

## Proposed Agenda

March 1-2, 2017



Regular Meeting

Natural Resources Building, Room 172, 1111 Washington Street SE, Olympia, WA 98501

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**Time:** Opening sessions will begin as shown; all other times are approximate.

**Order of Presentation:** In general, each agenda item will include a presentation, followed by board discussion and then public comment. The board makes decisions following the public comment portion of the agenda item.

**Public Comment:** To comment at the meeting, please fill out a comment card and provide it to staff. Please be sure to note on the card if you are speaking about a particular agenda topic. The chair will call you to the front at the appropriate time. Public comment will be limited to three minutes per person. You may also submit written comments to the board by mailing them to RCO, Attn: Wendy Loosle, Board Liaison, at the address above or to [wendy.loosle@rco.wa.gov](mailto:wendy.loosle@rco.wa.gov).

**Meeting Accommodations:** Persons with disabilities needing an accommodation to participate in RCO public meetings are invited to contact us via the following options: 1) Leslie Frank by phone (360) 902-0220 or email [leslie.frank@rco.wa.gov](mailto:leslie.frank@rco.wa.gov); or 2) 711 relay service. Accommodation requests should be received by February 22, 2017 to ensure availability.

## WEDNESDAY, MARCH 1

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### OPENING AND WELCOME

#### 1:00 p.m. Call to Order

- Roll Call and Determination of Quorum
- Review and Approval of Agenda (**Decision**)
- Recognition of Brian Abbott

Chair

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#### 1:25 p.m. 1. Consent Agenda

- A. Approve December 8, 2016 Meeting Minutes

Chair

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### MANAGEMENT AND PARTNER REPORTS

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#### 1:30 p.m. 2. Director's Report

- Director's Report
- Legislative, Budget, and Policy Updates
  - Fish Barrier Removal Board
- Performance Update (*written only*)
- Financial Report (*written only*)

Kaleen Cottingham  
Wendy Brown

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#### 1:50 p.m. 3. Salmon Recovery Management Report

- Governor's Salmon Recovery Office Report
  - Status of the Pacific Coastal Salmon Recovery Fund Application
  - 2017 Salmon Recovery Conference Update
- Salmon Section Report
- Recently Completed Projects

Sarah Gage

Tara Galuska  
Grant Managers

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#### 2:20 p.m. 4. Reports from Partners

- Council of Regions Report
- Washington Salmon Coalition Report
- Regional Fisheries Enhancement Group Coalition
- Board Roundtable: Other Agency Updates

Melody Kreimes  
Amy Hatch-Winecka  
Colleen Thompson  
SRFB Agency Representatives

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#### 2:40 p.m. General Public Comment: Please limit comments to 3 minutes.

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**2:45 p.m. BREAK**

## BOARD BUSINESS: DECISIONS

**3:00 p.m. 5. Funding Decisions**

- |   |                        |
|---|------------------------|
| A. Continued Salmon Recovery Network (SRNet) Facilitation and Use of Return Funds                     | <i>Sarah Gage</i>      |
| B. How to Fund Intensively Monitored Watershed Restoration Treatment Projects in the 2017 Grant Round | <i>Keith Dublanica</i> |

**Public Comment:** Please limit comments to three minutes.

## BOARD BUSINESS: REQUEST FOR DIRECTION

**4:00 p.m. 6. Follow-up on Grant Application Questions on Climate Change**

*Leslie Connelly*

## BOARD BUSINESS: BRIEFING

**4:30 p.m. 7. Hatchery Reform Video Update**

*Jennifer Johnson*

**5:00 p.m. ADJOURN FOR THE DAY**

## THURSDAY, MARCH 2

## OPENING

**9:00 a.m. Call to Order**

*Chair*

- Roll Call and Determination of Quorum

## BOARD BUSINESS: BRIEFING

**9:05 a.m. 8. 2016 State of Salmon Report**

*Jennifer Johnson*

## BOARD BUSINESS: DECISION

**10:00 a.m. 9. Communication Plan and Fundraising Strategy**

Barbara Cairns  
Nancy Biery

**12:00 p.m. LUNCH**

## BOARD BUSINESS: BRIEFINGS & DECISION

**1:00 p.m. 10. Allocation Committee Recommendations**

*Leslie Connelly*

**3:00 p.m. BREAK**

**3:15 p.m. 10. Allocation Committee Recommendations** *(continued)*

*Leslie Connelly*

**Public Comment:** Please limit comments to three minutes.

## BOARD BUSINESS: REQUEST FOR DIRECTION

**4:00 p.m. 11. Planning for the May 2017 Board Retreat**

Kaleen Cottingham  
and Subcommittee

**5:00 p.m. ADJOURN**

**Salmon Recovery Funding Board  
March 1-2, 2017  
Consent Agenda**

**BE IT RESOLVED**, that the following March 1-2, 2017 Consent Agenda items are approved:

- A. Approval of December 8, 2016 Meeting Minutes

*Moved by:* \_\_\_\_\_

*Seconded by:* \_\_\_\_\_

*Adopted Date:* \_\_\_\_\_

## Salmon Recovery Funding Board Briefing Memo

### APPROVED BY RCO DIRECTOR KALEEN COTTINGHAM

**Meeting Date:** March 1-2, 2017

**Title:** Director's Report

#### Summary

This memo outlines key agency activities and happenings.

#### Board Action Requested

This item will be a:

- |                                     |                       |
|-------------------------------------|-----------------------|
| <input type="checkbox"/>            | Request for Decision  |
| <input type="checkbox"/>            | Request for Direction |
| <input checked="" type="checkbox"/> | Briefing              |

#### In this Report:

- Agency update
- Legislative, budget, and policy updates
- Fiscal report
- Performance update

## Agency Update

### SRNet Update

The Salmon Recovery Network (SRNet) is a partnership between state agencies, federal agencies, tribes, regions, lead entities, regional fisheries enhancement groups and other nonprofit groups. In the next few months, SRNet is focused on legislators. They've created a [one-page outreach tool](#) to ensure a strong, coordinated message.

### RCO Applies for Federal Grant to Analyze Salmon Recovery Data

RCO, on behalf of a consortium (Governor's Salmon Recovery Office, Departments of Ecology and Fish and Wildlife, Puget Sound Partnership, and the Skokomish Indian Tribe) submitted a \$500,000 project proposal to create an exchange network funded by the Environmental Protection Agency. This project, would develop an Effectiveness and Evaluation Tool, to pull together information about restoration actions and outcomes, test the effectiveness of management actions at regional and lower scales, and display the results in online maps for non-technical audiences. The goal is to discover and communicate what's working to restore water quality, salmon, and shellfish. This pilot project will focus in the Skokomish watershed and Hood Canal and will run until October 2020. RCO will know in late spring if the project is funded.

### RCO Receives New Federal Funding to Battle Invasive Species

The Invasive Species Council got good news this month when it was awarded federal funding for three projects. The U.S. Department of Agriculture will provide \$130,000 for two projects. The first will allow the council, and its partner, WSU Cooperative Extension, to develop a training program for a regional network



of invasive species first detectors, who will look for new pest occurrences, identify pests of high-consequence, and report their observations. For the second project, the council will work with WSU Cooperative Extension and Skamania County to expand a regional approach to detection, public outreach, and collaboration by hosting two regional workshops focusing on the Columbia River Gorge National Scenic Area and on the eastern Washington-western Idaho area. For the third project, the National Fish and Wildlife Foundations' Pulling Together Initiative provided nearly \$65,000 to create a regional collaborative, workshop, and management plan to address flowering rush in the Columbia River basin.

### **RCO Launches Twitter**

RCO launched its Twitter account with a series of tweets covering agency news, such as the appointment of the newest Salmon Recover Funding Board member, recruitment of members for the Recreation and Conservation Funding Board, groundbreaking, and salmon recovery projects. Check us out on Twitter [@RCO\\_Director](#). RCO is now fully engaged in social media with sites on Facebook, YouTube, Twitter, and Flickr. Feel free to "friend," "Like," "Subscribe," and "Re-tweet" us!

### **Cultural Resources Training**

In late November, RCO hosted its first cultural resource training program. Other key players included the Departments of Fish and Wildlife, Natural Resources, Health and Transportation. This 2-day training was designed to help participants gain a basic understanding of working with cultural resource protection laws and tribal consultation from project concept through to completion. The training was geared toward capital project managers, planners, and land stewards from state, local, and tribal government, as well as non-governmental entities. To help people apply the concepts presented, trainers used a "hypothetical" salmon recovery project at Priest Point Park in Olympia, followed by some hands-on demonstrations at the park. Forty-eight people participated in the training, which included staff from four tribes, one federal agency, six different state agencies, eight local governments, and three non-governmental entities. Trainers included staff from Departments of Archeology and Historic Preservation, Commerce, Fish and Wildlife, Health, Natural Resources, and Transportation, and the Nisqually Indian Tribe, Puyallup Tribe of Indians, Snoqualmie Tribe, Confederated Tribe of the Chehalis Reservation, and the City of Olympia. RCO's cultural resources program recently received high praise. At a panel discussion in Seattle about cultural resources and how agencies and tribes could better collaborate, two members of two different tribes called out RCO as an agency that "does it right" and "understands" when it comes to tribal consultation and cooperatively working with tribes. This is a huge step for RCO because in 2008 the tribes did not think highly of our agency's review process.

### **Employee Survey Results are In**

In January, RCO received the results of its employee survey taken in October 2016. The survey is open each year to all state employees and the results are broken down by agency. Executive Management reviewed the survey and shared with staff at the January all-staff meeting. Of RCO's 54 employees, 49 took the survey and 92 percent said they were satisfied with their jobs. Communication was identified as an area that needs improvement and will be a focus area for the coming year. The survey will be discussed further by employees within their work units and improvements built into the agency's 2017-19 work plan.

### **Leadership Training Continues**

The agency continues to offer staff the opportunity to participate in a leadership training series led by the Falconer Group. In January, managers met with Jim Reid of the Falconer Group and discussed individual leadership styles and goals and reviewed the outcome of the staff discussions that were held in late 2016. Staff had several great suggestions for improving RCO's leadership culture. These suggestions have fueled conversations that may result in changes to RCO's future strategic direction. In February, most RCO staff

will participate in the third phase of the leadership series centered on conflict resolution and communication.

### **Meetings with Partners**

- During November, Director Cottingham met with several partners to catch them up on legislative and policy issues, budget requests, board decisions, and our grant cycles. I met with the State Conservation Commission and the Washington Wildlife and Recreation Coalition.
- Director Cottingham participated in Governor's Inslee's Cabinet Retreat, where time was spent sharing accomplishments and getting better acquainted with the efforts of other agency directors and Governor's staff. In early December, she participated in another cabinet meeting to go over the Governor's priorities for the coming legislative session and subsequent biennium.
- Director Cottingham participated in a Snohomish County Sustainable Lands meeting, at which the group identified several priorities for the coming year. Some of the priorities include support for the SRFB's efforts to better align salmon grants with the grants issued by the Department of Ecology. Another priority is to recommend that the Governor's Results Washington effort, on which Director Cottingham participates, take on an improvement project to streamline the regulatory and permit requirements in several key recovery areas (specifically to see if it's possible to streamline the process of approving barrier removal projects).

### **Update on Sister Boards**

#### **Recreation and Conservation Funding Board (RCFB)**

The RCFB welcomes two new members: Kathryn Gardow (Seattle) and Danica Ready (Winthrop). Ms. Gardow is a former executive director of PCC Farmland Trust, and has climbed more than 100 peaks in the Cascade and Olympic mountain ranges. Ms. Ready works for the Methow Community Trails Association and previously worked for the Methow Conservancy.

#### **Washington Invasive Species Council**

At its December meeting, WISC updated its [Top 50 priority species list](#), which has not been revised since 2009. New additions include [white nose syndrome](#), [northern pike](#), and [flowering rush](#). In collaboration with U.S. Department of Agriculture (Animal and Plant Health Inspection Service), and the Departments of Agriculture and Fish and Wildlife, WISC developed a [media release](#) to raise awareness of feral swine impacts and reporting pathways. WISC also has been busy supporting [House Bill 1429](#) and [Senate Bill 5305](#), which relate to managing and funding aquatic invasive species. WISC members and staff performed outreach and education at the Seattle Boat Show, Pacific NorthWest Economic Region winter meeting, Pacific Marine Expo, and Canadian Columbia Basin Regional Invasive Species Program Steering Committee meeting. WISC will meet next on March 23 in Olympia.

#### **Governor's Salmon Recovery Office (GSRO)**

GSRO staff are stunned, saddened, and grieving from losing Brian Abbott and his leadership in salmon recovery. But we know that the best way to honor him is to keep working hard for salmon. Our biggest accomplishment in December was finalizing the 2016 *State of the Salmon in Watersheds* report, which was released January 4. Staff is also working with partners at the Department of Fish and Wildlife and the Northwest Indian Fisheries Commission on the 2017 application for Pacific Coastal Salmon Recovery Fund grant; selecting sessions for the 2017 Salmon Recovery Conference; and developing a hatchery reform video.

## Legislative Update

### Briefing Budget Leaders on Salmon Recovery Budget

The Governor's budget for the 2017-19 biennium was released in December 2016 and proposed the following funding levels for our salmon programs:

Program	2017-19 Agency Request	2017-19 Governor's Proposal
Salmon-State (SRFB)	\$56 million	\$30 million
Estuary and Salmon Restoration	\$20 million	\$10 million
Puget Sound Acquisition and Restoration	\$80 million	\$50 million
Family Forest Fish Passage Program	\$10 million	\$5 million
Coastal Restoration Grants	\$12.5 million	\$12.5 million
Salmon Barrier Removal Board	\$58 million	\$19.7 million

Included in the Salmon-State appropriation is a proviso for the LEAN study: "\$170,000 is provided solely to execute a lean study to bring efficiencies to the project development and prioritization process." Allocating additional funds towards lead entity project development from the Salmon-State appropriation has been left to the discretion of the Salmon Recovery Funding Board.

The 2017 Legislative Session began on January 9. Within the first two weeks, RCO participated in two work sessions on salmon-related topics. The first work session was to inform the Senate Natural Resources Committee on the *2016 State of Salmon in Watersheds* report; the second was to inform the House Capital Budget Committee on fish barrier removal programs. The latter included discussion of the Family Forest Fish Passage Program (FFFPP), the Fish Passage Barrier Removal Board, the Road Maintenance and Abandonment Plan (RMAP), and the Washington Department of Transportation's (WSDOT) culvert injunction work.

During this legislative session, Director Cottingham and Policy Director Wendy Brown have been meeting with legislators to brief them on the RCO budget request and to introduce ourselves to new members on the natural resource and budget committees. In particular this session, the House Capital Budget Committee has ten new members, several of whom are new to the Legislature. Ms. Brown also has been responding to legislative requests for information on our grant programs, individual projects, match requirements, and other topics.

## Fiscal Report

The fiscal report reflects Salmon Recovery Funding Board activities as of January 2017.

### Balance Summary

Fund	Balance
Current State Balance	\$446,847
Current Federal Balance – Projects	\$1,159,236
Current Federal Balance – Activities, Hatchery Reform, Monitoring	\$5,054,899
Lead Entities	\$0
Puget Sound Acquisition and Restoration (PSAR) and Puget Sound Restoration	\$1,786,814

### Salmon Recovery Funding Board

For July 1, 2015 - June 30, 2017, actuals through January 30, 2017 (FM 19). 79.2% of biennium reported.

Programs	BUDGET	COMMITTED		TO BE COMMITTED		EXPENDITURES	
	New and Re-appropriation 2015-2017	Dollars	% of Budget	Dollars	% of Budget	Dollars	% of Completed
<b>State Funded</b>							
2011-13	\$4,890,891	\$4,890,891	100%	\$0	0%	\$1,868,042	38%
2013-15	\$11,872,091	\$11,872,090	100%	\$0	0%	\$5,178,510	44%
2015-17	\$14,820,200	\$14,373,353	97%	\$446,847	3%	\$3,675,590	26%
<b>Total</b>	<b>31,583,182</b>	<b>31,136,334</b>	<b>99%</b>	<b>\$446,847</b>	<b>1%</b>	<b>10,722,142</b>	<b>34%</b>
<b>Federal Funded</b>							
2011	\$4,577,913	\$4,577,913	100%	\$0	0%	\$4,577,913	100%
2012	\$8,493,420	\$8,329,340	98%	\$164,081	2%	\$4,689,499	56%
2013	\$8,564,766	\$8,240,340	96%	\$324,426	4%	\$5,846,183	71%
2014	\$15,724,199	\$15,509,466	99%	\$214,733	1%	\$8,999,985	58%
2015	\$18,173,121	\$18,128,417	100%	\$44,704	0.1%	\$4,717,458	26%
2016	\$17,045,000	\$11,578,808	68%	\$5,466,192	32%	\$24,386	0.1%
<b>Total</b>	<b>72,578,419</b>	<b>66,364,284</b>	<b>91%</b>	<b>\$6,214,136</b>	<b>9%</b>	<b>28,855,424</b>	<b>43%</b>
<b>Grant Programs</b>							
Lead Entities	7,643,306	7,643,306	100%	0	0%	4,012,940	53%
PSAR	84,358,048	82,571,234	98%	1,786,814	2%	34,145,883	41%
<b>Subtotal</b>	<b>196,162,953</b>	<b>187,715,157</b>	<b>96%</b>	<b>8,447,797</b>	<b>4%</b>	<b>77,736,389</b>	<b>41%</b>
<b>Administration</b>							
Admin/ Staff	7,294,310	7,294,310	100%	-	0%	4,990,762	68%
<b>Subtotal</b>	<b>7,294,310</b>	<b>7,294,310</b>	<b>100%</b>	<b>-</b>	<b>0%</b>	<b>4,990,762</b>	<b>68%</b>
<b>GRAND TOTAL</b>	<b>\$203,457,263</b>	<b>\$195,009,467</b>	<b>96%</b>	<b>\$8,447,797</b>	<b>4%</b>	<b>\$82,727,151</b>	<b>42%</b>

Note: Activities such as smolt monitoring, effectiveness monitoring, and regional funding are combined with projects in the state and federal funding lines above.

## Performance Update

The following data are for grant management and project impact performance measures for fiscal year 2017. Data included are specific to projects funded by the board and current as of January 30, 2017.

### Project Impact Performance Measures

The following tables provide an overview of the fish passage accomplishments funded by the Salmon Recovery Funding Board (board) in fiscal year 2017. Grant sponsors submit these performance measure data for blockages removed, fish passages installed, and stream miles made accessible when a project is completed and in the process of closing. The Forest Family Fish Passage Program and Estuary and Salmon Restoration Program are not included in these totals.

Eighteen salmon blockages were removed so far this fiscal year (July 1, 2016 to January 30, 2017), with nine passageways installed (Table 1). These projects have cumulatively opened 45.9 miles of stream (Table 2).

**Table 1. SRFB-Funded Fish Passage Metrics**

Measure	FY 2017 Performance
Blockages Removed	18
Bridges Installed	3
Culverts Installed	6
Fish Ladders Installed	0
Fishway Chutes Installed	0







**Table 2. Stream Miles Made Accessible by SRFB-Funded Projects in FY 2017**

Project Number	Project Name	Primary Sponsor	Stream Miles
<a href="#">10-1767</a>	Donkey Creek Culvert – 2010	Pacific Coast Salmon Coalition	1.4
<a href="#">11-1261</a>	Grisdale Fish Passage Restoration-Save and Pig Pen	Grays Harbor Conservation Dist	7.6
<a href="#">11-1525</a>	Coleman Cr - Ellensburg Water Company Project	Kittitas Co Conservation Dist	0.53
<a href="#">12-1707</a>	Fred Johnson Culvert Replacement Project	Pacific Conservation Dist	0.75
<a href="#">13-1052</a>	Davis Slough Fish Passage and Flow Restoration	Skagit County Public Works	1.3
<a href="#">13-1117</a>	Raft River Tribs: 4040 Rd Fish Passage	Quinault Indian Nation	2.44
<a href="#">13-1398</a>	Rattlesnake Creek SR 129 Culvert Replacement	Asotin Co Conservation Dist	8.97
<a href="#">14-1158</a>	Greenhead Slough Barrier Removal	Sustainable Fisheries Found.	10
<a href="#">15-1161</a>	Weyerhaeuser-Middle Fork Satsop Passage Project	Grays Harbor Conservation Dist	9.3
<a href="#">15-1162</a>	Weyerhaeuser-West Fork Satsop Passage Project	Grays Harbor Conservation Dist	3.61
<b>Total Miles</b>			<b>45.9</b>

## Grant Management Performance Measures

Table 3 summarizes fiscal year 2017 operational performance measures as of January 30, 2017.

**Table 3. SRFB-Funded Grants: Management Performance Measures**

Measure	FY Target	FY 2017 Performance	Indicator	Notes
Percent of Salmon Projects Issued Agreement within 120 Days of Board Funding	85-95%	<b>74%</b>		Twenty-three agreements for SRFB-funded projects were due to be mailed this fiscal year to date. Staff mail agreements on average 37 days after a project is approved.
Percent of Salmon Progress Reports Responded to On Time (15 days or less)	65-75%	<b>90%</b>		A total of 360 progress reports were due this fiscal year to date for SRFB-funded projects. Staff responded to 325 in 15 days or less. On average, staff responded in 6 days.
Percent of Salmon Bills Paid within 30 days	100%	<b>100%</b>		During this fiscal year to date, 265 bills were due for SRFB-funded projects. All were paid on time.
Percent of Projects Closed on Time	60-70%	<b>70%</b>		A total of 61 SRFB-funded projects were scheduled to close so far this fiscal year. Forty-three of these projects closed on time.
Number of Projects in Project Backlog	0	<b>12</b>		Twelve SRFB-funded projects are in the backlog. This is an increase from the last board meeting.
Number of Compliance Inspections Completed	75	<b>44</b>		Staff have inspected 44 worksites this fiscal year to date. They have until June 30, 2017 to reach the target.

## Salmon Recovery Funding Board Briefing Memo

### APPROVED BY RCO DIRECTOR KALEEN COTTINGHAM

**Meeting Date:** March 1–2, 2017  
**Title:** Salmon Recovery Management Report  
**Prepared By:** Sarah Gage, Governor's Salmon Recovery Office Lead Entity Program Manager  
Tara Galuska, Salmon Section Manager

#### Summary

The following memo highlights recently completed work by the Governor's Salmon Recovery Office and the Recreation and Conservation Office.

#### Board Action Requested

This item will be a: ☐ Request for Decision  
☐ Request for Direction  
☒ Briefing

### Governor's Salmon Recovery Office

#### Salmon Recovery Conference: April 25–27, 2017 Wenatchee, Washington

The 2017 Salmon Recovery conference is scheduled for April 25–27, 2017, in Wenatchee, WA. Staff from the Governor's Salmon Recovery Office (GSRO) and the Recreation and Conservation Office (RCO) are collaborating with the Washington Department of Fish and Wildlife (WDFW), Long Live the Kings, and Pyramid Communications to host the event. The Upper Columbia Salmon Recovery Funding Board is hosting a kick-off reception the evening of Monday, April 24, 2017.

Messaging for the conference is based on the Communications Strategy developed for GSRO and the board by Pyramid Communications.

A multi-stakeholder Conference Advisory Committee is assisting with oversight and agenda development. Their next meeting is February 22<sup>nd</sup>. The advisory committee includes representatives of the following organizations:

- Salmon Recovery Funding Board
- Recreation and Conservation Office
- Governor's Salmon Recovery Office
- Washington Salmon Coalition
- Regional Fisheries Enhancement Groups
- Council of Regions
- Lower Columbia Fish Recovery Board
- Upper Columbia Salmon Recovery Board
- Columbia River Inter-Tribal Fish Commission

- Northwest Indian Fisheries Commission
- National Oceanic and Atmospheric Administration
- Washington Department of Fish and Wildlife
- Long Live the Kings

The call for sessions, open October–November 2016, yielded 73 proposals, of which 35 were selected for further development. The conference can only encompass 40 breakout sessions, and the committee wanted to have some flexibility in organizing the final agenda. The call for abstracts, open December 16–January 27, resulted in 267 submissions.

Following the loss of Brian Abbott, RCO contracted with staff from Long Live the Kings to help develop the conference agenda. They convened a smaller work group to roll up its sleeves and review abstracts, work with session chairs, and construct sessions and tracks for approval by the Conference Advisory Committee.

The conference will include plenary sessions covering topics of interest to all, in addition to exhibitor booths and special events. Sponsorship opportunities are available. Registration is open through the our conference services vendor, Western Washington University.

### **Status of the Pacific Coastal Salmon Recovery Fund Application**

Each year, the Recreation and Conservation Office (RCO) submits a single Washington State application to the National Oceanic and Atmospheric Administration (NOAA) for Pacific Coastal Salmon Recovery Fund (PCSRF) grant funding. The application is prepared on behalf of the Salmon Recovery Funding Board (board), Washington Department of Fish and Wildlife (WDFW), and the Northwest Indian Fisheries Commission (NWIFC).

NOAA released the PCSRF Funding Opportunity on January 18, 2017. Pre-applications are due on March 3, 2017 and final applications are due on April 3, 2017. RCO met with the Northwest Indian Fisheries Commission and the Washington Department of Fish and Wildlife to coordinate our budget request and work on our respective sections of the Washington State application.

The board portion of the PCSRF application includes funding for habitat projects (NOAA's Priority 1), monitoring (Priority 2), and administration and capacity (Priority 3). Capacity has historically been the established organizational foundation that allows salmon recovery to take place at the grassroots level by maintaining a network of regional organizations and lead entities.

This year RCO included lead entity capacity funding in its state Capital budget request. By removing it from the PCSRF application, and moving that amount of money into Priority 1 habitat projects, RCO intends to submit the strongest possible application. A proviso in the application will indicate that RCO will need to use part of its PCSRF award to cover lead entity capacity in the event that Capital funds are not sufficiently available in the final legislative appropriation. Additionally, some funding in the preliminary application will identify some funding for communications and facilitating SRNet.

### **Fish Barrier Removal Board**

The Governor's Salmon Recovery Office (GSRO) has served on the Fish Barrier Removal Board (FBR Board), since its creation by the Legislature in 2014. Following Brian Abbott's death, Dave Caudill of RCO is now our representative on the FBR Board.



One of the FBR Board's goals is to broadly communicate the importance of opening existing habitat for salmon and steelhead blocked by man-made structures. The FBR Board developed a list of 79 projects (24 design and 55 construction) totaling \$51.4 million. On behalf of the FBR Board and the Washington Department of Fish and Wildlife (WDFW), RCO submitted a 2017-19 capital budget request that included funding support for these projects. If fully funded, it will open 160 miles of fish habitat. The Governor's budget included \$19.7 million, which would fund 13 specifically-listed fish passage projects. Final budgets are expected in June 2017.

The total list of projects are distributed across the following landowner types: 19 private landowners; 6 city; 47 county; and 7 state. Ten of those projects, comprising 35% of the funding request, are either Washington State Department of Transportation (WSDOT) barriers (6 projects, approximately \$9.4 million) or are associated with WSDOT barriers (4 projects, approximately \$7.1 million).

More information on the funding proposal can be found [here](#); the Governor's budget proposal includes thirteen projects. In support of this budget request, the FBR Board produced [outreach materials](#), an [ArcGIS story map](#), and most recently, a video "[Making Way for Salmon](#)."

## **Recreation and Conservation Office - Salmon Section Report**

### **Salmon Recovery Funding Board Grant Management**

#### **2016 Grant Cycle Update**

In December 2016, the board approved \$13.1 million for 74 projects, and approved 28 alternate projects. Grant managers are getting the projects under agreement. The board also approved \$1,529,210 for 3 restoration treatment projects within Intensively Monitored Watersheds (IMWs).

The board also approved 96 Puget Sound Acquisition and Restoration (PSAR) projects for the 2017-19 biennium, contingent on legislative appropriations. Finally, the board approved a regional Puget Sound Partnership Large Capital project list that included eighteen projects. Should the Legislature fund the PSAR program in the 2017-19 biennium, RCO is ready to send out project agreements to those PSAR projects that have been ranked and approved. The total project requests for PSAR funding amounts to \$139 million. The Recreation and Conservation Office (RCO), on behalf of the Puget Sound Partnership, requested \$80 million for these PSAR projects in the capital budget. The Governor's proposed capital budget included \$50 million.

The proposed allocation of 2017-19 PSAR funds includes two components: 1) allocation of the first \$30 million using the watershed-based formula to ensure every watershed continues to make significant progress; and 2) allocation of any amount above \$30 million to the large capital project list, in ranked order. The [2016 Funding Report](#) includes the complete list of all approved projects.

#### **2017 Grant Cycle Update**

February 2017 will be a busy month for the Recreation and Conservation Office (RCO). RCO staff will announce the 2017 grant round in early February 2017 and PRISM will open for applications on February 12. The grant cycle includes federal Pacific Coastal Salmon Recovery Fund (PCSRF) funding and salmon state funding. A workshop for applicants is scheduled for March 8, 2017. An edited edition of Manual 18, sent out for comment to all lead entities and regions, should be ready to publish in February as well. A grant round kick-off meeting with staff and the Review Panel will be held in February, along with lead entity site visits scheduled February through June 2017. The final application due date is August 10, 2017.

Following the legislative session, congressional budget approval, and NOAA PCSRF award decisions, RCO will have a better sense of the total amount of funding available for the 2017 grant round. RCO will then use the current regional allocation formula, unless revised at the March board meeting, to inform the regions on the amount of funds likely available for projects in the 2017 grant round. Projects will be ranked and submitted through the lead entity process and reviewed by the SRFB Review Panel.

The board will be asked to approve all projects at the December 6–7, 2017 meeting.

### **PRISM and LEAN effort**

RCO always strives to improve the technology associated with grant management. The agency launched new enhanced Progress Reports and Final Reports modules in the Online PRISM database. These modules advance the goal of migrating all PRISM features to the online environment. This new online feature will allow sponsors to enter progress metrics which will go into Habitat Work Schedule (HWS). This facilitates real-time display of the data and progress made, rather than just at the end of a project.

The next major PRISM module RCO intends to work on is an evaluation and review tool in PRISM online so that PRISM will house comment forms. As a first step to launching this effort, RCO staff are engaging in a LEAN process to map out the internal evaluation processes to see where improvements can be made prior to building it into PRISM.

### **Other Programs**

#### **Estuary and Salmon Restoration Program (ESRP)**

ESRP received \$8 million in the capital budget for the 2015-17 biennium, funding fourteen projects on the [ESRP 2015 Investment Plan](#). The ESRP program was recently awarded two National Oceanic and Atmospheric Administration (NOAA) Coastal Resiliency grants, which will fund additional projects on the list, as well as provide support to a nearshore scientist and an outreach specialist at Washington Department of Fish and Wildlife (WDFW). In April 2016, WDFW released a Request for Proposals for the 2017-19 ESRP project list. WDFW received twenty-five applications. The [ESRP 2017-19 Preliminary Investment Plan Final Ranking](#) is available on the RCO website. RCO submitted the draft ESRP project list to the Governor with its 2017-19 capital budget request of \$20 million. The Governor included \$10 million in his proposed budget. The ESRP program is working on putting Puget Sound Nearshore Ecosystem Restoration Project (PSNERP) funds into the Duckabush Planning project.

#### **Family Forest Fish Passage Program (FFPPP)**

FFPPP received \$5 million in the capital budget for the 2015-17 biennium. In September 2015, the FFFPP Steering Committee approved the 2015 project list, consisting of 16 projects, removing 19 barrier crossings. These projects are now either completed or underway. The FFFPP Steering Committee recently approved the 2016 project list for implementation, which includes 13 sites, removing 15 barriers. There are currently 477 eligible landowners with 830 crossings remaining on the waiting list. A \$10 million budget request supporting projects in the FFFPP Program was submitted for the 2017-19 biennium. The Governor included \$5 million in his proposed budget.

### **Salmon Recovery Funding Board Grant Administration**

#### **Viewing Closed Projects**

Attachment A lists projects that closed between November 3, 2016 and January 29, 2017. Each project number links to information about a project (e.g., designs, photos, maps, reports, etc.). Staff processed 65 project-related amendments during this period; most amendments were minor revisions.

### Amendments Approved by the RCO Director

The table below shows the major amendments approved between November 3, 2016 and January 31, 2017. Staff processed 65 project-related amendments during this period; most amendments were minor revisions related to administrative changes or time extensions.

**Table 1. Project Amendments Approved by the RCO Director**

Project Number	Project Name	Sponsor	Program	Type	Date	Amount/Notes
<a href="#">13-1086</a>	Stillaguamish Riparian Crew 3	Stillaguamish Tribe of Indians	Puget Sound Acquisition & Restoration	Cost Change	11/09/16	Add \$119,000 of 13-15 PSAR funds from #13-1043 to #13-1086. The additional funds will allow for plantings and weed control on existing worksite properties.
<a href="#">15-1481</a>	SRFB Conservation Property Stewardship	City of Bothell	Salmon State Projects	Cost Change	11/22/16	This cost change amendment adds \$75,400 PSAR funds allow acquisition of an additional 5 acres of contiguous land.
<a href="#">14-1946</a>	Filucy Bay Shoreline Protection	Great Peninsula Conservancy	Salmon Federal Projects	Cost Change	01/23/17	Add \$12,000 to agreement to complete appraisal and review.
<a href="#">15-1153</a>	Gold Creek Instream Habitat Design	Kittitas Conservation Trust	Salmon State Projects	Cost Change	01/17/17	Increase SRFB funds by \$12,186 to provide additional stakeholder outreach.

The following table shows projects funded by the board and administered by staff since 1999. The information is current as of January 30, 2017. This table does not include projects funded through FFFPP or ESRP. Although RCO staff support these programs through grant administration, the board does not review and approve projects under these programs.

**Table 2. Board-Funded Projects**

	Pending Projects	Active Projects	Completed Projects	Total Funded Projects
Salmon Projects to Date	82	412	2,107	2,601
Percentage of Total	3.2%	15.8%	81.0%	

### Attachments

A. Salmon Projects Completed and Closed from November 3, 2016 – January 29, 2017

## Salmon Projects Completed and Closed from November 3, 2016 – January 29, 2017

Project Number	Sponsor	Project Name	Primary Program	Closed / Completed Date	Project Snapshot
11-1344	Eastern Klickitat CD	Rock Creek Assessment & Conceptual Design	Salmon Federal Projects	12/01/16	<a href="#">Snapshot Link</a>
12-1366	Nisqually Land Trust	Middle Nisqually Riparian Enhancement	Salmon Federal Projects	01/04/17	<a href="#">Snapshot Link</a>
12-1421	Wild Fish Conservancy	WRIA 05 Priority Area Water Typing	Salmon State Projects	12/12/16	<a href="#">Snapshot Link</a>
12-1707	Pacific Conservation Dist	Fred Johnson Culvert Replacement Project	Salmon State Projects	12/07/16	<a href="#">Snapshot Link</a>
12-1950	NW Indian Fisheries Comm	Tribal Hatchery Reform 2012 Enhancement Proj	Salmon Federal Activities	12/20/16	<a href="#">Snapshot Link</a>
13-1062	North Olympic Land Trust	Pysht Floodplain Acquisition Phase III	Puget Sound Acq. & Restoration	01/25/17	<a href="#">Snapshot Link</a>
13-1137	Suquamish Tribe	Milwaukee Dock Eelgrass Restoration	PSAR Large Capital Projects	01/12/17	<a href="#">Snapshot Link</a>
13-1158	Cowlitz Indian Tribe	Little Creek Side Channels	Salmon Federal Projects	01/04/17	<a href="#">Snapshot Link</a>
13-1160	Cowlitz Indian Tribe	Grays River Reach 3 Road Abandonment	Salmon Federal Projects	11/09/16	<a href="#">Snapshot Link</a>
13-1166	Tulalip Tribe	Lower Wallace River Conservation Area	Salmon Federal Projects	11/09/16	<a href="#">Snapshot Link</a>
13-1276	Nooksack Indian Tribe	NF Farmhouse Ph 1 Restoration & Ph 2a/2b Design	Puget Sound Acq. & Restoration	11/21/16	<a href="#">Snapshot Link</a>
13-1342	Trout Unlimited-WA Water Proj	Icicle Boulder Field Passage Design	Salmon Federal Projects	12/09/16	<a href="#">Snapshot Link</a>
13-1552	NW Indian Fisheries Comm	NWIFC 2014 Hatchery Reform - Genetics	Salmon Federal Activities	01/19/17	<a href="#">Snapshot Link</a>
14-1222	North Yakima Conserv Dist	Ahtanum Creek Restoration Survey and DESIGN 2014	Salmon Federal Projects	11/23/16	<a href="#">Snapshot Link</a>

Project Number	Sponsor	Project Name	Primary Program	Closed / Completed Date	Project Snapshot
14-1504	South Puget Sound SEG	South Prairie Creek (RM4.0-4.6) Floodplain Phase 0	Puget Sound Acq. & Restoration	12/22/16	<a href="#">Snapshot Link</a>
14-1655	Nooksack Indian Tribe	NF (Xwqélém) Farmhouse Ph 2a Restoration	Salmon State Projects	12/29/16	<a href="#">Snapshot Link</a>
15-1154	Capitol Land Trust	Deschutes River Bridge Design	Puget Sound Acq. & Restoration	01/11/17	<a href="#">Snapshot Link</a>
15-1251	Methow Conservancy	Twisp River-Poorman Creek Protection, Phase II	Salmon Federal Projects	12/23/16	<a href="#">Snapshot Link</a>
15-1271	Whatcom Land Trust	SF - Acme Reach Acquisition	Salmon Federal Projects	11/08/16	<a href="#">Snapshot Link</a>
15-1296	Mid-Columbia RFEG	Assess Salmonid Recolonization - White Salmon Rvr	Salmon Federal Activities	01/23/17	<a href="#">Snapshot Link</a>
16-1038	Cramer Fish Sciences	PERS SRV Monitoring Cramer Fish Sci 2016	Salmon Federal Activities	12/27/16	<a href="#">Snapshot Link</a>





REGIONAL FISHERIES  
COALITION

# Annual Report

2016-2017



## PROTECTING, RESTORING, AND ENHANCING OUR STATE'S SALMONID RESOURCES

The Regional Fisheries Coalition is the unified voice of Washington's 14 Regional Fisheries Enhancement Groups

[www.regionalfisheriescoalition.org](http://www.regionalfisheriescoalition.org)





# From the Director

■ “Look at all the fish! It’s magical!”

