of grant	
Review	<ul style="list-style-type: none"> <li>• Both local and state technical review</li> <li>• Includes on-site visit with local and state officials together</li> <li>• Site visits provide great value</li> </ul>	<ul style="list-style-type: none"> <li>• For Open Solicitation, review performed by local technical review teams</li> <li>• Focused Investment projects have their own technical review teams</li> </ul>	<ul style="list-style-type: none"> <li>• One central technical review team reviews and scores projects</li> <li>• There are sub-teams within the technical review team that score each specific area</li> </ul>
Scoring and Ranking	<ul style="list-style-type: none"> <li>• Completed by lead entities in each geographical area</li> <li>• Varies across lead entities</li> <li>• Statute requires lead entities utilize Citizen Committees for ranking and that projects are tied to regional recovery plans</li> <li>• Fit to plan is an eligibility requirement</li> <li>• Technical committee evaluates the “bang for buck” and certainty of success</li> <li>• Citizen committees evaluate socioeconomic, fit to strategy, cultural benefits</li> <li>• Questions are weighted</li> </ul>	<ul style="list-style-type: none"> <li>• Don’t score, projects are ranked using criteria in rules</li> <li>• Use same evaluation criteria across all regions</li> <li>• Venn diagram with 5 bubbles (cost effectiveness, applicant capacity, proposal clarity, technical soundness and watershed context)</li> <li>• Meeting/facilitation tools are used to help review teams recommend and rank projects, includes clickers for anonymous voting, ranking worksheets, etc.</li> <li>• Scoring is done by technical review teams in each region</li> <li>• Evaluation criteria includes if project fits into watershed restoration plan</li> <li>• Facilitation is a high priority for regional project managers</li> <li>• Two project managers work together to facilitate the process</li> </ul>	<ul style="list-style-type: none"> <li>• Scoring is completed using a point system broken out into categories. Projects must have minimum of 50% of the points for the top 3 categories which are flood related.</li> <li>• Scoring is done by technical review teams and ranking is done by the FbD Management Team.</li> <li>• A goal is to minimize overrides from the Management Team and stick with results from the scoring process.</li> </ul>

Match reporting	<ul style="list-style-type: none"> <li>• Inconsistent reporting of match, some projects report only required and others more</li> <li>• 15% of match is required but most projects have more (lead study showed 28%, but the accuracy of reporting on match above required was questioned)</li> </ul>	<ul style="list-style-type: none"> <li>• Only require reporting of required match, but many projects report more</li> <li>• 25% of match is required but most projects have more (annual performance progress report shows 66.8 % for 2018)</li> </ul>	<ul style="list-style-type: none"> <li>• 20% match is required</li> <li>• Applicants identify both required match and “leveraged match”, which is beyond the required match, during evaluation process</li> <li>• Track to ensure required match is collected</li> </ul>
Community Engagement	<ul style="list-style-type: none"> <li>• Citizen and technical committees are a key component of community engagement</li> <li>• Collaborative effort with lead entities and sponsors to educate community and identify projects</li> </ul>	<ul style="list-style-type: none"> <li>• Technical review teams represent the content experts in the community</li> <li>• Watershed Council’s are a key component of community engagement</li> </ul>	<ul style="list-style-type: none"> <li>• TNC spends significant time on outreach with the community across the state</li> <li>• Sponsors do outreach</li> <li>• Fund stakeholder support for projects (advisory group for funded projects)</li> </ul>

#### Summary:

- Washington has the most extensive pre-application process which results in weeding out applications for projects that are not ready or that are not tied to strategy.
- On-line applications result in significant improvements. Washington may benefit from including a feedback function as Oregon has or from evaluating their guiding questions to help screen out applicants that aren’t ready.
- The robustness and consistency of Washington Salmon Recovery’s scoring and ranking process could be improved. Might be worthwhile to have a point system requiring a minimum number of points for the most important categories for a project to be considered. Provide training to lead entities on evaluation process.
- Facilitation skills are a key ingredient of the success of OWEB’s program. Consider adding facilitation training for lead entities in Washington.

- Washington's use of Citizen Committees in the process could be clarified i.e. when is it appropriate for a Citizen Committee to say no to a project.

## Overall Summary

There were many insights and learnings developed in the sessions with OWEB and FbD. The most significant takeaways for Washington include:

- The decentralized model of identification and prioritization of projects is effective for salmon recovery funding. There are multiple organizational models that can accomplish this.
- OWEBs process is more streamlined as it does not include as many players and only requires one application.
- Although cost of the process is not measured accurately by OWEB or Washington it appears that the costs are similar as a percentage of project funding.
- To assist with supporting funding of the larger, more impactful projects Washington current budget proposal includes a request, to implement a program similar to Oregon's Focused Investment Program. It will be useful to understand OWEB's lessons learned from implementing this program.
- Metrics for efficiency are a common challenge across all three grant programs, but all agree they would be beneficial.
- Match reporting is a challenge for both OWEB and Washington.
- Washington's project development and prioritization process is the most thorough of all three programs with the multiple iterations of an application. The multiple iterations, however, require more time on the part of the applicants. OWEB and FbD have much simpler processes with only one application. Perhaps there is a middle ground?
- The robustness and consistency of Washington's scoring process could potentially be improved, adding more rigor and standardization as with OWEB and FbD.
- The process was valuable to all three grant programs and it is recommended to complete a similar exercise on a periodic basis.

## Question Responses

The questionnaires completed in advance of the study are included below:

- [FbD Benchmarking Responses](#)
- [OWEB Benchmarking Responses](#)
- [WA Salmon Recovery Responses](#)

**Appendix 9: State Laws and Agency Rules that Govern Salmon Recovery**

# **Salmon Recovery Organizational Framework Materials**

1. **Salmon Recovery Organization Matrix**
2. **Salmon Recovery Act, Chapter 77.85 Revised Code of Washington**
3. **An Assessment of the Governor's Salmon Recovery Office and Recommendations for the Future, The Falconer Group, December 20, 2012**
4. **Governor's Salmon Recovery Office/Salmon Recovery Funding Board Communications Plan, Pyramid Communications, December 6, 2016**

**February 21, 2017**

**Any errors or omissions, please contact Leslie Connelly, RCO**

**Salmon Recovery Organization Matrix**  
**February 21, 2017**

Entity	State Law Tasks (RCW 77.85)	Current Work Plan Items (SRFB, GSRO, Regional and Lead Entity Work Plans)	Work Proposed in New Communication and Funding Plan
Governor	<ul style="list-style-type: none"> <li>• Appoint SRFB members, including one cabinet level appointment</li> <li>• Statewide salmon recovery strategy</li> <li>• Coordinate with forestry</li> <li>• Negotiate federal assurances</li> </ul>		<ul style="list-style-type: none"> <li>• Help promote state of the salmon in watersheds report</li> <li>• Provide letter of support for salmon recovery network</li> </ul>
GSRO	<ul style="list-style-type: none"> <li>• Coordinate overall state response</li> </ul>	<ul style="list-style-type: none"> <li>• Quantify the loss of salmon habitat</li> <li>• Establish habitat goals to measure progress</li> <li>• Align metrics, goals, indicators, definitions, and data systems</li> <li>• Coordinate and share data systems</li> <li>• Coordinate biennial salmon recovery conference</li> <li>• Produce videos, brochures, web communications</li> <li>• Obtain PCSRF funds</li> <li>• Implement the Coordinated Communications Framework and develop communications plan (with SRFB) (see next column)</li> <li>• Support Salmon Recovery Network (SRNet) (with SRFB)</li> </ul>	<ul style="list-style-type: none"> <li>• Hire communication coordinator</li> <li>• Assemble communication advisory committee</li> <li>• Secure communications funding for regions, lead entities, and RFEGs</li> <li>• Build strategies to build relationships</li> <li>• Provide messaging training</li> <li>• Promote salmon recovery</li> </ul>

Entity	State Law Tasks (RCW 77.85)	Current Work Plan Items (SRFB, GSRO, Regional and Lead Entity Work Plans)	Work Proposed in New Communication and Funding Plan
			conference <ul style="list-style-type: none"> <li>• Conduct media editorial outreach</li> <li>• Develop storytelling and materials for outreach</li> <li>• Participate in 2019 Internal Year of the Salmon</li> </ul>
GSRO	<ul style="list-style-type: none"> <li>• Act as liaison to local, state, federal, tribes and elected</li> </ul>	<ul style="list-style-type: none"> <li>• Educate congressional delegation</li> <li>• Coordinate outreach activities at state and federal levels that coordinate with local efforts</li> <li>• Coordinate an annual meeting of salmon recovery leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Build relationship at all levels of government and other partners</li> <li>• Coordinate 2018 Salmon Summit to Accelerate Recovery</li> </ul>
GSRO	<ul style="list-style-type: none"> <li>• Maintain statewide salmon recovery strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Update 2002 Salmon Recovery Reference Guide</li> <li>• Update the statewide salmon recovery strategy</li> </ul>	
GSRO	<ul style="list-style-type: none"> <li>• Develop statewide implementation plan, timeline, and budget</li> </ul>	<ul style="list-style-type: none"> <li>• Identify and prioritize funding needs. Diversify funding courses</li> <li>• Identify and prioritize capital funding needs</li> </ul>	<ul style="list-style-type: none"> <li>• Create fundraising team</li> <li>• Secure new public and private funding</li> </ul>
GSRO	<ul style="list-style-type: none"> <li>• Provide recommendations to the Governor and Legislature that would further the success of salmon recovery</li> </ul>	No specific work plan items identified.	<ul style="list-style-type: none"> <li>• Form legislative panel of experts</li> </ul>
GSRO	<ul style="list-style-type: none"> <li>• Work with federal agencies and assist others to obtain</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure collaboration with 5-year NOAA status reviews</li> <li>• Meet with tribal co-managers and state to review</li> </ul>	



Entity	State Law Tasks (RCW 77.85)	Current Work Plan Items (SRFB, GSRO, Regional and Lead Entity Work Plans)	Work Proposed in New Communication and Funding Plan
	federal assurances and accomplish federal commitments	commitments and collaboration opportunities	
GSRO	<ul style="list-style-type: none"> <li>Work with regional organizations to ensure a coordinated and consistent statewide approach</li> </ul>	<ul style="list-style-type: none"> <li>Support regional recovery organizations</li> <li>Support Council of Regions</li> </ul>	
GSRO	<ul style="list-style-type: none"> <li>Coordinate regional recovery planning and implementation</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate with regions on updates to GMA and SMP</li> <li>Participate in regional recovery plan updates</li> <li>Identify process to tie indicators together to adaptively manage recovery plan implementation</li> <li>Account for hatchery and harvest reform in implementation of recovery plans</li> <li>Coordinate across regions and manage regional organization contracts</li> <li>Request information from agencies on progress in recovery plan implementation</li> </ul>	
GSRO	<ul style="list-style-type: none"> <li>Issue biennial State of Salmon in Watersheds report</li> </ul>	<ul style="list-style-type: none"> <li>Produce State of the Salmon in Watersheds report (overlaps with RCO producing the report)</li> </ul>	<ul style="list-style-type: none"> <li>Promote State of Salmon on Watersheds report</li> </ul>
GSRO	<ul style="list-style-type: none"> <li>Produce periodic reports pursuant to state of salmon report</li> </ul>	No specific work plan items identified.	
GSRO	<ul style="list-style-type: none"> <li>Provide support to science panels</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate SRFB monitoring program (status and trends, IMW, effectiveness)</li> <li>Support Monitoring Panel and committees</li> <li>Advocate for additional resources to fund monitoring gaps</li> <li>Communicate monitoring panel outputs through habitat work schedule</li> <li>Member of Pacific Northwest Aquatic Monitoring Partnership</li> </ul>	

Entity	State Law Tasks (RCW 77.85)	Current Work Plan Items (SRFB, GSRO, Regional and Lead Entity Work Plans)	Work Proposed in New Communication and Funding Plan
		steering committee <ul style="list-style-type: none"> <li>Member of Puget Sound Ecosystem Monitoring Program steering committee</li> </ul>	
GSRO	<ul style="list-style-type: none"> <li>Member of Fish Barrier Removal Board</li> </ul>	<ul style="list-style-type: none"> <li>Work with DFW to upgrade fish passage barrier data, find additional funding, and to expand their technical services</li> </ul>	
GSRO	Additional work not specifically identified in statute but in a work plan.	<ul style="list-style-type: none"> <li>SRFB policy work</li> <li>Manage monitoring projects</li> <li>Manage habitat work schedule</li> <li>Support lead entities including data entry into habitat work schedule and assure data quality</li> <li>Support lead entities and Washington Salmon Coalition</li> </ul>	
SRFB	<ul style="list-style-type: none"> <li>Provide grants for salmon recovery</li> </ul>	<ul style="list-style-type: none"> <li>Address policy issues through biennial policy plan and adopt grant round policies</li> <li>Approve grants and other funding requests</li> </ul>	
SRFB	<ul style="list-style-type: none"> <li>Allocate funding</li> </ul>	<ul style="list-style-type: none"> <li>Approve region and lead entity capacity funding</li> </ul>	
SRFB	<ul style="list-style-type: none"> <li>Establish criteria</li> </ul>	<ul style="list-style-type: none"> <li>In Manual 18</li> </ul>	
SRFB	<ul style="list-style-type: none"> <li>Provide a list proposed project and list of projects funded to Legislature</li> </ul>	<ul style="list-style-type: none"> <li>Prepare report to legislature (included with State of Salmon in Watersheds reports)</li> </ul>	
SRFB	Additional work not specifically identified in statute but in a work plan.	<ul style="list-style-type: none"> <li>Approve capital and operating budget requests</li> <li>Establish funding allocation committee to conduct an allocation review and update formula</li> <li>Communications Plan with GSRO</li> <li>Support Salmon Recovery Network (SRNet) (with GSRO)</li> <li>Conduct board retreat</li> <li>Allocate federal funds to monitoring and</li> <li>Support Salmon Recovery Funding Board Monitoring sub-committee</li> <li>Evaluate effectiveness of Monitoring Panel</li> </ul>	

Entity	State Law Tasks (RCW 77.85)	Current Work Plan Items (SRFB, GSRO, Regional and Lead Entity Work Plans)	Work Proposed in New Communication and Funding Plan
		<ul style="list-style-type: none"> <li>Review and update monitoring adaptive management policies for projects and overall program</li> <li>Hold board retreat</li> </ul>	
RCO	<ul style="list-style-type: none"> <li>Administer SRFB grants</li> </ul>	<ul style="list-style-type: none"> <li>Conduct grant round including preparing and soliciting for applications, conducting projects review involving the SRFB technical review panel, and prepare recommendations for funding</li> <li>Manage state and PCSRF funds including metrics and annual reporting, fiscal accountability and auditing, project inspection and compliance, and maintain PRISM database</li> <li>Survey applicants for ways to improve RCO application process</li> </ul>	
RCO	<ul style="list-style-type: none"> <li>Support SRFB</li> </ul>	<ul style="list-style-type: none"> <li>Board administration</li> <li>Manage SRFB technical review panel</li> <li>SRFB policy work</li> </ul>	
RCO	<ul style="list-style-type: none"> <li>Produce biennial report (state of salmon and watersheds)</li> </ul>	Majority of work done by GSRO.	
RCO	<ul style="list-style-type: none"> <li>Track all state and federal funds for salmon recovery and water quality</li> </ul>	Develop state and federal tracking documents that show all state investments in salmon recovery (all agencies). (Work mostly done by GSRO.)	
RCO	<ul style="list-style-type: none"> <li>Support lead entities</li> </ul>	Majority of work done by GSRO.	
RCO	Additional work not specifically identified in statute but in a work plan.	<ul style="list-style-type: none"> <li>Administer NOAA critical stock funds</li> <li>Administer NOAA coastal resiliency funds</li> <li>Administer ESRP funds</li> <li>Administer FFFPP funds</li> <li>Administer WCRI funds</li> <li>Administer Chehalis Basin funds</li> <li>Administer Ecology funds</li> </ul>	

Entity	State Law Tasks (RCW 77.85)	Current Work Plan Items (SRFB, GSRO, Regional and Lead Entity Work Plans)	Work Proposed in New Communication and Funding Plan
		<ul style="list-style-type: none"> <li>Support salmon recovery conference</li> <li>Results WA project to coordinate salmon and water quality grant programs (GSRO work plan item)</li> <li>Potential to manage Fish Barrier Removal Board funds in 2017-2019</li> </ul>	
Regional Organizations	<ul style="list-style-type: none"> <li>Plan, coordinate, and monitor regional recovery plan</li> </ul>	<ul style="list-style-type: none"> <li>Organizational Development and Maintenance</li> <li>Recovery Plans and Implementation Schedules</li> <li>Recovery Plan Implementation and Reporting – including review of lead entity projects lists to ensure fit with recovery plan</li> <li>Monitoring and Adaptive Management</li> <li>Communication and Outreach</li> <li>Finance Strategies for Operations and Implementation</li> </ul>	<ul style="list-style-type: none"> <li>Support state agency requests</li> <li>Get to know your local, state and congressional representatives</li> <li>Work with local elected officials</li> <li>Leverage relationships with Tribes</li> <li>Work a list of potential funders</li> </ul>
Lead Entities	<ul style="list-style-type: none"> <li>Establish citizen committee</li> </ul>	<ul style="list-style-type: none"> <li>Maintain citizens committee and technical advisory committee, if applicable</li> <li>Maintain criteria and guidelines consistent with local recovery chapter, if applicable</li> </ul>	
Lead Entities	<ul style="list-style-type: none"> <li>Compile habitat project list, priorities, and sequence of implementation</li> </ul>	<ul style="list-style-type: none"> <li>Puget Sound LEs: maintain 4-year work plan and capital project list, Identify all potential funding sources</li> </ul>	
Lead Entities	<ul style="list-style-type: none"> <li>Submit habitat project lists to SRFB</li> </ul>	<ul style="list-style-type: none"> <li>Per Manual 18</li> </ul>	
Lead Entities	<ul style="list-style-type: none"> <li>Submit monitoring data to WDFW</li> </ul>	<ul style="list-style-type: none"> <li>Submit data in habitat work schedule</li> </ul>	

Entity	State Law Tasks (RCW 77.85)	Current Work Plan Items (SRFB, GSRO, Regional and Lead Entity Work Plans)	Work Proposed in New Communication and Funding Plan
Lead Entities	Additional work not specifically identified in statute but in a work plan.	<ul style="list-style-type: none"> <li>• Develop annual work plan</li> <li>• Maintain lead entity organization</li> <li>• Conduct community outreach</li> <li>• Provide regular progress reports</li> <li>• Puget Sound LEs: update Miradi database, develop quantitative habitat goals, engage in steelhead recovery planning</li> <li>• Other tasks as defined: coordination, web pages</li> </ul>	
Council of Regions	Not identified in statute.	Purpose statement: Develop solutions to common issues and to coordinate implementation of shared priorities.	
Washington Salmon Coalition	Not identified in statute.	<p>Mission Statement:</p> <ol style="list-style-type: none"> <li>1. Develop strategies to improve long-term stability of LE/WSC/Salmon Recovery funding.</li> <li>2. Periodically review and reaffirm WSC's identity and strategies.</li> <li>3. Encourage Lead Entity consensus on priority recommendations and communicate in a unified manner.</li> <li>4. Facilitate the interchange of information, relationship building, and mentoring amongst LEs.</li> <li>5. Support professional development and training opportunities.</li> <li>6. Utilize habitat work schedule (HWS) as an effective reporting and communication tool.</li> <li>7. Actively advise the Salmon Recovery Funding Board on local salmon recovery and Lead Entity issues.</li> <li>8. Promote the Lead Entity Program as the local, scientifically-based program for developing salmon habitat projects that fit within local community values.</li> <li>9. Increase Lead Entity efficacy and profile by engaging at</li> </ol>	