As my three-year-old exclaimed over the returning salmon in the stream, I felt the wonder once again myself. And while I know that the returns are still low this year, I have also experienced the dedication of many people working hard so that this stream—and streams like it across the state—can have even more fish in the future.

**This report marks another successful year of RFEs working at the community level to protect salmon and their habitat. RFEs completed over 100 projects that turn back the clock on habitat degradation.**

Removing barrier culverts, restoring floodplains, and planting trees all make streams more suitable homes for salmon to return to. At the heart of this work are the dedicated volunteers. They clocked over 50,000 hours planting trees, removing weeds, and improving habitat for all wildlife.

We also reached nearly 60,000 people through education and outreach programs. Many were K-12 students who had the opportunity to get out of the classroom and learn science through hands-on experiences. These projects and programs are important because they bring local people together, encouraging them to work for restoration of their own watersheds. Give us a shout if you would like to be involved!

Thank you for your interest in—and support of—our work.

*Colleen Thompson*

Regional Fisheries Coalition Managing Director



# ENHANCING WASHINGTON’S SALMON & STEELHEAD RESOURCES

■ Regional Fisheries Enhancement Groups (RFEs) were authorized in statute in 1989 to enhance salmon and steelhead resources. Since the first ESA listing in 1991, RFEs have also focused on the recovery of listed stocks.

The 14 RFEs are nonprofit organizations that create partnerships with landowners, tribes, local businesses, volunteers, agencies, and other non-governmental entities. RFEs leverage state investments through securing local, state, federal, and private grants, in addition to donations and in-kind support.

The RFE’s primary work areas include:



## HABITAT RESTORATION

We put projects on the ground to restore our watersheds, forests, and shorelines. These projects provide fish passage, lessen flood risk, improve water quality, and increase refuge for fish and other wildlife. We are an important partner in the coordinated statewide strategy to remove an estimated 40,000 barriers to salmon and steelhead spawning and rearing habitat.

1,000+ MILES OF HABITAT  
ACCESS RESTORED



## EDUCATION AND OUTREACH

Educating the next generation through positive outdoor experiences is an important element of restoration. RFEs offer several programs that meet the Next Generation Science Standards by getting students out of the classroom to learn about salmon and the habitat they need to survive. These students grow into adults who make better decisions about fish habitat.

THOUSANDS OF STUDENTS  
EDUCATED EACH YEAR



## FISHERIES & NUTRIENT ENHANCEMENT

Salmon enhancement activities help recover and conserve the state’s naturally spawning salmon populations. Each year, we raise and release thousands of fish to increase sustainable fishing opportunities. We then help to improve essential forest and river food webs by delivering essential nutrients to watersheds in need through carcass distribution.

THOUSANDS OF CARCASSES  
DISTRIBUTED ANNUALLY



## ASSESSMENT AND MONITORING

Tracking and documenting the results of our efforts is essential to our success. We train citizen scientists to help quantify salmon populations and assess the long term impacts of our restoration work. This involves community members directly in salmon recovery in their watersheds, providing increased personal investment in the health of the resource.

DOZENS OF CITIZEN  
SCIENTISTS ON THE GROUND



# THE RFEES

## YOUR WATERSHED SALMON STEWARDS: 2016 HIGHLIGHTS

1. Nooksack Salmon Enhancement Association
2. Skagit Fisheries Enhancement Group
3. Sound Salmon Solutions
4. Mid Sound Fisheries Enhancement Group
5. South Puget Sound Salmon Enhancement Group
6. Hood Canal Salmon Enhancement Group
7. North Olympic Salmon Coalition
8. Pacific Coast Salmon Coalition
9. Chehalis Basin Fisheries Task Force
10. Willapa Bay Fisheries Enhancement Group
11. Lower Columbia Fisheries Enhancement Group
12. Mid Columbia Fisheries Enhancement Group
13. Tri-State Steelheaders
14. Cascade Columbia Fisheries Enhancement Group

“Salmon need healthy habitat if they are going to survive. That’s why collaborative efforts to remove fish passage barriers, and to restore spawning and rearing areas, are so important. In our state, some of the most effective and exciting habitat restoration projects I’ve seen are being implemented by Regional Fisheries Enhancement Groups.” –Norm Dicks, Salmon Advocate, U.S. Representative (D-WA, 6th District, 1977–2013)

Across our state, Regional Fisheries Enhancement Groups are addressing critical issues facing salmon recovery.

- Fisheries & Nutrient Enhancement. Rearing salmon and delivering nutrients to spawning grounds.
- Assessment & Monitoring. Training citizen scientists to help quantify and assess salmon populations.
- Education and Outreach. Providing hands-on science education for hundreds of K-12 students.
- Habitat Restoration. Removing barriers that prevent fish from reaching thousands of acres of habitat.





# From the Board President

■ “Investing in habitat restoration makes good economic sense. Every dollar invested in Regional Fisheries Enhancement Groups is leveraged—at a rate of about 8 to 1—through volunteers, community contributions, and grants.”

We are truly blessed to live in a beautiful state with abundant natural resources. I spend much of my time outdoors camping, fishing and hunting.

While diminishing salmon returns have provided an unsettling glimpse at a possible future, stories from old timers about the historical bounty of fish and wildlife renew my commitment to saving salmon for my grandkids.

### PROTECTING FISHING & WILD PLACES

I have been on the board of the Regional Fisheries Coalition from its beginning. I volunteered my time in my role as President because I care about protecting one of the greatest assets of the Pacific Northwest.

Of course I want to keep fishing, but I also know that our work to restore and protect fish means preserving the wild areas that our communities depend on for food, clean water, and thriving economies.

### A UNIQUE APPROACH TO RECOVERY

In Washington, restoring our past habitat mistakes begins in our own backyards. Whether it be removing culverts for fish to get upstream, or

rebuilding side channels for them to find refuge from high flows, citizens are working together to get these projects done.

I have seen the ways RFEGs work within their local communities—connecting landowners, volunteers, and partners in meaningful ways. I have also seen the accomplishments of the RFEGs evolve and grow.

In the early years, small-scale fish propagation and riparian projects were the focus. Now, sophisticated habitat restoration projects benefitting multiple species and stakeholders are the norm. Even the small projects are not so small anymore, as they require working with several jurisdictions.

### A CHANGING POLITICAL LANDSCAPE

As programs compete for limited funds, natural resource areas have been cut to a point at which it is difficult to maintain the status quo. This is at a time when these investments are needed more than ever.

### HABITAT RESTORATION MAKES GOOD ECONOMIC SENSE

Priority habitat projects are not going to get any easier or less expensive



**RFEG PROJECTS = JOBS**  
Our work requires staffing, environmental consulting, and contracted services across the state.

to complete, but the local approach has been shown to work. Every dollar invested in RFEGs is leveraged—at a rate of 8 to 1—through volunteering, community contributions, and grants.

After working with the RFEGs for the past two decades, my hope remains strong that if we put on our work gloves and hip boots and work together, the fish will once again be abundant in our local streams.

Thank you for your support.

*Larry Zalaznik*  
President of the Board (through 2016)



RFEGs create jobs, wages, and economic activity through habitat restoration projects.



It is estimated that for every \$100k invested in salmon restoration, 1.57 jobs are created.



Quality habitat supports a robust fishery, which in turn generates economic activity.

# 8:1

**RFEGs LEVERAGE  
STATE DOLLARS  
AT A RATE OF  
EIGHT TO ONE**



## The time is now to ramp up our collective investments in habitat.

The health and sustainability of our fish populations is directly tied to the health of their habitat. We can't rebuild these essential stocks—and conserve sustainable fishing opportunities—without increased investment in restoring their habitat.

Key Accomplishments	Historic Total <i>(Since 1995)</i>	Fiscal Year 2016
Fish Released .....	78,025,421	1,273,300
Fish Passage Projects Completed .....	856	21
Miles of Streams Opened .....	1,118	22
Miles of Restoration .....	661	119
Carcasses Distributed .....	1,668,752	39,364
Salmon Projects Completed .....	3,831	103
Volunteer Hours .....	2,954,376	50,798
Funds and Funds Leveraged	<i>(Since 1995)</i>	
State/Federal RFEG Funds .....	\$30,697,236	\$1,230,485
Funds Leveraged .....	\$197,783,983	\$12,525,846
Value of Volunteer Hours .....	\$24,837,505	\$1,145,495
Total Match .....	\$225,707,871	\$13,671,341

■ **“There is a lot of heavy lifting that takes place to get a salmon recovery project off the ground—many hands and minds working together to make it happen—but one element that cannot be disputed is the terrific work that our RFEs do to bring the community together, all stakeholders, to ensure a seamless project from beginning to completion.”**

–Nancy Biery, Salmon Recovery Funding Board Member

Visit us online: [www.regionalfisheriescoalition.org](http://www.regionalfisheriescoalition.org)

Developed in coordination with the Washington Department of Fish & Wildlife, 2016

600 Capitol Way North | Olympia, WA, 98501 | [www.wdfw.wa.gov](http://www.wdfw.wa.gov)

Base funding for the RFE program comes from the U.S. Fish & Wildlife Service’s *Partners for Fish and Wildlife Program*, a portion of state commercial and recreational fishing license fees, and excess egg and carcass sales administered by the Washington Department of Fish & Wildlife.

Publication design by Matterhorn Creative: [www.matterhorncreative.com](http://www.matterhorncreative.com)



REGIONAL FISHERIES  
COALITION



## WSC Executive Committee

Amy Hatch-Winecka, Chair  
Deschutes WRIA 13 Salmon  
Recovery Lead Entity

John Foltz, Vice Chair  
Snake River Salmon Recovery  
Board Lead Entity

Jacob Anderson  
Klickitat Lead Entity

Dawn Pucci  
Island County Lead Entity

Jason Wilkinson  
Lake Washington, Cedar,  
Sammamish Watershed (WRIA 8)  
Lead Entity

Kirsten Harma  
Chehalis Basin Lead Entity

Byron Rot  
San Juan Lead Entity

## Members

Mike Lithgow  
Kalispell-Pend Oreille Lead Entity

Bill Armstrong  
Quinalt Indian Nation Lead  
Entity

Richard Brocksmith  
Skagit Watershed Council

Joy Juelson  
Upper Columbia Salmon Recovery  
Board Lead Entity

Cheryl Baumann  
N.Olympic Lead Entity for Salmon

Steve Manlow  
Lower Columbia Lead Entity

Alicia Olivias  
Hood Canal Lead Entity

Ashley Von Essen  
Nisqually Lead Entity

Tom Kollasch  
Pacific County Lead Entity

Doug Osterman  
Green, Duwamish and Central  
Puget Sound Watershed (WRIA 9)  
Lead Entity

Marian Berejikian  
West Sound Watershed Council

Becky Peterson  
WRIA 1 Salmon Recovery Board

Frank Hanson  
N. Pacific Coast & Quinalt  
Indian Nation Lead Entities

Lisa Spurrier  
Pierce County Lead Entity

Pat Stevenson  
Stillaguamish Tribe Lead Entity

Donald "Kit" Crump  
Co-Lead for Stillaguamish  
Watershed Lead Entity

Gretchen Glaub  
Snohomish Lead Entity

Jennifer Holderman  
WRIA 14 Lead Entity

Vacant:  
Yakima FWRB



WASHINGTON  
**SALMON**  
COALITION  
Community-Based Salmon Recovery

February 15, 2017

David Troutt, Chairman  
Salmon Recovery Funding Board  
WA Recreation and Conservation Office  
PO Box 40917  
Olympia, WA 98504-0917

Dear Chairman Troutt and Board Members,

The Washington Salmon Coalition is pleased to provide you with an update on our work and activities over the last several months:

## LE Process Update

This is an exciting time for Lead Entity Coordinators around the state. Our 2017 grant processes are beginning, which means that we have posted requests for proposals, hosted grant kick-off meetings, and are working with experienced and new sponsors to understand any local or statewide changes to the grant review process.

Over the next few weeks, we will meet with project sponsors to discuss their project ideas and the steps involved with completing the project. The goal of this discussion is for the project sponsor to demonstrate that the project is well thought out, meets priority needs, and will be able to be implemented as proposed within the grant timeframe. These meetings are also an opportunity to provide early feedback to sponsors as they determine which proposals to pursue and how to develop them. The hope is that this process will allow the applicant to consider initial committee concerns and suggestions, and incorporate them into the full application. This reduces the need for extensive revisions to applications later in the review process.

Coordinators are also working with sponsors to align their projects with other funding sources, such as Floodplains by Design, WWRP and ESRP, to complete a funding suite that can fully implement a phase or an entire project. Around the state, Lead Entities are collaborating at multiple levels to ensure the most beneficial projects are funded and implemented.

Lead Entities are grateful for the statewide investment in these locally-driven, scientifically sound processes. The investment in gathering communities together is leveraged by additional federal, state, local funds and numerous volunteer hours—every dollar that is spent returns three dollars (\$1:\$3) of additional funds and in-kind labor. Lead Entities set the table for those discussions to occur.





WASHINGTON  
**SALMON**  
COALITION  
Community-Based Salmon Recovery

### ***Regional Allocation Sub-Committee***

The Washington Salmon Coalition have had two representatives at this discussion who have reported back details and progress to all of the Lead Entities, while capturing ideas and comments from LE's to share with the sub-committee. We have discussed this topic at our December 7 in-person meeting, in addition to hosting three WebEx's (one following each of the meetings to date). The third WebEx occurs February 22; therefore testimony regarding WSC input will be given directly at the Salmon Recovery Funding Board meeting on March 1&2.

### ***Legislative Outreach***

Lead Entities throughout the state have been working with their elected officials, educating them about how salmon recovery benefits their district's economically and environmentally, and by keeping decisions at the local level. Many LE's have hosted project tours during the interim, demonstrating the multiple benefits these investments afford on the ground. The Washington Salmon Coalition has also teamed up with the Regional Fisheries Coalition to conduct extensive outreach leading up to and through this legislative session as representatives of the Salmon Recovery Network (SRNet). Individually, Lead Entities have brought their Board Chairs, their city and county elected officials, Tribal representatives, and members of their citizen's committee to meet directly with statewide officials, highlighting the importance of a continued statewide investment in salmon recovery.

This year, February 7 was our outreach day. As we continue to strengthen relationships with partner organizations, we aligned the WSC Legislative Day with the Regional Fisheries Coalition Legislative Day, linking Lead Entities and Regional Fisheries Enhancement Groups across the state to tell a unified message. Organizations are utilizing the State of the Salmon Governor's Update and SRNet messaging, in addition to local documents to tell the salmon story.

Outreach does not stop after outreach day however. Lead Entities are encouraged to continue to contact their statewide officials, using their membership to further color the discussion. Business owners, farmers, fishers, etc. are all individuals who are being supported to offer written, video, or in-person testimonials to provide richness and depth to our collective work.

Coming together as Lead Entities, Regions, RFEG's, and partners now more than ever is the only path forward.



# WASHINGTON **SALMON** COALITION

Community-Based Salmon Recovery

## ***Washington Salmon Coalition Annual Meeting Preview***

The Washington Salmon coalition annual meeting in Chelan is planned for June 6-8th. This will be a key meeting for us to take care WSC business items, such as electing our slate of Executive Committee members, Chair and Vice-chair, and refine our annual Action Plan. We will be accomplishing much in the days allotted, given that we didn't hold an annual retreat this winter. We are also planning to engage with our partners to offer a climate change component, thanks to financial support from the Puget Sound Partnership. A subcommittee of the WSC is working on meeting planning - we look forward to sharing more details in the future.

## ***Lead Entity Staff Changes***

The WRIA 14 Kennedy/Goldsborough Salmon Habitat Recovery Committee welcomes Jennifer Holderman as the new Lead Entity Coordinator. Welcome aboard Jennifer!

## ***Lead Entity Vacancies***

- Yakima Basin Fish and Wildlife Recovery Board

## ***Statewide LE News and Updates***

### **City of Kent creates rest stop on the Green River for migrating salmon**

Karen Bergeron, Green/Duamish and Central Puget Sound Watershed (WRIA 9) Habitat Projects Coordinator.

**Mill Creek Side Channel at the Leber Homestead:** This project will provide a rest stop on the Green River for migrating salmon by creating a side channel off Mill Creek. Getting these salmon out of the main channel during winter floods and providing food and cover during spring migrations is expected to increase their survival. This project also provides 50 acre-feet of additional flood storage for the Green River, reducing flooding in the surrounding area. See news coverage online here: <http://www.kentwa.gov/residents/news-releases/kent-tv21>.

Additional Project information can be found at: <http://hws.paladinpanoramic.com/Search.aspx?m=Projects&key=leber>



# WASHINGTON **SALMON** COALITION

Community-Based Salmon Recovery



New side channel  
on Mill Creek







## WASHINGTON **SALMON** COALITION

Community-Based Salmon Recovery

### **Nisqually Land Trust completes first purchase for the Nisqually Community Forest** Ashley Von Essen, Nisqually Lead Entity

The first purchase for the Nisqually Community Forest – 640 acres along Busy Wild Creek, on the flanks of Mount Rainier – has been six years in the making.

It started back in 2011, with a planning grant from the National Park Service. The Nisqually Land Trust, the Nisqually Indian Tribe, the Nisqually River Foundation and the Northwest Natural Resources Group convened an advisory committee of Nisqually Watershed stakeholders for a series of conversations about the future of the watershed's vast network of private forests.

In recent decades, ownership of these timberlands has grown more globalized, and they are now managed primarily for the benefit of shareholders located around the world. But they continue to have an enormous impact on local concerns, such as forestry jobs, the health of our rivers and wildlife habitat, and the scenic vistas that support our tourism and recreation economy.

A challenge Nisqually communities say they increasingly face is how best to integrate these local concerns with the realities of the global marketplace.

What emerged from our discussions was the Nisqually Community Forest Project. A community forest is a forest owned and managed for the benefit of local communities. The Nisqually project is designed to use a combination of traditional conservation tools and market-based solutions to support local ownership of Nisqually timberlands.

The Nisqually group envisioned a working forest of 20,000 to 30,000 acres that would provide the watershed with forest products; recreation, education, and job opportunities; and environmental benefits such as clean water, healthy wildlife habitat, and carbon sequestration.





WASHINGTON  
**SALMON**  
**COALITION**  
Community-Based Salmon Recovery

It is a pleasure to share our news and projects with you each quarter, thank you for your support and encouragement!

Amy Hatch-Winecka  
Chair, Washington Salmon Coalition  
Deschutes WRIA 13 Lead Entity Coordinator



# **DRAFT Salmon Recovery Network Work Group Charter**

## **Final v3-21-16**

### **Work Group Goals**

The Salmon Recovery Network (SRNet) members speak with a unified voice to build public, political, and financial support for protecting and recovering salmon in Washington State. The forum provides a venue for relationship building, direct communication, and opportunities for coordination and collaboration among member organizations.

The SRNet Work Group, which is comprised of representatives from SRNet partners, works to address and affect statewide salmon recovery funding and policy issues and to advance the goals of the SRNet as a whole. SRNet goals include:

- SRNet partners create a forum where they can work together to build mutual understanding and identify shared priorities for action.
- SRNet partners speak to others with a unified and mutually-supportive message about the roles, values, and functions of all network partners.
- SRNet partners collaborate effectively at each organizational level (watershed, area, region, statewide).
- SRNet partners support a long-term funding strategy for salmon recovery implementation that includes all network partners.
- SRNet partners secure full funding for the human and organizational capacity needed to effectively implement salmon recovery.

This SRNet charter is intended to guide discussion and decision making however it does not limit any member or constituent's existing authorities or rights to express their perspectives outside of SRNet.

### **Work Group Membership and Representation**

#### **A. Membership**

The SRNet is comprised of local, state, and federal entities that are implementing salmon and steelhead recovery in Washington State. The SRNet Work Group includes representatives from the following SRNet partners:<sup>1</sup>

- Conservation Districts
- Council of Regions
- Governor's Salmon Recovery Office
- Regional Fisheries Coalition
- Salmon Recovery Funding Board
- State Agencies (Washington Department of Fish and Wildlife lead)
- Tribal Representatives
- Washington Salmon Coalition
- Invited nonprofits involved in salmon recovery

In addition, the following federal and state agencies will participate in the Work Group as resource members: NOAA Fisheries, Washington State Department of Ecology, Washington State Department of

---

<sup>1</sup> This list is the start of building a broader coalition over time, recognizing the critical roles many other partners play in salmon recovery. The SRNet is being constructed to be an inclusive forum.

# **DRAFT Salmon Recovery Network Work Group Charter**

## **Final v3-21-16**

Natural Resources, Puget Sound Partnership, Washington State Department of Transportation, Washington State Conservation Commission, and the Recreation and Conservation Office.

Individuals participating as resource members, or designated alternates, will participate in work group discussions. When there are decisions being considered by the group, resource members or alternates will work with their member representative as a caucus and be represented by the designated work group member.

Additional organizations or groups may be added and representatives appointed by the Work Group by consensus.

### **B. Appointment, Removal, and Vacancies of Work Group Representatives and Alternates**

- Each SRNet partner will appoint up to one representative and one alternate representative to participate in the Work Group.
- Each SRNet partner is solely responsible for appointing, removing and, in the case of vacancies, replacing its representative and alternate representative on the Work Group.

## **Work Group Protocols**

### **A. Roles and Responsibilities of Work Group Representatives**

Work Group representatives will:

- Make every effort to attend Work Group meetings, participate in conference calls, and maintain communication with the facilitation team regarding their schedule and availability.
- Come to meetings prepared to contribute to discussions.
- Engage their constituency to the extent possible and seek to clearly articulate their concerns and goals regarding issues.
- Engage in dialogue that includes listening carefully, asking questions, and informing others. The atmosphere will be one of problem solving, rather than stating positions.
- Work cooperatively to accomplish the goals of the Work Group and acknowledge that all participants bring legitimate purposes, goals, concerns and interests, whether or not they agree.
- Listen to all perspectives on issues and seek to identify areas of agreement, as well as reasons for different points of view.
- Focus on the agenda topics, share discussion time, avoid interrupting, respect time constraints, keep reactions and responses from being personal, and avoid side conversations.
- Work to identify consensus on recommendations and other decisions.

### **B. Roles and Responsibilities of the Work Group Facilitators**

The Facilitators will:

- Serve as impartial individual(s) who guide the process.
- Help keep the Work Group focused on its agreed-upon tasks.
- Coordinate Work Group meeting logistics.
- Facilitate discussions during Work Group meetings and ensure that all Work Group representatives have opportunities and time to speak.
- Prepare and distribute agendas and materials prior to each Work Group meeting and work to assure that presentations and materials meet the needs of the Work Group.
- Prepare meeting summaries focused on action items and a brief record of the topics discussed.
- As needed, discuss issues and approaches with members between meetings in order to help the group move forward in their process and tasks.

# **DRAFT Salmon Recovery Network Work Group Charter**

## **Final v3-21-16**

- Help draft and review Work Group products.

### **C. Meeting Expectations**

- A representative and/or alternate representative from each SRNet partner will participate in each Work Group meeting (either in-person or virtually).
- Work Group meetings will be led by a neutral third-party facilitator and/or other individual(s) as decided upon by the Work Group.
- The Work Group can choose to appoint a Chair annually by consensus.
- The Work Group will determine the frequency, location, and dates of its meetings, and will announce them in advance.
- Meetings will be task-oriented with an agenda and materials prepared for and distributed to the Work Group in advance to support informed discussions and decision-making.
- Meetings are open to observers (e.g. any non-Work Group representatives). Observers may participate in the Work Group's discussion during the public comment portion of the meeting or at the request of a Work Group representative.
- The facilitators will send draft meeting summaries to the Work Group after each meeting. Draft summaries will be reviewed and accepted (with revisions if needed) by the Work Group at the following Work Group meeting.

### **D. Decision-Making Guidelines**

Consensus, defined as consent of all members present, will be the method of determining Work Group agreement on issues. A quorum exists when at least five representatives of SRNet partners are present at the meeting. The Work Group will reach consensus on an issue when it agrees upon a single alternative and each SRNet partner can honestly say:

- We believe that other partners understand our point of view.
- We believe we understand other partners' points of view.
- Whether or not we prefer this alternative, we support it because it was arrived at openly and fairly, and it is the best decision for us at this time.

In instances where consensus cannot be reached, the absence of a decision will be noted. The pros and cons of the different alternatives considered and opinions of the interests represented may be presented in meeting summaries/reports. A "parking lot" may also be used to capture issues that are important, but that the work group is not prepared to decide on at this time.

Meeting summaries and/or reports will capture agreements and differing perspectives. All summaries/reports will be reviewed, revised as needed, and accepted by the Work Group through regularly scheduled meetings or by email.

### **E. Communications**

#### Internal Communications

Work Group representatives are encouraged to communicate among themselves between meetings in an effort to work towards achieving Work Group goals and objectives.

#### Communications with Constituents

SRNet Work Group representatives will:

## **DRAFT Salmon Recovery Network Work Group Charter**

**Final v3-21-16**

- Circulate all meeting topics and decisions as needed to both prepare for upcoming Work Group meetings and share Work Group meeting outcomes.
- Communicate with the Work Group about how much time is necessary to prepare for expected Work Group decisions.
- Inform the Work Group of the status of communications within their caucus if there is a decision on the table, or amendments to decisions are proposed.

### **F. Media Inquiries**

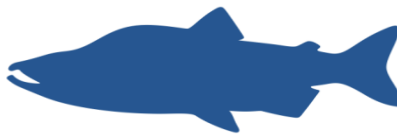
If contacted by the media, Work Group representatives will only represent the views of their own organizations or agencies and will not represent the SRNet Work Group as a whole. Communication with the media on behalf of SRNet will be conducted by the designated SRNet Chair or Co-Chair.

### **G. Compliance with the law**

SRNet partners are responsible for understanding and complying with any legal requirements that may apply to the roles, responsibilities and activities. SRNet shall take care to ensure that the decisions or actions of the group as a whole do not place a partner out of compliance with RCW 42.17A.635 (Prohibition on Indirect Lobbying) or other applicable laws and policies.

### **H. Amendments to this Charter**

This Charter may be amended, altered, or repealed by the Work Group at any Work Group meeting attended by the majority of Work Group representatives. Amendments will be made using the decision making process outlined in this Charter. The Work Group will review and approve the Charter annually.



Salmon Recovery Network (SRNet)  
A unified voice for salmon recovery in  
Washington State

October 28, 2016

Governor Jay Inslee  
Office of the Governor  
P.O. Box 40002  
Olympia, WA 98504-0002

Re: The Salmon Recovery Funding in the Governor's 2017-2019 Budget

Dear Governor Inslee,

On behalf of the Salmon Recovery Network (SRNet), we are writing to highlight for your consideration elements of the state agency 2017-2019 biennial budgets critical to the continued success of the State's salmon recovery efforts and the protection and restoration of habitat.

Washington State is a leader in salmon recovery built on locally-driven collaborative processes to restore salmon and steelhead to healthy, harvestable levels. SRNet is a partnership between local, tribal, state, and federal entities working to build public, political, and financial support and awareness of Washington State's unique locally-driven process. SRNet includes representatives from the Regional Fisheries Enhancement Groups (RFEs), the Council of Regions, Lead Entities (LEs), Conservation Districts, and Tribal nations. State entities such as the Salmon Recovery Funding Board, the Conservation Commission, the Governor's Salmon Recovery Office, the Puget Sound Partnership, the Washington Department of Fish and Wildlife, other state natural resource agencies (through WDFW), and NOAA are all resource members on the SRNet.

The recovery of our salmon and steelhead requires coordinated efforts to address habitat, harvest, hatchery and hydro impacts and the resources needed are substantial. Of particular importance is the protection and restoration of the habitat upon which fish depend. Our knowledge and experience in protecting and restoring habitat have increased significantly over the past 20 years. Based on regional recovery and local lead entity project inventories, SRNet estimates the current near-term funding need for salmon recovery habitat restoration and protection projects through the Salmon Recovery Funding Board to be roughly \$346 million. This estimate reflects both the scale of the need and the reality that salmon recovery projects are growing more sophisticated in scope.

SRNet recognizes that the state natural resource agencies are doing a tremendous amount of work to support salmon recovery as reflected in the attached State of Washington 2017-2019 Budget Request for Salmon Recovery. SRNet supports the agencies in their collective efforts to promote and further salmon recovery. We would like to emphasize the funding needed to implement salmon recovery plans is distinct in different regions of Washington, and the resources needed to meet these unique needs are vitally important to our long-term success.

The purpose of this letter, however, is to highlight specific budget elements that will provide a significant lift to salmon recovery habitat restoration and protection in the 2017-2019 biennium.

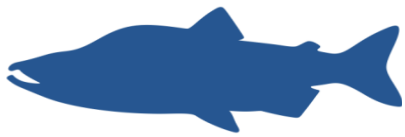


SRNet collectively supports the following top statewide habitat priorities for the 2017-2019 biennium:

- RCO's \$55.3 million capital budget request for the Salmon Recovery Funding Board (SRFB).  
Included in this request are:
  - Funding for an estimated 220 salmon restoration, design and protection projects across the state to be undertaken by local governments, tribes, conservation districts, WDFW, and a number of nonprofit organizations through the competitive Lead Entities/SRFB process.
  - \$641,410 for RFEs, specifically for project development, through bond funds in RCO's budget.
  - A request for \$2.472 million for Lead Entities to develop and rank salmon habitat projects in their competitive grant process. Funding this item through bonds allows Washington State to submit a competitive Pacific Coastal Salmon Recovery Fund (PCSRF) application to the National Oceanographic and Atmospheric Administration (NOAA). This increases the overall amount of federal dollars supporting salmon recovery in Washington.
- \$1.4 million to support RFEs in development and implementation of salmon recovery projects and related community outreach through WDFW's Wild Future Initiative.
- \$5.9 million for salmon habitat restoration and protection through WDFW's Wild Future Initiative.
- A comprehensive strategy for the implementation of fish passage programs to remove physical barriers to fish migration:
  - \$10 million for the Family Forest Fish Passage Program (FFPP) – A statewide program administered by three state agencies (WDNR, WDFW, and RCO). Projects are completed by conservation districts, Regional Fisheries Enhancement Groups, fish-related non-profit organizations, tribes or other local organizations.
  - RCO's request in partnership with the WDFW for \$51.4 million to implement a new statewide fish passage program developed by the Fish Barrier Removal Board.

These programs not only further salmon recovery, they also support local economies, help reduce flood risks, moderate the effects of climate change, support fishing opportunities, improve watershed and forest health, and enhance water supply.

We appreciate your leadership and support for the recovery of our irreplaceable Washington salmon by procuring the essential funding to undertake this task. We offer ourselves to you as a continued source of information for all things salmon across the state. Please take advantage of the diversity of experiences and views that are brought together within the SRNet to answer any questions you may have regarding salmon recovery in Washington.



Salmon Recovery Network (SRNet)  
A unified voice for salmon recovery in  
Washington State

Respectfully,

A handwritten signature in blue ink, appearing to read 'Alex Conley', with a long horizontal flourish extending to the right.

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Alex Conley, SRNet representative for the Regional Organizations

A handwritten signature in blue ink, appearing to read 'Amy Hatch-Winecka', with a long horizontal flourish extending to the right.

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Amy Hatch-Winecka, SRNet representative for the Lead Entities

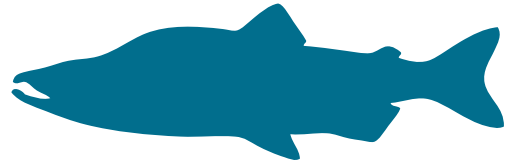
A handwritten signature in black ink, appearing to read 'Colleen Thompson', with a long horizontal flourish extending to the right.

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Colleen Thompson, SRNet representative for the Regional Fisheries Enhancement Groups

CC: JT Austin, Rob Duff, Nona Snell, Myra Baldini, Jim Cahill, Heather Matthews

# Salmon Recovery Network (SRNet)



A unified voice for salmon recovery  
in Washington State

For further information on the  
Salmon Recovery Network,  
please contact:

## Work Group Members

### Washington Association of Conservation Districts

[BSchroeter@wadistricts.org](mailto:BSchroeter@wadistricts.org)

### Council of Regions

Jess Helsley

[jess@wcssp.org](mailto:jess@wcssp.org)

### Regional Fisheries Coalition

Colleen Thompson

[colleen@regionalfisheriescoalition.org](mailto:colleen@regionalfisheriescoalition.org)

### Washington Salmon Coalition

Amy Hatch-Winecka

[amyhw@thurstoncd.com](mailto:amyhw@thurstoncd.com)

## SRNet Facilitator

[salmonrecoverynetwork@gmail.com](mailto:salmonrecoverynetwork@gmail.com)

The SRNet Work Group is working in  
partnership with state agencies, federal  
agencies, tribes, and nonprofit groups.

## STATEWIDE SALMON RECOVERY FUNDING PRIORITIES for the 2017-2019 biennium

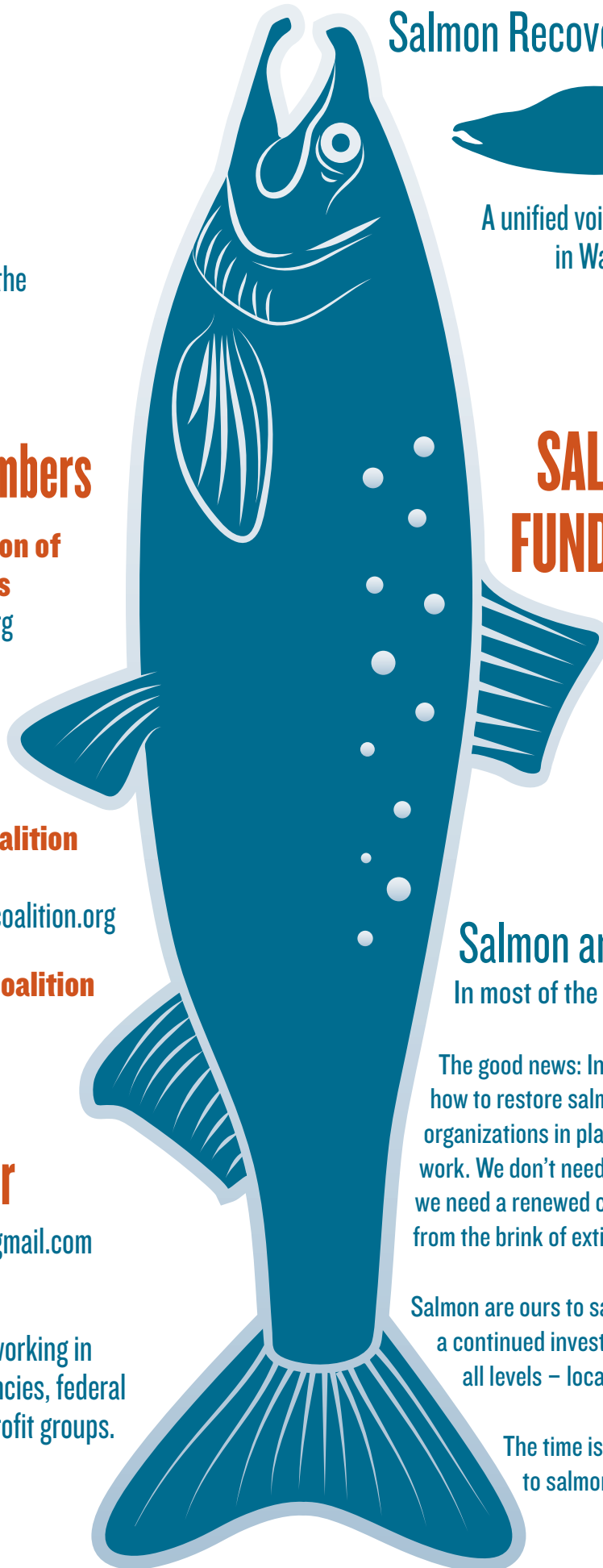
### Salmon are all of ours to save.

In most of the state, salmon are in trouble.

The good news: In Washington State, we know  
how to restore salmon. We have the people and  
organizations in place for the boots-on-the-ground  
work. We don't need a new strategy or plan. Rather,  
we need a renewed commitment to bring salmon back  
from the brink of extinction.

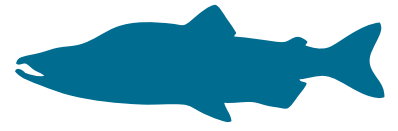
Salmon are ours to save and saving them will require  
a continued investment of time and resources at  
all levels – local, state, and federal

The time is now to renew our commitment  
to salmon recovery.





# **SRNet collectively supports** the following top statewide priorities for the 2017-2019 biennium:



**\$1.4 million to support Regional Fisheries Enhancement Groups in development and implementation of salmon recovery projects and related community outreach through Washington Department of Fish and Wildlife (WDFW)'s Wild Future Initiative**

**\$5.9 million for salmon habitat restoration and protection through WDFW's Wild Future Initiative**

**\$55.3 million for the Salmon Recovery Funding Board. Included in this request are:**

- **Funding for an estimated 220 salmon restoration, design, and protection projects across the state**
- **\$641,410 for Regional Fisheries Enhancement Groups**
- **\$2.472 million for lead entities to develop and rank salmon habitat projects in their competitive grant processes**

**\$10 million for the Family Forest Fish Passage Program — A statewide program administered by three state agencies (Washington Department of Natural Resources, WDFW, and the Recreation and Conservation Office)**

**\$51.4 million to implement a new statewide fish passage program developed by the Fish Barrier Removal Board**

**DRAFT FOR DISCUSSION**  
**DRAFT Legislative Outreach Talking Points and Budget Ask**  
**SRNet Coordinated Capacity Funding Request**  
**v 12-9-16**

**Draft Legislative Outreach Talking Points—Option 1**

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The listings of salmon populations in Washington under the Endangered Species Act in the late 1990s created widespread alarm. Newspapers predicted an economic free-fall and major job losses as regulations throttled Washington industry. The situation was widely characterized as a battle between the needs of salmon and the needs of people, and salmon appeared to be winning.

Guess what - it didn't happen. It didn't happen largely because of the kind of salmon recovery effort we have run since then. Put simply, the effort has concentrated on rebuilding salmon populations but doing so in a way that carefully considers the needs of homeowners, businesses, and industries; shares responsibilities and burdens widely; and avoids unnecessary economic impacts.