Entity	State Law Tasks (RCW 77.85)	Current Work Plan Items (SRFB, GSRO, Regional and Lead Entity Work Plans)	Work Proposed in New Communication and Funding Plan
		regional, state, and national levels.	
Salmon Recovery Network	Not identified in state.	Mission statement: SRNet work group members strive to speak with a unified voice to build public, political, and financial support for protecting and recovering salmon in Washington State. SRNet work group members also work together with a wide range of other local and state-wide organizations to maintain an effective, broad coalition and implement salmon and steelhead recovery on the ground.	<ul style="list-style-type: none"> <li>• Merge with new communications advisory committee?</li> <li>• Help with fundraising?</li> </ul>

## Chapter 77.85 RCW

### SALMON RECOVERY

#### [Chapter Listing](#) | [RCW Dispositions](#)

#### Sections

<a href="#">77.85.005</a>	Findings—Intent.
<a href="#">77.85.010</a>	Definitions.
<a href="#">77.85.020</a>	Consolidated report on salmon recovery and watershed health.
<a href="#">77.85.030</a>	Governor's salmon recovery office—Purpose and duties.
<a href="#">77.85.040</a>	Independent science panel on salmon recovery—Purpose.
<a href="#">77.85.050</a>	Habitat project lists.
<a href="#">77.85.060</a>	Critical pathways methodology—Habitat work schedule.
<a href="#">77.85.080</a>	Sea grant program—Technical assistance authorized.
<a href="#">77.85.090</a>	Southwest Washington salmon recovery region—Created—Recognition as a regional recovery organization—Puget Sound salmon recovery organizations.
<a href="#">77.85.110</a>	Salmon recovery funding board—Creation—Membership.
<a href="#">77.85.120</a>	Board responsibilities—Grants and loans administration assistance.
<a href="#">77.85.130</a>	Allocation of funds—Procedures and criteria.
<a href="#">77.85.135</a>	Habitat project funding—Statement of environmental benefits—Development of outcome-focused performance measures.
<a href="#">77.85.140</a>	Habitat project lists—Tracking of funds.
<a href="#">77.85.150</a>	Statewide salmon recovery strategy—Prospective application.
<a href="#">77.85.160</a>	Salmon monitoring data, information.
<a href="#">77.85.170</a>	Salmon recovery account.
<a href="#">77.85.180</a>	Findings.
<a href="#">77.85.190</a>	Federal assurances in forests and fish report—Events constituting failure of assurances—Governor's authority to negotiate.
<a href="#">77.85.200</a>	Salmon and steelhead recovery program—Management board—Duties.
<a href="#">77.85.220</a>	Salmon intertidal habitat restoration planning process—Task force—Reports.
<a href="#">77.85.230</a>	Intertidal salmon enhancement plan—Elements—Initial and final plan.
<a href="#">77.85.240</a>	Puget Sound partners.

---

#### 77.85.005

##### Findings—Intent.

The legislature finds that repeated attempts to improve salmonid fish runs throughout the state of Washington have failed to avert listings of salmon and steelhead runs as threatened or endangered under the federal endangered species act (16 U.S.C. Sec. 1531 et seq.). These listings threaten the sport, commercial, and tribal fishing industries as well as the economic well-being and vitality of vast areas of the state. It is the intent of the legislature to begin activities required for the recovery of salmon stocks as soon as possible, although the legislature understands that successful recovery efforts may not be realized for many years because of the life cycle of salmon and the complex array of natural and human-caused problems they face.

The legislature finds that it is in the interest of the citizens of the state of Washington for the state to retain primary responsibility for managing the natural resources of the state, rather than abdicate those responsibilities to the federal government, and that the state may best accomplish

this objective by integrating local and regional recovery activities into a statewide strategy that can make the most effective use of provisions of federal laws allowing for a state lead in salmon recovery, delivered through implementation activities consistent with regional and watershed recovery plans. The legislature also finds that a statewide salmon recovery strategy must be developed and implemented through an active public involvement process in order to ensure public participation in, and support for, salmon recovery. The legislature also finds that there is a substantial link between the provisions of the federal endangered species act and the federal clean water act (33 U.S.C. Sec. 1251 et seq.). The legislature further finds that habitat restoration is a vital component of salmon recovery efforts. Therefore, it is the intent of the legislature to specifically address salmon habitat restoration in a coordinated manner and to develop a structure that allows for the coordinated delivery of federal, state, and local assistance to communities for habitat projects that will assist in the recovery and enhancement of salmon stocks. A strong watershed-based locally implemented plan is essential for local, regional, and statewide salmon recovery.

The legislature also finds that credible scientific review and oversight is essential for any salmon recovery effort to be successful.

The legislature further finds that it is important to monitor the overall health of the salmon resource to determine if recovery efforts are providing expected returns. It is important to monitor salmon habitat projects and salmon recovery activities to determine their effectiveness in order to secure federal acceptance of the state's approach to salmon recovery. Adaptive management cannot exist without monitoring. For these reasons, the legislature believes that a coordinated and integrated monitoring system should be developed and implemented.

The legislature therefore finds that a coordinated framework for responding to the salmon crisis is needed immediately. To that end, the governor's salmon recovery office should be created to provide overall coordination of the state's response; an independent science panel is needed to provide scientific review and oversight; a coordinated state funding process should be established through a salmon recovery funding board; the appropriate local or tribal government should provide local leadership in identifying and sequencing habitat projects to be funded by state agencies; habitat projects should be implemented without delay; and a strong locally based effort to restore salmon habitat should be established by providing a framework to allow citizen volunteers to work effectively.

[ [2009 c 345 § 9](#); [2005 c 309 § 1](#); [1999 sp.s. c 13 § 1](#); [1998 c 246 § 1](#). Formerly RCW [75.46.005](#).]

#### **NOTES:**

**Finding—Intent—2009 c 345:** See notes following RCW [77.85.030](#).

**Severability—1999 sp.s. c 13:** "If any provision of this act or its application to any person or circumstance is held invalid, the remainder of the act or the application of the provision to other persons or circumstances is not affected." [ [1999 sp.s. c 13 § 24](#).]

**Effective date—1999 sp.s. c 13:** "This act is necessary for the immediate preservation of the public peace, health, or safety, or support of the state government and its existing public institutions, and takes effect July 1, 1999." [ [1999 sp.s. c 13 § 25](#).]

---

## **77.85.010**

### **Definitions.**



The definitions in this section apply throughout this chapter unless the context clearly requires otherwise.

(1) "Adaptive management" means reliance on scientific methods to test the results of actions taken so that the management and related policy can be changed promptly and appropriately.

(2) "Critical pathways methodology" means a project scheduling and management process for examining interactions between habitat projects and salmonid species, prioritizing habitat projects, and assuring positive benefits from habitat projects.

(3) "Habitat project list" is the list of projects resulting from the critical pathways methodology under RCW [77.85.060](#)(2). Each project on the list must have a written agreement from the landowner on whose land the project will be implemented. Projects include habitat restoration projects, habitat protection projects, habitat projects that improve water quality, habitat projects that protect water quality, habitat-related mitigation projects, and habitat project maintenance and monitoring activities.

(4) "Habitat work schedule" means those projects from the habitat project list that will be implemented during the current funding cycle. The schedule shall also include a list of the entities and individuals implementing projects, the start date, duration, estimated date of completion, estimated cost, and funding sources for the projects.

(5) "Limiting factors" means conditions that limit the ability of habitat to fully sustain populations of salmon. These factors are primarily fish passage barriers and degraded estuarine areas, riparian corridors, stream channels, and wetlands.

(6) "Project sponsor" is a county, city, special district, tribal government, state agency, a combination of such governments through interlocal or interagency agreements, a nonprofit organization, regional fisheries enhancement group, or one or more private citizens. A project sponsored by a state agency may be funded by the board only if it is included on the habitat project list submitted by the lead entity for that area and the state agency has a local partner that would otherwise qualify as a project sponsor.

(7) "Regional recovery organization" or "regional salmon recovery organization" means an entity formed under RCW [77.85.090](#) for the purpose of recovering salmon, which is recognized in statute or by the governor's salmon recovery office created in RCW [77.85.030](#).

(8) "Salmon" includes all species of the family Salmonidae which are capable of self-sustaining, natural production.

(9) "Salmon recovery plan" means a state or regional plan developed in response to a proposed or actual listing under the federal endangered species act that addresses limiting factors including, but not limited to harvest, hatchery, hydropower, habitat, and other factors of decline.

(10) "Salmon recovery region" means geographic areas of the state identified or formed under RCW [77.85.090](#) that encompass groups of watersheds in the state with common stocks of salmon identified for recovery activities, and that generally are consistent with the geographic areas within the state identified by the national oceanic and atmospheric administration or the United States fish and wildlife service for activities under the federal endangered species act.

(11) "Salmon recovery strategy" means the strategy adopted under RCW [77.85.150](#) and includes the compilation of all subbasin and regional salmon recovery plans developed in response to a proposed or actual listing under the federal endangered species act with state hatchery, harvest, and hydropower plans compiled in accordance with RCW [77.85.150](#).

(12) "Tribe" or "tribes" means federally recognized Indian tribes.

(13) "WRIA" means a water resource inventory area established in chapter 173-500 WAC as it existed on January 1, 1997.

(14) "Owner" means the person holding title to the land or the person under contract with the owner to lease or manage the legal owner's property.

[ [2007 c 444 § 1](#); [2005 c 309 § 2](#); [2002 c 210 § 1](#); [2000 c 107 § 92](#); [1998 c 246 § 2](#). Formerly RCW [75.46.010](#).]

---

## **77.85.020**

### **Consolidated report on salmon recovery and watershed health.**

(1) Beginning December 2010, the recreation and conservation office shall produce a biennial report on the statewide status of salmon recovery and watershed health, summarize projects and programs funded by the salmon recovery funding board, and summarize progress as measured by high-level indicators and state agency compliance with applicable protocols established by the forum for monitoring salmon recovery and watershed health. The report must be a consolidation of the current reporting activities, including the salmon recovery funding board and the forum on monitoring salmon recovery and watershed health, on the status of salmon recovery and watershed health in Washington state, in accordance with \*RCW [77.85.250](#)(8). The report shall also include a high-level status report on watershed planning efforts under chapter [90.82](#) RCW as summarized by the department of ecology and on salmon recovery and watershed planning as summarized by the Puget Sound partnership. The report's introduction must include a list of high-level questions related to the status of watershed health and salmon recovery to help decision makers and the public respond to salmon recovery and watershed health management needs.

(2) The department, the department of ecology, the department of natural resources, and the state conservation commission shall provide to the recreation and conservation office information requested by the office necessary to prepare the consolidated report on salmon recovery and watershed health.

[ [2009 c 345 § 4](#); [2007 c 444 § 2](#); [2005 c 309 § 3](#); [1998 c 246 § 4](#). Formerly RCW [75.46.030](#).]

#### **NOTES:**

\***Reviser's note:** RCW [77.85.250](#) expired June 30, 2011.

**Finding—Intent—2009 c 345:** See notes following RCW [77.85.030](#).

---

## **77.85.030**

### **Governor's salmon recovery office—Purpose and duties.**

(1) The governor's salmon recovery office shall coordinate state strategy to allow for salmon recovery to healthy sustainable population levels with productive commercial and recreational fisheries. A primary purpose of the office is to coordinate and assist in the development, implementation, and revision of regional salmon recovery plans as an integral part of a statewide strategy developed consistent with the guiding principles and procedures under RCW [77.85.150](#).

(2) The governor's salmon recovery office is also responsible for maintaining the statewide salmon recovery strategy to reflect applicable provisions of regional recovery plans, habitat protection and restoration plans, water quality plans, and other private, local, regional, state agency and federal plans, projects, and activities that contribute to salmon recovery.

(3) The governor's salmon recovery office shall also work with regional salmon recovery organizations on salmon recovery issues in order to ensure a coordinated and consistent statewide approach to salmon recovery and shall work with federal agencies to accomplish implementation of federal commitments in the recovery plans.

(4) The governor's salmon recovery office may also:

(a) Assist state agencies, local governments, landowners, and other interested parties in obtaining federal assurances that plans, programs, or activities are consistent with fish recovery under the federal endangered species act;

(b) Act as liaison to local governments, the state congressional delegation, the United States congress, federally recognized tribes, and the federal executive branch agencies for issues related to the state's salmon recovery plans;

(c) Provide periodic reports pursuant to RCW [77.85.020](#);

(d) Provide, as appropriate, technical and administrative support to science panels on issues pertaining to salmon recovery;

(e) In cooperation with the regional recovery organizations, prepare a timeline and implementation plan that, together with a schedule and recommended budget, identifies specific actions in regional recovery plans for state agency actions and assistance necessary to implement local and regional recovery plans; and

(f) As necessary, provide recommendations to the legislature that would further the success of salmon recovery, including recommendations for state agency actions in the succeeding biennium and state financial and technical assistance for projects and activities to be undertaken in local and regional salmon recovery plans. The recommendations may include:

(i) The need to expand or improve nonregulatory programs and activities; and

(ii) The need for state funding assistance to recovery activities and projects.

(5) For administrative purposes, the governor's salmon recovery office is located within the recreation and conservation office.

[ [2009 c 345 § 2](#); [2007 c 444 § 3](#); [2005 c 309 § 4](#); [2000 c 107 § 93](#); [1999 sp.s. c 13 § 8](#); [1998 c 246 § 5](#). Formerly RCW [75.46.040](#).]

#### **NOTES:**

**Finding—2009 c 345:** "The legislature finds that:

(1) Washington has made significant investments in watershed-based activities, including the establishment of water resource inventory area (WRIA) planning units and lead agencies, lead entities, and regional salmon recovery organizations across the state. Washington watersheds have developed subbasin plans under the Northwest power and conservation council and national oceanic and atmospheric administration-approved regional salmon recovery plans that include locally prioritized salmon recovery projects;

(2) The governor's salmon recovery office was established to support the development and implementation of regional salmon recovery plans, to assist local governments in obtaining federal assurances, and to issue a biennial state of the salmon report;

(3) The salmon recovery funding board provides grants for salmon recovery and the forum on monitoring salmon recovery and watershed health works to provide greater coordination on monitoring. Administrative support for the board and the forum are provided by the recreation and conservation office;

(4) Lead entity funding to support infrastructure and capacity needs is provided through the recreation and conservation office, which contracts with the department of fish and wildlife to implement the program. Funding for WRIA planning units and lead agencies to develop and

implement watershed-based plans under RCW [90.82.040](#) is provided by the department of ecology; and

(5) Currently, state watershed and salmon recovery-based programs are split among several state agencies or offices. Efficient implementation of these efforts will be enhanced by promoting consolidation and integration of their activities and programs. In addition, consolidation of reporting benefits the public and decision makers regarding watershed health, which includes salmon recovery. It is also the intent of the legislature, in cooperation with local and regional officials, and respecting the ability of local citizens and officials to organize in ways best suited to address local needs, to encourage the development of incentives that consolidate existing processes and promote more effective implementation of salmon recovery plans and watershed planning and implementation." [ [2009 c 345 § 1.](#)]

**Intent—2009 c 345:** "Nothing in this act is intended to amend chapter [90.71](#) RCW." [ [2009 c 345 § 14.](#)]

**Effective date—2007 c 444 § 3:** "Section 3 of this act is necessary for the immediate preservation of the public peace, health, or safety, or support of the state government and its existing public institutions, and takes effect June 30, 2007." [ [2007 c 444 § 9.](#)]

**Severability—Effective date—1999 sp.s. c 13:** See notes following RCW [77.85.005](#).

---

## **77.85.040**

### **Independent science panel on salmon recovery—Purpose.**

(1) The governor may request the Washington academy of sciences, when organized pursuant to chapter 305, Laws of 2005, to impanel an independent science panel on salmon recovery to respond to requests for review pursuant to subsection (2) of this section. The panel shall reflect expertise in habitat requirements of salmon, protection and restoration of salmon populations, artificial propagation of salmon, hydrology, or geomorphology.

Based upon available funding, the governor's salmon recovery office may contract for services of the independent science panel for compensation under \*chapter [39.29](#) RCW.

(2) The independent science panel shall be governed by guidelines and practices governing the activities of the Washington academy of sciences. The purpose of the independent science panel is to help ensure that sound science is used in salmon recovery efforts. The governor's salmon recovery office may, during the time it is constituted, request that the panel review, investigate, and provide its findings on scientific questions relating to the state's salmon recovery efforts. The science panel does not have the authority to review individual projects or habitat project lists developed under RCW [77.85.050](#) or [77.85.060](#) or to make policy decisions. The panel shall submit its findings and recommendations under this subsection to the legislature and the governor.

[ [2007 c 444 § 4](#); [2005 c 309 § 5](#); [2000 c 107 § 94](#); [1999 sp.s. c 13 § 10](#); [1998 c 246 § 6](#).  
Formerly RCW [75.46.050](#).]

#### **NOTES:**

\***Reviser's note:** Chapter [39.29](#) RCW was repealed by 2012 c 224 § 29, effective January 1, 2013. See chapter [39.26](#) RCW.

**Severability—Effective date—1999 sp.s. c 13:** See notes following RCW [77.85.005](#).

---

**77.85.050****Habitat project lists.**

(1)(a) Counties, cities, and tribal governments must jointly designate, by resolution or by letters of support, the area for which a habitat project list is to be developed and the lead entity that is to be responsible for submitting the habitat project list. No project included on a habitat project list shall be considered mandatory in nature and no private landowner may be forced or coerced into participation in any respect. The lead entity may be a county, city, conservation district, special district, tribal government, regional recovery organization, or other entity.

(b) The lead entity shall establish a committee that consists of representative interests of counties, cities, conservation districts, tribes, environmental groups, business interests, landowners, citizens, volunteer groups, regional fish enhancement groups, and other habitat interests. The purpose of the committee is to provide a citizen-based evaluation of the projects proposed to promote salmon habitat.

(c) The committee shall compile a list of habitat projects, establish priorities for individual projects, define the sequence for project implementation, and submit these activities as the habitat project list. The committee shall also identify potential federal, state, local, and private funding sources.

(2) The area covered by the habitat project list must be based, at a minimum, on a WRIA, combination of WRIsAs, or any other area as agreed to by the counties, cities, and tribes in resolutions or in letters of support meeting the requirements of this subsection. Preference will be given to projects in an area that contain a salmon species that is listed or proposed for listing under the federal endangered species act.

(3) The lead entity shall submit the habitat project list to the salmon recovery funding board in accordance with procedures adopted by the board.

(4) The recreation and conservation office shall administer funding to support the functions of lead entities.

(5) A landowner whose land is used for a habitat project that is included on a habitat project list, and who has received notice from the project sponsor that the conditions of this section have been met, may not be held civilly liable for any property damages resulting from the habitat project regardless of whether or not the project was funded by the salmon recovery funding board. This subsection is subject to the following conditions:

(a) The project was designed by a licensed professional engineer (PE) or a licensed geologist (LG, LEG, or LHG) with experience in riverine restoration;

(b) The project is designed to withstand one hundred year floods;

(c) The project is not located within one-quarter mile of an established downstream boat launch;

(d) The project is designed to allow adequate response time for in-river boaters to safely evade in-stream structures; and

(e) If the project includes large wood placement, each individual root wad and each log larger than ten feet long and one foot in diameter must be visibly tagged with a unique numerical identifier that will withstand typical river conditions for at least three years.

[ 2013 c 194 § 1. Prior: 2009 c 345 § 3; 2009 c 333 § 25; 2005 c 309 § 6; 1999 sp.s. c 13 § 11; 1998 c 246 § 7. Formerly RCW 75.46.060.]

**NOTES:**

**Finding—Intent—2009 c 345:** See notes following RCW [77.85.030](#).

**Severability—Effective date—1999 sp.s. c 13:** See notes following RCW [77.85.005](#).

---

## **77.85.060**

### **Critical pathways methodology—Habitat work schedule.**

(1) Critical pathways methodology shall be used to develop a habitat project list and a habitat work schedule that ensures salmon habitat projects will be prioritized and implemented in a logical sequential manner that produces habitat capable of sustaining healthy populations of salmon.