While the big-ticket stream restoration and dam removal projects have gotten most of the attention, the success of this strategy has depended in large part on strategic investments in a wide range of **behind-the-scenes** activities. They include:

- Research and development: Such as finding alternatives to copper brake pads, executing the hatchery review process
- Legislative changes: Such as requiring take-back programs for fluorescent light tubes to reduce mercury pollution
- Thoughtful planning: Regional and watershed-level planning via COR and Salmon Recovery Coalition
- Education and technical assistance: Community education via RFEG's and others, business and local jurisdiction TA (rain gardens, stormwater LID)
- Coordination and involvement: Overall coordination via GSRO and WDFW, engagement of tribes, inclusive and representative planning process

As we near the 20-year mark on a successful salmon recovery effort in Washington, we need these investments to continue and to ramp up for some actions that are needed now more than ever. That's why a coalition of groups involved in recovery efforts to date are coming together in support of a budget request to fund the behind-the-scenes capacity needed to continue recovering salmon populations.

We are asking for the following in the 2017-19 budget:

- \$55.3 million capital budget request for the Salmon Recovery Funding Board (SRFB). Included in this request are:
  - Funding for an estimated 220 salmon restoration, design and protection projects across the state to be undertaken by local governments, tribes, conservation districts, WDFW, and a number of nonprofit organizations
  - \$641,410 for RFEGs, specifically for project development, through bond funds in RCO's budget.

**DRAFT FOR DISCUSSION**  
**DRAFT Legislative Outreach Talking Points and Budget Ask**  
**SRNet Coordinated Capacity Funding Request**  
**v 12-9-16**

- A request for \$2.472 million for Lead Entities to develop and rank salmon habitat projects in their competitive grant process.
- \$1.4 million to support RFEs in development and implementation of salmon recovery projects and related community outreach through WDFW's Wild Future Initiative.
- \$5.9 million for salmon habitat restoration and protection through WDFW's Wild Future Initiative.
- A comprehensive strategy for the implementation of fish passage programs to remove physical barriers to fish migration:
  - \$10 million for the Family Forest Fish Passage Program (FFFP) – A statewide program administered by three state agencies (WDNR, WDFW, and RCO)
  - \$51.4 million to implement a new statewide fish passage program developed by the Fish Barrier Removal Board.

We believe that these investments will allow us to continue the kind of pro-environment, pro-economy approach to salmon recovery that has worked so well to date.

---

**Draft Legislative Outreach Talking Points—Option 2**

Even before the federal government listed Washington salmon populations under the Endangered Species Act, the Washington Legislature had established a strategy for rebuilding salmon populations. At the heart of the strategy were two pieces of legislation passed in 1998: the Watershed Management Act (authorized under ESHB 2514) and the Salmon Recovery Planning Act (under ESHB 2496). The focus of this legislation was to establish and support watershed-based salmon recovery and watershed planning activities throughout the state.

The state's salmon recovery effort that has been implemented since then has successfully adopted this simple watershed-led, state-supported model.

The watershed role has been filled by **lead entities** and **regional recovery organizations** that, with the help of supporting groups like the **regional fisheries enhancement groups**, have:

- Coordinated the development of science-driven recovery plans for salmon-bearing watersheds and regions of the state;
- Established and maintained inclusive and representational groups to develop and implement the plans;
- Prioritized habitat and other capital projects for implementation;
- Coordinated public education and outreach on the recovery strategies; and
- Monitored results.

The state's support, fulfilled by the **Governor's Salmon Recovery Office, WDFW, PSP, and the Recreation and Conservation Office** and articulated in a memorandum of understanding following the adoption of the two Acts, has included:

- Providing technical assistance at the assessment and planning stages, including clarification of state standards and expectations;

**DRAFT FOR DISCUSSION**  
**DRAFT Legislative Outreach Talking Points and Budget Ask**  
**SRNet Coordinated Capacity Funding Request**  
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- Policy review and approval of watershed management plans;
- Technical and other resource support for plan implementation, including
- Watershed Management Act watershed implementation grants and salmon recovery project funding under the Salmon Recovery Planning Act;
- Monitoring and evaluation of the results of these efforts, especially watershed management plans;
- Limiting factors identification for salmon recovery planning; and
- (Approval of) salmon recovery project lists.

The approach has been very successful. Recovery plans have been developed for all seven salmon recovery regions and 62 salmon-bearing watersheds in the state, all have been approved by the federal government as compliant with the Endangered Species Act, and the state is well advanced at implementing high-priority projects identified in the plans. Moreover, we have been able to accomplish this without slowing the economic growth of the state.

Many of these actions at the watershed and state level happen behind the scenes and don't attract the publicity provided to the big, splashy habitat restoration or dam removal projects. As salmon recovery becomes another thing that gets done year in and year out, it's easy to lose track of the importance of these fundamental pieces of the recovery effort.

Because of this, a coalition of groups involved in the watershed, regional, and state salmon recovery efforts have come together to support funding for the essential planning, coordination, education, and monitoring actions in the recovery strategy.

Our request for the 2017-19 budget includes:

- \$55.3 million capital budget request for the Salmon Recovery Funding Board (SRFB).  
Included in this request are:
  - Funding for an estimated 220 salmon restoration, design and protection projects across the state to be undertaken by local governments, tribes, conservation districts, WDFW, and a number of nonprofit organizations
  - \$641,410 for RFEGs, specifically for project development, through bond funds in RCO's budget.
  - A request for \$2.472 million for Lead Entities to develop and rank salmon habitat projects in their competitive grant process.
- \$1.4 million to support RFEGs in development and implementation of salmon recovery projects and related community outreach through WDFW's Wild Future Initiative.
- \$5.9 million for salmon habitat restoration and protection through WDFW's Wild Future Initiative.
- A comprehensive strategy for the implementation of fish passage programs to remove physical barriers to fish migration:
  - \$10 million for the Family Forest Fish Passage Program (FFPPP) – A statewide program administered by three state agencies (WDNR, WDFW, and RCO)

**DRAFT FOR DISCUSSION**  
**DRAFT Legislative Outreach Talking Points and Budget Ask**  
**SRNet Coordinated Capacity Funding Request**  
**v 12-9-16**

- \$51.4 million to implement a new statewide fish passage program developed by the Fish Barrier Removal Board.

Support for these needs will ensure that we can continue to implement the watershed-led, state-supported recovery program that has proved a great success.

DRAFT

## Salmon Recovery Funding Board Briefing Memo

### APPROVED BY RCO DIRECTOR KALEEN COTTINGHAM

**Meeting Date:** March 1-2, 2017  
**Title:** Funding Decisions: Continued Salmon Recovery Network (SRNet) Facilitation and Use of Returned Funds  
**Prepared By:** Sarah Gage, Governor's Salmon Recovery Office Lead Entity Program Manager

#### Summary

This memo provides background on the work of the Salmon Recovery Network work group (SRNet). The board is asked to support continuing facilitation for SRNet by adding \$45,000 and extending the current contract with Triangle Associates through the end of 2017.

#### Board Action Requested

This item will be a: ☒ Request for Decision  
☐ Request for Direction  
☐ Briefing

### Background

#### Salmon Recovery Network (SRNet)

Since December 2014, the Salmon Recovery Network (SRNet) has met regularly in meetings and conference calls facilitated by Triangle Associates. It has grown as a group, maintaining a focus on better communication among network members and refining capacity and capital project funding needs.

Triangle Associates helped the group develop a charter document (see Attachment A), which includes the following text:

The Salmon Recovery Network (SRNet) members speak with a unified voice to build public, political, and financial support for protecting and recovering salmon in Washington State. The forum provides a venue for relationship building, direct communication, and opportunities for coordination and collaboration among member organizations.

The coordinated workgroup is comprised of local, state, and federal entities that are implementing salmon and steelhead recovery in Washington State, including representatives from the following SRNet partners<sup>1</sup>:

- Conservation Districts
- Council of Regions
- Governor's Salmon Recovery Office
- Regional Fisheries Enhancement Groups Coalition

<sup>1</sup> SRNet is an inclusive forum; this list represents the start of building a broader coalition over time, recognizing the critical roles many other partners play in salmon recovery.



- Salmon Recovery Funding Board
- State Agencies (Washington Department of Fish and Wildlife as lead)
- Tribal Representatives
- Washington Salmon Coalition

The workgroup provides a forum to bring together salmon recovery partners and create an environment for collaboration, innovation, coordination, trust, and relationship-building across the various organizations. The workgroup's focus is on statewide salmon recovery funding, policy issues, and the advancement of SRNet goals, which are to:

- Create a forum to work together to build mutual understanding and identify shared priorities for action.
- Speak to others with a unified and mutually-supportive message about the roles, values, and functions of all network partners.
- Collaborate effectively at each organizational level (watershed, area, region, statewide).
- Support a long-term funding strategy for salmon recovery implementation that includes all network partners.
- Secure full funding for the human and organizational capacity needed to effectively implement salmon recovery.

### **Returned Funds**

"Returned funds" refers to money allocated to projects/activities that returns when projects/activities either close under budget or are not completed. These dollars return to the overall budget. If the legislature re-appropriates the funds as part of either the regular capital budget or a stand-alone re-appropriation bill, as they have in the past, the funds have been available for cost increases, capacity needs, and to increase the funding available for projects in the upcoming grant round. State capital funds can only be used for projects, while returned Pacific Coastal Salmon Recovery Funds (PCSRF) can be used for a broader range of activities, subject to the contract with the National Oceanic and Atmospheric Administration (NOAA). With the past few years having reduced funding, the returned funds have been an important part of building the funds available for the next grant round. At this time, it is impossible to predict the amount of funding that will be available for the 2017 grant round. That amount depends on the 2017 PCSRF award and the passage of the 2017-19 capital budget.

As indicated in the Director's Report (Item 2), more than \$1.6 million in returned funds are currently available, most of which is federal PCSRF funds.

### **Current SRNet Activities**

As shared at the December 2016 board meeting, the SRNet reached agreement on statewide funding priorities, a significant effort. SRNet partners submitted a letter to the Governor's Office and to the Office of Financial Management highlighting priorities in the state agency budget requests for salmon recovery (see Attachment B). This effort represented the first time that the SRNet workgroup collaborated to speak out with a unified voice. The SRNet workgroup distributed the letter publicly as part of their strategic preparation for the legislative session. SRNet representatives met with the Governor's Policy staff and the Office of Financial Management in support of salmon recovery prior to the release of the Governor's 2017-2019 budget.

For the 2017 legislative session, the workgroup has developed a legislative leave-behind document (see Attachment C), legislative talking points (see Attachment D) and a method for tracking legislative contacts.

Triangle Associates, selected through a competitive Request for Proposals (RFP) process, has facilitated the group from its inception in December 2014. Their current funding is projected to fund their work through April 2017.

## **Next Steps**

At the December meeting, staff noted that the board would be asked to continue funding the facilitation of SRNet in order to maintain progress and momentum. Member Nancy Biery encouraged fellow board members to consider firming up the funding for SRNet, as the organization is too nascent to thrive without financial support. In line with this view, Director Cottingham added that SRNet continues to be a funding priority for the agency. The 2017 grant application to PCSRF will have a line item for SRNet and implementation of the recently completed SRFB Communications Plan. Depending on the final award amount, the board will need to decide how to allocate those funds. At this time it is impossible to predict the amount of the PCSRF award for 2017.

The SRNet workgroup members each represent a caucus of organizations and interests. The presence of neutral, professional facilitation has helped the group find its footing and develop the voice and products referred to above.

The workgroup's priorities for the next year include reaching out to decision-makers during the current legislative session and increasing their focus on state-level policy issues. Of key importance is growing the workgroup to include a broader representation of people active in salmon recovery across the state; to this end, the workgroup has activities planned for the 2017 Salmon Recovery Conference.

SRNet workgroup members agree that ongoing professional facilitation support is vital to maintaining the momentum that the Salmon Recovery Network has built as a forum that can speak with a unified voice for salmon and as a venue for coordination and collaboration among member organizations.

## **Staff Recommendation**

Staff recommends that the board extend the contract with Triangle Associates to support continued facilitation of SRNet until December 31, 2017, and that the board approve adding \$45,000 in returned funds (from PCSRF) to the contract.

## **Attachments**

- A. SRNet Charter
- B. SRNet Letter to the Governor and OFM
- C. SRNet Legislative Leave-behind Document
- D. SRNet Legislative Outreach Talking Points

# Lower Columbia IMW – 2016 Accomplishment Report

## Overview

**Focal Species:** coho and fall Chinook salmon, steelhead trout

**Limiting factors:** riparian and upland forests, stream habitat complexity, floodplain connectivity, sediment and flow processes

**Restoration Strategy:** treatment plans and collaborative work group to adaptively manage restoration and monitoring plans; address connectivity and habitat complexity needs in the short-term; restore sediment and flow processes at the watershed-scale in the long-term

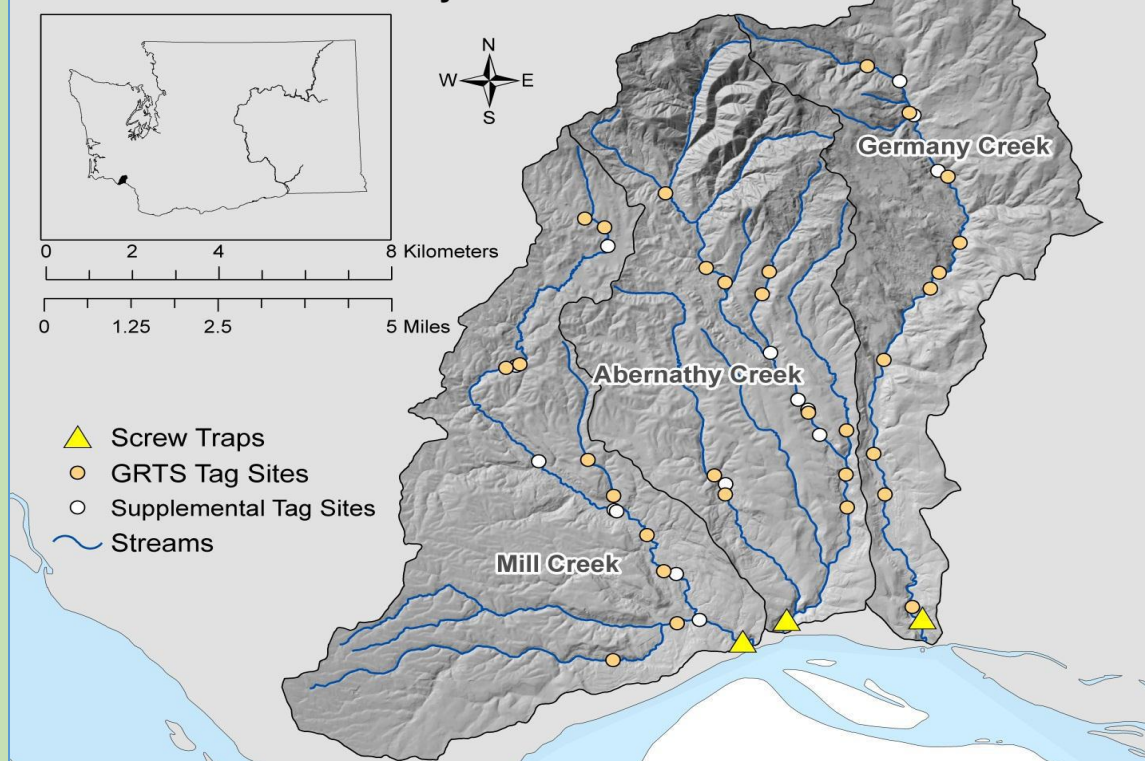
## Experimental Design

**Objectives:** Do habitat restoration actions result in measurable increases in freshwater survival, diversity, and production of salmon and steelhead?

**Reference Stream:** Mill Creek (75 km<sup>2</sup> watershed)

**Treatment Streams:** Abernathy Creek (75 km<sup>2</sup>) and Germany Creek (59 km<sup>2</sup>). The majority of habitat treatment has occurred in Abernathy Creek, with treatment limited to nutrient and riparian projects in Germany Creek.

### Lower Columbia Intensively Monitored Watersheds



The Lower Columbia IMW, including smolt screw trap locations, and summer fish and habitat sample sites. Sample sites are spatially distributed throughout the watersheds (GRTS and Supplemental Tag Sites). Map by Washington Department of Fish and Wildlife (WDFW).

## Monitoring Approach

**Salmon and Steelhead:** PIT-tagged coho and steelhead summer parr are captured and monitored to estimate seasonal abundance, density, growth, and survival; smolt production, and outmigration and spawn timing are monitored for all three species with screw traps and spawner surveys.

**Habitat:** daily water quantity and quality are measured at stream mouth gages and summer low flow instream habitat conditions (substrate size and large wood frequency, etc.) are measured at random, spatially distributed sites throughout the watershed.

**Rapid Assessment:** two independent surveys were conducted in Summer 2014 to determine habitat needs for salmon and steelhead.



Photos  
courtesy of  
WDFW

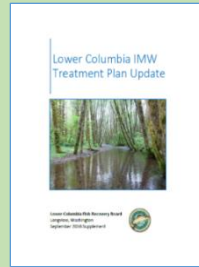




# Lower Columbia IMW – 2016 Accomplishment Report

## Treatment Plan (2009) and Update (2016)

The Lower Columbia Fish Recovery Board collaborated with a work group that included monitoring and restoration representatives to update knowledge of fish and habitat conditions, restoration accomplishments, and next steps in restoration and monitoring.



## Restoration Accomplishments

### Abernathy Creek:

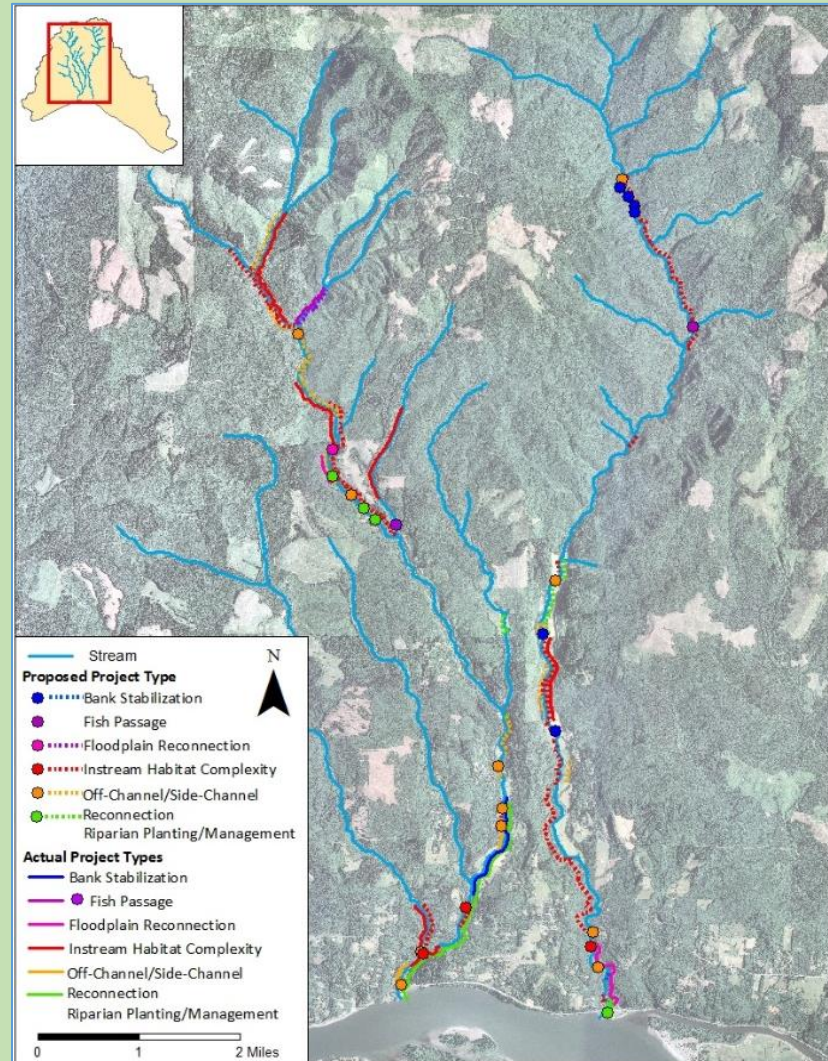
- 19 of 30 Treatment Plan projects implemented
- 5 miles of stream length treated
- 11 acres of riparian area treated
- 3 spring nutrient treatments across watershed

### Germany Creek:

- 5 of 30 Treatment Plan projects implemented
- 1.5 miles of stream length treated
- 36 acres of riparian area treated
- 3 fall nutrient treatments across watershed

## Preliminary Fish Data

- Minimal response to fall nutrient treatment, short-term response to spring treatment for coho, Chinook, and steelhead.
- Coho are limited by summer and winter rearing habitat conditions in Abernathy.
- Coho smolts in Abernathy are more likely to rear in tributary and headwater habitat in the summer than fall parr outmigrants, which are more likely to rear in lower, mainstem portions of the watershed.
- Chinook fry outmigrants are the most common juvenile life history observed.
- Steelhead smolt production bottlenecks are not well understood.



Map of proposed IMW habitat treatment projects in Abernathy and Germany Creek from the Treatment Plan, and implemented projects through the summer of 2016. Projects are coded by the habitat limitations they are designed to address.

Baseline Monitoring and Treatment Plan  
(2004 – 2011/2012)

Project Implementation and  
Treatment Update (2011 - Ongoing)

Post-Project Monitoring  
(5- 15 years)

## Next Steps:

Currently funded construction and design projects are likely to result in measurable coho population responses in Abernathy Creek. More analysis is necessary to determine steelhead population needs.



**Key partners:** Columbia Land Trust, Cowlitz Conservation District, Cowlitz County, Cowlitz Indian Tribe, Lower Columbia Fish Enhancement Group, Washington Department of Ecology, Department of Natural Resources, WDFW, and Weyerhaeuser Company



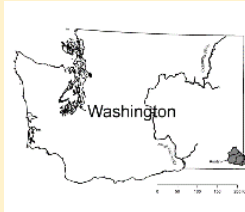
# Asotin IMW Washington – Accomplishment Report

## Asotin IMW Overview

**Focal Species:** Steelhead trout (bull trout and Chinook likely to benefit too)

**Limiting factors:** Riparian condition, habitat complexity, floodplain connectivity, temperature

**Restoration strategy:** protect/restore riparian in long-term; add LWD in short-term to promote creation of habitat complexity, interaction between channel and floodplain

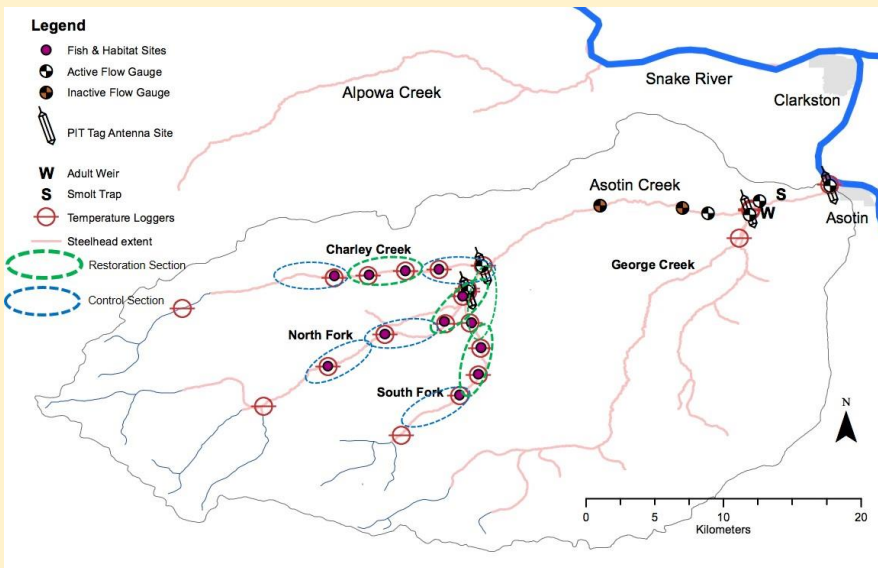


## Experimental Design

Asotin IMW study includes the lower 12 km of Charley Creek, North Fork, and South Fork of Asotin Creek. Hierarchical-staircase design where one 4 km section of stream was restored each year from 2012-2014. An additional treatment was applied in 2016 to increase the area restored.

## Monitoring Approach

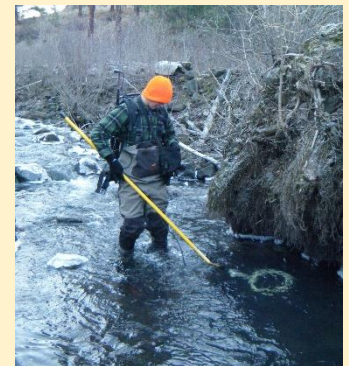
Within each restoration and control **Section** we are PIT tagging juvenile steelhead to estimate abundance, growth, movement, survival, and smolt production. We are also monitoring fish habitat, invertebrates, discharge, and temperature across the watershed. WDFW operate fish-in fish-out monitoring for the entire Asotin mainstem.



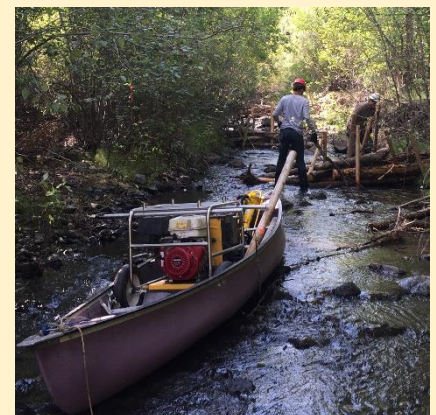
**Experimental and monitoring design.** Locations of fish and habitat sample sites, PIT tag arrays, discharge and temperature sites, smolt trap and adult weir.

## Restoration Approach

Hand built low cost wood structures at high density, using logs held in place with wooden fence posts driven into the streambed with a post driver. This approach was applied to protect the recovering riparian areas, reduce costs, and increase applicability to steelhead streams.



Using mobile PIT-tag surveys to estimate seasonal survival



Hand building post-assisted log structures (PALS) to protect riparian

# Asotin IMW Washington – Accomplishment Report

## Restoration Accomplishments

- 39% of study area restored (14/36 km)
- installed 658 LWD structures in 14 km
- 4.8 structures/100m

## Riparian/Habitat/Floodplain Responses

- ~70% of riparian fenced/protected
- significant increase in LWD, pool, habitat diversity
- limited floodplain connection due to below average floods from 2012-2016

## Fish Population Responses

- seasonal estimates of abundance, growth, movement, survival, production, and productivity
- 26% increase in abundance across study area



Low diversity, planebed channel pre-restoration



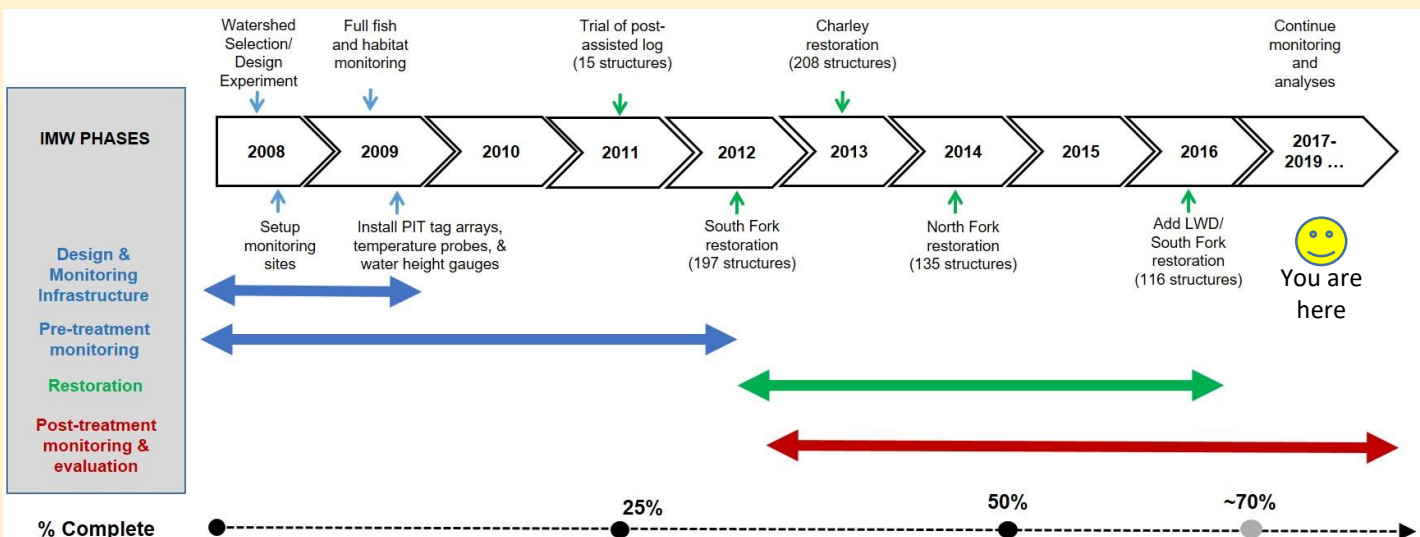
Planebed channel post-restoration



Habitat heterogeneity created after restoration: a) upstream bar, b) bank-attached PALS, c) eddy pool, d) scour pool, e) undercut bank, and f) riffle bar.

## Future Direction

- validate estimates of smolts/spawner and NREI capacity estimates pre and post treatment section
- determine factors that cause variation in population parameters
- model carrying capacity using net rate of energy intake
- develop IMW specific life cycle model
- develop tools to extrapolate Asotin IMW results to other similar watersheds





# Hood Canal Complex IMW – Accomplishment Report



## Hood Canal Complex Intensively Monitored Watershed Overview

**Focal Species:** Coho salmon (summer chum and steelhead also expected to benefit)

**Limiting factors:** Lack of LWD; lack of hydrologic connectivity; fish passage barriers; altered sediment processes; riparian degradation

**Restoration strategy:** First restore connectivity, then restore complexity.

### Experimental Design

Before-After-Control-Impact (BACI) design. BACI assumes treatment and reference.

Reference stream with no restoration:

**Stavis Creek**

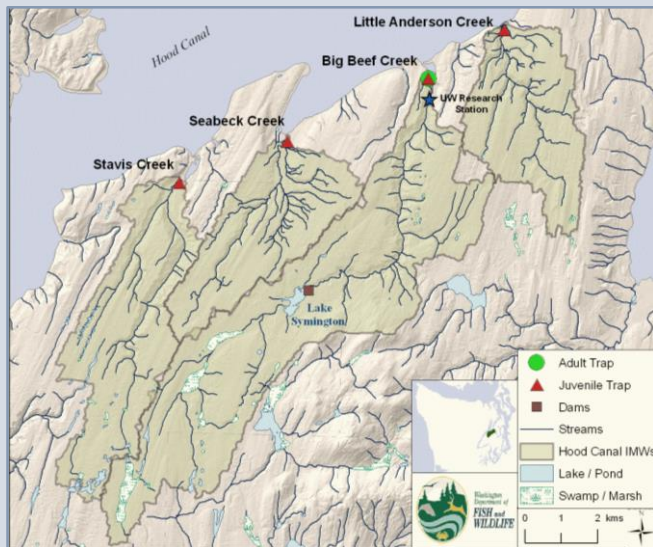
Treatment streams:

**Seabeck Creek**

**Big Beef Creek**

**Little Anderson Creek**

Conditions are dynamic but correlated. Monitoring ongoing since 2003, with restoration treatments occurring sporadically as funding is awarded on a treatment-by-treatment basis.



### Monitoring Approach

#### Salmon:

Redd surveys covering known spawning distribution biweekly in all watersheds. Annual abundance of Coho parr estimated via mark-recapture - capture juvenile Coho and mark with adipose fin clip at 10 index sites per stream, all downstream migrants captured and examined for fin clip before release. Marine survival and harvest rate - Big Beef only. Smolts tagged with coded wire tags (CWT) upon entry to marine environment. All returning adults captured at Big Beef fish weir August - January and identified (species, sex, CWT) before release upstream.

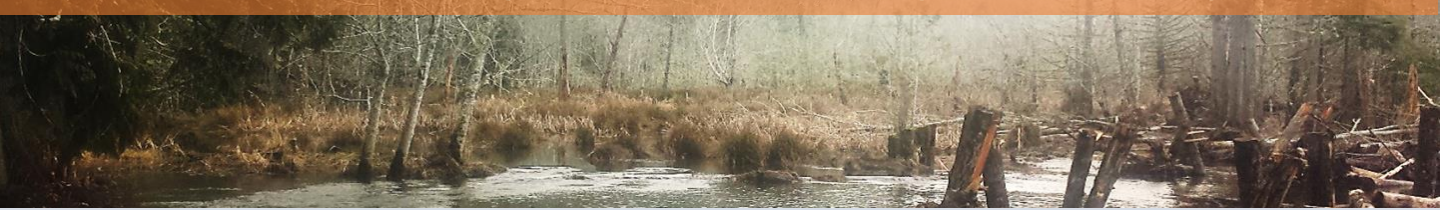
#### Habitat variables:

Habitat data pertinent to reach-scale change collected at 20 locations within each watershed including thalweg depth, width:depth ratio, percent spawning gravel, frequency of instream LWD, pool frequency, and mean wetted width.

### Restoration Approach

- Process-based, with focus on habitat formation and maintenance, ecosystem function.
- Restoring watershed resiliency along with quantity and quality of habitat likely to produce measurable response in salmon populations.
- Restore connectivity: remove barriers and constraints to flows of water, sediment, and fish.
- Increase complexity: restore stream roughness elements (LWD) and processes that will lead to future wood recruitment (riparian restoration and protection).

# Hood Canal Complex IMW – Accomplishment Report



## Restoration Accomplishments

### Big Beef:

1.0 miles of stream treated with 25 LWD structures in 2015-16; 11.4 acres of floodplain reconnected in 2016; 9500 cubic yards of imported fill removed from historic wetlands and floodplain in 2016; 15 LWD structures installed in restored wetland and floodplain area in 2016.

### Little Anderson:

1.5 miles of stream treated with 10 LWD structures in 2009; 0.1 miles of tributary treated with 15 hand-built log jams in 2015; 1.0 miles of stream treated with 14 LWD structures in 2016; conceptual design for culvert replacement to reconnect headwater wetlands completed in 2015.

### Seabeck Creek:

Design underway to replace partial barrier culvert near mouth and high priority LWD installation.



## Fish Population Responses

- Smolt production in Little Anderson saw a significant increase following barrier culvert replacement near mouth in 2002.
- No significant change in Little Anderson following LWD treatment in 2009.

## Habitat/Riparian Responses

- To date, no consistent, directional change in habitat measured at the watershed scale.
- Patterns of interannual variability reflected across watersheds.
- Recent treatments in Big Beef and Little Anderson completed in 2016 predicted to produce measurable habitat response over time.



## Future Direction

- Project scale habitat analyses planned in Big Beef and Little Anderson Creeks to detect changes that occur directly within restoration treatment area.
- Description of habitat attributes that change rapidly in response to floods, and how restoration treatments interact with extreme flows and other disturbance events.
- Additional phase of LWD installation further upstream in Big Beef Creek planned in 2017, and several restoration treatments remain to be applied.
- Significant restoration in Big Beef including LWD installation and floodplain reconnection was completed in 2015-16; significant response expected in the coming years, especially once floodplain reaches new equilibrium.
- Another LWD treatment in Little Anderson was completed in summer 2016, greatly increasing the amount of woody material interacting with the stream bed. Response expected in the next one or two generations (3 - 6 years for Coho).

## Salmon Recovery Funding Board Briefing Memo

### APPROVED BY RCO DIRECTOR KALEEN COTTINGHAM

**Meeting Date:** March 1-2, 2017

**Title:** Funding Decisions: How to Fund Intensively Monitored Watershed Restoration Treatment Projects in the 2017 Grant Round

**Prepared By:** Keith Dublanica, Governor's Salmon Recovery Office Science Coordinator

#### Summary

In 2014, the Salmon Recovery Funding Board (board) approved dedicating up to \$2 million per year, for three successive grant rounds, for the implementation of restoration treatment projects within Intensively Monitored Watershed (IMW) complexes. Questions have come to staff on whether the board is willing to continue this set aside for the 2017 grant round. If the board is willing, it will need to decide how much and for how long, as well as whether to continue the practice of waiving the match requirement.

#### Board Action Requested

This item will be a:

- ☒ Request for Decision
- ☐ Request for Direction
- ☐ Briefing

### Background

Intensively monitored watersheds (IMWs) are used to evaluate whether restoration treatments, or other management, within a watershed resulted in improved habitat, water quality, and fish abundance. The monitoring requirements implemented in IMWs are more intensive, complex, time-consuming, and costly than other types of monitoring. However, IMWs provide the most useful information about whether project actions are resulting in fish productivity and overall abundance. IMW monitoring has been supported by both Pacific Coastal Salmon Recovery Funds (PCSRF) and Pacific States Marine Fisheries Commission (PSMFC) funding. Successful IMWs, however, require that restoration treatments occur within the watershed in a timely fashion.

Prior to 2014, IMW's restoration treatments were not routinely ranked high enough by the citizens' committees and would therefore not receive board funding. Although monitoring was conducted in those IMWs, the lack of restoration treatments limited the effectiveness and efficacy of the monitoring.

At the March 2014 board meeting, a monitoring sub-committee recommended that the board move forward on implementing projects within IMWs. The board approved dedicating up to \$2 million a year, for three grant rounds, to projects within IMW complexes (study areas), with two conditions: 1) the funding would not carry over from year to year; and 2) the funding amount could not exceed the maximum available funds per year. During that time period, due to annual deficits, less than \$2 million was applied for or available. Since 2014, \$5.13 million (of the \$6 million target) was invested in restoration treatments within IMWs as part of this set aside.



During each of the grant rounds, staff from the Recreation and Conservation Office (RCO) and the Governor's Salmon Recovery Office (GSRO) reached out to lead entities<sup>1</sup>, project sponsors, and the Washington Department of Ecology (Ecology) to provide them with the total funds available for design and restoration projects within their respective IMWs. Projects proposed in IMWs had to be consistent with the updated IMW study plans, undergo review by the board's Technical Review Panel, and be recommended by the IMW Technical Oversight Committee. The board approved waiving the match requirement for IMW projects as an additional incentive for these three years.

During the three-year IMW restoration treatment program, a total of fourteen projects were submitted within all five IMW areas. All projects were visited and reviewed by the Technical Review Panel. All projects were determined to be consistent with the existing IMW study plans, or the updated study plans. The IMW study plans were reviewed by the board Monitoring Panel. Each project sponsor submitted a completed RCO grant application. Information on each IMW project by year and complex is available through [RCO's Project Snapshot](#).

At the September 2016 board meeting, staff presented a summary of the IMW monitoring and restoration efforts. During that presentation, Dr. Marnie Tyler, Monitoring Panel Chair, shared that it was in the best interest of the board, and the IMW program, to continue specific allocations for IMW treatments where appropriate.

## **Board Decision**

Staff presents this information to facilitate board discussion of the merits of the site-specific IMW restoration treatment implementations. The board may wish to consider whether or not to allocate resources from the next PCSRF award as a specific set-aside for IMW treatment projects. Should the board choose to allocate resources, a timeframe will need to be established.

While the above decision may be specifically tied to the PCSRF award value, the board could make a separate decision to continue to waive the match requirement for IMW restoration treatment projects regardless of dedicated funding.

## **Staff Recommendation**

Staff recommends that, if the PCSRF award is greater than or equal to \$20 million and the State SRFB appropriation is greater than \$20 million, the board approve setting aside up to \$1.25 million for the 2017 grant round for restoration treatment projects within IMWs.

Regardless of dedicated funding for IMWs being approved, restoration projects located in board-funded IMWs will have the "match" requirement waived for the 2017 grant round.

## **Next Steps**

If IMW restoration treatment funding is approved, contingent upon a specific PCSRF award amount, the existing updated study plans will be utilized to assist with the particular IMW restoration treatments. These projects may then be considered for awards to be placed under agreement. If the overall project

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<sup>1</sup> Lead entities include the Lower Columbia Fish Recovery Board, the Hood Canal Coordinating Council, the Snake River Salmon Recovery Board, the Skagit Watershed Council, and the North Olympic Peninsula Lead Entity.

treatment total is greater than a value to be determined by the board, the Technical Oversight Committee will prioritize.

## Attachments

- A. Lower Columbia / Abernathy IMW complex information sheet
- B. Snake / Asotin IMW complex information sheet
- C. Hood Canal IMW complex information sheet

*Note: Attachments A and B were developed, for reporting to the Pacific States Marine Fisheries Commission (PSMFC), along with Oregon and Idaho IMWs (as we are in the final year for PSMFC funding for monitoring IMWs). Attachment C was provided by Hood Canal Coordinating Council. GSRO staff plans to develop similar information sheets for the other SRFB-funded IMWs in the Pacific Northwest.*



## Salmon Recovery Funding Board Briefing Memo

### APPROVED BY RCO DIRECTOR KALEEN COTTINGHAM

**Meeting Date:** March 1-2, 2017

**Title:** Follow-up on Grant Application Questions on Climate Change

**Prepared By:** Leslie Connelly, Natural Resource Policy Specialist

#### Summary

This memo presents a summary and analysis of the responses from grant applicants to a new question asked about climate change. Staff provides options to incorporate climate change as a consideration under existing criteria or requirements.

#### Board Action Requested

This item will be a:

- ☐ Request for Decision
- ☒ Request for Direction
- ☐ Briefing

### Background

Over the last two years, the Salmon Recovery Funding Board (board) discussed ways to address the impacts of climate change in salmon recovery. The board heard a number of ideas from the National Oceanic Atmospheric Administration, Department of Fish and Wildlife, Climate Impacts Group, monitoring panel, technical review panel, lead entities, and regional recovery organizations. Some of the ideas discussed were:

- Climate change adds complexity to the 5-year recovery plan reviews,
- Stressors on salmon may increase due to the effects of climate change,
- Data needs to inform future climate scenarios and where to focus recovery efforts,
- Climate change may impact the success of certain habitat restoration projects,
- Salmon recovery projects are inherently beneficial for mitigating the effects of climate change, and
- Local interests may or may not be comfortable with incorporating climate change into their strategy.

As a first step, the board approved adding a question about climate change into the grant application proposal in 2016. See [Item 5](#) from the December 2015 meeting. Based on applicants' responses to the question, the board would then consider whether to develop criteria or policies related to climate change.

## Question and Responses

Staff added the following question to the grant proposal for planning, acquisition, and restoration applications and it was considered by the technical review team.

*How does your project consider and accommodate the anticipated effects of climate change on salmon recovery? Consider for example changes in: river flow and timing, sea level rise, water availability, snowpack, sediment delivery, temperature, connectivity, project location, or other impacts. Include references to any relevant plans and models.*

In 2016, the board funded eighty planning, acquisition, or restoration projects and most of the applicants responded to the new climate change question. Applicants responded in two ways: 1) adapting to the effects of climate change on their project or 2) mitigating the overall effects of climate change.

### Adapting to the Effects of Climate Change

Common adaptation techniques described were:

- Including higher stream flows or rising sea level in hydraulic modeling based on climate change scenarios,
- Adding more side channels to expand the capacity for more water during high rain events,
- Planting wider riparian areas to better reduce stream temperatures,
- Managing for the increased spread of invasive plant species,
- Increasing the height of setback levees to prepare for more frequent flood events, and
- Adjusting acquisition strategies to focus on buying land and water rights where cold water is available.

### Mitigating the Effects of Climate Change

Applicants also described how their project would address or mitigate the overall effects of climate change. Examples included:

- Restoring natural process allows for an increase in flooding and bluff erosion which will become more frequent, and
- Protecting habitat sequesters carbon and prevents an increase in impervious surfaces that would otherwise be constructed for the built environment.

## Analysis

Most applicants have a general awareness of climate change effects such as more extreme weather events, less snow, more water to manage, higher air and water temperatures, sea level rise, more flooding and erosion, changing plant communities, and an increase in invasive species. Climate impacts, however, vary by location and few applicants provided specific knowledge of how climate change might affect their location. A handful of applicants cited specific local or regional planning efforts or modeling to support their ideas. The majority provided more general descriptions in their responses.

Applicants also seem to have interpreted the question differently. Not all responses provided fit within the board's original interest to understand how climate change may affect projects funded by the board. This may be a factor of the way the question was asked or the type of project proposed. For example,

applications to improve a fish barrier or build a setback levee responded with specific design considerations. Projects along the marine shoreline considered changes in sea level in restoration design. Other types of projects such as land acquisition and floodplain restoration projects responded as to how their project will mitigate for climate change in general, but not necessarily reference the effects of climate change on the project itself. In this regard, climate change provided another reason to protect or restore the property.

In general, the technical review panel did not heavily weigh the information provided by most applicants. While there were a handful of projects that included specific references and site-specific modeling about climate change, most applicants answered the question to the best of their ability with the general knowledge at hand. And it is notable that climate change is not specifically addressed in the benefit and certainty criteria adopted by the board and used by the technical review team to evaluate projects.

### **Concepts to Consider**

The board may wish to consider the following ideas if it decides to proceed with addressing climate change with grant funded projects.

1. Climate change impacts vary by location and are site specific. How can applicants get the information they need for their area?
2. What types of projects are most vulnerable to the effects of climate change? Are short-term projects such as large woody debris placements vulnerable or long-term projects such as land acquisitions or restoration projects with significant infrastructure?
3. How does the impacts of climate change get considered within the overall local strategy and regional recovery planning?

As the board decides how to proceed, it should also consider whether applicants have the resources they need, such as the right information, appropriate staff, and other tools, to respond to any additional requirements. In general, the Recreation and Conservation Office is mindful about the complexity of the application process and the additional burden of any new requirements. The board may want to hear the results from the 2016 applicant survey before making any decisions; results will be available in time for the May board retreat.

### **Staff Recommendation**

The board implemented the climate change question as a way to discover whether climate change was something applicants were aware of and were considering in their project. The majority of applicants are aware of climate change effects in general and are considering them in their project. If the board wants to do more, the board should consider whether additional requirements related to climate change is important enough to insert when compared to feedback about the application process forthcoming in the 2016 survey, especially to the applicants who might lack the staff resources to respond to new application requirements.

If the board wants to do more to highlight climate change during the application evaluation process, the board could consider one or more of the following approaches:

- Create a toolkit or reference document for sources of information about climate change for applicants to use during project planning,
- Incorporate climate change into the benefit and certainty criteria for lead entities to consider when evaluating projects (See Appendix L of [Manual 18](#)), or

- Ask regional organizations to describe how climate change is considered in their regional evaluation of projects as part of the regional area summary information requirements (See Appendix M of [Manual 18](#)), or
- Incorporate climate change into the criteria used by the technical review panel (See Appendix K of [Manual 18](#)).

## Link to Strategic Plan

Addressing climate change in the board's salmon recovery grants fits within the following goal of the board's strategic plan:

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

- Process strategy: Ensure that the processes to identify, prioritize, and fund projects are based on (1) regional salmon recovery plans, lead entity strategies, and tribal governments' salmon recovery goals, (2) sound science and technically appropriate design, and (3) community values and priorities.
  - Ensure that the knowledge of habitat conditions, ecosystem processes, and trends in long-term factors (e.g., human population growth, climate change, and working land priorities) guide the type, complexity, location, and priority of proposed habitat protection and restoration.

## Next Steps

Staff will work with the board to implement the board's direction on the effects of climate change on sponsor projects.

## Salmon Recovery Funding Board Briefing Memo

### APPROVED BY RCO DIRECTOR KALEEN COTTINGHAM

**Meeting Date:** March 1-2, 2017

**Title:** Hatchery Reform Video Update

**Prepared By:** Jennifer Johnson, Governor's Salmon Recovery Office Information Coordinator

#### Summary

At the March 2017 meeting, Governor's Salmon Recovery Office (GSRO) staff will show the Salmon Recovery Funding Board (board) a series of two-minute video clips as a preview to a larger video project funded by the board. This memo provides a brief background regarding the videos' development and intended purpose.

#### Board Action Requested

This item will be a:

- ☐ Request for Decision
- ☐ Request for Direction
- ☒ Briefing

## Background

### All-H and Hatchery Reform Communications Tools (Videos)

Governor's Salmon Recovery Office (GSRO) staff will show the Salmon Recovery Funding Board (board) a series of two-minute video clips as a preview to a larger video project funded by the board. GSRO is working with a script team and Wahoo Films to develop short videos to communicate about salmon hatcheries and hatchery reform. The script team is made up of staff from the Washington Department of Fish and Wildlife (WDFW), the Northwest Indian Fisheries Commission, The Columbia River Inter-Tribal Fish Commission, The Upper Columbia Salmon Recovery Board, The Hatchery Scientific Review Group, and GSRO.

The videos' audiences are decision-makers, salmon restoration and hatchery managers, and the general public. The videos will be shared at meetings, hearings, and in visits with legislators and legislative staff. They will be posted on websites (e.g., State of Salmon in Watersheds, WDFW, tribes, regional recovery organizations) and social media channels (e.g., RCO's Facebook page and YouTube channel; WDFW's outlets).

The final project will include three video clips and a longer overview video of 5-6 minutes. All videos will debut at RCO's Salmon Recovery Conference in April 2017.





**STATE OF WASHINGTON**  
**RECREATION AND CONSERVATION OFFICE**

For release: January 4, 2017  
Contact: [Susan Zemek](#), 360-902-3081

## **State's New Report Shows Salmon Still Declining "Salmon are ours to save," says Governor**

OLYMPIA – Salmon throughout most of Washington are in trouble, and will need continued investment by state, federal and local organizations if they are to be saved, according to a report released today by the Governor's Salmon Recovery Office.

"Washington State has been investing in salmon recovery for nearly two decades, and we are seeing some results," said Gov. Jay Inslee. "But we still have many challenges ahead, such as population growth and climate change. Salmon are a crucial component of our economy. Families depend on them for food and jobs. They are crucial to our identity as Washingtonians. We can't give up on salmon recovery until they are taken off the endangered species list. Salmon are ours to save."

The newly released [State of Salmon in Watersheds report](#) and interactive [Web site](#) show Washington's progress in trying to recover the salmon and steelhead protected under the Endangered Species Act. The Web site provides live data from around the state and offers interactive maps to help visitors learn about salmon recovery efforts in their communities.

Some findings from the report:

- In most of the state, salmon are below recovery goals set in federally approved recovery plans. Washington is home to 33 genetically distinct populations of salmon and steelhead, 15 of which are classified as threatened or endangered under the federal Endangered Species Act. Of the 15, 7 are not making progress or are declining, 6 are showing signs of progress but still below recovery goals and 2 are approaching recovery goals.



BELOW GOAL (ENDANGERED SPECIES ACT-LISTED SALMON IN WASHINGTON)			NEAR GOAL
<i>Getting Worse</i>	<i>Not Making Progress</i>	<i>Showing Signs of Progress</i>	<i>Approaching Goal</i>
Puget Sound Chinook	Upper Columbia River steelhead	Middle Columbia River steelhead	Hood Canal summer chum
Puget Sound steelhead*	Lower Columbia River chum	Lake Ozette sockeye	Snake River fall Chinook
Upper Columbia River spring Chinook	Lower Columbia River fall Chinook	Lower Columbia River coho	
	Lower Columbia River spring Chinook	Lower Columbia River steelhead	
		Snake River spring and summer Chinook	
		Snake River steelhead	

- Commercial and recreational harvests have declined significantly because of fewer fish and limits on how many fish could be caught to protect wild salmon. Harvest of coho salmon has fallen from a high of nearly 3 million in 1976 to fewer than 600,000 in 2014, according to the Washington Department of Fish and Wildlife. Chinook harvests have followed the same downward trend, with about 970,000 Chinook caught in 1973 compared to 316,000 in 2014.
- The newly created Fish Barrier Removal Board recently released a report indicating that despite two decades of investments, an estimated 35,000 to 45,000 barriers to fish passage remain.

The news is not all bleak. The report also talks about progress made in habitat restoration and hatchery reform.

- For the first time, more permits were obtained in 2014 to remove shoreline armoring (beach walls and bulkheads) than to build new ones in Puget Sound. Softer, more natural shorelines help increase food and shelter for salmon.
- Hatcheries are operated in more fish-friendly ways. Hatcheries operated by the Washington Department of Fish and Wildlife release millions of fish annually for harvest by recreational, commercial and tribal fishers. But hatchery fish also compete with wild salmon for resources. Today, hatcheries operate under guidelines to ensure they don't harm wild salmon and steelhead: 88 percent of the state's hatchery programs meet scientific recommendations to ensure

conservation of wild salmon and steelhead, compared with only 18 percent of hatcheries meeting those recommendations in 1998.

- Statewide, an estimated 6,500 barriers to fish passage have been corrected with fish-friendly culverts and bridges in Washington streams, opening an estimated 6,400 miles of habitat to salmon since 2000.
- Restoration projects have improved salmon habitat along the banks of more than 800 miles of shoreline and more than 4,400 acres of estuary. Examples are the work by the Tulalip Tribes, which restored tidal flow to 350 acres on the Snohomish River, providing unrestricted fish access to 16 miles of upstream spawning and rearing habitat, and by the Department of Fish and Wildlife, which is setting back a mile-long coastal dike to restore the natural tidal flow of Skagit Bay to 131 acres.

"We have nearly 20 years of effort by thousands of Washingtonians statewide to recover salmon," said Kaleen Cottingham, director of the Recreation and Conservation Office, home of the Governor's Salmon Recovery Office, which created the report and Web site. "We know how to recover salmon, and we have the people in place to do the work, but the challenges – climate change, poorly managed development and lack of data and funding – are accelerating. Salmon are in trouble, and we need to increase our efforts and investments."

Cottingham pointed out that habitat restoration benefits communities in multiple ways. "When we fix our rivers and watersheds, we not only help salmon, we help ourselves," Cottingham said. "We get cleaner air and water, less flood damage, more opportunities for recreation and other natural resource-based industries and communities that are more resilient in the face of warming temperatures, drought, forest fires and sea level rise."

The report also noted changes that need to be made to improve salmon recovery, including better integrating harvest, hatchery, hydropower and habitat actions; fully funding regional recovery organizations and increasing state agency resources to meet salmon recovery commitments; restoring access to spawning and rearing habitat; and increasing monitoring of fish and habitat to fill in data gaps.

“It took more than 150 years to bring salmon to the brink of extinction; it may take just as long to bring them all the way back,” Cottingham said. “But every bit of progress we make today delivers long-lasting benefits for all. Now is the time to reinvest and recommit to salmon recovery in our state.”

###

(NR-163)



## Salmon Recovery Funding Board Briefing Memo

### APPROVED BY RCO DIRECTOR KALEEN COTTINGHAM

**Meeting Date:** March 1-2, 2017

**Title:** 2016 State of Salmon Report

**Prepared By:** Jennifer Johnson, Governor's Salmon Recovery Office Information Coordinator

#### Summary

Governor's Salmon Recovery Office staff will present the 2016 State of Salmon in Watersheds biennial report and accompanying website to the Salmon Recovery Funding Board at the March 2017 meeting. This memo summarizes information about the development and purpose of the report.

#### Board Action Requested

This item will be a:

- ☐ Request for Decision
- ☐ Request for Direction
- ☒ Briefing

### Background

The 2016 edition of the [State of Salmon in Watersheds](#) report and website were launched January 4, 2017. The Recreation and Conservation Office (RCO) and the Governor's Salmon Recovery Office (GSRO) are required by statute (RCW 77.85.020) to produce this biennial report for the Legislature describing progress on salmon recovery efforts, including the spending of salmon dollars and the status of fish and habitat.

We dedicate the 2016 *State of Salmon in Watersheds* report and website with deepest respect and gratitude to the late Brian Abbott, executive coordinator of the Governor's Salmon Recovery Office. Brian's leadership and vision were the foundation of this year's report. We honor and greatly miss his inspiration, optimism, persistence, passion, and integrity in service to Washington salmon recovery.

GSRO will demonstrate examples of the website content during the March 2017 Salmon Recovery Funding Board (board) meeting.

### 2016 Updates

As in past reports, the 2016 edition of *State of Salmon* is full of data, story maps, and key messages from partners in salmon recovery. However, exciting updates were made in the 2016 report based on data demonstrating that viewers were not staying in the website for long and often with limited exploration of the webpages and data. The 2016 website is simpler, more focused, easier to navigate, and better for viewing on mobile devices. GSRO managed the development of this report with the expertise of consulting firms that combined various technologies to improve the messaging, the data charts, and the usability of the website.

The Departments of Ecology (Ecology) and Fish and Wildlife (WDFW), and RCO provided data for several *State of Salmon* indicators. The data is published to the state's data sharing portal (<https://data.wa.gov/>), and ArcGIS online, the state's web-based tools for mapping, charting, and tracking live data, that then feeds into the *State of Salmon* website. GSRO also worked closely with the Northwest Indian Fisheries Commission to better align the messaging in our respective reports.

The 2016 *State of Salmon* website now includes a data portal for housing authoritative data sets for use in three reports: the *State of Our Watersheds* report (by the Northwest Indian Fisheries Commission), the *State of the Sound* report (by the Puget Sound Partnership), and our *State of Salmon* report. Since all three documents report similar indicators, coordination and consolidation of salmon data will help make data gathering more efficient and messaging more consistent.

In addition to the website, GSRO produces a *State of Salmon* executive summary (now called the *Governor's Update*), both in online and printed formats. The online version of the report includes interactive multi-media salmon stories that present a range of accomplishments and challenges in salmon recovery from around the state. Both the report and website share key messages from the recently developed GSRO/Board Communications Plan. Both RCO and GSRO plan to continue outreach efforts for the *State of Salmon* as defined in the Communications Plan, including posts in social media from our agency and from our partner organizations.

Relative to previous years, improvements to the 2016 *State of Salmon* report and updated website have already proved successful, resulting in larger numbers of website visitors, more media coverage, and significant positive feedback from viewers. Development of this report was not possible without the cooperation, reviews, data, and content from many individuals and organizations across the state. Especially significant are contributions from the regional salmon recovery organizations, the Northwest Indian Fisheries Commission, and the Departments of Fish and Wildlife and Ecology.

## Attachments

1. Press Release: *2016 State of Salmon in Watersheds*

# **GSRO/SRFB ADVISORY TEAM CHEAT SHEET**

## **NOTES ON GSRO/SRFB FEASIBILITY STUDY, COMMUNICATIONS PLAN, AND FUNDRAISING PLAN**

Barbara Cairns

Updated 01.18.17

All three documents will be distributed as final to full Advisory Team in advance of January 25, 2017 workshop. After workshop, the three documents will be distributed to full SRFB.

### **FUNDRAISING FEASIBILITY REPORT**

- 35 In-depth Interviews, Advisory Team workshops, GSRO/RCO staff, and communications review informed assessment of relevant conditions related to need and feasibility of fundraising to support regional salmon recovery organizations and broader network
- Salmon in trouble; challenges mounting—climate, population, decreasing federal and state funding, due to competition for funds, ignorance of magnitude of problem and existing infrastructure, plans, people
- Infrastructure in place—locally led, 50+ mayors and other local electeds on boards of 8 regional salmon recovery organizations; dozens more on lead entity, RFEG boards
- We need to fund the salmon recovery network—increased capacity for regional organizations, so they can implement recovery plans; increased funding for monitoring and evaluation by state agencies, in addition to the things the governor recommended—fish passage, regional initiatives, hatchery reform, etc.
- High level of enthusiastic support for fundraising by GSRO/SRFB to support org capacity—particularly so regional organizations can build constituency and eventually raise own funds
- GSRO/SRFB and organizations and agencies need to tell same story about the statewide salmon infrastructure and community-drafted recovery plans and their value
- Foundation support exists for capacity for these purposes
- GSRO/SRFB need dedicated staff person/people to coordinate fundraising and communications
- Focus on relationship building and storytelling, engagement, as foundational; subsequently implement fundraising plan with assistance from new relationships

## **COMMUNICATIONS PLAN**

- Based on updated 2014 Objectives from GSRO/COR Communications Plan
- Three newsworthy hooks in 2017:
  - Stateofsalmon.wa.gov website (and report and briefings to legislature, media interviews, opportunities to engage with tribes, sportsmen, NGO's, agencies, Governor, etc.)
  - SRNet work group support for Governor's budget proposal to legislature (and opportunity to message size and strength of network, importance of funding both agencies and regional recovery organizations, and habitat recovery, etc.)
  - Salmon Recovery Conference (goal: self-identify as part of network; demonstrate numbers in network via social media and other channels to legislature, Governor, others, build community, align around priorities and urgency: what are our priorities going forward? What can we do to accelerate change and recovery and build resiliency?)
- Additional recommendations on materials and communications assets, relationship building, network support and overall management, social & earned media strategy
- Timeline
- Appendix—build-out of one target audience

## **MESSAGING**

- Governor's Update prepared as a message guide—follow the headlines; they form the narrative and key messages
  - Salmon iconic, indicator of health of our rivers, streams, forests, us; who we are; what we love about PNW
  - 20 years of sustained effort by thousands across state to restore—we know what to do & we've seen the benefits
  - But twin challenges of climate change (forest fires, floods, droughts, ocean acidification) and rapidly changing demographics (more people moving here; more development; more demands on our natural resources) are accelerating the threats—hard to keep up with
  - Good news—that infrastructure we built 20 years ago; it's still here and humming with commitment of private landowners, agencies, tribes, non-profits, etc. making local decisions about land and water that benefit fish and their habitats, and our communities; coordinated by GSRO and SRFB—see new website, much more user friendly, already serving as vehicle for crowd-sourcing better data, building community
  - We must reinvest to get full benefit of this asset; it's our best hope for salmon recovery and healthy rivers, shorelines, forests, communities, outdoor recreation, fishing economy, tourism, and the quality of life we want
  - Governor has identified specific priorities: regional organizations' capacity to implement recovery plans; agency science, monitoring, evaluation of land, water, fish, forest conditions; removal of fish passage barriers; implementation of hatchery reform and better co-management with tribes; voluntary habitat recovery
  - Time for the network to convene in a summit to chart next 20 years



- A note on testimony (not in plan): emphasize network. Differentiate network from work group. All pieces needed to work together. Investment. Website is a crowd source vehicle for better and more complete data, as well as network building instrument, as well as mgmt. tool, as well as info source for leg and public.

## **FUNDRAISING PLAN**

- Distributed in final form to Advisory Team
- Purpose is to enable GSRO/SRFB to raise private funds to support regional organization capacity for communications and ultimately regional scale fundraising
- Relies on new staff hire to manage/implement (several reviewers/contributors noted GSRO needs both a new communications staffer and a new fundraising staffer to implement both plans assertively)
- Amounts/Strategy:
  - a) Secure \$1.5 million for two year grants to fund full time staff position at each regional organization that commits to implementing communications plans and fundraising strategies to increase capacity for same (source: philanthropic donations)
  - b) Create/secure \$1 million grant pool in to fund creation of communications tools for all members of salmon recovery network (source: philanthropic donations)
- Align and tell whole story
- Prioritize and reallocate existing government funding
- Cultivate new and existing allies/ambassadors
  - Targets identified for GSRO & SRFB
  - Targets identified for regional orgs, LE's, and RFEG's
- Foster fundraising leadership
- Improve network synergy
- Protect current funding
- Pursue potential new funding sources
  - Foundations and philanthropists
  - Legacy donors
  - Outdoor recreation/fishing related businesses
  - Statewide initiative (ballot)
- Top Foundation Prospects
  - Relationship Building, Strategy Development, Early Grants
  - PNW that provide general operating funds or capacity support
  - Nat'l funders of community building, civic problem solving
  - Nat'l environmental foundations w relevant missions
- Timeline
- Appendix—250 foundations matrix



# **GOVERNOR'S SALMON RECOVERY OFFICE AND SALMON RECOVERY FUNDING BOARD**

## **FUNDRAISING FEASIBILITY REPORT OCTOBER 24, 2016**

### **INTRODUCTION**

The Governor's Salmon Recovery Office (GSRO) and Salmon Recovery Funding Board (SRFB) contracted through the Recreation and Conservation Office with Pyramid Communications to report upon the feasibility of successfully increasing fundraising from government and private sources to enable effective communications and engagement activities by and on behalf of regional and local salmon recovery organizations. These activities are recognized to be essential to the full implementation of federally approved Endangered Species Act salmon recovery plans across the state of Washington.

Pyramid worked with an advisory team managed by GSRO and SRFB and conducted 35 in-depth interviews, executed surveys and additional research, and brought to bear our own 25+ years' experience in salmon recovery and communications and fundraising to produce this report. The conclusions here are our own. The report will serve as the basis for subsequent fundraising and communications plans.

The contents of this report include:

- Introduction
- Executive summary
- Methodology
- Findings
- Recommendations
- Appendices

### **METHODOLOGY**

Pyramid Communications worked with an advisory group managed by GSRO and SRFB (see Appendix A) to discern and refine findings and recommendations related to the overall landscape for salmon recovery funding, barriers and challenges, key opportunities, and needed resources.

Specifically, the research included:

- Review of 2014 GSRO and Council of Regions Findings and Recommendations Report, Communications Plan, and Message Framework
- Review of websites and online communications for regional organizations, lead entities, regional fishery enhancement groups, government agencies, stakeholders, and tribal nations
- In-depth-interviews with network participants, stakeholders, philanthropists, and foundations (35)
- Fundraising survey responses from leaders of the regional salmon recovery organizations, regional fisheries enhancement groups, and lead entities (17)
- Homework responses from the GSRO and SRFB Advisory Group (8)
- August 17 workshop with the GSRO and SRFB Advisory Group (9 attendees)
- October 3 workshop with the GSRO and SRFB Advisory Group (10 attendees)

Appendices listing advisory group members and interview and survey participants can be found at the back of this report.

## **GSRO/SRFB FUNDRAISING FEASIBILITY REPORT 10.24.16**

### **EXECUTIVE SUMMARY**

For the past twenty years, thousands of people across Washington state have invested hundreds of thousands of hours, annually, and hundreds of millions of dollars in a sustained, locally led endeavor to restore our rivers, forests, and shorelines—for threatened salmon and for ourselves. Regional salmon recovery organizations and local watershed groups working in partnership with nonprofit organizations, private landowners, government agencies, utilities, and others are governed by boards made up of more than 50 locally elected representatives—city council members, county commissioners, mayors, etc., and dozens of tribal representatives.

This unique governance structure allows for landscape-scale decisions to direct land and water management for multiple benefits. In order to restore salmon, organizations are addressing the impacts of climate change, asking, “what can we do to blunt the increasing force of forest fires, drought, flooding?” The organizing objective of these organizations may be to recover at risk salmonids, but their discussions and decisions encompass their broader aspirations and the desire to make their communities, businesses, recreational opportunities, and quality of life more resilient in the face of climate change.

These organizations work within a larger network that includes the Governor’s Salmon Recovery Office (GSRO), the Salmon Recovery Funding Board (SRFB), multiple state and federal agencies, and dozens of tribal nations. This network is a tremendous asset, essential for the bottom-up, locally led approach to salmon recovery we designed for ourselves and for sustaining the quality of life we enjoy in Washington state.

Enthusiasm and commitment within the network, particularly among the GSRO, SRFB, regional and local organizations, implementers, and participating private landowners remains high. The last biennial salmon recovery conference drew 800 participants. The tribal nations and organizations participate as co-managers, as board members on the regional organizations and lead entities, as project implementers, and, increasingly, as sovereign powers exercising their treaty rights. Each region has a distinct set of cultural reference points and shared stories and images influenced by or borrowed directly from the tribes with whom it co-resides.

There is no other equivalent statewide infrastructure that supports the environment, creates jobs, upholds our cultural grace notes, and brings federal dollars into our local economies.

There is an urgent and growing concern, however, about the staff capacity of the regional recovery organizations and the present recovery strategies to meet the accelerating impacts of climate change and growing demands on natural resources and habitat driven by our state’s unrelenting population growth. Urban populations in Washington have grown by 38% since 1999, and several in the Puget Sound region are estimated to increase by another 20 to 30% by 2030. While the Puget Sound Partnership has been successful securing additional support from the federal government, it is not clear how much of that funding will support capacity for the lead entities charged with implementing the salmon recovery plans.

Individuals interviewed for this report cite the ongoing support of our congressional delegation as essential to retaining the federal funds presently available to support all of the regional organizations and lead entities in the network. They laud the GSRO and SRFB for investing in communications and fundraising strategy, especially as they note that most of the more well-known founders and influential voices of the network have retired.

There is a near universal call for a fresh investment of time and attention by NOAA, Washington’s governor, and our state agencies (who made hundreds of commitments in the recovery plans). A diminishment of attention by these leaders to the mandated implementation of the recovery plans over several years has threatened the regions’ ability to fully implement the recovery plans. It may also be read by funders as lack of support for more aggressive funding of capacity, which further hampers implementation. Without staff, the regional and local organizations cannot hold agencies to account for their commitments or have a voice in the multiple local forums and decision-making processes that impact

salmon habitat. Lack of staff also limits creative problem solving, and it makes sustained, purposive engagement and communications impossible.

Also at risk is something perhaps less tangible but cited by the majority of people interviewed for this report: the regional recovery organizations provide a unique forum for civil and creative civic engagement. Their success as such is built on two decades of cultivated relationships. This is an infrastructure that could and does enable constructive decision making beyond the immediate needs of salmon recovery, which makes it an asset not easily recreated.

The Salmon Recovery Funding Board and Governor's Salmon Recovery Office contracted with Pyramid Communications to explore the feasibility of raising funds to increase capacity within the network to better communicate and engage with stakeholders on behalf of salmon recovery and resilient communities.

Our assessment of the present state of salmon recovery, the current capacity of regional organizations and others in the network to tell their stories and engage support, the reputation of the network, and the potential for additional support from government and private sources reveals widespread support within the network and appreciation for the work of the network on the part of federal agencies, foundation audiences, and potential individual donors.

**However, several serious challenges need surmounting:**

1. Few people outside the network know the extent or importance of its work and impacts.
2. Private funders tend to see implementation of the ESA recovery plans as a government function that should be funded by government, especially NOAA.
3. Federal agencies are being advised by OMB to minimize capacity funding.
4. State natural resource agencies have seen their own budgets drastically cut.
5. Washington's governor has not made salmon recovery or this multiple-benefit infrastructure a public priority. This is particularly important given the retirement of former high-profile spokespeople for the network.
6. Other regional environmental initiatives are not always coordinating with the regional recovery organizations which may be resulting in duplication of effort and competition for funding.
7. National environmental foundations are increasingly turning their attention toward resource-dependent economies overseas with an emphasis on preventing or managing the attendant social disruption. Foundation investments in the United States appear to be trending toward ensuring equity and social justice.

**We have assets with which to work:**

1. Since 2014, GSRO, SRFB, and the regional recovery organizations have invested in new communications plans and messaging.
2. Several regional organizations, lead entities, and regional fisheries enhancement groups are adept at communications, engagement, and fundraising.
3. The reputation for the quality of work by these players and GSRO and SRFB is high.
4. When informed, foundation funders express admiration for these efforts, particularly for this forum for creative and civil civic participation and self-determination.
5. Washington's governor and state agencies have committed to climate change mitigation and adaptation, municipal storm water and shoreline management improvements, outdoor recreation, and other regional watershed improvements. They've successfully collaborated with our congressional delegation and the Puget Sound tribes to secure additional federal commitments.
6. Tribal nations across Washington state are active and vocal on the need for habitat protection and recovery.
7. More than 50 local elected officials and watershed organizations in every region of the state constitute a potentially highly influential power should they be organized for statewide purposes.
8. Local and regional foundations supportive of watershed health could become key allies in the cultivation of national foundation and individual gifts.



**Pursuing multiple strategies sequentially will increase the feasibility of increasing capacity for the network. Recommended strategies include:**

1. Investing in a full-time communications position at GSRO to coordinate the communications and outreach strategies and training for each of the regions and SRFB, and to write grant applications for the network.
2. Building relationships with local, regional, and national private funders dedicated to conservation and civic community building.
3. Securing seed money to fund a full-time communications staff person for two years at each regional organization that commits to implementing a communications and fundraising plan to increase capacity. This is critical for long-term success, as each region has a different set of challenges, potential funders, and visions for its future.
4. Consistent communication of the importance of salmon and watershed recovery and its multiple benefits, while emphasizing particular benefits for each audience/potential funder.
5. Fresh examination of the adequacy of existing recovery plans, 17 years into the work, to highlight ongoing seriousness of the effort:
  - More fully incorporating hatchery and harvest activities into recovery strategies
  - Accelerating agency compliance with existing commitments
  - Identifying local decisions (beyond voluntary projects on private lands) that might speed habitat recovery
  - Communicating to NOAA the need for additional staff capacity to do same
6. Revisiting current capacity funding allocations to free up existing program-related funds and ensure greatest impact within regions and local organizations across state.
7. Cultivating more public support and leadership on behalf of the network from the governor's office.
8. Pursuing greater partnership with related endeavors
  - Other government-supported, regional conservation-related programs
  - Outdoor recreation and related businesses
  - Local chambers of commerce
  - Tribal initiatives beyond co-management
  - Sport fishing as recreation and business
9. Engaging participating, local elected officials to help impart the value of the network to the Legislature, governor, and our congressional delegation.

**A staged approach is necessary for success:**

Pyramid's assessment is that securing existing government funding while increasing private funding for greater communications capacity in the regional recovery organizations and across the network is feasible. The key will be to invest first in a coordinating position at GSRO. This staff person will support engagement, focused and strategic relationship building, foundation outreach, training, and other communications endeavors by GSRO, SRFB, and the regional organizations, with a goal of identifying additional funding for the regional organizations so that they can implement their own communications and fundraising plans within two years.

A full report with methodology, findings, recommendations, and lists of participants is available at the Governor's Salmon Recovery Office.

## KEY FINDINGS

The key findings outlined below are drawn from the interviews, advisory group workshop and homework, survey, and additional research. For ease of communication, the term “participants” refers to members of all research groups (interviewees, survey respondents, etc.) except where specifically called out. We use “salmon recovery network” to refer, primarily, to the GSRO, SRFB, regional recovery organizations (led by tribal nation representatives and county and local elected officials), lead entities, and regional fisheries enhancement groups. For inclusivity, this term also includes the participating state and federal agencies and conservation districts, utilities, grant recipients, and implementers of habitat recovery projects.

## ORGANIZATIONAL REPUTATION

### 1. Participants agree that the regional construct of the salmon recovery network is valuable and needed.

Participants offer many reasons to support the network. They include:

- It has a unique responsibility to draft and implement regional ESA recovery plans.
- It brings together stakeholders from across the region.
- It is able to integrate science and policy.
- It has a unique co-management model between counties and tribes.
- It has built up 17 years of local relationships.
- Its extra-agency structure allows it to hold the big picture while simultaneously shining a light on agency activities and commitments.
- It provides a forum for civil, creative, locally led, shared decision making about the present and future productivity, health, and beauty of each region’s natural resources.

### 2. Participants view the RCO and SRFB as good stewards of the funding.

The regional, bottom-up approach of the network is well regarded. Participants praise the transparency and accountability of the system in place for distributing funds. Participants also laud GSRO and SRFB for recent investments in communications and message development.

### 3. GSRO is largely praised for its work, yet participants have a few concerns.

Participants have good things to say about the GSRO, especially in relation to its recent work to coordinate the regions and organize the nascent salmon recovery network work group (SRNet) with new forums, training, and resources. They note the dedication of GSRO staff to developing producing working relationships with government agency partners. Participants express full faith that GSRO and SRFB will be the right entities to coordinate and distribute additional capacity funds. Two concerns do emerge, however.

- Participants believe the GSRO needs to do a better job of articulating tribal contributions to salmon recovery, particularly through the State of the Salmon in Watersheds website and at the biennial Salmon Recovery Conference.
- Many assert a desire that the Governor’s policy office work more closely with the GSRO and that the GSRO have more authority to coordinate agency actions to help implement the recovery plans.

### 4. Most regional organizations have strong leadership.

Participants felt that the regional organizations have strong leadership—either at the board or staff levels—and that in every case these leaders take their commitments seriously. Participants also share that in many regions there are other groups engaging in innovative work on the ground and infusing energy into the region, and that their collective efforts might be better coordinated.

### 5. There are concerns about NOAA’s decreasing involvement.

Many participants expressed a genuine concern that NOAA is not fully engaged with the salmon recovery network in Washington state. These participants want NOAA to more assertively:

- Use its authority to compel recovery plan actions or set priorities
- Educate stakeholders about coming risks
- Set expectations for regional organizations
- Fund the capacity needs of regional organizations
- Supporting more aggressive state agency actions for recovery

**6. Those inside the network know how to recover salmon and their habitats; but the pressure is accelerating.**

The work works. We know that if we restore fish passage and healthy rivers, streams and riparian areas, and if we sync those activities with careful hatchery and harvest management, salmonid populations will rebound. At the same time, pressures beyond our immediate control—primarily climate change and a growing population—are making our job harder. The network needs to be more responsive and more forward-looking to improve the health of our watershed and the relative fitness of salmon so they can survive, if not thrive, in these changing conditions. Several participants argued that state and tribal co-management of harvest and hatchery concerns must be improved to maximize the benefits of habitat recovery and fishing opportunity.