(2) The critical pathways methodology shall:

(a) Include a limiting factors analysis for salmon in streams, rivers, tributaries, estuaries, and subbasins in the region. The technical advisory group shall have responsibility for the limiting factors analysis;

(b) Identify local habitat projects that sponsors are willing to undertake. The projects identified must have a written agreement from the landowner on which the project is to be implemented. Project sponsors shall have the lead responsibility for this task;

(c) Identify how projects will be monitored and evaluated. The project sponsor, in consultation with the technical advisory group and the appropriate landowner, shall have responsibility for this task;

(d) Include a review of monitoring data, evaluate project performance, and make recommendations to the committee established under RCW [77.85.050](#) and to the technical review team. The technical advisory group has responsibility for this task; and

(e) Describe the adaptive management strategy that will be used. The committee established under RCW [77.85.050](#) shall have responsibility for this task. If a committee has not been formed, the technical advisory group shall have the responsibility for this task.

(3) The habitat work schedule shall include all projects developed pursuant to subsection (2) of this section, and shall identify and coordinate with any other salmon habitat project implemented in the region, including habitat preservation projects funded through the Washington wildlife and recreation program, the conservation reserve enhancement program, and other conservancy programs. The habitat work schedule shall also include the start date, duration, estimated date of completion, estimated cost, and, if appropriate, the affected salmonid species of each project. Each schedule shall be updated on an annual basis to depict new activities.

[ [2000 c 107 § 95](#); [1999 sp.s. c 13 § 12](#); [1998 c 246 § 8](#). Formerly RCW [75.46.070](#).]

#### **NOTES:**

**Severability—Effective date—1999 sp.s. c 13:** See notes following RCW [77.85.005](#).

---

## **77.85.080**

### **Sea grant program—Technical assistance authorized.**

The sea grant program at the University of Washington is authorized to provide technical assistance to volunteer groups and other project sponsors in designing and implementing habitat



projects that address the limiting factors analysis required under RCW [77.85.060](#). The cost for such assistance may be covered on a fee-for-service basis.

[ [2000 c 107 § 98](#); [1999 sp.s. c 13 § 14](#); [1998 c 246 § 11](#). Formerly RCW [75.46.100](#).]

**NOTES:**

**Severability—Effective date—1999 sp.s. c 13:** See notes following RCW [77.85.005](#).

---

## **77.85.090**

### **Southwest Washington salmon recovery region—Created—Recognition as a regional recovery organization—Puget Sound salmon recovery organizations.**

(1) The southwest Washington salmon recovery region, whose boundaries are provided in chapter 60, Laws of 1998, is created.

(2) Lead entities within a salmon recovery region that agree to form a regional salmon recovery organization may be recognized by the governor's salmon recovery office created in RCW [77.85.030](#) as a regional recovery organization. The regional recovery organization may plan, coordinate, and monitor the implementation of a regional recovery plan in accordance with RCW [77.85.150](#). Regional recovery organizations existing as of July 24, 2005, that have developed draft recovery plans approved by the governor's salmon recovery office by July 1, 2005, may continue to plan, coordinate, and monitor the implementation of regional recovery plans.

(3) Beginning January 1, 2008, the leadership council, created under chapter [90.71](#) RCW, shall serve as the regional salmon recovery organization for Puget Sound salmon species, except for the program known as the Hood Canal summer chum evolutionarily significant unit area, which the Hood Canal coordinating council shall continue to administer under chapter [90.88](#) RCW.

[ [2009 c 345 § 10](#). Prior: [2007 c 444 § 5](#); [2007 c 341 § 49](#); [2005 c 309 § 7](#); [2000 c 107 § 99](#); [1998 c 246 § 12](#). Formerly RCW [75.46.110](#).]

**NOTES:**

**Finding—Intent—2009 c 345:** See notes following RCW [77.85.030](#).

**Effective date—2007 c 341:** See RCW [90.71.907](#).

---

## **77.85.110**

### **Salmon recovery funding board—Creation—Membership.**

(1) The salmon recovery funding board is created consisting of ten members.

(2) Five members of the board shall be voting members who are appointed by the governor, subject to confirmation by the senate. One of these voting members shall be a cabinet-level appointment as the governor's representative to the board. Board members who represent the general public shall not have a financial or regulatory interest in salmon recovery. The governor shall appoint one of the general public members of the board as the chair. The voting members of the board shall be appointed for terms of four years, except that two members initially shall be appointed for terms of two years and three members shall initially be appointed for terms of three

years. In making the appointments, the governor shall seek a board membership that collectively provide the expertise necessary to provide strong fiscal oversight of salmon recovery expenditures, and that provide extensive knowledge of local government processes and functions and an understanding of issues relevant to salmon recovery in Washington state. The governor shall appoint at least three of the voting members of the board no later than ninety days after July 1, 1999. Vacant positions on the board shall be filled in the same manner as the original appointments. The governor may remove members of the board for good cause.

In addition to the five voting members of the board, the following five state officials shall serve as ex officio nonvoting members of the board: The director of the department of fish and wildlife, the executive director of the conservation commission, the secretary of transportation, the director of the department of ecology, and the commissioner of public lands. The state officials serving in an ex officio capacity may designate a representative of their respective agencies to serve on the board in their behalf. Such designations shall be made in writing and in such manner as is specified by the board.

(3) Staff support to the board shall be provided by the recreation and conservation office. For administrative purposes, the board shall be located with the recreation and conservation office.

(4) Members of the board who do not represent state agencies shall be compensated as provided by RCW [43.03.250](#). Members of the board shall be reimbursed for travel expenses as provided by RCW [43.03.050](#) and [43.03.060](#).

[ [2007 c 241 § 20](#); [1999 sp.s. c 13 § 3](#). Formerly RCW [75.46.150](#).]

**NOTES:**

**Intent—Effective date—2007 c 241:** See notes following RCW [79A.25.005](#).

**Severability—Effective date—1999 sp.s. c 13:** See notes following RCW [77.85.005](#).

---

## **77.85.120**

### **Board responsibilities—Grants and loans administration assistance.**

(1) The salmon recovery funding board is responsible for making grants and loans for salmon habitat projects and salmon recovery activities from the amounts appropriated to the board for this purpose. To accomplish this purpose the board may:

(a) Provide assistance to grant applicants regarding the procedures and criteria for grant and loan awards;

(b) Make and execute all manner of contracts and agreements with public and private parties as the board deems necessary, consistent with the purposes of this chapter;

(c) Accept any gifts, grants, or loans of funds, property, or financial or other aid in any form from any other source on any terms that are not in conflict with this chapter;

(d) Adopt rules under chapter [34.05](#) RCW as necessary to carry out the purposes of this chapter; and

(e) Do all acts and things necessary or convenient to carry out the powers expressly granted or implied under this chapter.

(2) The recreation and conservation office shall provide all necessary grants and loans administration assistance to the board, and shall distribute funds as provided by the board in RCW [77.85.130](#).

[ [2007 c 241 § 21](#); [2000 c 107 § 101](#); [1999 sp.s. c 13 § 4](#). Formerly RCW [75.46.160](#).]

**NOTES:**



**Intent—Effective date—2007 c 241:** See notes following RCW [79A.25.005](#).

**Severability—Effective date—1999 sp.s. c 13:** See notes following RCW [77.85.005](#).

---

## **77.85.130**

### **Allocation of funds—Procedures and criteria.**

(1) The salmon recovery funding board shall develop procedures and criteria for allocation of funds for salmon habitat projects and salmon recovery activities on a statewide basis to address the highest priorities for salmon habitat protection and restoration. To the extent practicable the board shall adopt an annual allocation of funding. The allocation should address both protection and restoration of habitat, and should recognize the varying needs in each area of the state on an equitable basis. The board has the discretion to partially fund, or to fund in phases, salmon habitat projects. The board may annually establish a maximum amount of funding available for any individual project, subject to available funding. No projects required solely as a mitigation or a condition of permitting are eligible for funding.

(2)(a) In evaluating, ranking, and awarding funds for projects and activities the board shall give preference to projects that:

- (i) Are based upon the limiting factors analysis identified under RCW [77.85.060](#);
- (ii) Provide a greater benefit to salmon recovery based upon the stock status information contained in the department of fish and wildlife salmonid stock inventory (SASSI), the salmon and steelhead habitat inventory and assessment project (SSHIAP), and any comparable science-based assessment when available;
- (iii) Will benefit listed species and other fish species;
- (iv) Will preserve high quality salmonid habitat;
- (v) Are included in a regional or watershed-based salmon recovery plan that accords the project, action, or area a high priority for funding;
- (vi) Are, except as provided in RCW [77.85.240](#), sponsored by an entity that is a Puget Sound partner, as defined in RCW [90.71.010](#); and
- (vii) Are projects referenced in the action agenda developed by the Puget Sound partnership under RCW [90.71.310](#).

(b) In evaluating, ranking, and awarding funds for projects and activities the board shall also give consideration to projects that:

- (i) Are the most cost-effective;
- (ii) Have the greatest matched or in-kind funding;
- (iii) Will be implemented by a sponsor with a successful record of project implementation;
- (iv) Involve members of the Washington conservation corps established in chapter [43.220](#) RCW or the veterans conservation corps established in RCW [43.60A.150](#); and
- (v) Are part of a regionwide list developed by lead entities.

(3) The board may reject, but not add, projects from a habitat project list submitted by a lead entity for funding.

(4) The board shall establish criteria for determining when block grants may be made to a lead entity. The board may provide block grants to the lead entity to implement habitat project lists developed under RCW [77.85.050](#), subject to available funding. The board shall determine an equitable minimum amount of project funds for each recovery region, and shall distribute the remainder of funds on a competitive basis. The board may also provide block grants to the lead

entity or regional recovery organization to assist in carrying out functions described under this chapter. Block grants must be expended consistent with the priorities established for the board in subsection (2) of this section. Lead entities or regional recovery organizations receiving block grants under this subsection shall provide an annual report to the board summarizing how funds were expended for activities consistent with this chapter, including the types of projects funded, project outcomes, monitoring results, and administrative costs.