**7. The network is not well known by those outside the system.**

Few outside the network know about it, and even fewer understand the details of the mission, authority, strategies, players, and tactics employed—and to what ends they are pursued. Further, when the network is explained, the uninitiated continue to express confusion about the multiple layers of organizations, how they integrate, and what they each contribute, uniquely and in total.

**8. Even those familiar with the system or network tend to view the whole of the network based on their experience with one piece of it. This can skew perceptions of what the network needs.**

The salmon recovery organization for the Puget Sound region, for example, is a state agency, the Puget Sound Partnership, with Lead Entities for each of the chapters of its recovery plan. It benefits from more resources and a constituted broader mission than salmon recovery; at the same time because salmon recovery is not its primary mission, its lead entities for salmon recovery do not enjoy the support from their regional organization that they do in other regions. The Lower Columbia Salmon Recovery Board is unique as well. It is tasked with recovering more listed species than any of the other regions, yet receives a disproportionately low allocation for capacity. The Coastal Partnership was created in advance of ESA listings to forestall them. It has captured the interest of several international NGOs wanting to work in that region, but has yet to secure their support for needed capacity.

**9. Gubernatorial support is critical to the success of the network and the support of funders.**

Participants overwhelmingly believe that greater public gubernatorial support and leadership is a must if the network is to be successful going forward. They feel the governor needs to be convinced of the value of this infrastructure for local civic engagement and leadership for watershed health, outdoor recreation, climate resilience, and salmon recovery. They want acknowledgement for 20 years of sustained effort on behalf of the state and its communities. Potential funders are curious about the governor's level of participation.

## **FUNDRAISING ENVIRONMENT**

**1. Participants do not see federal funding increasing.**

Participants make it plain that although state and federal sources are the largest and most reliable sources of funding, they are unlikely to increase and, in fact, may be in jeopardy. Participants are concerned that NOAA will not be able to increase capacity of the regional organizations and pointed to the need to ensure that current capacity is maintained.

**2. Participants worry that the Legislature has a narrow picture of salmon recovery in**

**the state.**

Participants expressed concern that the Legislature has a skewed view of salmon recovery, thinking that the efforts primarily benefit Puget Sound and not all regions of the state. Most believed that regional fisheries enhancement groups and lead entities are the most organized in terms of educating legislators and building important relationships.

**3. There is frustration with other, NGO-led, regional conservation initiatives funded by the government.**

Across all stakeholders, there is frustration that other regional initiatives are being designed and pushed by NGOs that have been successful securing state and federal funding and yet are perceived as duplicating work already done or underway by salmon recovery organizations.

**4. National foundations are turning their attention away from efforts within the United States.**

Increasingly, national foundations are focusing on climate change and efforts to save the “last, best places.” In part, this is because they see the attendant social disruptions that follow in the wake of disappearing natural resources economies. That said, some foundations indicated a willingness to fund capacity—a break from recent trends—but relationships will need to be developed or leveraged to unlock these funds.

**5. Local and regional foundations that traditionally support watershed work are supportive of the network.**

Many local and regional foundations are turning to equity and social justice as measures of successful conservation endeavors and funding those that work toward those outcomes. Regional foundations that have supported and continue to support watershed-related work are largely committed at present and operate on small budgets, but they might be good allies in seeking individual donors and/or cultivating relationship with national funders.

## **FUNDRAISING HISTORY AND CAPACITY**

**1. The network lacks a coordinated approach to fundraising and communications efforts.**

Participants were of the opinion that the network requires internal statewide coordination. They do not want the regional organizations and others competing with one another for funding from the same sources, for example. They tend to favor a coordinator internal to GSRO to remove potential conflicts of interest or allegiance.

**2. The regional organizations, GSRO, and SRFB lack capacity to fundraise or implement communications strategies.**

Fundraising and communications activities fall well outside the current abilities of the regions to plan or implement. Capacity is such an issue that regions cannot even act on the full breadth of their missions, including:

- Representing the perspective of salmon recovery where needed
- Tracking agency commitments in the recovery plans
- Building and cultivating new relationships to help with recovery efforts in the future

The current skill sets found at the organizations skew toward administration and science, creating a sizable gap in fundraising and communications experience and expertise. This is in part because the regions have never been funded to fully execute their missions, much less fundraise.

**3. Ability to accept private donations varies across the network.**

In terms of tax status, while the RCO and SRFB can accept private donations, they have not yet done so for salmon recovery. Most of the regional organizations have 501(c)3 status or plans to create foundations or friends' groups to accept private funds.

## RECOMMENDATIONS

### 1. **Focus, strengthen, and align the story framework throughout the network.**

Because potential funders and others outside the network are unclear or confused about the full scope of the regional network and because they don't understand why the work is important, GSRO, SRFB, and the entire network should return to telling the story about the multiple benefits that come with salmon recovery (climate resilient communities, healthy forests and waters, outdoor recreation, fishing-dependent economies, etc.). Additionally, the messages and story should position the network as an asset and investment we need to make good on and the unique authority that the regions have to implement recovery plans and hold partners to account in order to create the future in which we want to live.

### 2. **Provide communications training for the SRFB, lead entities, regional fisheries enhancement groups, and regional organizations.**

All members of the network must deliver consistent messages about the importance, value, and accomplishments of the regional structure. A message training will provide network members with information about how and when to use messages, how to tailor them for different uses, and how to translate them across communications channels.

### 3. **Leverage existing communications hooks.**

Take advantage of planned communications events and activities to increase message reach and effectiveness and reassert the need for continued funding among key audiences. These include:

- 2016 State of Salmon website launch and the governor's updated executive summary
- Legislative session and support for funding the 2017 governor's budget
- Salmon Recovery Conference, Wenatchee, April 25-27, 2017

### 4. **Build essential capacity.**

#### • **Prioritize projects and reallocate existing government funding.**

To prepare the whole system for the next 15 years, consider prioritizing current and upcoming projects (and building communications strategies for same). State and federal monies might then be reallocated based on priority. At the same time, regional organizations, lead entities, and regional fisheries enhancement groups might work together to identify additional areas of collaboration and discuss ideas for shared fundraising or capacity support.

#### • **Fund a GSRO communications/grant writer coordinator.**

Immediately create and fund a new position within GSRO that would be responsible for writing grants to secure money for the network as a whole, implementing fundraising and communications strategy, and facilitating longer-term cultivation of allies. Consider federal and philanthropic sources of funding for this should state funding not be available.

#### • **Secure seed money for regional organizations.**

With additional capacity, expertise, and plans, all regions could fundraise successfully on a local level. To support this, increase capacity at the regions for fundraising and communications by securing two years' worth of seed funding, so each eligible region could have a full-time staff person dedicated to implementation of communications strategy and preparation of fundraising strategy. If state and federal funders cannot be persuaded to meet this need, seek support from a combination of regional and national foundations and individual donors. This may need to be postponed while relationships are cultivated and other internal management changes are implemented. However, building the capacity of the regional organizations to meet their own, unique needs, as soon as possible should be a priority.



- **Establish a SRFB grant pool for communications collateral and training.**  
Support communications efforts at the regional level by creating a pool of money that would provide competitive grants for case statements, website redesigns/updates, print pieces, message work, board and donor training, etc. Philanthropic foundation support should be pursued for this purpose.

## 5. Cultivate existing and new allies.

- **Focus GSRO and SRFB efforts toward high-level audiences that need to be engaged and/or supported so that they in turn can champion the regional approach.** Ensure that key leaders understand the value and necessity for the salmon recovery network; that they understand the whole story and how salmon recovery connects with key issues such as climate resiliency and outdoor recreation; and that this is a critical time to reinvest in network efforts. Stakeholders to target include:
  - The governor
  - Tribal nations
  - NOAA
  - WA Congressional delegation
  - State agency directors and regional staff directors, WDFW, DOE, WSDOT, DNR
  - Local elected officials
  - WA Legislators
  - WWRC and the Washington Fish and Wildlife Commission
  - The Association of Counties and Cities
  - Fishing and related trade organizations and businesses
  - Chambers of Commerce
- **Focus regional organization, lead entity, and regional fisheries enhancement group efforts on building relationships with people and organizations who can influence legislators and members of Congress.**  
Each network member should develop a list of its top 20 targets, which would include, among others:
  - County commissioners, private landowners, and SRFB grantees (to influence state legislators, who in turn influence the congressional delegation)
  - Tribes (which can hold sway with the congressional delegation and federal agencies)

## 6. Foster fundraising leadership.

Provide training in the development and implementation of fundraising strategies by regional and local organizations. Provide training and support for cultivation of potential funders by SRFB gubernatorial appointees.

## 7. Protect current funding.

This is a multipronged approach, coordinated by GSRO and regional organizations, lead entities, and regional fisheries enhancement groups to state and federal agencies, the governor, and the state Legislature.

- Engage NOAA in problem solving to meet need for regional organization capacity.
- Ensure all relevant congressional staff and members know their regions and their projects and see the big picture by employing site visits, events, local media, etc.
- Ensure programmatic support in relevant state agencies, coordinated by GSRO.
- Cultivate support from governor's policy office by network leadership.
- Ensure programmatic support by relevant state agencies.
- Support the governor's budget to the Legislature (regional organizations, lead entities, and regional fisheries enhancement groups).

- Secure outreach to individual legislators by key players in each region.

## **8. Improve network synergy.**

Streamline and more effectively collaborate by:

- Pooling the resources and relationships of regional organizations, lead entities, and regional fisheries enhancement groups to share direction and messaging, and build capacity for all.
- Extending the SRNet work group to include conservation districts, tribes, NGOs, etc. as a forum to incubate ideas, build relationships, strategize, and prioritize.

## **9. Pursue new sources of funding.**

### **• Foundations**

- Demonstrate the ways in which the salmon recovery network addresses climate change and stability of natural resource-based economies here in Washington.
- Secure the support of local and regional foundations and leverage their relationships with national funders.
- Identify both natural resource and community-building foundations that fund capacity, and build relationships before applying.

### **• Legacy donors**

- Approach founding members of the network and identify donors who already support salmon recovery organizations and who might be interested in the opportunity to give to a statewide movement to achieve change at scale.

### **• Outdoor recreation/fishing-related businesses**

- Develop strategies to cultivate fishing-related interests; share messages that connect recovery plans and sustained coordination with fishing and outdoor recreation.

### **• Consider a statewide initiative to secure stable, long-term funding.**

Re-enlist network founders and bring current leaders to the table to map out the details of a ballot measure to support salmon recovery. This presents a new opportunity to deliver the updated salmon story to a swath of voters, ultimately securing ongoing support from the Millennial and Gen X generations.

- Partner with other NGO-led conservation initiatives to include implementation capacity as an eligible for funding from government sources they are tapping for similar benefit.

## **CONCLUSION**

It is feasible to meet the capacity needs of GSRO and the SRFB and the regional and local recovery organizations to fully implement the regional recovery plans. There are internal management changes that are foundational, and significant attention to communications and relationship-building will occupy much of the first year of a new fundraising plan. The sustained commitment and enthusiasm of Washington residents currently engaged in salmon recovery through this system, the documented results of their efforts, and the enthusiastic response by potential funders at the marvel of this endeavor are strong reasons for going forward.

# **APPENDIX A: ADVISORY GROUP MEMBERS AND HOMEWORK PARTICIPANTS**

## **ADVISORY GROUP MEMBERS**

In June 2016, an advisory group was formed by the Governor's Salmon Recovery Office to guide the implementation of the three projects Pyramid is under contract for with RCO. These project include the creation of a SRFB/SRNET communications plan, fundraising strategy, and State of Salmon website redesign. Members include leaders from across the regional salmon recovery network. Asterisks indicate the advisory group member submitted "homework" that was assigned to document the perceived resources of the salmon recovery network.

- Brian Abbott, Governor's Salmon Recovery Office executive coordinator\*
- Nancy Biery, Salmon Recovery Funding Board member\*
- Jeff Breckel, Council of Regions spokesperson/facilitator\*
- Bob Bugert, Salmon Recovery Funding Board member
- Cathy Cochrane, Puget Sound Partnership communications lead
- Sarah Gage, Governor's Salmon Recovery Office lead entity program manager\*
- Tara Galuska, Recreation and Conservation Office salmon section manager
- Amy Hatch-Winecka Washington Salmon Coalition chair
- Jess Helsley, Washington Coast Sustainable Salmon Foundation executive director\*
- Jennifer Johnson, Governor's Salmon Recovery Office recovery information coordinator
- Laura Johnson, Washington State Conservation Commission communication coordinator\*
- Erik Neatherlin, Washington Department of Fish and Wildlife science director\*
- Colleen Thompson, Regional Fisheries Coalition executive director
- Jason Wilkinson, Washington Salmon Coalition Puget Sound representative\*
- Susan Zemek, Recreation and Conservation Office communications director

## **APPENDIX B: FUNDRAISING SURVEY RESPONDENTS**

A survey was emailed on September 6 to leaders of the eight Regional Salmon Recovery organizations, the 25 lead entities, and the 14 Regional Fisheries Enhancement Groups. The goal of the survey was to assess each organization's current fundraising situation. Seventeen responses were received.

### **Regional Salmon Recovery Organization**

- Scott Brewer, Hood Canal Coordinating Council
- Alex Conley, Yakima Basin Fish and Wildlife Recovery Board
- Jess Helsely, Washington Coast Sustainable Salmon Foundation
- Joy Juelson, Upper Columbia Salmon Recovery Board
- Steve Martin, Snake River Salmon Recovery Board
- Melody Tereski, Lower Columbia Fish Recovery Board
- Stacy Vynne, Puget Sound Partnership

### **Lead Entity**

- Karen Bergeron, Green, Duwamish and Central Puget Sound Watershed Lead Entity
- Richard Brocksmith, Skagit Watershed Council
- Alan Chapman, Lummi Natural Resources
- John Foltz, Snake River Salmon Recovery Board
- Franklin Hanson, Olympic Natural Resources Center
- Kirsten Harma, Chehalis Basin Partnership and Chehalis Basin Lead Entity
- Lisa Spurrier, Surface Water Management, Pierce County Public Works

### **Regional Fisheries Enhancement Groups**

- Brian Burns, Tri-state Steelheaders
- Rodney Pond, Sound Salmon Solutions
- Rachel Vasak, Nooksack Salmon Enhancement Association

## APPENDIX C: INTERVIEWS

Pyramid interviewed 35 people between August 9 and October 21, 2016. Interviewees included GSRO and SRFB leadership, salmon recovery network practitioners and partners, philanthropists, foundation and government representatives, and others working in the field.

- Brian Abbott, Governor's Salmon Recovery Office
- Nancy Biery, Salmon Funding Recovery Board
- Laura Blackmore, Puget Sound Partnership
- Doug Boyden, Independent
- Jeff Breckel, Council of Regions
- Katie Briggs, Laird Norton Family Foundation
- Richard Brocksmit, Skagit Watershed Council
- Bob Bugert, Salmon Funding Recovery Board
- Cathy Cochrane, Puget Sound Partnership
- Alex Conley, Yakima Basin Fish & Wildlife Recovery Board
- Kaleen Cottingham, Recreation and Conservation Office
- Sally Gillis, Seattle Foundation
- Liz Hamilton, Northwest Sportfishing Industry Association
- George Harris, Northwest Marine Trade Association
- Amy Hatch-Winecka, Washington Salmon Coalition
- Jess Helsley, Washington Coast Sustainable Salmon Foundation
- Dave Herrera, Skokomish Indian Tribe
- Joy Juelson, Upper Columbia Salmon Recovery Board
- Martha Kongsgaard, Puget Sound Partnership, 09/19
- Melody Kreimes, Upper Columbia Salmon Recovery Board
- Sara LaBorde, Wild Salmon Center
- Steve Manlow, Lower Columbia Regional Salmon Recovery Organization
- Steve Martin, Snake River Salmon Recovery Board
- Jennifer Quan, Washington Department of Fish and Wildlife
- Walt Reid, The David and Lucille Packard Foundation
- Bill Ruckelshaus, Madrona Venture Group
- Curt Smitch, Fish Northwest
- Will Stelle, National Oceanic and Atmospheric Administration
- Peter Teague, The Breakthrough Institute
- Melody Tereski, Lower Columbia Regional Salmon Recovery Organization
- Colleen Thompson, Regional Fisheries Enhancement Group Coalition
- David Troutt, Salmon Funding Recovery Board
- Rachel Vasak, Nooksack Salmon Enhancement Association
- Jacques White, Long Live the Kings
- Krystyna Wolniakowski, Columbia River Gorge Commission



# **GOVERNOR'S SALMON RECOVERY OFFICE / SALMON RECOVERY FUNDING BOARD COMMUNICATIONS PLAN**

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**December 6, 2016**



Prepared by Pyramid Communications

# INTRODUCTION

When the federal government began listing salmonids under the Endangered Species Act in the late 1990s, our state met the challenge with an unprecedented locally led and coordinated approach to recovery. By region, we created recovery organizations chaired by local elected officials and tribal representatives. Those organizations wrote and committed to implement salmon recovery plans. We created the Salmon Recovery Funding Board (SRFB) to fund projects vetted by scientists, community members, and regional recovery organizations. And we created the Governor's Salmon Recovery Office (GSRO) to help integrate the activities of state and federal agencies and tribes, and coordinate the efforts of the entire network.

Washington's salmon recovery network comprises a sustained 17-year effort by thousands of people and the investment of hundreds of millions of dollars across our state to restore salmon and the clean water and land that sustains them. The benefits are multiple: for our ecosystems and landscapes, for our enjoyment and our health, and for fishing-dependent economies, particularly in rural areas. Robust salmon populations are essential to the culture and economies of the 29 federally recognized treaty tribes in our state.

The primary purpose of this communications plan is to empower the GSRO and SRFB to accelerate support for the salmon recovery network so that we might recover salmon in Washington state and preserve and improve upon this treasure of locally-led, creative problem solving and planning for our future.

The plan builds upon the 2014 communications plan that Pyramid Communications developed for the GSRO and the Council of Regions, with a specific focus on the opportunities, strategies, and tactics that would be best executed by GSRO and SRFB. The plan was informed by workshops, interviews, and meetings with a GSRO-convened advisory group (see Appendix A) and other stakeholders, research, and our own experience with salmon recovery in the state of Washington.

# HIGH-LEVEL CONTEXT SETTING

The high-level goals and objectives that follow provide a framework within which we developed this communications plan. They are adapted from the 2014 communications framework completed for GSRO and the Council of Regions and updated in collaboration with the GSRO and SRFB working group to reflect the current aspirations of the entire salmon recovery network.

## GOAL

To ensure continued support for scientifically credible, regionally led, locally implemented salmon recovery in Washington state so that we might enjoy abundant and healthy salmon populations, all the multiple additional benefits of functional ecosystems, and Pacific Northwest we recognize into the future.

## UPDATED 2014 OBJECTIVES

- Community members know the multiple benefits of investing in salmon recovery.
- Key decision makers advocate for and fund regionally led salmon recovery.
- Salmon recovery network members, partners, and volunteers remain enthusiastic, committed, and reliable.
- Conservation Districts are recognized as critical contributors to regional salmon recovery efforts and continue to work with private landowners and others to implement salmon recovery strategies.
- Private landowners continue to embrace and voluntarily implement salmon habitat recovery strategies.
- State agency actions related to salmon health are fully funded and more closely integrated with approved regional recovery plans.
- Federal agencies meet their obligations to salmon recovery, and affected communities understand these obligations.
- State agencies and regional organizations collaborate with tribes on shared objectives and cultivate mutual trust.
- Professionals tasked with salmon recovery are aligned and work toward commonly understood objectives.
- Commercial and sport fishers enthusiastically support salmon recovery as essential to healthy fisheries.
- Regions have the capacity to continue to implement recovery plans and innovate new strategies (engage with next generation, ensure succession of effort and development of contemporary solutions).

# PRIORITY AUDIENCES

The most effective communications efforts prioritize and target the key audiences you need to reach in order to achieve your objectives. Based on the updated 2014 objectives, primary audiences for this communications plan fall into three categories.

## FOUNDATIONAL

These audiences become your strongest messengers and need to tell the same story.

- The seven regional salmon recovery organizations and Council of Regions
- Lead entities and Washington Salmon Coalition
  - » [note: both RO's and LE's inclusive of tribes, local electeds, utilities, etc.)
- Salmon Recovery Funding Board
- Governor's Salmon Recovery Office/Recreation and Conservation Office
- Washington Department of Fish and Wildlife
- Tribal leadership
- Regional fisheries enhancement groups
- Conservation Districts
- Local elected representatives

## NEAR TERM

These are decision-makers and influencers critical to achieving overarching and near-term objectives.

- Governor's natural resources and outdoor recreation policy staff
- Washington Department of Ecology, Department of Natural Resources, and other state agencies impacting salmon recovery
- Washington congressional delegation
- Washington legislative leaders relevant to salmon recovery
- Tribal co-managers working directly with the governor and federal and state agency staff
- Federal agencies, primarily the National Oceanic and Atmospheric Administration, U.S. Forest Service, U.S. Fish and Wildlife Service, Environmental Protection Agency, and U.S. Army Corps of Engineers
- Local governments

## MID TERM

These are desired partners for longer term success.

- Commercial fishers and entities
- Sport-fishing and other recreational organizations
- Environmental and conservation organizations
- Next generation leaders and participants (college students, local chambers of commerce, etc.)
- Private landowners
- Local media

The primary strategies detailed in the next section include staged events, relationship-building, and the use of media to meet multiple priority audiences and make progress toward multiple guiding objectives simultaneously.

Additionally, GSRO, as implementer of this plan, will want to develop a list of media and influencer contacts and a data base of potential opportunities for shared endeavor, for each of the priority audiences. This task could be assigned to one of the new advisory committees we recommend creating to support this work. As an example, we've developed a list of media and influencer contacts for one of your mid-term audiences, sport fishing organizations and sport fishers. Please see Appendix B for Sample Media and Influencer List—Sport fishers and sport fishing organizations.

There are several additional ways of using the list of priority audiences:

- For each audience, answer:
  - » How would we know if we had the ideal relationship? What results would we see?
  - » What is the best way to engage with this audience? Media channels? Messengers?
  - » What does this audience need from us in order to reach its own objectives? Is there overlap with our priorities?
- Tap the list of priority audiences when filling board vacancies or assembling advisory committees, seeking sponsorships, or scheduling events.
- In advance of every event or meeting, check to see which audiences may be represented—an opportunity to develop relationship.
- Identify by name the top 100 people with whom you want to stay in touch regularly.



# PRIMARY STRATEGIES

These strategies, recommended specifically for GSRO and SRFB, will allow the two entities to robustly support the salmon recovery infrastructure in its efforts to implement the Endangered Species Act recovery plans. They are designed to achieve multiple objectives in parallel and revolve primarily around storytelling, relationship building, and overall management. Management strategies, while technically not communications strategies, will strengthen the network and provide the GSRO and SRFB with additional successful outcomes that will support ongoing communications efforts. This report anticipates that GSRO will hire a new dedicated communications/fundraising staff person to coordinate and implement this plan, and that that person will have the continued support of RCO staff.

## IMMEDIATE AND UPCOMING OPPORTUNITIES

GSRO and SRFB have five near-term opportunities that offer avenues to elevate messages and begin to build relationships, and advance key communications strategies. These are:

### 1. Use the 2017 salmon recovery conference to introduce the new network narrative.

Use the salmon recovery conference to frame the new narrative about the network, mobilize landowners/implementers/sponsors and local electeds, engage the next generation of salmon leaders, and prelude the work to come.

- » **September/October** – Identify the theme and frame the conference in the “call for sessions.”
- » **November** – Reach out to tribes and secure tribal presenters, civic leaders, potential funders, and others who can speak to the theme (see Storytelling and Materials Development section); and other priority audiences.
- » **December** – Establish partnerships with Washington universities and colleges; establish methods to promote the conference to students and professors and engage their participation; identify invitees with whom you want to develop greater collaboration.
- » **January** – Provide Washington universities and colleges with information about the conference; finalize presenters, sessions, and the agenda; post information on relevant websites; set conference hashtag; design materials/signage for in-room experience.
- » **February** – Send invitations and agenda.
- » **March** – Send reminder email; share the new narrative and messages with the network so that everyone is speaking with one voice; provide details about how to engage with attendees in advance of the event, and how they can promote the conference on social media.
- » **April** – Meet with editorial boards of papers with demonstrated interest in local and regional community-led self-determination, climate resilience, salmon recovery (Crosscut, Wenatchee World, etc.). Work with regional organizations, lead entities, and regional fisheries enhancement groups to send media releases to local newspapers highlighting local interest.

### 2. Promote the State of Salmon in Watersheds website.

Promote the website and ensure that it includes the new frame and updated messages.

- » **December** – Identify way to receive and act on comments about new site from stakeholders and network.
- » **January** – Issue media release on Governor’s report and new site; send to all legislators, NOAA and other federal agencies; state agencies; regional organizations and other members of the network and stakeholders (see social and earned media strategy).

- » **January** – Prepare presentation and introduce site to key audiences (legislative committees, SRFB, NOAA, Governor’s policy staff, regional salmon recovery boards, etc.).
- » **January and ongoing** – Drive people to the site via social media.

### 3. Implement the GSRO/SRFB fundraising plan.

- » Hire a communications/fundraising staff person for GSRO.

### 4. Amplify regional network members’ legislative outreach by forming a panel to testify before key legislative and congressional committees.

- » The panel could include Brian Abbott, Nancy Biery, Jeff Breckel, Bob Bugert, and David Troutt.
- » Key points to communicate include:
  - The success the network and the urgency we face
  - The release of the State of Salmon in Watersheds report
  - The launch of the redesigned website
  - The salmon recovery conference

### 5. Conduct earned media.

- » Draft and submit an op ed to the Seattle Times or the Olympian in January that ties the need for salmon recovery funding to the start of the legislative session.
- » Be sure to include the newly developed key messages that frame the work and importance of network.
- » Share a template op ed with regional organizations that they can customize and submit to relevant regional outlets at the same time.
- » Sit with key editorial boards—Crosscut re civic and civil regional planning; Wenatchee World re the 2018 Conference, etc.

## LONGER TERM STRATEGIES

### 1. New 2018 Salmon Summit to Accelerate Recovery

We have learned how to create the conditions that lead to salmon survival (restored fish passage, healthy habitat, hatchery- and harvest-management decisions working in harmony with habitat recovery). But we also know that it’s not happening quickly enough. The effects of climate change and a rapidly increasing human population are exerting devastating pressure on salmon and all of the systems upon which the species depend for survival. Additional issues, ranging from shrinking budgets for state agencies to limited outside knowledge about the role and importance of the regional network, hamper progress (See the fundraising feasibility report for a deeper analysis of the current challenges facing the regional network and salmon recovery efforts).

Recent fisheries closures and increasing curtailments could further exacerbate challenges to salmon recovery by focusing attention on allocation rather than recovery. While the regional salmon recovery organizations have been devoted primarily to habitat recovery, their plans include the need to synchronize habitat, hatchery and harvest management. The plans also call for continuous evaluation and adaptive management. It may benefit the entire endeavor to share observations about the status of salmon recovery with NOAA Fisheries, the State of Washington, the tribes, the regional organizations, and stakeholders in a summit as a way of positioning the network for accelerated recovery actions. At a minimum, the summit might address:

- » Developing new hatchery and harvest strategies.
- » Securing renewed commitments from cities, counties, and the state to meet heretofore unmet shoreline management act, critical areas, and storm water requirements.
- » Meaningfully implementing co-management with the tribes.
- » Asking and answering what can be done and what needs to be done to increase success.
- » Communicating and engaging with stakeholders and the general public.

Ultimately, the hope is that a re-evaluation of the recovery plans will lead to accelerated progress, climate resilient communities, healthy watersheds, salmon resurgence, and a host of other benefits. It will also daylight the urgent need for additional capacity, particularly for communications and fundraising, at the regional organizations. Additionally, such a forum would provide a vehicle by which to tell this story.

## **2. 2019 International Year of the Salmon**

The North Pacific Anadromous Fish Commission is planning for an international celebration of salmon in 2019. GSRO should make contact with NPAFC in 2016 to explore ways to highlight and generate support for Washington's salmon recovery network.

## **STORYTELLING AND MATERIALS DEVELOPMENT**

The need to reframe and update the current narrative about the salmon recovery in our state came through loud and clear in our research to develop this plan. While the messages that were developed in 2014 still apply, the new frame will need to communicate the effectiveness of the regional system and the urgency of reinvesting it.

### **1. Share overarching messages and story narrative that details the purpose, importance, and success of the network. See message framework later in this plan.**

- » Salmon restore and define us; we are committed to restoring them.
- » Seventeen years into salmon recovery, we know what works.
- » But the challenges are mounting: climate change and increasing human demand on stressed resources.
- » We need to redouble our investments in salmon recovery for multiple benefits.
- » Regional recovery plans all include adaptive management provisions; let's review our strategies against new challenges.
- » The best, most effective resource we have is the regional network—it's time to reinvest in this essential infrastructure to shape our own future.

### **2. Create new and update existing materials.**

- » Develop a new, easy-to-digest collateral piece, designed for both print and digital distribution to use as a leave-behind, hand out, or to forward (should refer readers to SOS website for more information).
- » Create a high-level, designed PDF or PowerPoint "road show" presentation for use in meetings and at events that tells the story of the network (e.g., for use by the panel mentioned above).
- » Update and extend messaging across digital channels, including the State of the Salmon report, RCO website and social media, regional websites, etc.

- » Update GSRO salmon video to include new messages and support other communications activities, particularly to highlight the existence of the salmon recovery network.

**3. Illustrate the work of the network by sharing successful salmon recovery stories.**

- » Package stories for use on social channels. Include pictures and links.
- » Highlight projects in other communications vehicles, such as the State of Salmon in Watersheds report, op eds, brochures, informational sheets, news roundups, etc.
- » Spotlight landowners who have willingly stepped forward, are leaders in their communities, whose projects have had particular impact.

**4. Develop a kind of regional “SWAT” team to assist with storytelling, particularly as it relates to fundraising.**

- » Identify regional network members, including recovery organization, lead entity, and regional fisheries enhancement group staff, as well as project sponsors and implementers who are skilled at this kind of storytelling.
- » Enlist their support to help lead message and story training for other messengers in the network.
- » Deploy members strategically at events and meetings.

## RELATIONSHIP BUILDING

People give money to and support people, first and foremost, making the development of strong and deep relationships a top strategy for GSRO and SRFB. This takes time, yet both GSRO and SRFB are well-positioned to be successful in this realm. GSRO has proven that it is adept at working with state agencies and SRFB members bring to the table the depth of their professional relationships. The tactics outlined below put the focus on building relationships with members of your target audiences.

**1. Meet with directors of state natural resource agencies.**

- » Identify shared priorities for each region.
- » Highlight commitments made in the recovery plans.

**2. Cultivate relationships with tribes and their support organizations.**

- » Visit leading-edge projects.
- » Meet one-on-one or in small groups with tribal leaders.
- » Meet with Northwest Indian Fisheries Commission and Columbia River Intertribal Fish Commission directors to update them on activities of the salmon recovery network and seek additional ways to work more closely together toward shared goals.

**3. Harness the power of the locally elected officials across the state who are active members of the regional salmon recovery boards, as well as regional fisheries enhancement group board members, and lead entity members to tell the story.**

- » Educate them about opportunities to promote the network (e.g., meet with legislators)

- » Provide them with tools as needed.
- » Identify a small group of network members to help initiate the social media strategy.

**4. Identify partnerships to involve students who are studying environmental and related fields.**

- » Identify opportunities to involve students pursuing degrees in environmental studies, American Indian studies, biology, sociology, and other relevant subjects. Include public and private Washington universities and colleges as well as tribal colleges in the Northwest.
  - University of Washington College of the Environment
  - University of Washington Department of American Indian Studies
  - Western Washington University Huxley Environmental College
  - Northwest Indian College
- » Provide partners with stories and content pieces to share across their social channels to better educate students about current activities related to salmon restoration.
- » Build a Twitter list of educational resources with ties to the environment.
- » Set aside an inventory of “scholarship” tickets to Salmon Recovery Conference to share with select students at each of the colleges to get people who may be interested in pursuing a career in the field.

**5. Cultivate collaborative relationships to align and advance shared salmon recovery goals with targeted stakeholders, including:**

- » Sport fishers
  - Cross-promote each other’s work across social media to foster relationship and demonstrate partnership in salmon recovery.
  - Participate in salmon derby’s, trade shows, podcasts, and conferences
  - See partial list in Appendix B
- » Commercial fishers
- » Conservation Districts
  - SRFB meet with WA Commission of Conservation Districts
- » Irrigation Districts
- » Washington Wildlife and Recreation Coalition
  - SRFB meet with WWRC
- » Washington Association of Counties and Washington Association of Cities

**6. Interface tightly with the governor’s office.**

- » Cultivate the governor as a spokesperson for salmon recovery and the network as the vehicle for advancing his interests in mitigating climate change, enhancing outdoor recreation, and building more civic-minded and creative communities.
- » Provide the governor’s staff with priorities and key achievements of GSRO/SRFB and the regional network to share in communications and/or social media, as needed.

## NETWORK SUPPORT AND OVERALL MANAGEMENT

The tactics outlined below will enable the GSRO and SRFB to more fully implement this communications plan and achieve your objectives.

- 1. Hire a full-time GSRO communications and fundraising staff lead.**
  - » Ensure experience with implementation of social media strategy.
- 2. Assemble an advisory committee or work group of salmon recovery network members to assist with strategy development and outreach.**
  - » Regional fisheries enhancement groups, lead entities, regional organizations, conservation districts, and others have experience cultivating supporters, increasing participation, telling their stories; they'll have ideas, contacts, and the capacity to engage their own networks on behalf of the whole.
- 3. Sync communications efforts with the fundraising strategy to protect and raise capacity funds for the network.**
  - » Engage federal funders.
  - » Outline a coordinated legislative ask.
  - » Work with Governor's office and support his budget to the Legislature.
  - » Ensure programmatic support by relevant state agencies.
  - » Connect with relevant state legislators and members of Congress to educate them about the network and the work of the regions.
  - » Seek new funding from foundations, legacy donors, outdoor recreation/fishing-related businesses, and others.
- 4. Provide support for the regions to develop and carry out locally relevant communications and outreach.**
  - » Provide communications training.
  - » Share the overarching narrative about the network and the key messages.
  - » Share the (to be developed) presentation with the regional organizations.
  - » Send regular communications to let the network know what GSRO/SRFB is up to and how the regions can be involved.
- 5. Leverage the proposed LEAN study.**
  - » Evaluate the statewide network for efficiencies that result in greater alignment of efforts.
  - » Streamline use of existing efforts and resources.



## SOCIAL AND EARNED MEDIA

Social media is no longer a nice to-do to get your message out to new audiences, but a critical step in ensuring your message reaches your target audience. 74 percent of all internet users have an account on social media networks: 89 percent of people 18-29, 82 percent of people 30-49, and 65 percent of people 50-64. People are just as likely to use social media to take a mental break as they are to build their professional networks or get information.

Safe to say, social media and earned media will be critical to ensuring that the new narrative and story about salmon recovery and the regional network is reaching and engaging priority audiences. Below are recommendations for how to use these relevant channels.

### **1. Position the SRFB as a source of public comment for salmon-related issues.**

SRFB members have the expertise and credibility needed to position the board as a legitimate and knowledgeable body that can inform salmon-related conversations and decisions. Begin to build this reputation by:

- » Understanding individual member networks and contacts.
- » Drafting and submitting op eds to local and regional outlets.
- » Testifying in front of the Legislature and Congress.

Be sure to highlight this work in communications you distribute to the regions so that others also begin to see the SRFB as a strong advocate for salmon recovery.

### **2. Define a social media presence for GSRO that reflects its role as a convener and lead advocate for salmon recovery in Washington state. A social media strategy would provide guidance to understand:**

- » Channel architecture – Which social media channel(s) should be used given resources
- » Content strategy – Which content to feature to lift up the statewide story of salmon recovery, including elements such as:
  - Success stories from the field about projects implemented by the regional partners and tribes.
  - Resources to educate audiences about critical environmental trends/challenges affecting regions.
  - Support to extend new communications resources like the State of Salmon website.
  - Continuously drive awareness about activities and policies to support during legislative session.
  - Highlights and coverage of salmon recovery conference.
  - Highlights of successful fundraising efforts and impact achievements in real time.
- » Partner management and coordination – How to create a streamlined, efficient practice of sharing across the network, which could include:
  - Recommendations on how to guide partners in coordinating and distributing key messages for promotions at the regional level.
  - Guidelines for soliciting stories from regional networks.
- » Evaluation and reporting – How to integrate metrics for social media performance with other tools in use to report on communications objectives; eg: to what extent are our social media strategies driving traffic to the State of Salmon in Watersheds website?

**3. Build a monthly content resource and distribute it to RCO and regional partners to share stories about salmon recovery, the network, and its activities across social media.**

- » On a monthly basis, craft 10 sample messages for regional partners, tribes, and other key relationships that can be shared on Facebook or Twitter and which include articles or key messages that align with the communications objectives.
  - **December** – Key content based on 2014 approved messages promoting critical role of salmon
  - **January** – Promote awareness of the State of Salmon in Watersheds report. Promote awareness of conference, continue promotion of stories/elements within the State of Salmon in Watersheds report
  - **February** – Leverage new storytelling materials/assets, continue promotion of stories/elements within the State of Salmon in Watersheds report
  - **March** – Promote conference/storytelling materials
  - **April** – Promote conference
  - **May** – Promote highlights from conference
  - **June** – Promote highlights from conference
  - **July** – Promote new storytelling materials/assets, highlight stories from the field, etc.

**4. Support the State of Salmon in Watersheds report release.**

- » Put together release/one-page overview of State of Salmon in Watersheds report. Include:
  - What it is
  - Who is involved
  - Impact highlights
  - Key challenges
  - What's ahead in 2017 and 2018
  - Where to find the report
  - How to get in touch with the GSRO
- » Draft sample posts to promote the report.
- » Design "snackable" imagery/media to highlight impact highlights on social media (i.e., visuals, links to videos on YouTube, etc.).
- » Use paid advertising on Facebook through the RCO's Facebook page to drive traffic to the report.
  - \$250 in sponsored post to drive traffic to target audience
- » Share release/one-page overview with foundational and near-term audiences via email.
- » Identify key influencers (i.e., SRNet members, tribes, environmental schools, etc.) to encourage them to promote across their social channels and include link on their website.
- » Identify and train key spokespeople to speak to the media during the month of the release.
- » Execute earned media strategy.

**5. Curate the salmon recovery conference to encourage social media sharing and relationship building; make it social-friendly.**

- » Set conference hashtag and social preferences for sharing in January, then incorporate into all materials/collateral.
- » Incorporate handle and prompts to share throughout printed materials and signage.
- » Encourage people to share the conference leading up to the event.
- » Provide an option for people to provide their handle when registering, or locate their social handles after the fact, if already registered.
- » Build a Twitter list of conference attendees and promote to other attendees to encourage relationship building.
- » Use a social media aggregation tool (e.g., Tagboard) to display conversations and learnings in real-time during the conference on display boards and monitors.

**6. Aggregate and capture content during the salmon recovery conference for later use.**

- » Have a photographer/videographer on site.
- » Capture quotes/testimonials/key content in real time.
- » Set up a monitoring and tracking service to capture social media mentions and conversations to identify leads for future relationship building.
- » Identify and track influencers and people of note who are actively sharing on the conference hashtag and retweet/share out to expand your reach and authority.
- » Capture presentations and notes from presenters and feature their lessons on a digital platform like SlideShare or host it on the RCO or State of Salmon websites to extend the lifespan of the talks.
- » Use captured content in future social media sample content for partners to share that demonstrates the leadership of GSRO, SRFB, and network members.

# MASTER TIMELINE

## 2016

- Secure support from governor's policy staff for a more assertive State of Salmon website.
- Redesign the State of Salmon website to be more relevant and user-friendly.
- Complete GSRO/SRFB communications and fundraising plans.
- Use messaging to frame invitations to the 2017 salmon recovery conference.

## 2017

- Hire a new communications/fundraising staff person at GSRO.
- Assemble communications advisory work group.
- Build strategies to reach primary audiences through relationship building and deployment of social and other media outreach.
- Provide message training for GSRO and SRFB members and staff.
- Begin implementation of the social strategy.
- Promote the State of Salmon in Watersheds website.
- SRFB and GSRO members testify to Legislative committees re website, urgency, etc.
- Frame the salmon recovery conference as an opportunity to review the past 17 years and need to accelerate and innovate recovery efforts for the next 17 (as a precursor to revisiting the recovery plans).
- Reinforce main messages in post conference follow-up communications.
- Support a visit by GSRO, SRFB, and regional representatives to Washington, D.C., to educate federal agencies and other national players about the need for increased capacity at the regional level.
- Engage with North Pacific Anadromous Fish Commission and others to tell story of WA Salmon recovery network at 2019 International Year of the Salmon.

## 2018

- With NOAA, the governor's office, state agencies, and tribes, host a summit to revisit the regional salmon recovery plans.
  - » Implement a targeted communications strategy for this event, leading up to and away from it.
- Continue implementation of the communications and fundraising plans.

## 2019

- Ensure showcase of WA salmon recovery network and participate in International Year of the Salmon.

# UPDATED NARRATIVE

## STORY FRAME

A frame introduces and provides context for information; it tells the listener how to interpret your actions and choices. It answers the implicit questions, “why should I care?” “why are you doing this?” and “to what end?”

Depending on audience, you will want to assemble a frame that emphasizes different messages. Below are two sample frames, followed by key messages.

1. Salmon are a cultural icon and a keystone species. What we think of as the Pacific Northwest is defined by the reach of their migration. Washington’s sustained statewide network of locally led salmon recovery organizations is unprecedented. Coordinated by the Governor’s Salmon Recovery Office, we work collaboratively to restore salmon to abundance, delivering additional benefits for all who live and depend upon healthy forests, streams, rivers, and shorelines. Seventeen years in, we know what works. But the twin challenges of climate change and rapid population growth are outpacing our ability to bring back this mighty fish. We must do more, more creatively and more quickly. We are committed to this work for our future.
2. Salmon restore and define us; we are committed to restoring them.
  - » Seventeen years into salmon recovery, we know what works.
  - » But the challenges are mounting: climate change and increasing human demand on stressed resources.
  - » We need to redouble our investments in salmon recovery for multiple benefits.
  - » Regional recovery plans all include adaptive management provisions; let’s review our strategies against new challenges.
  - » The best, most effective resource we have is the regional network—it’s time to reinvest in this essential infrastructure to shape our own future.

# KEY MESSAGES

## **Salmon are the foundation and the future of our shared Pacific Northwest identity.**

- Salmon are a symbol of resilience, strength, and survival in the dramatic and changing landscape we share.
- The reach of their migration forms the boundaries of what we call the Pacific Northwest.
- They are a cultural touchstone, a way of life, and an economic engine.
- For many tribes, salmon are considered a sacred resource.
- When we save salmon, we are saving ourselves.

## **When we restore salmon we also restore our waters, forests, and shorelines—multiplying the benefits of salmon recovery many times over.**

- Clean and reliably available water is essential for safe drinking, sustaining our farms and gardens, and swimming and boating.
- Free flowing rivers provide fish passage and great rafting.
- Reconnecting streams to their floodplains lessens flood risks for our communities.
- Healthy forests absorb carbon and improve the air; they provide shade, cooler temperatures, and refuge for wildlife. Healthy forests hold water—essential for areas with shrinking snow pack—and absorb carbon. They provide economic opportunity for rural communities, and recreation for hikers, packers, hunters, and foragers.
- Natural shorelines filter pollution, support shellfish, shelter salmon, and aid all species challenged by rising sea levels.
- Tourism, hospitality, and recreational fishing feed our economy; all are driven by a healthy Pacific Northwest and abundant salmon.

## **Our regional recovery approach is innovative and unprecedented.**

- When multiple species of salmon were listed under the Endangered Species Act in the late 1990s, our communities organized by region to write and implement our own recovery plans.
- This infrastructure of regional recovery organizations and local partners is led by local elected officials, tribal nations, and community participants and guided by the Governor's Salmon Recovery Office and the Salmon Recovery Funding Board.
- The seven regional recovery organizations track federal and state agency commitments; and represent the salmon perspective at local land use, shoreline protection, and growth management meetings.
- Regional recovery organizations select and prioritize habitat recovery and other projects based on their ability to meet recovery plan goals.
- Projects submitted by the regions are prioritized and funded by the Salmon Recovery Funding Board.
- Since 1999 the SRFB has funded more than 2,000 community-based salmon recovery projects, most on privately owned land with willing landowners, and invested more than \$1 billion in salmon-bearing watersheds across the state.



**Tribes and state and federal agencies are mandated to manage salmon to recovery.**

- Agency actions address hatchery and harvest management strategies, which are co-managed with Northwest treaty tribes, as well as fish barrier removal, monitoring and evaluation, and restoration.
- The departments of Fish and Wildlife, Natural Resources, Transportation, and Ecology have committed to specific actions in the recovery plans and also implement additional strategies to aid the recovery work.
- Tribes co-manage the salmon resource, exercise treaty rights to protect salmon and habitat, implement projects on their own lands, and partner on other projects.
- As legal co-managers of the salmon resource, tribes, along with the state, drive the strategy and conversation around salmon recovery and set harvest levels each year.

**We know what it takes to recover salmon.**

- Seventeen years into the work there is much that we have learned about how to recover salmon.
- We know that salmon recover when fish passage is unrestricted, rivers and forests and shorelines are healthy, and hatchery- and harvest-management decisions work in harmony with habitat recovery.
- In Hood Canal and the Snake River salmon are closing in on recovery goals.

**Mounting challenges are outpacing our progress.**

- We continue to face an uphill battle for salmon recovery, made even steeper by increasing pressures from a growing human population and the impacts of climate change with warming and acidic oceans.
- Declining state and federal budgets, and limited enforcement of water and endangered species laws also work against recovery efforts.
- Our regional recovery organizations do not have the capacity to fully implement their recovery plans.
- In 2016, for the first time ever, the co-managers of the resource closed all but one coho fishery in the marine areas of Puget Sound.
- While the data shows we are making progress in some areas, we're simply not keeping pace with the new challenges.
- We must do more, more creatively and much more quickly if we hope to see salmon restored to abundance.

**The locally-led regional structure is our best bet for success.**

- Seventeen years in, the regional organizations now coordinate the work of thousands of people across our state to restore rivers, streams, forests, and shorelines.
- We are midway through the implementation of the recovery plans; the next 17 bring it home.
- We have established relationships over time.
- We have an infrastructure in place that's trusted, a forum for creative, cooperative, local problem solving with statewide and federal guidance on science and the big picture.
- What we are doing today for salmon is making our communities more cooperative and more resilient in the face of climate change.

# APPENDIX A

## ADVISORY GROUP MEMBERS

In June 2016, an advisory group was formed by the Governor's Salmon Recovery Office to guide the implementation of the three projects for which Pyramid is under contract. These projects include the creation of a GSRO and SRFB communications plan, fundraising strategy, and State of Salmon website redesign. Members include leaders from across the regional salmon recovery network.

**Brian Abbott** Governor's Salmon Recovery Office executive coordinator

**Nancy Biery** Salmon Recovery Funding Board member

**Jeff Breckel** Council of Regions spokesperson/facilitator

**Bob Bugert** Salmon Recovery Funding Board member

**Cathy Cochrane** Puget Sound Partnership communications lead

**Sarah Gage** Governor's Salmon Recovery Office lead entity program manager

**Tara Galuska** Recreation and Conservation Office salmon section manager

**Amy Hatch-Winecka** Washington Salmon Coalition chair

**Jess Helsley** Washington Coast Sustainable Salmon Foundation executive director

**Jennifer Johnson** Governor's Salmon Recovery Office recovery information coordinator

**Laura Johnson** Washington State Conservation Commission communication coordinator

**Erik Neatherlin** Washington Department of Fish and Wildlife science director

**Colleen Thompson** Regional Fisheries Coalition executive director

**Jason Wilkinson** Washington Salmon Coalition Puget Sound representative

**Susan Zemek** Recreation and Conservation Office communications director

# APPENDIX B

## SAMPLE MEDIA AND INFLUENCER LIST—SPORT FISHERS AND THEIR ORGANIZATIONS.

These represent opportunities—to get to know the community better and through which to share the story of the salmon recovery network and why supporting it will help restore robust sport fishing in Washington state.

### Radio

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#### ESPN 710 a.m.

Outdoor Line, “Expert Driven Hunting & fishing Talk Radio”  
Hunting and fishing talk with Rob Endsley and Tom Nelson, Saturday mornings from 6 a.m. to 8 a.m. on

#### KJR Sports Radio 9500 a.m.

“Northwest Wild Country”  
“America’s No. 1 fishing and hunting simulcast live and local every Saturday morning from 6 to 8 a.m.

#### Fox Sports AM 1380 KRKO Seattle.

“America Outdoors Radio”  
Regional show sponsored by Northwest Sportsman’s Magazine. Hosted by John Kruse.  
Americanoutdoorsradio.com  
Podcasts available at: nwsportsmanmag.com/radio

### Trade Shows

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#### Seattle Boat Show.

“Boating and Fishing Seminars” aka “Fish Academy”  
– mostly sessions on “how to” fishing, but might be opportunity to present and/or have a booth about salmon and steelhead recovery in WA state.

#### Washington Sportsmen’s Show.

Sport fishing boat show, well attended by guides and outfitters. Late January-February. Seminars and exhibits.

Pacific Northwest Sportsman’s Show – Portland (larger than the Puyallup show listed above – same format and vendor managing the shows). Southwest Washington and Columbia basin folks head to this one.  
<http://www.thesportshows.com/shows/pacific-northwest/show-information/>

### Events

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#### Northwest Salmon Derby Series.

7,000 anglers at 14 fishing tournaments in Puget Sound, coordinated and promoted by Tony Floor, NMTA Director

of Fishing Affairs. [www.NorthwestSalmonDerbySeries.com](http://www.NorthwestSalmonDerbySeries.com).  
Steelhead Summit.  
Annually, by Wild Steelhead Coalition, in Seattle

### Television programs

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Outdoor GPS (Oregon)

## Podcasts

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"The Open Fly" fly fishing related interviews and features, Snake River Dam removal, hatchery reform, conservation, etc.

"The World's Greatest Fishing Podcast" interviews with "biggest names in fishing," tactics, techniques, gear for catching monster fish. Itunes, stitcher radio, facebook, twitter. Ed Rush and Paul Moritz, hosts. 2x week. Worldsgreatestfishing.com.

"Trout TV"

trouttvshow.com sponsors: orvis, YETI, Patagonia, Glacier Anglers, etc.

Hilary Hutcheson and Rich Birdsell. 30 minute network fly-fishing tv show, destination fishing with insight into art of fly fishing, conservation, hydrology, fair chase ethics. Also on facebook, youtube, vimeo, twitter. Partners with Trout Unlimited.

## Websites/on-line magazines

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Ifish - <http://www.ifish.net/board/index.php>

Gamefish - <http://www.gamefishin.com/>

Bloody Decks - <http://www.bdoutdoors.com/forums/forum/washington-state/>

Salmon University - <http://salmonuniversity.com/>

Steelhead University - <http://steelheadu.com/>

Salt Patrol - <http://saltpatrol.com/>

Westport Charter Boat Association - <http://charterwestport.com/>

## Magazines

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"Salmon and Steelhead Journal" - <http://www.salmonandsteelheadjournal.com/>

"Salmon Trout Steelheader" (Frank Amato publications, Portland OR) - <http://www.salmontroutsteelheader.com/>

"The Reel News" Monthly newspaper format.

Published by Puget Sound Anglers

Features on Ed Iman's annual fish camp in September, UW Fisheries, Columbia River Region, Sportfishing, and Tony's [Floor] Tackle Box

## Follow on Twitter

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Northwest Sportsman - <http://nwsportsmanmag.com/headlines/>

## Outreach to steelhead fishing community

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Wild Steelhead Coalition.

Wildsteelheadcoalition.org.

dedicated to increasing return of wild steelhead to waters of the West Coast. WA based. Facebook. Advocacy alerts include, "Free the Snake"; "Dedicate Skagit as Wild Steelhead Gene Bank." Host annual Steelhead Summit" (April) in Seattle.

Association of Northwest Steelheaders. Nonprofit.

Oregon. nwsteelheaders.org. local groups of sportsmen dedicated to angling and conservation.

## Guides

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Washington Guides Associations

Westport Charterboat Association

## Facebook

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Northwest Marine Trade Association

Tony Floor posts updates on fishing related matters of interest; also links to boat shows around the state, updates on marinas, and fishing-related events.

WA Recreation and Conservation Office

Susan Zemek manages.  
GSRO could establish one.

## **Signatories to “Recreational Fishing Community Statement Regarding 2016 North of Falcon Salmon Season Setting Process” April 15, 2016**

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NW Marine Trade Association

Coastal Conservation Association

Northwest Sportfishing Industry Association

Outdoor Line

Charterboat Association of Puget Sound

Puget Sound Anglers





the 1990s, the number of people in the world who are under 15 years of age is expected to increase from 1.1 billion to 1.5 billion.

As the world's population grows, the demand for food and other resources will increase. This will put pressure on the environment and on the world's food supply. It is important that we find ways to meet this demand without harming the environment or the world's food supply.

One way to meet this demand is to increase the efficiency of our food production. This can be done by using better farming practices, such as crop rotation and the use of fertilizers. It can also be done by using better irrigation systems and by using better storage and distribution methods.

Another way to meet this demand is to reduce the amount of food that is wasted. This can be done by using food more efficiently, such as by using leftovers and by composting food waste. It can also be done by reducing the amount of food that is produced in the first place.

Finally, we can meet this demand by finding new sources of food. This can be done by using alternative sources of food, such as insects and algae. It can also be done by using better farming practices, such as crop rotation and the use of fertilizers.

There are many ways to meet the world's growing demand for food and other resources. It is important that we find ways to do this without harming the environment or the world's food supply.

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# **GOVERNOR'S SALMON RECOVERY OFFICE / SALMON RECOVERY FUNDING BOARD FUNDRAISING PLAN**

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**December 6, 2016**



Prepared by Pyramid Communications

# INTRODUCTION

The purpose of this strategy is to provide the Governor's Salmon Recovery Office and Salmon Recovery Funding Board a comprehensive and multi-faceted approach to raise new and private sources of funding to support the communications and engagement activities of the regional salmon recovery offices and, as possible and needed, lead entities, regional fisheries enhancement groups, and the larger salmon recovery network. In doing so, it seeks to empower the regional organizations to assume greater fundraising responsibilities for their communications needs.

While tasked with writing and coordinating the implementation of regional salmon recovery plans, the regional organizations have never been adequately funded to do so. This is particularly true in the area of communications and engagement. With the challenges associated with climate change and increasing numbers of people moving to our state and bringing increased development and a demand for resources, a new generation of players assuming the stage, and federal and state funds in decline, the GSRO and SRFB are committed to helping the regional organizations engage and sustain meaningful support.

This strategy is built to help deliver on the guiding outcomes identified in the 2016 GSRO/SRFB communications plan. The approach, goals, and tactics were refined following completion of a feasibility assessment, including 35 in-depth interviews, and in consultation with an advisory group assembled by GSRO for this purpose.

# GOALS

## **1. Create new GSRO staff position to implement fundraising and communications plans for GSRO and SRFB.**

- GSRO does not have a dedicated communications staff person, much less someone to coordinate implementation of a new fundraising strategy. Implementation of new communications and fundraising plans will require additional capacity.

## **2. Ensure all requirements have been met for SRFB to receive private gifts.**

## **3. Secure \$1.5 million pot of seed money to be distributed by SRFB as two-year grants for full-time staff person at each regional organization that commits to implementing communications and fundraising strategies to increase capacity for same.**

- This is critical for long-term success, as each region has a different set of challenges, potential funders, and visions for its future. Regions, lead entities, and regional fisheries enhancement groups are also best poised to build on existing relationships to raise funds.
- Most regions have completed communications plans, with assistance from GSRO, and are prepared to begin implementing them immediately.
- A 2-year grant is intended to give regions a head start on implementing their plans, while simultaneously using the GSRO/SRFB fundraising strategy as a model for creating fundraising plans tailored to their needs.

## **4. Create \$1 million grant pool to fund creation of communications tools.**

- This pool would be tapped for grants to regions, lead entities, and regional fisheries enhancement groups that demonstrate clear need for communications support materials and other tools.
- It is recognized that each organization will have different needs, given their different constituencies, demographics, goals, and capacity for follow-through.
- It is imagined that grants from this pool might support creating a fundraising case statement or communications/fundraising training for board members; it could be tapped for a website upgrade or printed designed collateral.

# STRATEGIES AND TACTICS

The strategies and tactics below are presented sequentially. Care taken implementing the initial strategies will result in greater success with the later strategies. However, given the urgency of the capacity needs we are addressing here, we have also provided a matrix of foundation and individual donor strategies to enable more immediate embrace of relationship-building and grant writing to secure private funds.

We imagine that GSRO will continue to coordinate a unified approach, staffing the SRFB and supporting the regions and other members of the network. But we can also see how some organizations in the broader salmon recovery network may want to avail themselves immediately of some of the resources provided here. That is to be lauded, as we ultimately want each region to be as strong and self-supporting and accountable to their own constituencies as possible. We just want to highlight the role that GSRO will play in the endeavor to move everyone forward without unnecessary or counterproductive competition for funding.

Unless otherwise stated, tactics are intended to be carried out by GSRO.

## ALIGN AND TELL THE WHOLE STORY

### **1. Provide and coordinate consistent communication of the importance of salmon and watershed recovery, its multiple benefits, and the necessity and power of the network, while emphasizing particular benefits for each audience/potential funder.**

- Produce digital/print piece that describes the impact/benefits of the network/infrastructure—for use as leave-behind or to include with funding requests/proposals.
- Ensure consistent use of new fundraising case statement (to be drafted in January, 2017).
- Create power point or other presentation and visit local foundation executive directors and boards where appropriate.

## PRIORITIZE EXISTING FUNDS TO SUPPORT CAPACITY

### **2. Prioritize and re-allocate existing government funding (SRFB w/GSRO).**

- Consider mid-course reprioritization to get whole system ready for next 15 years.
- Consider divvying up state and federal allocations in support of this.
- Regions convene lead entities and regional fisheries enhancement groups by region to collaborate—would a region be willing to give up capacity funding to a regional fisheries enhancement group if it is the one that is out there fundraising from existing relationships, etc.?

## CULTIVATE EXISTING AND NEW ALLIES

### **GSRO/SRFB TARGETS & TACTICS**

#### **1. Pursue greater partnership with related endeavors (see 2016 communications plan).**

- Other government-supported, regional conservation-related programs, processes (water infrastructure priorities, Flood Plains by Design, Fish Passage Barrier Removal, etc.)
- Related commissions and councils (WWRC, F&W Commission)
- Outdoor recreation and related businesses
- Local chambers of commerce
- Tribal initiatives beyond co-management
- Sport fishing as recreation and business

#### **2. Engage participating, local elected officials to help impart the value of the network to the Legislature, governor, and our congressional delegation (see 2016 communications plan).**

- 50+ locally elected officials participate in regional recovery organizations, lead entities, and regional fisheries enhancement groups; they are a potentially powerfully influential group of communicators and advocates for the network and their regions.

#### **3. Cultivate closer working relationship with governor, his policy staff, and state agency directors (see 2016 communications plan).**

#### **4. Cultivate closer working relationship with tribes; the co-management story is particularly helpful with some funders (see communications plan).**

- Tell the story of tribal co-leadership of regional organizations.

- Use State of Salmon in Watersheds website and Salmon Recovery Conference as opportunities to co-communicate and build relationship.
- Invite greater tribal participation/presentations at SRFB.

**5. Help regional organizations organize visits with members of Congress (see communications plan).**

**REGIONAL ORGANIZATIONS, LEAD ENTITIES, REGIONAL FISHERIES ENHANCEMENT GROUPS TARGETS & TACTICS**

**1. Support state agency requests, particularly where they support infrastructure funding for the network.**

**2. Get to know your legislators.**

**3. Work with local elected officials to identify those willing to carry your message to state legislators, members of Congress, and the Governor.**

**4. In each region, tribes have unique relationships with legislators, members of congress, the federal administration and its agencies, the Governor and his cabinet. Explore with the tribal members on your regional boards where those relationships might be helpful to building the capacity of your region to communicate and implement its recovery plan.**

- Use your own media channels to help tell the story of what the tribes in your region are doing to recover salmon.
- Salmon-related projects funded by SRFB are not the full story of what tribes are doing; consider highlighting independent tribal efforts to limit carbon pollution or secure new federal support.

**5. Get to know your members of Congress and their staffs.**

- Coordinate with GSRO on advisability of trips to Washington, D.C. and/or invitations in district to meet with regional board and project implementers.

**6. Secure county commissioner and other board member testimonials.**

- Relationships developed among board members help in other contexts; allow elected officials and administrators to draw on one another's resources during fires, etc.
- Build a portfolio of examples of how the salmon recovery infrastructure provides local forums for creative, civil, hopeful problem solving and future planning.

**7. Secure private landowner testimonials AND a challenge: "we're doing our part: where is the Legislature, the agencies?" etc.**

- Build a portfolio of successful projects and testimonials to use in grant writing and communications materials, on the website, to share via social media, etc.

**8. Ask sponsoring organizations to help tell your story and the story of the network.**

- While sponsoring organizations are your partners and grantees and want to support you and the network, they may need messaging and direction toward particular audiences for particular purposes.
- Work with them to develop a strategy for how they can support you. They will have their own initiatives and organizations to fund raise for, as well as their own boards to satisfy.

**9. Every member of network should have and work a top 20 (or 100) list of potential funders and influencers (see 2016 communications plan for how to use this).**



## FOSTER FUNDRAISING LEADERSHIP

### 1. GSRO/SRFB

- Brief SRFB members on fundraising expectations.
  - » Agency leads
  - » Gubernatorial appointees
- Provide message training.

### 2. Power rangers/advisory team

- Create team of advanced and promising fundraisers from within the network to support GSRO and the regions with donor research and cultivation, grant writing, and other tactics.
- Follow up with people who agreed to be interviewed for this project to seek more detailed counsel; consider adding to advisory team.

### 3. Governor

- Promote 2017 GSRO State of the Salmon in Watersheds and Governor's Update website.
- Pull from Governor's Update for proposals.
- Design for inclusion in all proposals a letter from the Governor supporting the network.

### 4. Regional organizations

- Provide ongoing fundraising training for regional organizations and other members of the network.

### 5. Network founders

- Prevail upon the founders of the salmon recovery network to write letters, make introductions, visit with recovery organization boards, accompany fundraisers to foundation pitches, and to undertake other activities that will aid fundraising.

## IMPROVE NETWORK SYNERGY

- Keep SRNet work group apprised of fundraising priorities and tactics.
- Consider subset of work group as advisory team for ongoing fundraising.

## PROTECT CURRENT FUNDING

### 1. NOAA and PCSRF

- Hold NOAA responsible for regional organization capacity to implement their mission; seek two-year seed grants to help build.

### 2. Congress

- Ensure all relevant congressional staff and members know their regions and their projects and see the big picture; site visits; events; local media.

### 3. Governor's budget

- Ensure programmatic support in relevant state agencies, coordinated by GSRO.
- Full-court press on the governor's office by fundraising leadership.
- Regional organizations, lead entities, regional fisheries enhancement groups show support of governor's budget in Legislature.

#### 4. Legislature

- Secure outreach by county commissioners to legislators, by region.
- Leverage site visits, laudatory media, awards, namings, ribbon cuttings, especially for fish passage and infrastructure projects (“20-voters”).

## PURSUE POTENTIAL NEW FUNDING SOURCES

### 1. Foundations and Private Philanthropists

- Demonstrate the ways in which this unique regional network:
  - » Mitigates and helps communities adapt to the impacts of climate change.
  - » Promotes the stability of natural resource based economies here in Washington.
  - » Fosters creative, civil, local problem solving and natural resource conservation and management.
  - » Is sustained and supported by 1,000’s of passionate and committed residents.
  - » Succeeds in improving the quality of water, land, air for all.
  - » Engenders hope, is a model for locally-led scientifically sound management of our natural world to ensure it continues to support us into the future.
- Secure support of community, local, and regional foundations and leverage their relationships with national funders.
- Identify both natural resource and community-building foundations; look for capacity funders; work relationships for introductions; research and get to know before applying.
- Identify board members of organizations with similar missions or who have particular interest in things unique to SRNet, particularly locally-led civic engagement, problem solving, climate resilience.

### 2. Legacy Donors

- Look to founders for candidates.
- Identify donors who already give to one salmon organization, who might like an opportunity to give to a statewide movement, achieve change at scale.
- Consider donors for whom salmon may not be a primary motivator, but who care about making our communities more resilient in the face of climate change or building a more civil civic-minded culture.

### 3. Outdoor recreation/fishing-related businesses

- Gifts from regulated industries or related businesses would present a conflict for SRFB, but they can give to local organizations that have 501C3 status.
- Best in this category for the state-wide pot would be if fishing-related interests could be persuaded that implementing the recovery plans and coordinating this sustained integrated effort over 2 decades is the way to ensure fishing and outdoor recreation in Washington state.
- SRFB/GSRO pursuing development of shared initiative with WWRC to support implementation of recovery plans by funding communications capacity of regional organizations may hold promise.

### 4. Statewide Initiative

Everyone is tired of going hat in hand every year/biennium to legislature and congress, fighting for funds, pitting network members against one another.

- If we believe in this for our future, could we come together for it?

- Re-enlist founders alongside present leaders and mount statewide campaign.
- Tax on ballot dedicated to salmon recovery to be managed by SRFB and through the regions to implement recovery plans.
- A statewide campaign would provide fresh opportunities to:
  - » Message more broadly, to new generations about importance of salmon and how saving their habitat affords climate resilience and recreation and views and all else we love about Washington.
  - » Creatively use targeted social and other media channels.
  - » Push message through multiple networks within the salmon recovery network: restaurants, fishing organizations and businesses, the network, through politicians and elected officials' networks.
- Secure funding for this from a group of founders who could also be spokespeople for it.

## TOP FOUNDATION PROSPECTS

While many national environmental foundations are focusing their attention on rebuilding natural resource based economies in impoverished countries around the world, there is a corresponding uptick in the interest by foundations in creative, civil, and civic community-based problem solving and planning related to watershed and ecosystem health.

Philanthropy Northwest, for example, which advises its member foundations on best practices, has refined its mission to “convene conversations that promote relationships and cross-sector connections that lead to action; advancing place-based philanthropy; and forging partnerships for vibrant, equitable, and inclusive communities.”

220 family, community, local, regional, federal, and international foundations known to fund natural resource protection, community building, and efforts to build climate resilience were considered for inclusion in this fundraising strategy. The attached matrix lists the top 75 prospects and provides information on mission alignment. While focused on foundations that will fund operations and capacity-building, the matrix includes some who are not known to do so. Those foundations may be approachable for project funds related to engagement and community building which will also serve the regions' communications and development needs.

Below, we identify top prospects, the foundations we recommend you begin cultivating in year one.

## RELATIONSHIP BUILDING, STRATEGY DEVELOPMENT, EARLY GRANTS

Begin with local and regional foundations and individuals who can become allies and advocates. Cultivate relationship while pursuing specific grant applications.

**Laird Norton Foundation.** Leader in watershed health/community funding, source of strategy support.

**National Fish and Wildlife Foundation.** Historic funder of Washington salmon recovery.

**Temper of the Times.** Support for communications materials.

**WWRC.** Multiple overlapping interests and objectives.

## SMALL WASHINGTON FAMILY AND COMMUNITY FOUNDATIONS

**Community Foundation of South Puget Sound.** Building community capacity for resilience.

**Forest Foundation.** Supports strategies that engage people as stewards of the natural environment.

**Prairie Foundation.** Has funded Seattle based salmon conservation.

**Seattle Foundation.** Families with interests across Washington.

**Washington Women's Foundation.** Recent grant pool dedicated to Washington water related threats.

**Yakima Valley Community Foundation.** Supporting Yakima Valley and Yakama Nation.

## PACIFIC NORTHWEST FOUNDATIONS THAT PROVIDE GENERAL OPERATING FUNDS OR SUPPORT CAPACITY BUILDING

**Amazon Smile Foundation.** Could pool funds from all network members.

**Fletcher Bay Foundation.** Focused on western Washington, though not exclusively. Alignment of mission. Focused on capacity building.

**Harder Foundation.** Priorities for 2016 included habitat conservation, nearshore marine, estuary, and watershed conservation. Particularly interested in Washington: Pacific Coast, Olympic Peninsula, Columbia River Estuary and Northeast Washington.

**Icicle Fund.** Provide operating support for environmental organizations and projects aimed at restoring natural areas or dealing with wildfire. Has also supported projects that bring the community together to make decisions about preserving landscapes in light of economic, development, recreational and environmental interests. Focused on North Central Washington.

**Kongsgaard-Goldman Foundation.** Grants awarded for both general operating expenses and special projects in areas including Puget Sound Restoration and Protection and Climate Change (Initiatives aimed at addressing climate change challenges in Washington State).

**Lazar Foundation.** Good alignment of priorities, including projects that broaden the environmental movement and strengthen its capacity to develop and communicate its message.

**Lucky Seven Foundation.** History of giving to environmental organizations in the PNW.

**MJ Murdock Charitable Trust.** Make grants that help improve the quality of life in the Pacific Northwest. Support development and community building activities.

**Norcliffe Foundation.** Environment related grants are all local to Puget Sound. Operating and capacity.

**Northwest Fund for the Environment.** An emphasis is placed on the protection of wild fish, native wildlife, natural forests, wetlands and shorelines, and the preservation of pure and free-flowing waters.

**Sustainable Path Foundation.** Puget Sound focus. Community problem solving to enhance sustainability.

**Wilburforce Foundation.** Supports and connects organizations and individuals that are committed to protecting wild places and the wildlife that depend on them and strengthens grantees' capacities to achieve lasting outcomes.

## **NATIONAL AND MULTI-STATE FOUNDATIONS FUNDING COMMUNITY BUILDING, CIVIC NON-IDEOLOGICAL PROBLEM SOLVING**

**Ittleson Foundation.** Fund to strengthen the infrastructure of the environmental movement with grassroots and statewide levels.

**Kresge Foundation.** Provide support to climate resilience in coastal cities and regions, climate resilience in low-income communities, sustainable water resource management.

**Moore Foundation (Gordon and Betty).** Supporting multi-party planning, community building for environmental change, ecosystem management.

**Rose Foundation.** Past focus in watershed restoration and improvement in Columbia River, Grays Harbor/Chehalis Watershed, Puget Sound in Skagit, Whatcom and San Juan counties, and Chehalis.

## **NATIONAL ENVIRONMENTAL FOUNDATIONS WITH RELEVANT MISSIONS**

**Burning Foundation.** Nurturing native fish populations, open space.

**Doris Duke Charitable Foundation.** Climate resilience.

**Hewlett Foundation (William and Flora).** Open Rivers Fund.

**PEW Charitable Trusts.** Improving public policy, informing the public, and invigorating civic life.

**Rockefeller Brothers Fund.** Watershed, ecosystem, community.

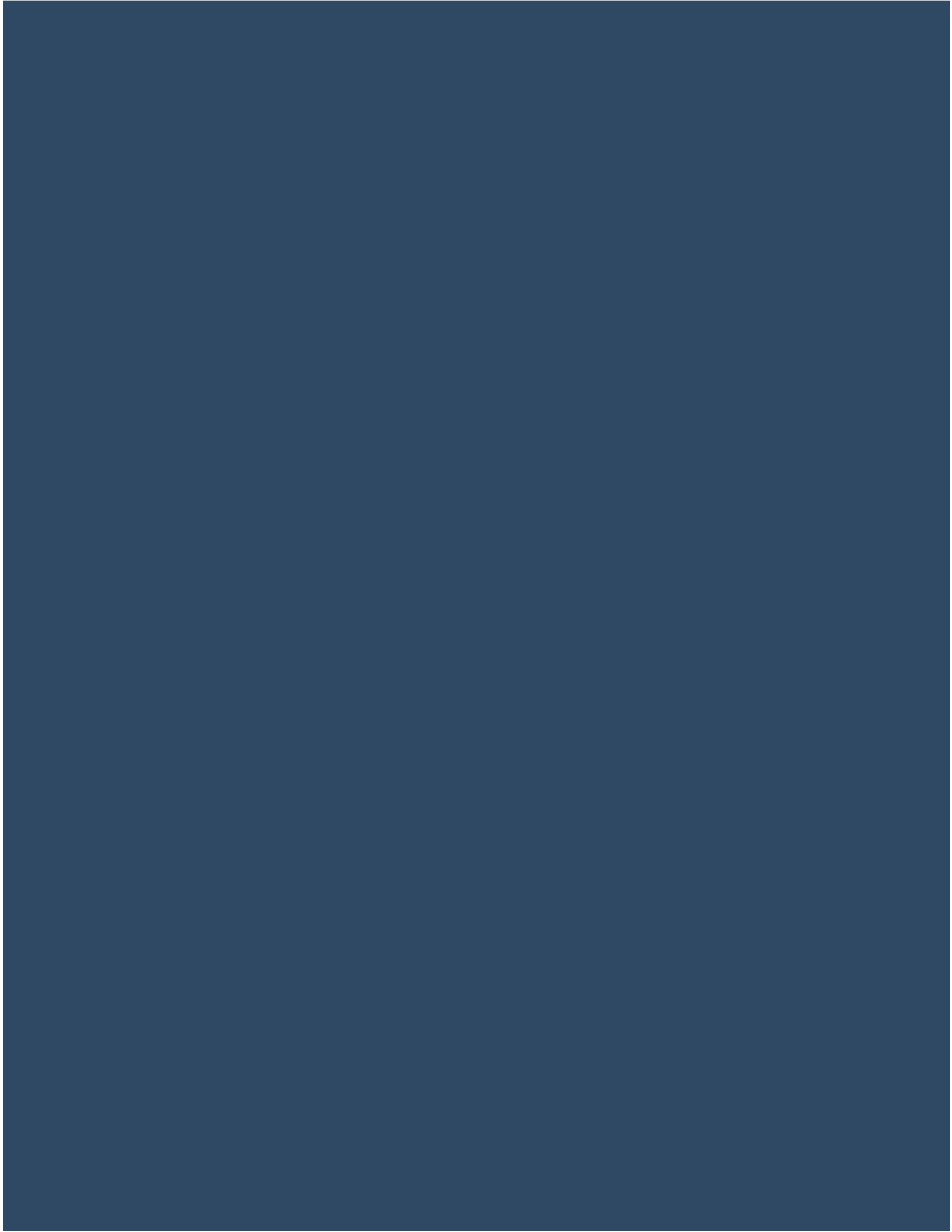
# HIGH-LEVEL TIMELINE

## 2017

- Hire full time GSRO communications/fundraising staff
- Focus on relationship building with top targets
- Design case statement
- Build resource library in support of grant proposals (testimonials, examples, digital and print assets, etc.)
- Explore immediate funding from top three local, community, and public foundation targets
- Explore NOAA and SFRB funding options for first 2 years' activities for regions ready to implement communications plans and develop fundraising strategies
- Assemble power rangers support team

## 2018

- Grant writing begins in earnest, based on refinement of targets
- Consider statewide funding source, explore with funders, others
- Build committee to solicit individual donations





# GOVERNOR'S SALMON RECOVERY OFFICE / SALMON RECOVERY FUNDING BOARD FUNDRAISING PLAN

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## Appendix

December 6, 2016



Prepared by Pyramid Communications

# APPENDIX FOUNDATION PROSPECTS MATRIX

The foundation prospects below were culled from a larger list of 220 environmental-oriented foundations which were priority ranked highest (1) to lowest (5) for their likelihood of supporting GSRO/SRFB communications and fundraising efforts based on:

1. Foundation giving-priority alignment
2. Demonstrated or perceived interest in giving to either capacity building or general operating funds
3. Inclusion of some portion of Washington state in the foundation's geographic giving area.

Only those ranked 1, 2 or 3 are included here.