(5) The board may waive or modify portions of the allocation procedures and standards adopted under this section in the award of grants or loans to conform to legislative appropriations directing an alternative award procedure or when the funds to be awarded are from federal or other sources requiring other allocation procedures or standards as a condition of the board's receipt of the funds. The board shall develop an integrated process to manage the allocation of funding from federal and state sources to minimize delays in the award of funding while recognizing the differences in state and legislative appropriation timing.

(6) The board may award a grant or loan for a salmon recovery project on private or public land when the landowner has a legal obligation under local, state, or federal law to perform the project, when expedited action provides a clear benefit to salmon recovery, and there will be harm to salmon recovery if the project is delayed. For purposes of this subsection, a legal obligation does not include a project required solely as a mitigation or a condition of permitting.

(7) Property acquired or improved by a project sponsor may be conveyed to a federal agency if: (a) The agency agrees to comply with all terms of the grant or loan to which the project sponsor was obligated; or (b) the board approves: (i) Changes in the terms of the grant or loan, and the revision or removal of binding deed of right instruments; and (ii) a memorandum of understanding or similar document ensuring that the facility or property will retain, to the extent feasible, adequate habitat protections; and (c) the appropriate legislative authority of the county or city with jurisdiction over the project area approves the transfer and provides notification to the board.

(8) Any project sponsor receiving funding from the salmon recovery funding board that is not subject to disclosure under chapter [42.56](#) RCW must, as a mandatory contractual prerequisite to receiving the funding, agree to disclose any information in regards to the expenditure of that funding as if the project sponsor was subject to the requirements of chapter [42.56](#) RCW.

(9) After January 1, 2010, any project designed to address the restoration of Puget Sound may be funded under this chapter only if the project is not in conflict with the action agenda developed by the Puget Sound partnership under RCW [90.71.310](#).

[ [2011 c 20 § 16](#). Prior: [2007 c 341 § 36](#); [2007 c 257 § 1](#); prior: [2005 c 309 § 8](#); [2005 c 271 § 1](#); [2005 c 257 § 3](#); prior: [2000 c 107 § 102](#); [2000 c 15 § 1](#); [1999 sp.s. c 13 § 5](#). Formerly RCW [75.46.170](#).]

#### **NOTES:**

**Findings—Intent—2011 c 20:** See note following RCW [43.220.020](#).

**Intent—Application—2011 c 20:** See RCW [43.220.905](#).

**Effective date—2007 c 341:** See RCW [90.71.907](#).

**Findings—Purpose—2005 c 257:** See note following RCW [43.60A.150](#).

**Severability—Effective date—1999 sp.s. c 13:** See notes following RCW [77.85.005](#).

---

### **77.85.135**

#### **Habitat project funding—Statement of environmental benefits—Development of outcome-focused performance measures.**

In providing funding for habitat projects, the salmon recovery funding board shall require recipients to incorporate the environmental benefits of the project into their grant applications, and the board shall utilize the statement of environmental benefits in its prioritization and selection process. The board shall also develop appropriate outcome-focused performance measures to be used both for management and performance assessment of the grant program. To the extent possible, the board should coordinate its performance measure system with other natural resource-related agencies as defined in RCW [43.41.270](#). The board shall consult with affected interest groups in implementing this section.

[ [2001 c 227 § 9](#).]

#### **NOTES:**

**Findings—Intent—2001 c 227:** See note following RCW [43.41.270](#).

---

### **77.85.140**

#### **Habitat project lists—Tracking of funds.**

(1) Habitat project lists shall be submitted to the salmon recovery funding board for funding at least once a year on a schedule established by the board. The board shall provide the legislature with a list of the proposed projects and a list of the projects funded as part of the biennial report required in RCW [77.85.020](#). Project sponsors who complete salmon habitat projects approved for funding from habitat project lists and have met grant application deadlines will be paid by the salmon recovery funding board within thirty days of project completion.

(2) The recreation and conservation office shall track all funds allocated for salmon habitat projects and salmon recovery activities on behalf of the board, including both funds allocated by the board and funds allocated by other state or federal agencies for salmon recovery or water quality improvement.

[ [2016 c 197 § 10](#). Prior: [2009 c 518 § 9](#); [2009 c 345 § 8](#); [2007 c 241 § 22](#); [2001 c 303 § 1](#); [2000 c 107 § 103](#); [1999 sp.s. c 13 § 6](#). Formerly RCW [75.46.180](#).]

#### **NOTES:**

**Finding—Intent—2009 c 345:** See notes following RCW [77.85.030](#).

**Intent—Effective date—2007 c 241:** See notes following RCW [79A.25.005](#).

**Severability—Effective date—1999 sp.s. c 13:** See notes following RCW [77.85.005](#).

---

### **77.85.150**

#### **Statewide salmon recovery strategy—Prospective application.**

(1) The governor shall, with the assistance of the governor's salmon recovery office, maintain and revise, as appropriate, a statewide salmon recovery strategy.

(2) The governor and the governor's salmon recovery office shall be guided by the following considerations in maintaining and revising the strategy:

(a) The strategy should identify statewide initiatives and responsibilities with regional recovery plans and local watershed initiatives as the principal means for implementing the strategy;

(b) The strategy should emphasize collaborative, incentive-based approaches;

(c) The strategy should address all factors limiting the recovery of Washington's listed salmon stocks, including habitat and water quality degradation, harvest and hatchery management, inadequate streamflows, and other barriers to fish passage. Where other limiting factors are beyond the state's jurisdictional authorities to respond to, such as some natural predators and high seas fishing, the strategy shall include the state's requests for federal action to effectively address these factors;

(d) The strategy should identify immediate actions necessary to prevent extinction of a listed salmon stock, establish performance measures to determine if restoration efforts are working, recommend effective monitoring and data management, and recommend to the legislature clear and certain measures to be implemented if performance goals are not met;

(e) The strategy shall rely on the best scientific information available and provide for incorporation of new information as it is obtained;

(f) The strategy should seek a fair allocation of the burdens and costs upon economic and social sectors of the state whose activities may contribute to limiting the recovery of salmon; and

(g) The strategy should seek clear measures and procedures from the appropriate federal agencies for removing Washington's salmon stocks from listing under the federal act.

(3) If the strategy is updated, an active and thorough public involvement process, including early and meaningful opportunity for public comment, must be utilized. In obtaining public comment, the governor's salmon recovery office shall work with regional salmon recovery organizations throughout the state and shall encourage regional and local recovery planning efforts to ensure an active public involvement process.

(4) This section shall apply prospectively only and not retroactively. Nothing in this section shall be construed to invalidate actions taken in recovery planning at the local, regional, or state level prior to July 1, 1999.

[ [2009 c 345 § 11](#); [2007 c 444 § 6](#); [2005 c 309 § 9](#); [1999 sp.s. c 13 § 9](#). Formerly RCW [75.46.190](#).]

**NOTES:**

**Finding—Intent—2009 c 345:** See notes following RCW [77.85.030](#).

**Severability—Effective date—1999 sp.s. c 13:** See notes following RCW [77.85.005](#).

---

## **77.85.160**

### **Salmon monitoring data, information.**

State salmon monitoring data provided by lead entities, regional fisheries enhancement groups, and others shall be included in the database of SASSI [salmon and steelhead stock inventory] and SSHIAP [salmon and steelhead habitat inventory assessment project].

Information pertaining to habitat preservation projects funded through the Washington wildlife and recreation program, the conservation reserve enhancement program, and other conservancy programs related to salmon habitat shall be included in the SSHIAP database.

[ [1999 sp.s. c 13 § 13](#). Formerly RCW [75.46.200](#).]

**NOTES:**

**Severability—Effective date—1999 sp.s. c 13:** See notes following RCW [77.85.005](#).

---

## **77.85.170**

### **Salmon recovery account.**

The salmon recovery account is created in the state treasury. To the account shall be deposited such funds as the legislature directs or appropriates to the account. Moneys in the account may be spent only after appropriation. Expenditures from the account may be used for salmon recovery.

[ [1999 sp.s. c 13 § 16](#). Formerly RCW [75.46.210](#).]

#### **NOTES:**

**Severability—Effective date—1999 sp.s. c 13:** See notes following RCW [77.85.005](#).

---

## **77.85.180**

### **Findings.**

(1) The legislature finds that the forests and fish report as defined in RCW [76.09.020](#) was developed through extensive negotiations with the federal agencies responsible for administering the endangered species act and the clean water act. The legislature further finds that the forestry industry, small landowners, tribal governments, state and federal agencies, and counties have worked diligently for nearly two years to reach agreement on scientifically based changes to the forest practices rules, set forth in the forests and fish report as defined in RCW [76.09.020](#). The legislature further finds that if existing forest practices rules are amended as proposed in the forests and fish report as defined in RCW [76.09.020](#), the resulting changes in forest practices (a) will lead to: (i) Salmon habitat that meets riparian functions vital to the long-term recovery of salmon on more than sixty thousand miles of streams in this state; (ii) identification of forest roads contributing to habitat degradation and corrective action to remedy those problems to protect salmon habitat; (iii) increased protection of steep and unstable slopes; and (iv) the implementation of scientifically based adaptive management and monitoring processes for evaluating the impacts of forest practices on aquatic resources, as defined in RCW [76.09.020](#), and a process for amending the forest practices rules to incorporate new information as it becomes available; (b) will lead to the protection of aquatic resources to the maximum extent practicable consistent with maintaining commercial forest management as an economically viable use of lands suitable for that purpose; and (c) will provide a regulatory climate and structure more likely to keep landowners from converting forestlands to other uses that would be less desirable for salmon recovery.

(2) The legislature further finds that the changes in laws and rules contemplated by chapter 4, Laws of 1999 sp. sess., taken as a whole, constitute a comprehensive and coordinated program to provide substantial and sufficient contributions to salmon recovery and water quality enhancement in areas impacted by forest practices and are intended to fully satisfy the requirements of the endangered species act (16 U.S.C. Sec. 1531 et seq.) with respect to incidental take of salmon and other aquatic resources and the clean water act (33 U.S.C. Sec. 1251 et seq.) with respect to nonpoint source pollution attributable to forest practices.

(3) The legislature finds that coordination is needed between the laws relating to forestry in chapter [76.09](#) RCW and the state salmon recovery strategy being developed under this chapter. The coordination should ensure that nonfederal forestlands are managed in ways that make appropriate contributions to the recovery of salmonid fish, water quality, and related environmental amenities while encouraging continued investments in those lands for commercial forestry purposes. Specifically, the legislature finds that forest practices rules relating to water quality, salmon, certain other species of fish, certain species of stream-associated amphibians, and their respective habitats should be coordinated with the rules and policies relating to other land uses through the statewide salmon recovery planning process. The legislature further finds that this subchapter is but one part of a comprehensive salmon strategy as required in this chapter, and this investment in salmon habitat will be of little value if a comprehensive state plan is not completed and fully implemented.

(4) The legislature recognizes that the adoption of forest practices rules consistent with the forests and fish report as defined in RCW [76.09.020](#) will impose substantial financial burdens on forest landowners which, if not partially offset through other changes in the laws and rules governing forestry, could lead to significantly reduced silvicultural investments on nonfederal lands, deterioration in the quality, condition, and amounts of forests on those lands, and long-term adverse effects on fish and wildlife habitat and other environmental amenities associated with well managed forests. Moreover, as the benefits of the proposed revisions to the forest practices rules will benefit the general public, chapter 4, Laws of 1999 sp. sess. suggests that some of these costs be shared with the general public.

(5) As an integral part of implementing the salmon recovery strategy, chapter 4, Laws of 1999 sp. sess. (a) provides direction to the forest practices board, the department of natural resources, and the department of ecology with respect to the adoption, implementation, and enforcement of rules relating to forest practices and the protection of aquatic resources; (b) provides additional enforcement tools to the department of natural resources to enforce the forest practices rules; (c) anticipates the need for adequate and consistent funding for the various programmatic elements necessary to fully implement the strategy over time and derive the long-term benefits; (d) provides for the acquisition by the state of forestlands within certain stream channel migration zones where timber harvest will not be allowed; (e) provides for small landowners to have costs shared for a portion of any extraordinary economic losses attributable to the revisions to the forest practices rules required by chapter 4, Laws of 1999 sp. sess.; and (f) amends other existing laws to aid in the implementation of the recommendations set forth in the forests and fish report as defined in RCW [76.09.020](#).

[ [1999 sp.s. c 4 § 101](#). Formerly RCW [75.46.300](#).]

#### **NOTES:**

**Part headings not law—1999 sp.s. c 4:** "Part headings used in this act are not any part of the law." [ [1999 sp.s. c 4 § 1403](#).]

---

## **77.85.190**

**Federal assurances in forests and fish report—Events constituting failure of assurances—Governor's authority to negotiate.**



(1) Chapter 4, Laws of 1999 sp. sess. has been enacted on the assumption that the federal assurances described in the forests and fish report as defined in RCW [76.09.020](#) will be obtained and that forest practices conducted in accordance with chapter 4, Laws of 1999 sp. sess. and the rules adopted under chapter 4, Laws of 1999 sp. sess. will not be subject to additional regulations or restrictions for aquatic resources except as provided in the forests and fish report.

(2) The occurrence of any of the following events shall constitute a failure of assurances:

(a) Either (i) the national marine fisheries service or the United States fish and wildlife service fails to promulgate an effective rule under 16 U.S.C. Sec. 1533(d) covering each aquatic resource that is listed as threatened under the endangered species act within two years after the date on which the aquatic resource is so listed or, in the case of bull trout, within two years after August 18, 1999; or (ii) any such rule fails to permit any incidental take that would occur from the conduct of forest practices in compliance with the rules adopted under chapter 4, Laws of 1999 sp. sess. or fails to confirm that such forest practices would not otherwise be in violation of the endangered species act and the regulations promulgated under that act. However, this subsection (2)(a) is not applicable to any aquatic resource covered by an incidental take permit described in (c) of this subsection;

(b) Either the national marine fisheries service or the United States fish and wildlife service shall promulgate an effective rule under 16 U.S.C. Sec. 1533(d) covering any aquatic resource that would preclude the conduct of forest practices consistent with the prescriptions outlined in the forests and fish report. However, this subsection (2)(b) is not applicable to any aquatic resource covered by an incidental take permit described in (c) of this subsection;

(c) Either the secretary of the interior or the secretary of commerce fails to issue an acceptable incidental take permit under 16 U.S.C. Sec. 1539(a) covering all fish and wildlife species included within aquatic resources on or before June 30, 2005. An acceptable incidental take permit will (i) permit the incidental take, if any, of all fish and wildlife species included within aquatic resources resulting from the conduct of forest practices in compliance with the prescriptions outlined in the forests and fish report; (ii) provide protection to the state of Washington and its subdivisions and to landowners and operators; (iii) not require the commitment of additional resources beyond those required to be committed under the forests and fish report; and (iv) provide "no-surprises" protection as described in 50 C.F.R. Parts 17 and 222 (1998);

(d) Either the national marine fisheries service or the United States fish and wildlife service fails to promulgate an effective rule under 16 U.S.C. Sec. 1533(d) within five years after the date on which a fish species is listed as threatened or endangered under the endangered species act which prohibits actions listed under 16 U.S.C. 1538;

(e) The environmental protection agency or department of ecology fails to provide the clean water act assurances described in appendix M to the forests and fish report; or

(f) The assurances described in (a) through (e) of this subsection are reversed or otherwise rendered ineffective by subsequent federal legislation or rule making or by final decision of any court of competent jurisdiction.

Upon the occurrence of a failure of assurances, any agency, tribe, or other interested person including, without limitation, any forest landowner, may provide written notice of the occurrence of such failure of assurances to the legislature and to the office of the governor. Promptly upon receipt of such a notice, the governor shall review relevant information and if he or she determines that a failure of assurances has occurred, the governor shall make such a finding in a written report with recommendations and deliver such report to the legislature. Upon notice of

the occurrence of a failure of assurances, the legislature shall review chapter 4, Laws of 1999 sp. sess., all rules adopted by the forest practices board, the department of ecology, or the department of fish and wildlife at any time after January 1, 1999, that were adopted primarily for the protection of one or more aquatic resources and affect forest practices and the terms of the forests and fish report, and shall take such action, including the termination of funding or the modification of other statutes, as it deems appropriate.

(3) The governor may negotiate with federal officials, directly or through designated representatives, on behalf of the state and its agencies and subdivisions, to obtain assurances from federal agencies to the effect that compliance with the forest practices rules as amended under chapter 4, Laws of 1999 sp. sess. and implementation of the recommendations in the forests and fish report will satisfy federal requirements under the endangered species act and the clean water act and related regulations, including the negotiation of a rule adopted under section 4(d) of the endangered species act, entering into implementation agreements and receiving incidental take permits under section 10 of the endangered species act or entering into other intergovernmental agreements.

(4)(a) It is expressly understood that the state will pursue a rule delineating federal assurances under 16 U.S.C. Sec. 1533(d) and may concurrently develop a Sec. 10(a) habitat conservation plan by June 2005. The department of natural resources must report regularly to the house of representatives and senate natural resources committees on the progress of the program, and on any technical or legal issues that may arise.

(b) The forest and fish agreement as embodied in chapter 4, Laws of 1999 sp. sess. and this chapter, the rules adopted by the forest practices board to implement this chapter, and all protections for small forest landowners, are reaffirmed as part of the extension of time granted in chapter 228, Laws of 2002 and will be collectively included in the federal assurances sought by the state of Washington.

[ [2002 c 228 § 1](#); [1999 sp.s. c 4 § 1301](#). Formerly RCW [75.46.350](#).]

**NOTES:**

**Part headings not law—1999 sp.s. c 4:** See note following RCW [77.85.190](#).

---

## **77.85.200**

### **Salmon and steelhead recovery program—Management board—Duties.**

(1) A program for salmon and steelhead recovery is established in Clark, Cowlitz, Lewis, Skamania, and Wahkiakum counties within the habitat areas classified as the lower Columbia evolutionarily significant units by the federal national marine fisheries service. The management board created under subsection (2) of this section is responsible for developing and overseeing the implementation of the habitat portion of the salmon and steelhead recovery plan and is empowered to receive and disburse funds for the salmon and steelhead recovery initiatives. The management board created pursuant to this section shall constitute the lead entity and the committee established under RCW [77.85.050](#) responsible for fulfilling the requirements and exercising powers under this chapter.

(2) A management board consisting of fifteen voting members is created within the lower Columbia evolutionarily significant units. The members shall consist of one county commissioner or designee from each of the five participating counties selected by each county legislative authority; one member representing the cities contained within the lower Columbia



evolutionarily significant units as a voting member selected by the cities in the lower Columbia evolutionarily significant units; a representative of the Cowlitz Tribe appointed by the tribe; one state legislator elected from one of the legislative districts contained within the lower Columbia evolutionarily significant units selected by that group of state legislators representing the area; five representatives to include at least one member who represents private property interests appointed by the five county commissioners or designees; one hydro utility representative nominated by hydro utilities and appointed by the five county commissioners or designees; and one representative nominated from the environmental community who resides in the lower Columbia evolutionarily significant units appointed by the five county commissioners or designees. The board shall appoint and consult a technical advisory committee, which shall include four representatives of state agencies one each appointed by the directors of the departments of ecology, fish and wildlife, and transportation, and the commissioner of public lands. The board may also appoint additional persons to the technical advisory committee as needed. The chair of the board shall be selected from among the members of the management board by the five county commissioners or designees and the legislator on the board. In making appointments under this subsection, the county commissioners shall consider recommendations of interested parties. Vacancies shall be filled in the same manner as the original appointments were selected. No action may be brought or maintained against any management board member, the management board, or any of its agents, officers, or employees for any noncontractual acts or omissions in carrying out the purposes of this section.