Foundation Name	Rank	Range	Capacity Building/ General Operating Funds	Endangered Species/ Salmon Recovery	Climate Resilience	Watershed/ Ecosystem Health	Community Building
444s Foundation	3	PNW	Maybe			X	
Amazon Smile Foundation	1	National/International	X				
Brainerd Foundation	3	PNW	X		X	X	
Bullitt Foundation	2	Local - Emerald Corridor	X		X		X
Burning Foundation	2	National	X	X		X	
Campbell Foundation	2	National - Western US	Maybe	X	X	X	
Caterpillar Foundation	2	National/International	X			X	X
Charlotte Y. Martin Foundation	2	PNW	Maybe		X	X	
Community Foundation of South Puget Sound	2	Local - Greater Puget Sound area	X			X	X
Conservation Alliance	2	National	Maybe			X	X
Doris Duke Charitable Foundation	2	National/International	X		X	X	
Evans Family Foundation	3	Multi-state	X			X	X
Fletcher Bay Foundation	1	Local - Western Washington	X			X	X
Forest Foundation	2	Local - Pierce County	X			X	X
G. Unger Vetlesen Foundation	2	National/International	X		X	X	
Giles W. and Elise G. Mead Foundation	3	National - Western US	X	X		X	



Foundation Name	Rank	Range	Capacity Building/ General Operating Funds	Endangered Species/ Salmon Recovery	Climate Resilience	Watershed/ Ecosystem Health	Community Building
Gordon and Betty Moore Foundation	1	National/International	Maybe	X	X	X	X
Hans & Elizabeth Wolf Foundation	3	Multi-state	X			X	
Harder Foundation	1	PNW	X			X	
Hewlett Foundation (William and Flora)	1	National - Western US	X	X		X	X
Icicle Fund	1	Local - North Central Washington	Maybe			X	X
Ittleson Foundation	1	National	X			X	X
Jonathan C.S. Cox Family Foundation	3	Multi-state	X			X	X
Juniper Foundation	2	Local - Greater Puget Sound area	X			X	X
Kimberly-Clark Foundation	3	National/International	X			X	X
Klorfine Foundation	3	Washington	X			X	
Kongsgaard-Goldman Foundation	1	PNW	X		X		
Kresge Foundation	1	National	X		X	X	X
Laird Norton Family Foundation	1	PNW	X		X	X	X
Lawrence Foundation	3	National	Maybe			X	X
Lazar Foundation	1	PNW	X			X	
Leiter Family Foundation	2	Multi-state	Maybe			X	



Foundation Name	Rank	Range	Capacity Building/ General Operating Funds	Endangered Species/ Salmon Recovery	Climate Resilience	Watershed/ Ecosystem Health	Community Building
Leslie Fund, Inc.	2	Multi-state	X			X	
Lucky Seven Foundation	1	Multi-state	X			X	X
M.J. Murdock Charitable Trust	1	PNW	X				X
Margaret A. Cargill Philanthropies	2	National/International	X			X	
Mazda Foundation	3	National/International	Maybe			X	X
McDanel Land Foundation	2	PNW	Maybe			X	
McKibben Merner Family Foundation	3	Multi-state	X		X	X	
Moccasin Lake Foundation	2	PNW	X			X	
Morningside Foundation	2	Multi-state	X			X	
National Fish and Wildlife Foundation	1	National	Maybe	X	X	X	X
New Belgium Brewing Company, Inc.	2	National	Maybe		X	X	
Norcliffe Foundation	2	Local - Greater Puget Sound area	X			X	
Northwest Fund for the Environment	1	PNW	X	X		X	X
Orin Smith Family Foundation	3	Local - Chehalis and Centralia	X			X	
Packard Foundation (David and Lucile)	2	National/International	X	X	X	X	X
Patagonia	2	National/International	X	X	X	X	X

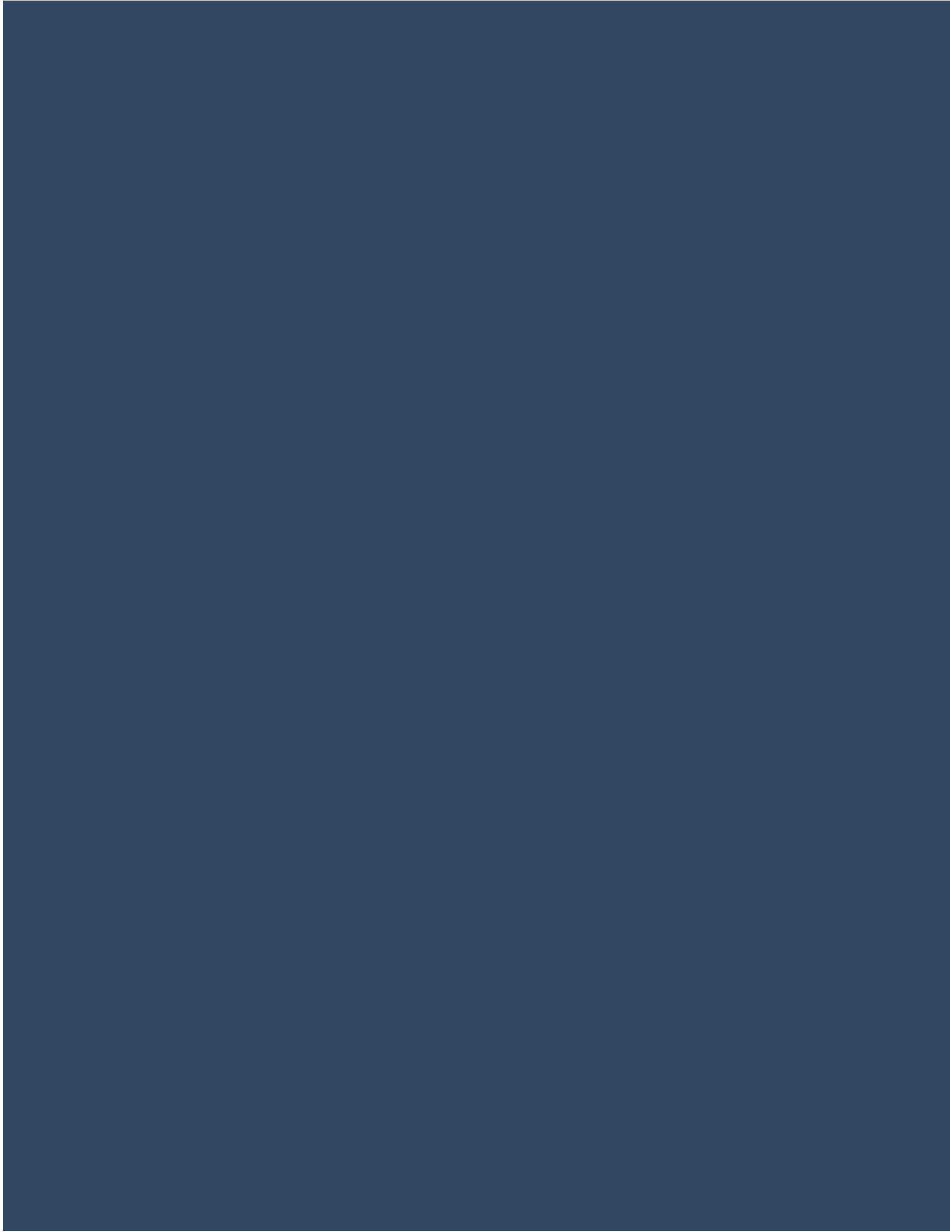




Foundation Name	Rank	Range	Capacity Building/ General Operating Funds	Endangered Species/ Salmon Recovery	Climate Resilience	Watershed/ Ecosystem Health	Community Building
Peach Foundation Seattle	3	Local - Greater Puget Sound area	X	X		X	X
Petunia Foundation	2	Washington	X			X	
PEW Charitable Trusts	2	National/International	X	X		X	
Prairie Foundation	1	Multi-state	X	X		X	
REI, Inc.	3	National	X	X	X	X	X
Rockefeller Brothers Fund	2	National/International	X		X	X	X
Rose Foundation	1	National - Western US	Maybe			X	X
Seattle Foundation, The	1	Local - Greater Puget Sound area	X	X		X	X
SeaWorld & Busch Gardens Conservation Fund	3	National/International	X	X		X	X
Sequoia Foundation	3	Local - Pierce County	X				X
Social Venture Partners Seattle	3	Local - King County	X				X
Sony Corporation of America	3	National/International	X	X		X	X
Sunbridge Foundation	3	Local - Greater Puget Sound area	X			X	X
Sustainable Path Foundation	1	Local - Greater Puget Sound area	X	X	X	X	X
Temper of the Times Foundation	1	National	Maybe	X		X	X
TEW Foundation	3	Local - Greater Puget Sound area	X	X		X	X



Foundation Name	Rank	Range	Capacity Building/ General Operating Funds	Endangered Species/ Salmon Recovery	Climate Resilience	Watershed/ Ecosystem Health	Community Building
Thorne Foundation, Inc. (Daniel K.)	2	National	X	X		X	
Threshold Foundation	2	National	X	X	X	X	X
Titcomb Foundation	1	Multi-state	X	X		X	X
Tremaine Foundation (Emily Hall)	2	National	Maybe		X		X
Turner Foundation, Inc.	3	National/International	X	X	X	X	X
Ueland Foundation	3	Local - Greater Puget Sound area	X			X	X
US Endowment for Forestry and Communities	1	National	X			X	X
Washington Foundation for the Environment	2	Washington	X			X	X
Washington Women's Foundation	1	Washington	X			X	X
Weeden Foundation	3	National	X		X	X	
Wellworth Foundation	3	Local - King County	X			X	
Wiancko Charitable Foundation	1	National/International	X	X	X	X	X
Wilburforce Foundation	1	National - Western US and Canada	X	X		X	X
Wyncote Foundation NW	3	PNW	X			X	X
Yakima Valley Community Foundation	2	Local - Yakima County and Yakama Nation	X				X



ON OUR WATCH:

# Salmon are ours to save

## 2016 STATE OF SALMON IN WATERSHEDS GOVERNOR'S UPDATE

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The 2016 State of Salmon in Watersheds is the Governor's biennial report on salmon, their habitat, and the progress of statewide salmon recovery efforts. More data and stories about salmon recovery: [stateofsalmon.wa.gov](http://stateofsalmon.wa.gov).







## FROM THE GOVERNOR

# Why we fight for salmon

**Salmon connect us, feed us, and, in many ways, restore us.** The migratory reach of the salmon defines the boundaries of the Pacific Northwest. Our state is blessed with salmon in every region. They journey from our coasts and across mountains, through our ports, cities, and suburban backyards; they traverse farms and orchards and great forests through mighty rivers and small streams, persisting in our dynamic, diverse, and shared geography.

Salmon are a cultural touchstone and an economic engine, and they're great to eat.

Indian tribes rely upon them as a major source of food and a foundation of their way of life.

Salmon give back. All that we do to rebuild their once mighty runs restores the land and water upon which all our lives depend.

Nearly 20 years of sustained statewide efforts by thousands of Washington residents to restore salmon to our landscape has made our communities more resilient in the face of warming temperatures, drought, forest fires, and sea level rise.

We know how to restore salmon, but the challenges are accelerating. Salmon are in trouble, and we need to step up and double down, innovate, and make good on our investments.



# Salmon recovery brings multiple benefits

From clean water to more resilient communities, salmon recovery efforts provide a high return on investment for the state and its residents.



**Reconnected floodplains** reduce flood risks for communities.



**Free-flowing rivers** with intact floodplains provide complex natural habitat for fish, plants, and animals.



**Natural shorelines and estuaries** filter pollutants, support shellfish, and shelter salmon.



**Clean and reliably available water** is essential for drinking water, irrigation, swimming, and boating.



**Healthy forests** absorb carbon, offer refuge for wildlife, and provide economic opportunity for rural communities and recreation for outdoor enthusiasts.

All of these make our communities more resilient in the face of climate change and its impacts—warmer temperatures, greater stresses on our forests, changes in our river and stream flows, rising sea levels.

For more than a century, salmon in the Northwest have been hampered by obstructed passage, overdrawn water, polluted runoff, and habitat loss through urban and rural development, agriculture, and forestry. We overfished, and we relied too heavily on hatchery programs whose impacts weren't fully understood without addressing habitat concerns.



Photo credit: Cheri Scalf and Mike Hovis

## SALMON RECOVERY STIMULATES LOCAL AND RURAL ECONOMIES IN WASHINGTON



Every \$1 million spent on watershed restoration results in an average of 16.7 jobs.



80 percent of grant money stays in the county where a project is located.



For every estimated \$1 million spent on watershed restoration, \$2.2–\$2.5 million is generated in total economic activity.



Salmon recovery funding since 1999 has resulted in more than \$1.1 billion in total economic activity.

“Salmon Stories” in our [stateofsalmon.wa.gov](https://stateofsalmon.wa.gov) Web site are visually-based stories from tribes, salmon recovery groups, and agencies around the state.

# Salmon are in trouble

We measure salmon recovery in several ways: the number of fish that return to the spawning grounds; the available level of tribal, sport, and commercial harvest; and the health of our rivers, streams, and forests. These data best indicate salmon health when evaluated at watershed and regional scales against specific goals for each species. For more information, visit our Web site, [stateofsalmon.wa.gov](http://stateofsalmon.wa.gov), where we report on salmon recovery by region.

In most of the state, salmon are below the abundance recovery goals set in our federally approved recovery plans.

BELOW GOAL (ENDANGERED SPECIES ACT-LISTED SALMON IN WASHINGTON)			NEAR GOAL
Getting Worse	Not Making Progress	Showing Signs of Progress	Approaching Goal
Puget Sound Chinook	Upper Columbia River steelhead	Middle Columbia River steelhead	Hood Canal summer chum
Puget Sound steelhead*	Lower Columbia River chum	Lake Ozette sockeye	Snake River fall Chinook
Upper Columbia River spring Chinook	Lower Columbia River fall Chinook	Lower Columbia River coho	
	Lower Columbia River spring Chinook	Lower Columbia River steelhead	
		Snake River spring and summer Chinook	
		Snake River steelhead	

The chart shows broad trends in abundance for fish listed under the federal Endangered Species Act. "Abundance" represents the number of fish returning to spawn (either total number of fish spawning naturally or number of wild-born fish spawning naturally). The type of abundance data available and used for evaluation depends on several factors, including the ability to distinguish between hatchery-origin and natural-origin fish on spawning grounds. In most cases, the fish that are counted toward recovery goals are wild-born (natural-origin) spawners.

Abundance is one key piece of information the National Oceanic and Atmospheric Administration (NOAA) uses to evaluate salmon recovery status. Additional attributes for evaluating population status that are not shown in this report include productivity, life history, genetic diversity, and the spatial structure of the populations (i.e., where and when fish migrate and spawn). NOAA also considers threats and factors affecting the health of listed fish populations including habitat, hatcheries, harvest, and hydropower (the 4 Hs) impacts.

Data Sources: This is a nonstatistical evaluation of adult abundance trends for wild fish and is based on data provided by the Washington Department of Fish and Wildlife, tribes, and regional salmon recovery organizations.

\*Recovery goals for Puget Sound steelhead are under development

## SALMON FISHING OPPORTUNITIES ARE DECLINING

Harvest in Washington State, by commercial, tribal, and sport fishers, has sharply decreased since the early 1970s. Many factors have reduced salmon populations, including natural phenomena such as ocean conditions, floods, drought, and predators. Human factors reducing salmon numbers include development of land and water resources: timber harvest, agricultural practices, urbanization, water diversion, hydropower, over-fishing, and hatchery practices.

This chart illustrates historic and recent catch numbers based on sport catch record cards and commercial landings. The fish caught are hatchery and wild coho and Chinook salmon in both marine and freshwater. Tribal catch is not included here.

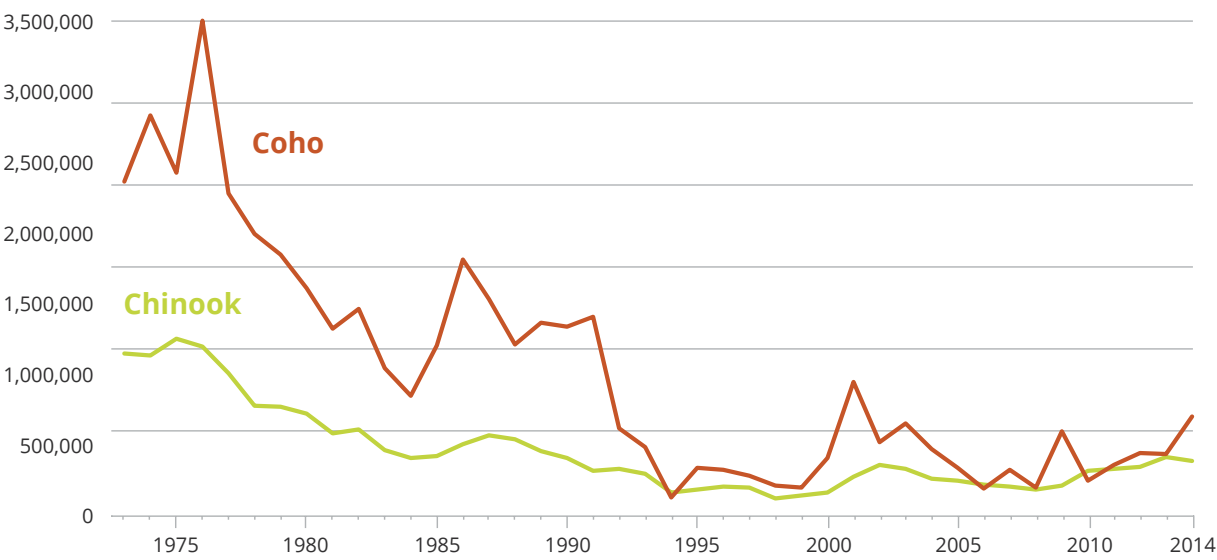
## TROUBLE IN THE PUGET SOUND REGION

As in other regions of the state, Puget Sound is losing habitat faster than it can be restored. This region has the largest and most rapid population growth in Washington and is predicted to increase in population faster than before. Puget Sound treaty tribes have identified several major habitat problems in the region, including:

- **Shoreline armoring**
- **Water quality**
- **Storm water**
- **In-stream flows**
- **Impervious surfaces**
- **Loss of forest cover**
- **Fish passage barriers**
- **Development in floodplains and estuaries**

There is a clear need for increased habitat protection for salmon in Puget Sound. The Northwest Indian Fisheries Commission's *State of Our Watersheds* report details habitat problems in Puget Sound. [www.nwifc.org/publications/state-of-our-watersheds/](http://www.nwifc.org/publications/state-of-our-watersheds/)

## NUMBER OF FISH CAUGHT DROPS TO PROTECT LISTED SALMON





# Our statewide locally led road to recovery

As envisioned in the *Statewide Strategy to Recover Salmon: Extinction is not an Option* (1999), Washington State has crafted an effective network of organizations and governments committed to recover at-risk salmon and steelhead and the habitats upon which they depend.

**ORGANIZED BY REGION AND WATERSHED TO BEST EFFECT**

To meet the needs of people and fish, recovery was organized by region and watershed. Recovery organizations were created to write and coordinate the implementation of plans to restore each salmon and steelhead population listed under the Endangered Species Act.

The recovery organizations are directed by county, city, tribal, and citizen representatives and advised by state and federal agency scientists. Their plans call for the integration of habitat recovery by willing landowners and changes to harvest, hatchery, and water quality management to improve salmon fitness, abundance, and survival. Regional organizations participate in local and long-range community planning to improve watershed health for people and salmon. With designated watershed “lead entities,”



they identify and prioritize projects that will help implement their recovery plans, and then forward those projects for consideration to the Salmon Recovery Funding Board.

For nearly 20 years, thousands of Washington State residents have sustained this effort, making changes to their properties, serving on boards, and attending community meetings. This is an unprecedented, locally led, statewide approach to recover endangered species, and while we have enjoyed significant project funding support from the federal government, we do not have the funds necessary to fully staff the regional organizations charged with implementing these plans. As challenges mount, we must ensure that the government’s commitment is equal to that of its citizens.

*Continued on Page 10*

**LOWER COLUMBIA CONSERVATION AND SUSTAINABLE FISHERIES PLAN**

Historic hatchery and harvest practices are among many factors that contribute to the decline of the lower Columbia River’s 104 listed salmonid populations. The Lower Columbia Fish Recovery Board and the Washington Department of Fish and Wildlife are implementing a collaborative plan to reduce hatchery and harvest impacts, sustain fisheries, and help meet recovery goals. The plan is part of an all-H recovery strategy and includes the following:

- Changes in hatchery production levels
- Eliminating hatchery production on refuge streams
- Using natural-origin fish in hatchery programs
- Controlling hatchery fish in natural spawning areas
- Increasing harvest of hatchery fish
- Adaptive management protocols

**WASHINGTON COAST: PROTECT THE BEST AND RESTORE THE REST**

The Washington Coast Region may represent the last best chance for the Pacific Northwest to protect wild and self-sustaining populations of salmon. While salmon and steelhead populations in the Washington Coast Region are seriously degraded from historic levels—experts suggest that the current abundance of coastal salmon runs is probably only about 10 percent of what it was a 100 years ago—they are healthier here than anywhere else in the state. This is largely because their habitat is more intact than elsewhere, and protecting this habitat is a high priority because it is far easier and less expensive to maintain good habitat than it is to recreate or restore degraded habitat. Science strongly suggests that investments made now in the Washington Coast Region can significantly contribute to the successful restoration of wild salmon populations. Rethinking recovery, by protecting populations before they are listed, is more likely to ensure the long-term sustainability of wild salmon.

For more on each region and more salmon recovery stories like the following, visit:

[stateofsalmon.wa.gov](http://stateofsalmon.wa.gov)



Climate Change and Salmon



Habitat: Through Salmon Eyes



Beyond the Dams: Reconnecting the Upper Columbia River



Seeing the Forest for the Trees

SUSTAINED INVESTMENT IN SALMON HABITAT RECOVERY PROJECTS

The Salmon Recovery Funding Board, created in the Salmon Recovery Act of 1998 (RCW 77.85), sets statewide policy and distributes funding. Since 2000, it has invested more than \$1 billion in salmon recovery projects. Its investment in 7 regional organizations and 25 lead entities engages thousands of people committed to implementing salmon recovery at the local level. These investments leverage funding from other sources, generate local matching resources and in-kind contributions from thousands of individuals, and are the foundation for salmon recovery in Washington.

ACTIONS BY NORTHWEST TREATY TRIBES

Indian tribes are leaders in protecting and restoring salmon and habitat, as well as co-managing fisheries with the Washington Department of Fish and Wildlife. Through treaties with the United States government, many tribes reserved their rights to harvest fish, shellfish, wildlife, and other natural resources in exchange for their land. As sovereign nations, they exercise treaty rights that protect us all. They also implement projects in partnership with others that lead to greater environmental successes.

PARTICIPATION FROM LOCAL ORGANIZATIONS AND PRIVATE LANDOWNERS

Conservation districts, regional fisheries enhancement groups, land trusts, and other organizations in each region work closely with local communities and willing landowners to

implement habitat improvement projects on their land.

INVOLVEMENT OF LOCAL GOVERNMENTS

One of the key elements of the statewide strategy is habitat protection. Counties and cities are charged with protecting salmon habitat through use of the Growth Management Act, the Shoreline Management Act, land use plans, critical area ordinances, shoreline management plans, and other conservation and management practices.

IMPROVEMENTS THROUGH THE FOREST AND FISH AGREEMENT

Private forest landowners invested more than \$170 million to remove fish barriers from forest roads through the Forest and Fish Agreement. The agreement protects riparian conditions and water quality, and reduces sediment through road maintenance and abandonment plans on forest lands.

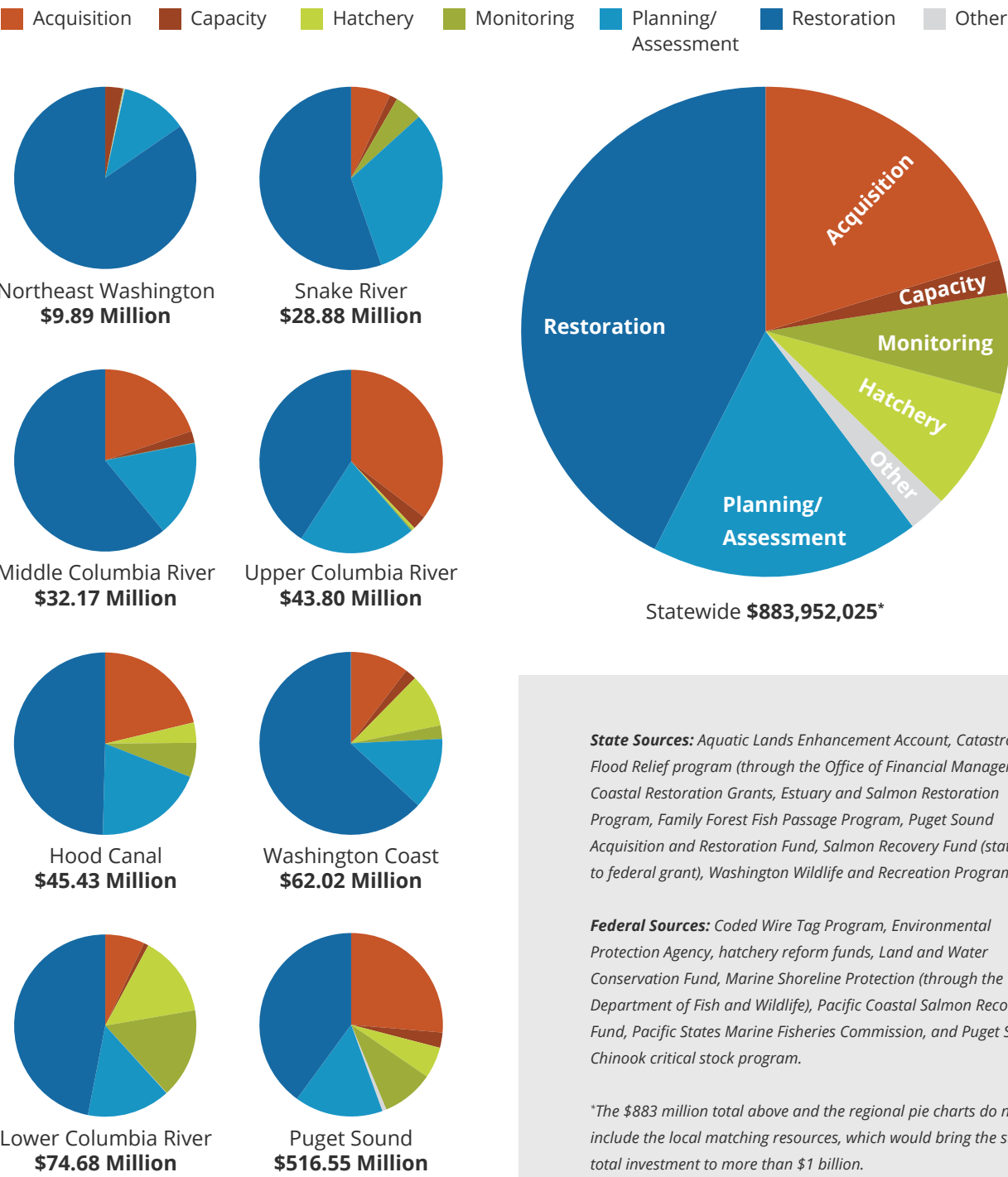
ELIMINATING FISH BARRIERS

Removing barriers, such as inadequate culverts beneath road crossings or ineffective fish ladders at low head dams, allows salmon to quickly return to their historic spawning grounds. During the past 16 years, more than 6,500 fish passage barriers have been replaced with fish-friendly culverts and bridges in Washington streams. The Washington State Legislature created the Fish Barrier Removal Board in 2014 to address the estimated 35,000–45,000 fish passage barriers across the state.

Continued on Page 12

1997–2015 FUNDS MANAGED BY THE WASHINGTON RECREATION AND CONSERVATION OFFICE (RCO)—BY REGION AND PROJECT TYPE

RCO is a state agency that manages multiple conservation funds and boards, including the Salmon Recovery Funding Board. The charts below indicate how the board and other salmon-related funds were distributed by region across the state.



For more information, go to the [stateofsalmon.wa.gov](http://stateofsalmon.wa.gov) Web site.

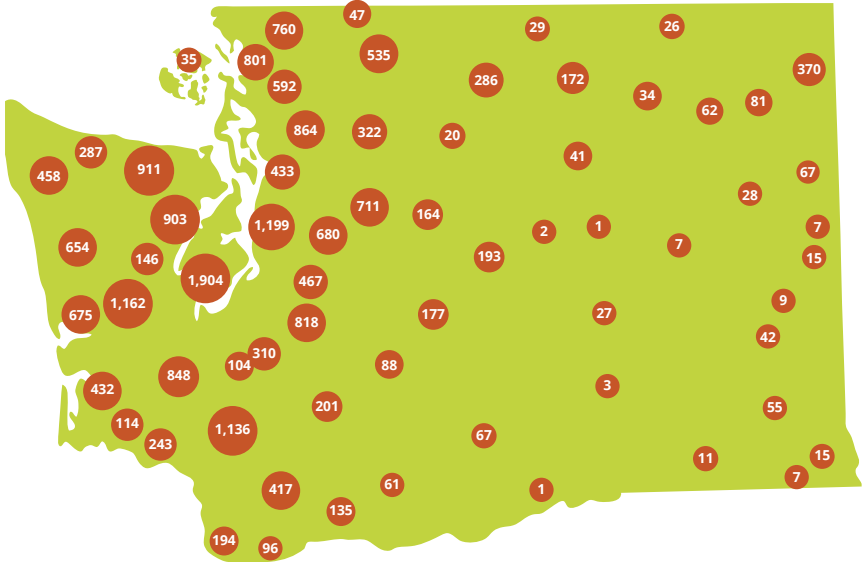
Treaty obligations confirmed by federal courts require the State to open habitat blocked by state-owned fish passage barriers (culverts) in western Washington. The court has ordered the Washington Department of Transportation (WSDOT) and other state agencies to correct 825 barriers (culverts) blocking fish passage by 2030. In the 2015-17 Biennium, WSDOT will spend \$88.7 million on stand-alone fish passage projects. The current estimate to meet the injunction is \$2.4 billion.

The Family Forest Fish Passage Program, developed in 2003, assists small-acreage forest landowners with repairing barriers. So far, 413 private barriers have been fixed opening nearly 1,000 miles of habitat.

MITIGATING HYDROPOWER IMPACTS

The Northwest Power and Conservation Council, Bonneville Power Administration's Fish and Wildlife Program, and the Federal Energy Regulatory Commission licensing process support critical fish passage, habitat, and hatchery programs throughout the state.

ESTIMATED FISH PASSAGE BARRIERS BY WATERSHED

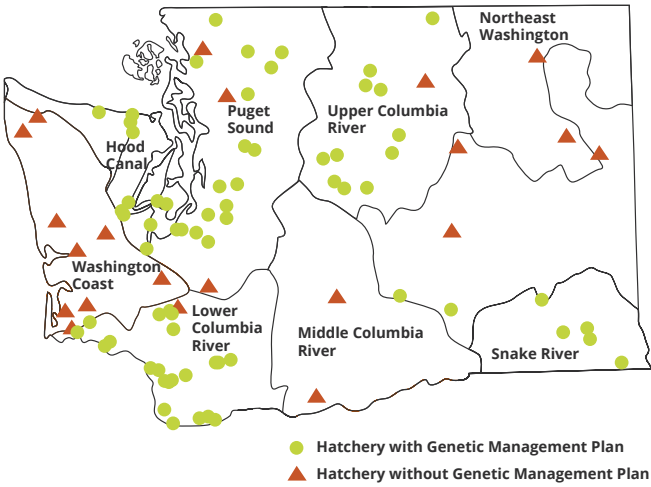


MANAGING HATCHERIES FOR HARVEST AND RECOVERY

Congress established a hatchery review initiative in 2000, in recognition of the role hatcheries play in meeting harvest and conservation goals for salmon and steelhead. The initiative's independent Hatchery Scientific Review Group (HSRG) made recommendations for improving hatcheries in Washington. Eighty-eight percent of Washington Department of Fish and Wildlife hatcheries are consistent with the independent HSRG recommendations for proper broodstock management. In addition, the department has updated and submitted new hatchery genetic management plans to meet NOAA Fisheries requirements and support salmon recovery. Ninety percent of these plans are under review. Due to past practices, hatchery stray rates in some watersheds remain significantly above HSRG recommendations and pose a risk to recovery. The department has established rigorous monitoring and adaptive management programs that meet federal permit requirements and reduce stray rates and risks to salmon recovery.

Tens of millions of dollars are needed for capital construction projects at Washington Department of Fish and Wildlife hatcheries to meet recovery goals.

HARVEST CO-MANAGEMENT  
HATCHERY AND GENETIC MANAGEMENT PLANS AT THE WASHINGTON DEPARTMENT OF FISH AND WILDLIFE  
(SALMON, STEELHEAD, TROUT)



Washington tribes and Washington State co-manage fisheries to provide harvest opportunities for salmon and steelhead. Conservation is the goal of co-management. Harvest is focused on healthy stocks of hatchery and naturally spawning salmon and steelhead. Beyond Washington, our salmon and steelhead are largely harvested in Alaska and Canada. Co-managers, in cooperation with federal agencies and other states, set fishing seasons. The goal of harvest management is to conserve weak stocks while providing limited harvest opportunities that do not jeopardize recovery efforts.

SUPPORT FOR MAJOR REGIONAL INITIATIVES

Regional initiatives that support salmon recovery receive broad support. These include the Puget Sound Acquisition and Restoration program, the Yakima Basin Integrated Water Resource Management Plan, and the Washington Coastal Restoration Initiative.

CORRECTING URBAN STORM WATER RUNOFF

Washington Department of Ecology has taken a performance-based approach with local governments. Governments adopting low-impact development codes to address urban storm water runoff will see cleaner, less erosive storm water runoff, and will depart from past practices that favored expensive collection, distribution, and treatment elsewhere.

ENSURING CLEAN COLD WATER

Washington Department of Ecology works with local communities to protect stream flows for fish while ensuring adequate water supplies that are safe to drink, sustaining farms and gardens, and allowing swimming, boating, and commerce. Washington's Water Quality Assessment lists the status of all water bodies in the state as required by the federal Clean Water Act and is available on the Department of Ecology's Web site.



THE APPROACH

# The approach works

Seventeen years into the regional recovery efforts, we know that what we are doing works. We have learned how to create the conditions that lead to salmon survival: restored fish passage, healthy habitat, and hatchery- and harvest-management decisions that work in harmony with habitat recovery.

In two areas, salmon are close to recovery.

- **Hood Canal**—Summer chum are on the rebound and are approaching recovery goals.
- **Snake River**—Fishing for fall Chinook in the Snake River, in the southeast corner of the state, is once again a reality.

Visit [stateofsalmon.wa.gov](https://stateofsalmon.wa.gov) for more detail on each region’s successes and challenges.

# But the challenges are outpacing progress

Despite some successes, salmon are still in trouble.



## CLIMATE CHANGE AND PREDATION

Scientists predict that average annual temperatures in the Pacific Northwest will increase between 3.6 degrees Fahrenheit and 10.8 degrees Fahrenheit by the end of the century. Warmer air temperatures translate to warmer water temperatures. The effects from climate change include the following:

- Shrinking snowpack
- Wetter springs and winters
- Unfavorable ocean conditions for marine survival
- Drier summers and falls
- Floods and forest fires

Salmon need cool, clean water to survive. Major landscape alterations and climate change create environments that increase predators of salmon such as sea lions, birds, and other fish.



## POORLY MANAGED DEVELOPMENT

Since 1999, when the statewide recovery strategy was adopted, the human population in Washington has increased 24 percent. By year 2040, the number of Washingtonians is estimated to increase by another 25 percent. This growing human population with its associated demands on resources is exerting serious pressure on an already compromised ecosystem, including the following:

- Development that results in habitat loss
- Water diversion and withdrawal for human and agricultural use
- Poor water quality in area streams resulting from increased development
- Forest and agricultural practices



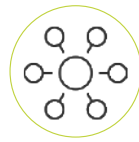
## CHALLENGES

### A CLOSER LOOK AT FISH-IN AND FISH-OUT MONITORING

Fish-in and fish-out monitoring is the counting and tracking of adult salmon coming in to spawn (fish-in) and the number of juvenile or young fish headed to sea (fish-out). Measuring this transition tells us the extent that freshwater habitat and marine habitat affect the salmon numbers overall. This is a critical step to getting to recovery because it helps to identify key limiting factors or survival bottlenecks.

Due to limited resources, fish-in and fish-out monitoring is done only in select watersheds. In general, Chinook salmon are easier to monitor than steelhead. For example, in Puget Sound all of the major watersheds have some level of monitoring for Chinook. By comparison only one major watershed in Puget Sound has good estimates for wild steelhead.

To get to recovery, we need additional effort and funding, especially for Endangered Species Act-listed populations of salmon.



#### DATA GAPS

Although scientific monitoring and evaluation of our recovery investments were written into our recovery plans from the beginning, they've never been fully funded. It's never been more important than now.

In the State of Salmon Web site we show some of the data we have by region, but still lack the comprehensive statewide information needed to fully inform salmon recovery.

For more information about how we monitor water quality, fish abundance, and other factors, visit [stateofsalmon.wa.gov](https://stateofsalmon.wa.gov). To learn about the Salmon Recovery Funding Board monitoring programs, visit the Habitat Work Schedule: [hws.ekosystem.us/monitoring](https://hws.ekosystem.us/monitoring).



#### FUNDING NOT KEEPING PACE

Eroding federal, state, and local budgets limit our ability to fully implement the recovery plans. Without full funding, the recovery organizations lack the capacity to address the multiple issues that impact salmon recovery, and agencies are not able to meet their commitments. State programs that support salmon recovery must be restored and enhanced. The Washington Department of Fish and Wildlife's budget has been cut by 40 percent during the past decade; its work integrating hatchery and harvest reforms with habitat recovery is essential. The Department of Ecology has lost funding to implement watershed management plans and to maintain stream gauges to measure flows. Adequate funding must be supplied to the natural resource agencies that support salmon recovery.

## OUR RESPONSE

# Time to step up and make good on our investments

Salmon recovery works, but it's not moving fast enough to meet the accelerating challenges. Washington State's salmon recovery infrastructure has proven successes, and it is a critical part of meeting the challenges ahead. But without investment and strong habitat protection, it won't work. We don't need a new strategy or plan. Rather, we need a renewed commitment to the effort begun almost two decades ago: extinction is not an option. To continue our sport, tribal, and commercial fisheries and meet the challenges ahead to protect habitat, all of the salmon recovery interests must work together. No one state agency, organization, or local strategy can recover salmon alone—we must work together.