(3)(a) The management board shall participate in the development of a habitat recovery plan to implement its responsibilities under (b) of this subsection. The management board shall consider local watershed efforts and activities as well as habitat conservation plans in the development and implementation of the recovery plan. Any of the participating counties may continue its own efforts for restoring steelhead habitat. Nothing in this section limits the authority of units of local government to enter into interlocal agreements under chapter [39.34](#) RCW or any other provision of law.

(b) The management board is responsible for the development of a lower Columbia salmon and steelhead habitat recovery plan and for coordinating and monitoring the implementation of the plan. The management board will submit all future plans and amendments to plans to the governor's salmon recovery office for the incorporation of hatchery, harvest, and hydropower components of the statewide salmon recovery strategy for all submissions to the national marine fisheries service. In developing and implementing the habitat recovery plan, the management board will work with appropriate federal and state agencies, tribal governments, local governments, and the public to make sure hatchery, harvest, and hydropower components receive consideration in context with the habitat component. The management board may work in cooperation with the state and the national marine fisheries service to modify the plan, or to address habitat for other aquatic species that may be subsequently listed under the federal endangered species act. The management board may not exercise authority over land or water within the individual counties or otherwise preempt the authority of any units of local government.

(c) The management board shall prioritize as appropriate and approve projects and programs related to the recovery of lower Columbia river salmon and steelhead runs, including the funding of those projects and programs, and coordinate local government efforts as prescribed in the recovery plan. The management board shall establish criteria for funding projects and programs based upon their likely value in salmon and steelhead recovery. The management board may

consider local economic impact among the criteria, but jurisdictional boundaries and factors related to jurisdictional population may not be considered as part of the criteria.

(d) The management board shall assess the factors for decline along each tributary basin in the lower Columbia. The management board is encouraged to take a stream-by-stream approach in conducting the assessment which utilizes state and local expertise, including volunteer groups, interest groups, and affected units of local government.

(4) The management board has the authority to hire and fire staff, including an executive director, enter into contracts, accept grants and other moneys, disburse funds, make recommendations to cities and counties about potential code changes and the development of programs and incentives upon request, pay all necessary expenses, and may choose a fiduciary agent. The management board shall report on its progress on a biennial basis to the legislative bodies of the five participating counties and the state natural resource-related agencies. The management board shall prepare a final report at the conclusion of the program describing its efforts and successes in developing and implementing the lower Columbia salmon and steelhead recovery plan. The final report shall be transmitted to the appropriate committees of the legislature, the legislative bodies of the participating counties, and the state natural resource-related agencies.

(5) For purposes of this section, "evolutionarily significant unit" means the habitat area identified for an evolutionarily significant unit of an aquatic species listed or proposed for listing as a threatened or endangered species under the federal endangered species act (16 U.S.C. Sec. 1531 et seq.).

[ [2009 c 199 § 1](#); [2005 c 308 § 1](#); [2001 c 135 § 1](#); [2000 c 107 § 121](#); [1998 c 60 § 2](#). Formerly RCW [75.56.050](#).]

#### **NOTES:**

**Effective date—2001 c 135:** "This act takes effect August 1, 2001." [ [2001 c 135 § 3](#).]

**Finding—Intent—1998 c 60:** "The legislature recognizes the need to address listings that are made under the federal endangered species act (16 U.S.C. Sec. 1531 et seq.) in a way that will make the most efficient use of existing efforts. The legislature finds that the principle of adaptive management requires that different models should be tried so that the lessons learned from these models can be put to use throughout the state. It is the intent of the legislature to create a program for southwestern Washington to address the recent steelhead listings and which takes full advantage of all state and local efforts at habitat restoration in that area to date." [ [2001 c 135 § 2](#); [1998 c 60 § 1](#).]

**Effective date—1998 c 60:** "This act is necessary for the immediate preservation of the public peace, health, or safety, or support of the state government and its existing public institutions, and takes effect immediately [March 19, 1998]." [ [1998 c 60 § 3](#).]

---

## **77.85.220**

### **Salmon intertidal habitat restoration planning process—Task force—Reports.**

(1) If a limiting factors analysis has been conducted under this chapter for a specific geographic area and that analysis shows insufficient intertidal salmon habitat, the department of fish and wildlife and the county legislative authorities of the affected counties may jointly initiate a salmon intertidal habitat restoration planning process to develop a plan that addresses the intertidal habitat goals contained in the limiting factors analysis. The fish and wildlife

commission and the county legislative authorities of the geographic area shall jointly appoint a task force composed of the following members:

(a) One representative of the fish and wildlife commission, appointed by the chair of the commission;

(b) Two representatives of the agricultural industry familiar with agricultural issues in the geographic area, one appointed by an organization active in the geographic area and one appointed by a statewide organization representing the industry;

(c) Two representatives of environmental interest organizations with familiarity and expertise of salmon habitat, one appointed by an organization in the geographic area and one appointed by a statewide organization representing environmental interests;

(d) One representative of a diking and drainage district, appointed by the individual districts in the geographic area or by an association of diking and drainage districts;

(e) One representative of the lead entity for salmon recovery in the geographic area, appointed by the lead entity;

(f) One representative of each county in the geographic area, appointed by the respective county legislative authorities; and

(g) One representative from the office of the governor.

(2) Representatives of the United States environmental protection agency, the United States natural resources conservation service, federal fishery agencies, as appointed by their regional director, and tribes with interests in the geographic area shall be invited and encouraged to participate as members of the task force.

(3) The task force shall elect a chair and adopt rules for conducting the business of the task force. Staff support for the task force shall be provided by the Washington state conservation commission.

(4) The task force shall:

(a) Review and analyze the limiting factors analysis for the geographic area;

(b) Initiate and oversee intertidal salmon habitat studies for enhancement of the intertidal area as provided in RCW [77.85.230](#);

(c) Review and analyze the completed assessments listed in RCW [77.85.230](#);

(d) Develop and draft an overall plan that addresses identified intertidal salmon habitat goals that has public support; and

(e) Identify appropriate demonstration projects and early implementation projects that are of high priority and should commence immediately within the geographic area.

(5) The task force may request briefings as needed on legal issues that may need to be considered when developing or implementing various plan options.

(6) Members of the task force shall be reimbursed by the conservation commission for travel expenses as provided in RCW [43.03.050](#) and [43.03.060](#).

(7) The task force shall provide annual reports that provide an update on its activities to the fish and wildlife commission, to the involved county legislative authorities, and to the lead entity formed under this chapter.

[ [2003 c 391 § 4](#).]

#### NOTES:

**Initiation of process—2003 c 391 §§ 4 and 5:** "The process established in sections 4 and 5 of this act shall be initiated as soon as practicable in Skagit county." [ [2003 c 391 § 7](#).]

**Severability—Effective date—2003 c 391:** See notes following RCW [77.57.030](#).

---

## 77.85.230

### **Intertidal salmon enhancement plan—Elements—Initial and final plan.**

(1) In consultation with the appropriate task force formed under RCW [77.85.220](#), the conservation commission may contract with universities, private consultants, nonprofit groups, or other entities to assist it in developing a plan incorporating the following elements:

(a) An inventory of existing tide gates located on streams in the county. The inventory shall include location, age, type, and maintenance history of the tide gates and other factors as determined by the appropriate task force in consultation with the county and diking and drainage districts;

(b) An assessment of the role of tide gates located on streams in the county; the role of intertidal fish habitat for various life stages of salmon; the quantity and characterization of intertidal fish habitat currently accessible to fish; the quantity and characterization of the present intertidal fish habitat created at the time the dikes and outlets were constructed; the quantity of potential intertidal fish habitat on public lands and alternatives to enhance this habitat; the effects of saltwater intrusion on agricultural land, including the effects of backfeeding of saltwater through the underground drainage system; the role of tide gates in drainage systems, including relieving excess water from saturated soil and providing reservoir functions between tides; the effect of saturated soils on production of crops; the characteristics of properly functioning intertidal fish habitat; a map of agricultural lands designated by the county as having long-term commercial significance and the effect of that designation; and the economic impacts to existing land uses for various alternatives for tide gate alteration; and

(c) A long-term plan for intertidal salmon habitat enhancement to meet the goals of salmon recovery and protection of agricultural lands. The proposal shall consider all other means to achieve salmon recovery without converting farmland. The proposal shall include methods to increase fish passage and otherwise enhance intertidal habitat on public lands pursuant to subsection (2) of this section, voluntary methods to increase fish passage on private lands, a priority list of intertidal salmon enhancement projects, and recommendations for funding of high priority projects. The task force also may propose pilot projects that will be designed to test and measure the success of various proposed strategies.

(2) In conjunction with other public landowners and the appropriate task force formed under RCW [77.85.220](#), the department shall develop an initial salmon intertidal habitat enhancement plan for public lands in the county. The initial plan shall include a list of public properties in the intertidal zone that could be enhanced for salmon, a description of how those properties could be altered to support salmon, a description of costs and sources of funds to enhance the property, and a strategy and schedule for prioritizing the enhancement of public lands for intertidal salmon habitat. This initial plan shall be submitted to the appropriate task force at least six months before the deadline established in subsection (3) of this section.

(3) The final intertidal salmon enhancement plan shall be completed within two years from the date the task force is formed under RCW [77.85.220](#) and funding has been secured. A final plan shall be submitted by the appropriate task force to the lead entity for the geographic area established under this chapter.

[ [2009 c 333 § 24](#); [2003 c 391 § 5](#).]

#### **NOTES:**

**Initiation of process—2003 c 391 §§ 4 and 5:** See note following RCW [77.85.220](#).

**Severability—Effective date—2003 c 391:** See notes following RCW [77.57.030](#).

---

## **77.85.240**

### **Puget Sound partners.**

When administering funds under this chapter, the board shall give preference only to Puget Sound partners, as defined in RCW [90.71.010](#), in comparison to other entities that are eligible to be included in the definition of Puget Sound partner. Entities that are not eligible to be a Puget Sound partner due to geographic location, composition, exclusion from the scope of the Puget Sound action agenda developed by the Puget Sound partnership under RCW [90.71.310](#), or for any other reason, shall not be given less preferential treatment than Puget Sound partners.

[ [2007 c 341 § 37](#).]

#### **NOTES:**

**Effective date—2007 c 341:** See RCW [90.71.907](#).