# The way forward

It took more than 150 years to bring salmon to the brink of extinction; it may take just as long to bring them all the way back. But every inch we earn delivers benefits for all. Now is the time to reinvest and recommit to salmon recovery in our state.

## **INTEGRATE HARVEST, HATCHERY, HYDROPOWER, AND HABITAT ACTIONS TO BEST EFFECT**

While progress has been made in each of these areas, they are not being adequately integrated. We must address threats to salmon throughout their life cycle. There is no single action that will recover salmon. **Harvest management** can help ensure that enough natural-origin fish are returning to their natal streams. **Hatchery reform** can ensure that fish reaching the spawning grounds are well adapted to conditions resulting in greater spawning success. It also will preserve the genetic integrity and enhance survival of wild fish by preventing too many hatchery fish from overwhelming the spawning grounds.

**Hydropower system management** ensures that the life cycle needs of salmon are addressed.

**Habitat protection and restoration** can help ensure that returning fish will find sufficient spawning habitat and that their offspring will have the rearing habitat they need to improve their survival in migrating to the ocean. One of the key elements of the statewide strategy is habitat protection. Laws that protect salmon habitat must be enforced at the local level. More progress will occur when each of the “Hs” works in concert with the others.

**The integration must occur at all scales and must involve tribes in full co-management of the resource.**

## **FULLY FUND THE REGIONAL RECOVERY ORGANIZATIONS**

Regional recovery organizations have never been funded to capacity so that they could fully lead implementation of recovery plans through a well-coordinated and integrated all-H approach. Habitat recovery, so critical to salmon survival, is an obvious need, yet the regional organizations must staff up to continue this work and meet other recovery needs.

## **INCREASE STATE AGENCY RESOURCES TO MEET SALMON RECOVERY COMMITMENTS**

Many state agencies have committed to actions in the regional recovery plans, yet they have not all met their commitments, in part due to tight budgets. If salmon recovery in our state is to succeed, these agencies must be funded so they can keep their commitments and support the regional organizations in recovery efforts.

## **RESTORE ACCESS TO SPAWNING AND REARING HABITAT**

Removing barriers to fish passage is one of the most effective ways to increase salmon production in freshwater. The recently-established Fish Barrier Removal Board is charged with coordinating removal of failing culverts, bridges, and other impediments blocking salmon access to prime spawning and rearing habitat. Carrying out the board’s statewide program will open miles of habitat and connect previous investments.

## **MONITOR FISH AND HABITAT TO MANAGE RECOVERY**

Salmon, habitat, and water quality data are the foundation for understanding where we are and how far we still have to go. To know whether we are recovering salmon, we need adequate data to determine the following:

- Productivity, abundance, spatial distribution, genetics, and life history diversity of salmon populations
- Watershed and stream health (to find out if habitat conditions on which fish depend are getting better or worse)
- Relative effectiveness of projects and programs.

## **COMMUNICATE TO BUILD TRUST AND SUCCESS**

The Governor’s Salmon Recovery Office plans to hold an annual statewide salmon policy forum for regional organizations, state agencies, and the Governor’s Office to understand each other’s priorities, align budgets, and test innovations. The Salmon Recovery Funding Board and Governor’s Salmon Recovery Office will continue to support opportunities for the broader salmon recovery network to build relationships among partners, aid direct communication, and provide a venue for member organizations to coordinate and collaborate on salmon recovery issues. Washington State reaps multiple benefits from salmon recovery.

**We are committed to continue and accelerate this fight.**



## RECREATIONAL FISHING IN WASHINGTON IS BIG BUSINESS

According to a study prepared by TCW Economics, recreational anglers in Washington State spent an estimated **\$904.8 million** in 2006 on fishing-related equipment and trip-related items. This provides an economic boost to rural economies and enriches the Northwest way of life.

*This publication was printed on recycled paper. An electronic version is available on our Web site. If you would like copies of this document in an alternative format, please contact the Governor's Salmon Recovery Office at the address listed below. Development of this report is not possible without funding from NOAA Fisheries through the Pacific Coastal Salmon Recovery Fund and data from many individuals. Especially significant are contributions from the Washington Department of Fish and Wildlife, Washington Department of Ecology, salmon recovery regions, lead entities, tribes, and the Salmon Recovery Funding Board. To find more data and specifics about your region, your rivers, and the salmon that live there, go to [stateofsalmon.wa.gov](http://stateofsalmon.wa.gov).*



WASHINGTON STATE  
RECREATION AND CONSERVATION OFFICE

Governor's Salmon  
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## Salmon Recovery Funding Board Briefing Memo

### APPROVED BY RCO DIRECTOR KALEEN COTTINGHAM

**Meeting Date:** March 1-2, 2017

**Title:** Governor's Salmon Recovery Office / Salmon Recovery Funding Board Communications and Fundraising Plans

**Prepared By:** Kaleen Cottingham, Recreation and Conservation Office Director

#### Summary

This memo summarizes the development of a communications plan and a supporting fundraising strategy for the Governor's Salmon Recovery Office and the Salmon Recovery Funding Board.

#### Board Action Requested

This item will be a:

- ☒ Request for Decision
- ☐ Request for Direction
- ☐ Briefing

### Background

Last year, the board created the Communications and Fundraising Advisory Team, ably co-chaired by Nancy Biery and Brian Abbott. Their work was completed through a contract with Pyramid Communications. At the March 2017 Salmon Recovery Funding Board (board) meeting, RCO's contractor, Pyramid Communications, and board member Nancy Biery will present the proposed communications and fundraising plans, continuing priorities of the board.

The Communications Plan builds on work completed in 2014 for GSRO and the Council of Regions (COR) and identifies newsworthy opportunities in 2017 to promote salmon recovery. The plan makes recommendations about materials, communications assets, network support and management, and strategies for social and earned media. The purpose of the Fundraising Plan is to enable GSRO and the board to raise private funds for the support of regional organizations' capacity in communications and fundraising.

The Fundraising Feasibility Report draws on interviews with external stakeholders, workshops with the advisory team, and consultations with staff of the Governor's Salmon Recovery Office (GSRO) and the Recreation and Conservation Office (RCO). It assesses the need and feasibility of fundraising to support communication by the regional salmon recovery organizations and the broader salmon recovery network.

The *2016 State of Salmon in Watersheds* executive summary (also called the *Governor's Update*) serves as a blueprint for future communications developed on behalf of salmon recovery in Washington State.

It is worth reiterating that these plans were designed to enable GSRO and the board to communicate and secure new sources of funding for communications on behalf of the regional salmon recovery organizations and broader salmon recovery network. The activities set forth in the plans are to be

implemented primarily by GSRO and the board; however, how these efforts will be staffed remains in question.

At the board meeting, Pyramid Communications will brief the board on these recommendations. Further, the board will use its planning retreat in May to discuss how to incorporate these recommendations into its next strategic plan and work plan for the coming biennium.

In addition to the final plans, attached you will find:

- An overview of each report's key takeaways (Attachment A)
- Feasibility report and recommendations (Attachment B)
- Communications strategy and messaging (Attachment C)
- Fundraising plan and appendix (Attachment D)
- *2016 State of Salmon in Watersheds Governor's Update* (Attachment E)

Many will appreciate knowing that this effort was originated and effectively ushered to completion by the late Brian Abbott, Executive Director of GSRO. He was rightly proud of this body of work and the team that produced it.

## Attachments

- A. Governor's Salmon Recovery Office and Salmon Recovery Funding Board: Advisory Team Cheat Sheet (January 18, 2017)
- B. Governor's Salmon Recovery Office and Salmon Recovery Funding Board: Fundraising Feasibility Report (October 24, 2016)
- C. Governor's Salmon Recovery Office and Salmon Recovery Funding Board: Communications Plan (December 6, 2016)
- D. Governor's Salmon Recovery Office and Salmon Recovery Funding Board: Fundraising Plan (December 6, 2016)
- E. *2016 State of Salmon in Watersheds: Governor's Update*



## Salmon Recovery Funding Board Briefing Memo

### APPROVED BY RCO DIRECTOR KALEEN COTTINGHAM

**Meeting Date:** March 1-2, 2017

**Title:** Allocation Committee Recommendations

**Prepared By:** Leslie Connelly, Natural Resource Policy Specialist

#### Summary

This memo summarizes the accomplishments of the Allocation Committee to date. A final recommendation will be presented at the March 2017 Salmon Recovery Funding Board (board) meeting. The board will be asked to make a decision on the methodology for allocating funds in preparation for the 2017-2019 biennium.

#### Board Action Requested

This item will be a:

- ☒ Request for Decision
- ☐ Request for Direction
- ☐ Briefing

### Background

The Salmon Recovery Funding Board (board) adopted its biennial work plan in December 2015 and called for creating a committee to address the allocation of salmon state and federal Pacific Coastal Salmon Recovery Fund (PCSRF) money.

#### Biennial Work Plan Item 5.C.

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

**Who:** SRFB members (2)/GSRO/ RCO/Council of Region/Washington Salmon Coalition

**Timeline:** Start August 2016 – Implement July 1, 2017

**Cost:** \$10,000

**Board Action:** Appoint sub-committee and implement recommendations.

The appointed allocation committee members are listed in Table 1.

**Table 1. SRFB Funding Allocation Committee Members**

Name	Representing
Jeff Breckel	Salmon Recovery Funding Board
Megan Duffy	Department of Natural Resources, Salmon Recovery Funding Board
Amy Hatch-Wineka	Washington Salmon Coalition
Steve Martin	Council of Regions
David Troutt	Salmon Recovery Funding Board
<b>Alternates</b>	
Jess Helsley	Council of Regions, Alternate
Steve Manlow	Council of Regions, Alternate
Stacy Vynne	Council of Regions, Alternate

The committee met in November 2016 and January 2017 to begin the work of determining whether to change the project allocation formula and create a formula for regional organization and lead entity capacity funding. The committee will hold its third and final meeting on February 13, 2017 with the goal of finalizing recommendations for the board's March meeting. The committee meetings are open for other stakeholders to attend.

### **Project Allocation Formula**

The current allocation formula used to distribute grant funding for projects was adopted by the board in February 2008, as described in Table 2.

**Table 2. Current Project Funding Allocation Formula by Regional Area**

Regional Area	Percent of Funding
Northeast	2.00 %
Hood Canal	2.35 %
Coast	9.00 %
Snake	8.88 %
Mid-Columbia	9.87 %
Upper Columbia	10.85 %
Lower Columbia	15.00 %
Puget Sound	42.04 %

The formula above was adopted based on a recommendation from the Council of Regions. It made a slight adjustment to the formula adopted in 2006. The allocation formula was meant to be transitional. The board intended to shift the allocation formula to an objective based framework based on four main factors:

- Number of Water Resources Inventory Areas (WRIAs)/Watersheds,
- Number of salmonid miles,
- Number of listed salmon populations, and
- Number of salmonid Stock Inventory (SaSI) stocks.



The committee is discussing ways to move toward a more objective based framework similar to the approach proposed in 2006 based on four factors above. A recommendation is expected to be available for the board meeting.

### Regional Recovery Organization Capacity Funding

Funding for the capacity of regional recovery organizations is approved by the board on an annual basis. For fiscal year 2016 (July 1, 2015 – June 30, 2016), funding amounts were as described in Table 3.

**Table 3. Regional Recovery Organization Capacity Funding Fiscal Year 2016**

Regional Organization	Fiscal Year 2016 Funding	Percent of Total
Yakima Fish and Wildlife Recovery Board	\$285,000	9.87%
Washington Coast Sustainable Partnership	\$304,085	10.54%
Snake River Recovery Board	\$333,588	11.56%
Hood Canal Coordinating Council	\$375,000	12.99%
Upper Columbia Salmon Recovery Funding Board	\$435,000	15.07%
Lower Columbia Fish Recovery Board	\$456,850	15.83%
Puget Sound Partnership	\$696,662	24.14%
<b>Totals</b>	<b>\$2,886,185</b>	<b>100%</b>

*\*Note: Northeast is a regional area with no regional organization.*

The committee is discussing how to create an objective allocation formula based on quantifiable data that represents the work they do to coordinate and implement recovery planning activities. A recommendation is expected to be available for the board meeting in March.

### Lead Entity Capacity Funding

Similarly, funding for the capacity of lead entity organizations is approved by the board on an annual basis. For fiscal year 2016 (July 1, 2015 – June 30, 2016), funding amounts were as described in Table 4.

**Table 4. Lead Entity Organization Capacity Funding by Regional Area Fiscal Year 2016**

Regional Area	Number of Lead Entities	Fiscal Year 2016 Funding	Percent of Total
Northeast	1	\$60,000	3.57%
Snake River	1	\$65,000	3.87%
Mid-Columbia	1	\$65,000	3.87%
Lower Columbia	1	\$80,000	4.76%
Hood Canal	1	\$80,000	4.76%
Upper Columbia	1	\$135,000	8.03%
Washington Coast	4	\$240,000	14.27%
Puget Sound	14	\$956,500	55.88%
<b>Totals</b>	<b>24</b>	<b>\$1,681,500</b>	<b>100%</b>

The committee is discussing whether to link lead entity funding to the project allocation formula, create an objective allocation formula based on other data, or provide a set amount. A recommendation is expected to be available for the March board meeting.

## Link to Strategic Plan

Allocating funding fits within the following goals of the board's strategic plan:

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

- Allocation Strategy: Within the limits of the board's budget and priorities, fund projects, monitoring, and human capital in a way that best advances the salmon recovery effort.
  - Human capital that identifies, supports, and implements recovery actions.
  - Inform budget decisions by establishing the minimum and maximum funding needed for each focus area (projects, monitoring, and human capital) necessary to support salmon recovery.

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

- Resource Strategy: Confirm the value of efficiency by funding actions that results in economical and timely use of resources for projects, human capital, and monitoring.
- Develop funding approaches that reward innovation and efficiency in areas such as project development and implementation, administration, technical review, public-private partnerships, economies of scale, and community outreach.

## Next Steps

Staff will provide an update to the board at the March meeting outlining the final recommendations of the committee. Staff will ask the board to make a decision as to the methodology for funding allocations in preparation for the 2017-2019 biennium.

## Salmon Recovery Funding Board Briefing Memo

### APPROVED BY RCO DIRECTOR KALEEN COTTINGHAM

**Meeting Date:** March 1-2, 2017

**Title:** Planning for the May 2017 Board Retreat

**Prepared By:** Kaleen Cottingham, Recreation and Conservation Office Director

#### Summary

The following memo summarizes the work of a subcommittee formed by the Salmon Recovery Funding Board (board) to plan the board's May 24, 2017 retreat. At the March 2017 meeting, the board will discuss the retreat's agenda and brainstorm a list of policy priorities for the coming biennium to ensure that time will be spent at the retreat as productively and efficiently as possible.

#### Board Action Requested

This item will be a:

- ☐ Request for Decision
- ☐ Request for Direction
- ☒ Briefing

### Background

The board's retreat will be held on Wednesday, May 24, 2017 at the LOTT Clean Water Alliance building in downtown Olympia. Lunch, coffee, and snacks will be provided. The meeting will be led by a facilitator, Jim Reid.

The board's Retreat Planning Subcommittee and Recreation and Conservation Office (RCO) staff met on February 9, 2017 to begin the development of an agenda for the board's retreat scheduled for May 24, 2017. See Attachment A for the meeting summary. Topics of discussion at the retreat will include:

- a conversation about the role of the board;
- setting a course for reviewing and updating the board's strategic plan;
- reviewing the accomplishments of the past several years;
- establishing the priorities of the board for the upcoming biennium; and
- discussing what to do if state and/or federal funding sources are dramatically reduced.

In advance of the retreat, the potential policy issues will be listed and ranked, starting with a discussion at March 1-2, 2017 board meeting to ensure that the list of potential policy priorities is robust. Staff will follow-up with board members to narrow the list of priorities prior to the retreat

### Next Steps

At the March board meeting, staff will ask for concurrence on the proposed agenda and ask for additional policy priorities or special projects to include on the list of potential work for the coming biennium. Following this meeting, the staff will solicit board member thoughts on the relative priorities on that list.

In advance of the retreat, board members will receive the electronic documents listed in Attachment B. In addition, the facilitator will individually speak with each board member in advance of the retreat. Those conversations will be scheduled for early May.

## **Attachments**

- A. February 9, 2017 Meeting Notes from the Board's Retreat Planning Subcommittee
- B. List of Preparation Materials for the May Retreat

## February 9, 2017 Meeting Notes

### Retreat Planning Subcommittee of Salmon Recovery Funding Board

Participants included Bob Bugert, Nancy Biery, Susan Cierebiej, Kaleen Cottingham, Scott Robinson, Tara Galuska, Sarah Gage, Wendy Brown, and Leslie Connelly.

Retreat Date: May 24, 2017

- I. The retreat should be outside of the Natural Resources Building. It will be required to be open to the public, but public comment is not required. Set it up so the board members and staff feel relaxed and able to fully participate. Provide lunch, coffee, and snacks.
- II. It is important to have a facilitator for the retreat. RCO has contracted with a facilitator for the retreat of the Recreation and Conservation Funding Board and another GSRO issue. Contract written to include SRFB. His name is [Jim Reid](#) and he is familiar with RCO, GSRO and our grant programs. He is available for the SRFB retreat. It was suggested, if time allows, that he have a short conversation with each board member in advance of the retreat (in early May). It was also suggested that he participate in the next subcommittee meeting (also in early May) to finalize the agenda and talk about meeting logistics. He will also provide written summary notes from the retreat.
- III. List of materials to be delivered to the board in advance of the meeting. Need to decide whether to have hard copies or electronic copies.
  1. Statutory provisions related to the RCO, Board, GSRO, and salmon recovery;
  2. History of the Board;
  3. Current Board Strategic Plan and Current Board Work Plan;
  4. Current GSRO Strategic Plan and Work Plan;
  5. "Extinction is not an Option" Plan (and any updates);
  6. The Washington Way
  7. New Communications Plan;
  8. New Fundraising Plan;
  9. Current RCO Policy Work Plan
  10. Bio of the retreat facilitator.
  11. Matrix of salmon recovery responsibilities
- IV. Proposed list of topics to have at the retreat:
  1. Role of the Board
    - i. Mission of the Board
    - ii. Role of an entity as advocate for salmon recovery --- who and what is it?
    - iii. Relationship of the board to the GSRO;
    - iv. Relationship of the board to the state agencies (who serve on the board).
    - v. Who the next leaders/champions will be for salmon recovery?
  2. Review of the Board's Strategic Plan and accomplishments of items on the current work plan;

3. What are the priorities of the Board in the upcoming Biennium (2017-2019) and which are most important to work on within existing staffing:
  - i. How to implement the Communications and Fundraising Plans
  - ii. Prioritizing the list of Policy Priorities for the coming year/biennium (These are very draft, incomplete and not yet prioritized)
    1. Lean Project to streamline the process of presenting projects to the board
    2. Role of the Review Panel (on fit of projects to recovery plans)
    3. Climate Change
    4. Funding large, complex, or multi-phased projects
    5. Adaptive management
    6. Monitoring
    7. Board's role in salmon recovery beyond habitat projects
    8. How to incentivize multi-benefit projects
    9. Types of uses allowed for upland areas acquired
    10. Policy on water rights acquired
4. What to do if state and/or federal funding sources are dramatically reduced? Is there a need for a contingency plan?
5. Wrap up and assignments
  - i. Summary of the day
  - ii. Determine next steps and possible timeline for completion
  - iii. Assign Subcommittee to review and revise strategic plan and new work plan, based on the retreat discussions.



## List of Preparation Materials for the May Retreat

The following list of materials is provided to ensure an informed discussion at the retreat. All materials will be provided electronically to the board in advance of the May retreat.

1. Statutory provisions related to the RCO, Board, GSRO, and salmon recovery
2. History of the Board
3. Current Board Strategic Plan and Current Board Work Plan
4. Current GSRO Strategic Plan and Work Plan
5. "Extinction is Not an Option" Plan (and any updates)
6. The Washington Way
7. New Communications Plan
8. New Fundraising Plan
9. Current RCO Policy Work Plan
10. Bio of the retreat facilitator
11. Matrix of salmon recovery responsibilities

## SALMON RECOVERY FUNDING BOARD SUMMARIZED MEETING AGENDA AND ACTIONS

March 1-2, 2017

Item	Formal Action	Follow-up Action
<b>1. Consent Agenda</b> A. Approve December 8, 2016 Meeting Minutes	Decision <b>Motion: Approved</b>	No follow-up action requested.
<b>2. Director's Report</b> <ul style="list-style-type: none"><li>Director's Report</li><li>Legislative, Budget, and Policy Updates<ul style="list-style-type: none"><li>Fish Barrier Removal Board</li></ul></li><li>Performance Update (<i>written only</i>)</li><li>Financial Report (<i>written only</i>)</li></ul>	Briefings	No follow-up action requested.
<b>3. Salmon Recovery Management Report</b> <ul style="list-style-type: none"><li>Governors Salmon Recovery Office Report<ul style="list-style-type: none"><li>Status of the Pacific Coastal Salmon Recovery Fund Application</li><li>2017 Salmon Recovery Conference Update</li></ul></li><li>Salmon Section Report</li><li>Recently Completed Projects</li></ul>	Briefings	No follow-up action requested.
<b>4. Reports from Partners</b> <ul style="list-style-type: none"><li>Council of Regions Report</li><li>Washington Salmon Coalition Report</li><li>Regional Fisheries Enhancement Group Coalition</li><li>Board Roundtable: Other Agency Updates</li></ul>	Briefings	No follow-up action requested.
<b>5. Funding Decisions</b> A. Continued Salmon Recovery Network (SRNet) Facilitation and Use of Return Funds	Decisions <b>Motion: Approved</b>	The board moved to approve continued facilitation of SRNet, extending the current contract with Triangle Associates through the end of 2017 by adding \$45,000 in return funds from the Pacific Coastal Salmon Recovery Fund (PCSRF) with the expectation that SRNet identify a plan of action towards a private non-profit status.

B. How to fund intensively Monitored Watershed Restoration Treatment Projects in the 2017 Grant Round	<b>Motion: Approved</b>	The board moved to approve waiving the match requirement as an incentive, but no additional dedicated funding for the 2017 grant round. (This was listed as Option 2 in the board memo.)
<b>6. Follow-up on grant application questions on climate change</b>	Request for Direction	The board requested further discussion, likely at the May retreat and at the June meeting.
<b>7. Hatchery Reform Video Update</b>	Briefing	No follow-up action requested.
<b>8. 2016 State of the Salmon Report</b>	Briefing	No follow-up action requested.
<b>9. Communication Plan and Fundraising Strategy</b>	Decision <b>Motion: Approved</b>	The board moved to accept the Governor's Salmon Recovery Office/Salmon Recovery Funding Board Communication and Fundraising Plans as outlined in Item 9 of the board materials. Further, the board moved to ask the staff to prepare funding, staffing and implementation options for the board to discuss at its May 24, 2017 board retreat and approve following the adoption of budget by the Legislature.
<b>10. Allocation Committee Recommendations</b>	Briefing & Decision <b>Motion: Approved</b>	The board moved to adopt the one-year guidance (known as the Hood Canal negotiated proposal*) as the interim guidance for the 2017 grant round and ask the regions to continue a dialogue for a new approach to be submitted to the board in late 2017 for the regional allocation formula in 2018 and beyond, with a work plan to the board in June 2017.  <i>*See Appendix A of these minutes.</i>
<b>11. Planning for the May 2017 Board Retreat</b>	Request for Direction	To support policy prioritization, a survey will be sent to the board, regions and lead entities, and RCO staff to rate the highest or most important priorities. The board will discuss the results at the May retreat.

## SALMON RECOVERY FUNDING BOARD SUMMARY MINUTES

**Date:** March 1, 2017

**Place:** Natural Resources Building, Room 172, 1111 Washington Street SE, Olympia, WA 98501

### Salmon Recovery Funding Board Members Present:

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<b>David Troutt, Chair</b>	Olympia	<b>Carol Smith</b>	Department of Ecology
<b>Nancy Biery</b>	Quilcene	<b>Erik Neatherlin</b>	Department of Fish and Wildlife
<b>Bob Bugert</b>	Wenatchee	<b>Megan Duffy</b>	Department of Natural Resources
<b>Phil Rockefeller</b>	Bainbridge Island	<b>Brian Cochrane</b>	Washington State Conservation Commission
<b>Jeff Breckel</b>	Longview		

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**It is intended that this summary be used with the materials provided in advance of the meeting. The Recreation and Conservation Office (RCO) retains a recording as the formal record of the meeting.**

### Opening and Welcome

Chair Troutt called the meeting to order at 1:04 p.m., welcomed the board, staff, and audience. Staff called roll and a quorum was determined. Member Susan Cierebiej was excused for the first day of the meeting.

**Motion:** Agenda adoption  
**Moved by:** Member Bob Bugert  
**Seconded by:** Member Nancy Biery  
**Decision:** Approved

Chair Troutt recognized the life and service of Brian Abbott, Executive Director of the Governor's Salmon Recovery Office. The board, staff, and members of the audience took part in sharing their respects.

### Item 1: Consent Agenda

The board reviewed the consent agenda which included approval of the December 8, 2016 meeting minutes.

**Motion:** Consent Agenda  
**Moved by:** Member Jeff Breckel  
**Seconded by:** Member Nancy Biery  
**Decision:** Approved

### Management and Partner Reports

#### Item 2: Director's Report

**Director's Report:** Director Cottingham briefly updated the board on correspondence sent to the Nooksack Tribe regarding six projects approved at the December 2016 meeting and internal tribal issues that may affect project contracts and funding. RCO continues to seek a resolution with the tribe,

communicating contract timelines and needs for a quorum to determine sovereign immunity to enforce project agreements.

Director Cottingham discussed communications recently sent regarding staff functions and RCO organization as it pertains to salmon recovery efforts. The messaging included information about current staff capacity and statutory requirements to inform salmon partners as the agency prepares to replace Brian Abbott, the former executive director of GSRO. The board discussed the need to cover mandatory actions, e.g., contracts and monitoring, while maintaining momentum and capacity for more visionary and supplemental actions. Suggestions included formalizing the role and responsibilities of the leadership at GSRO and assessing programs and resources to maximize integration and collaboration. Further comments were welcomed to support the agency pursue a recruitment process in March.

**Legislative, Budget, and Policy Update:** Wendy Brown, Policy Director, briefed the board on the current legislative session activities, including the budget, bills of interest, and policy work at RCO. She highlighted a bill that would increase the frequency of the Puget Sound Partnership's (PSP) agenda action updates, continuing to progress smoothly through the House and Senate. Another bill, Senate Bill (SB) 5391, originally from the Department of Veteran's Affairs (VA), would formalize the relationship between the board and the VA, whereby the board would cooperate with the VA to inform them of salmon-related projects in which veterans could participate. Ms. Brown also continues to monitor revenue bills and others that would impact RCO's budget.

Ms. Brown briefly summarized RCO's 2017-19 capital budget requests as they compare to the Governor's budget. She described the Book 1 versus Book 2 budgets and summarized the potential effects on the budget, particularly for the Puget Sound Acquisition and Restoration (PSAR) fund. Director Cottingham and Ms. Brown also mentioned potential impacts from school levies and the McCleary decision; to facilitate these education-related needs, agencies are required to demonstrate how budget reductions of up to 25% would impact their respective functions, funding match, and funding appropriations. The board discussed the funding match requirements and application review process of each of the grant programs included in the Governor's budgets (Book 1 and 2), receiving clarification on agencies that conduct review independently, overlap with other agencies, and utilize the board's review panel process.

Ms. Brown discussed budget provisos that 1) provide funding for a LEAN study that would bring efficiencies to the project development and prioritization process; and 2) provide funding for the top thirteen projects ranked by the Fish Barrier Removal Board. RCO expects the House and Senate budgets to be released later in March.

### **Item 3: Salmon Recovery Management Report**

**Governor's Salmon Recovery Office (GSRO):** Sarah Gage, Program Manager for Lead Entities, provided updates on the 2017 Salmon Recovery Conference, the current status of the Pacific Coastal Salmon Recovery Fund (PCSRF) application, and the Fish Barrier Removal Board.

Ms. Gage thanked the contributing agencies and partners who help prepare for and sponsor the 6<sup>th</sup> annual salmon conference, which is scheduled for April 25-27 in Wenatchee. This year, the conference is co-sponsored by Long Live the Kings and the Washington Department of Fish and Wildlife, and hosted by Pyramid Communications. The conference will include two full days of sessions, as well as a poster session, happy hour, plenary speakers, and an outdoor recreation event. Further details are available in the board materials or at: [http://www.rco.wa.gov/salmon\\_recovery/2017-SalmonConference/ConfHome.shtml](http://www.rco.wa.gov/salmon_recovery/2017-SalmonConference/ConfHome.shtml).

Ms. Gage updated the board on the PCSRF pre-application, due March 3, 2017. She summarized the application priority areas, clarifying the amount that the agency can request in terms of funding amounts

(maximum \$25 million). The application includes funding asks primarily for regional organizations, contingent upon state funds secured through the Legislature to fund lead entities, as well as funding asks for the board's communications plan.

**Salmon Section Report:** Tara Galuska, RCO Salmon Section Manager, provided an update on the 2016 and 2017 grant cycles. She summarized grant project application metrics for the 2016 grant round, sharing that staff are working to put projects under agreement. For the 2017 grant round, Ms. Galuska shared the timeframes for review panel meetings, site visits with lead entities, project site visits, and application workshops.

Ms. Galuska shared that the agency is working on developing a streamlined PRISM module that will support internal management of the grant application process. Surveys conducted periodically of lead entities and regional organizations provide data that will inform the development process.

The board discussed the most recent updates to Manual 18 and the timing of review panel meetings, noting that it would be beneficial to allow more time for sponsors to prepare their applications.

**Recently Completed Projects:** Grant managers Mike Ramsey, Marc Duboiski and Amee Bahr presented information about recently completed RCO projects.

**Amee Bahr**, Outdoor Salmon Grant Manager, presented the Duwamish Gardens Restoration Project (RCO [#13-1099](#)) of the Puget Sound Recovery Region, sponsored by the City of Tukwila and associated with the Green, Duwamish, and Central Puget Sound Watershed (WRIA 9) Lead Entity. The City of Tukwila excavated a two-acre site, removed 45,000 cubic yards of material, and created an acre of shallow water mudflat and marsh habitat restoring the shoreline at Duwamish Gardens in King County. The project provides essential habitat between freshwater and saltwater, where young salmon feed and grow, increasing their chance of survival before the transition to saltwater. Off-channel and shallow water habitats in this stretch of the Duwamish River provide opportunities for Chinook salmon, currently listed as threatened with extinction under the federal Endangered Species Act (ESA). People can access from East Marginal Way, where they will find a small parking lot, trail, viewpoint, and interpretive signs that focus on the cultural history of the area and ecological features of the site.

**Mike Ramsey**, Outdoor Salmon Grant Manager, presented the Three Crabs Restoration Education and Outreach Project (RCO [#15-1329](#)) of the Hood Canal/Puget Sound Salmon Recovery Regions, sponsored by the North Olympic Salmon Coalition and associated with the North Olympic Peninsula Lead Entity for Salmon. The project improves access to estuarine and off-channel habitat by enhancing and stabilizing the connection between Meadowbrook Creek and the mainstem of the Dungeness River. The project removed several buildings, a 1,600 foot levee, and two undersized culverts, as well as rerouted the road, installed a 61 foot bridge, and retained a small parking lot for visitors.

**Marc Duboiski**, Outdoor Salmon Grant Manager, presented the North Fork Nooksack River Farmhouse Reach Project (RCO [#13-1276](#); [14-1655](#); [15-1287](#)) of the Puget Sound Salmon Recovery Region, sponsored by the Nooksack Indian Tribe and associated with the WRIA 1 Watershed Management Board Lead Entity. Mr. Duboiski added information about the tribal sovereign immunity issues discussed during the Director's Report, stating the more will be known in the next few weeks. The project is comprised of several phases constructed over the last three years with the goal of improving channel stability and establishing forested islands, including braided channels to benefit ESA-listed Chinook and Steelhead. Mr. Duboiski shared a drone video that displays aerial imagery of the project in between phases.



#### **Item 4: Reports from Partners**

**Council of Regions (council):** Melody Kreimes provided an update on behalf of the council, focusing on the transition to her new role as director and the relationships that each region continues to build. Additional region directors Alicia Olivas, Steve Martin, Alex Conley, Steve Manlow, and Jessica Helsley joined her, speaking to the strength of the council due to common goals and the ability to reach consensus in many areas.

**Washington Salmon Coalition (WSC):** Amy Hatch-Winecka, WSC Chair, and John Foltz, WSC Vice-Chair, summarized the information provided in the board materials regarding WSC work. Mr. Foltz provided an update on the lead entity process, part of the preparations for the upcoming grant round. Efforts to prepare lead entities continue, ensuring consistent messaging with local elected officials and legislative representatives. As part of the legislative outreach, WSC will hold town-hall meetings to share salmon-related needs and messaging. The WSC did not hold a winter retreat, but will hold their annual meeting on June 6-8, 2017 in Chelan. The meeting will highlight climate change discussions, refining their action plan, and election of executive officers; the board is encouraged to attend. Ms. Hatch-Winecka summarized lead entity staff changes and current vacancies. Mr. Foltz shared a video from the City of Kent describing the Mill Creek Side Channel project, as well as information regarding a project located in the Nisqually region. Further details on all topics are included in WSC report in the board materials.

Member Biery asked the WSC members to describe their role in sharing SRNet and board messaging with the lead entities. Ms. Hatch-Winecka explained that there are some limitations in place that prevent all lead entities from engaging with the Legislature, but she has taken on the role of advocating for them or communicating their concerns along with her messaging efforts.

**Regional Fisheries Coalition (RFC):** Colleen Thompson provided an update on behalf of the coalition regarding communications and legislative outreach. She shared the new branding of the coalition, transitioning from the "Regional Fisheries Enhancement Groups Coalition" to the "Regional Fisheries Coalition," to include a new website design and related content: <http://regionalfisheriescoalition.org>. The site includes information about the coalition's education and outreach efforts across the state. Their annual work plan will include metrics for gauging public use of the site. As part of messaging this legislative session, the coalition has held over one hundred meetings with legislators. Ms. Thompson expressed appreciation for collaboration with SRNet and commented on the effectiveness of unified messaging.

**Washington Department of Ecology (Ecology):** Member Smith provided an update on Ecology's agency budget requests; they anticipate up to \$5 million in reductions this biennium. Ecology continues to monitor the federal administration and impacts to the Environmental Protection Agency, a major funding source for Ecology; any cuts in EPA funding will negatively affect many of Ecology's programs.

**Washington State Conservation Commission (WSCC):** Member Cochrane provided an update on WSCC's budget asks and comparison with the Governor's budget. He will be attending a salmon-related conference later this summer in California and will report back to the board.

**Washington State Department of Natural Resources (DNR):** Member Duffy provided information on DNR's new Commissioner of Public Lands, Hilary Franz, and related policy and budget priorities for forest health and wildfire management.

**Washington Department of Fish and Wildlife (WDFW):** Member Neatherlin provided an update regarding WDFW's budget outcomes in the Governor's budget, highlighting the inclusion of funding for the *Washington's Wild Future* initiative. The agency continues to focus on a bill that has received mixed

approval from the recreational fishing community due to fee increases; the agency is concentrating its energy to pursue this bill for revenue needs. He shared that WDFW has a paper on restoration impacts on salmon recovery, an example of agency-generated science that is peer-reviewed, published, and serving the agency in meeting recovery goals.

### **General Public Comment**

No public comment was provided at this time.

**Break: 3:24 p.m. – 3:44 p.m.**

### **Board Business: Decisions**

#### **Item 5: Funding Decisions**

##### *Item 5A: Continued Salmon Recovery Network (SRNet) Facilitation and Use of Return Funds*

Sarah Gage, GSRO Program Manager for Lead Entities, provide background on the work of the SRNet work group. SRNet workgroup members have agreed on budget priorities and continue to engage legislators regarding salmon-related funding needs. They are seeking to enlarge membership and increase their focus on state-level policy issues. SRNet workgroup members agree that ongoing professional facilitation support is vital to maintaining the momentum that SRNet has built as a forum that can speak with a unified voice for salmon and as a venue for coordination and collaboration among member organizations.

Ms. Gage shared the staff recommendation that the board approve the continued facilitation of SRNet by adding \$45,000 (from returned funds) and extending the current contract with Triangle Associates through the end of 2017.

Director Cottingham shared support for continued facilitation, commenting on the success of agreed-upon goals reached by SRNet members. She shared that the next step would be to form an independently-funded advocacy group, as they cannot lobby themselves with public funds. Member Rockefeller emphasized the need to clearly communicate these restrictions on lobbying. Director Cottingham shared that how the board chooses to spend PCSRF funds will come into play later this year, as they will decide on funding received through that grant award for communication needs. Mr. Breckel requested a later briefing to prepare staff, partners, and the board for a decision in December.

**Motion:** Move to approve continued facilitation of SRNet, extending the current contract with Triangle Associates through the end of 2017 by adding \$45,000 in return funds from the Pacific Coastal Salmon Recovery Fund (PCSRF) with the expectation that SRNet identify a plan of action towards a private non-profit status.

**Board Discussion:** Member Neatherlin believes that it is critical that SRNet remain a functioning entity and that non-profit status is an achievable, important goal.

Colleen Thompson agrees with establishing a non-profit status, but expressed concerns about timelines to achieve the designation. Member Duffy questioned the membership of SRNet, in terms of the high volume of government officials, expressing that expansion is necessary to diversify the group.

Chair Troutt suggested addressing this with SRNet members; Amy Hatch-Winecka agreed, discussing the need to address communication needs and barriers from areas across the state. Member Neatherlin agreed, discussing

actions that could lead to the formulation of a more “formal” coalition effort. Member Breckel agreed with the need to expand and establish an advocate group long-term; although, SRNet is not at the stage of capacity, organization, and funding to establish a clear advocacy effort. Member Biery cautioned against adding a deadline for SRNet to reach non-profit status, but agreed with the direction.

**Moved by:** Member Bob Bugert  
**Seconded by:** Member Phil Rockefeller  
**Decision:** Approved

*Item 5B: How to Fund Intensively Monitored Watershed (IMW) Restoration Treatment Projects in the 2017 Grant Round*

Keith Dublanica, GSRO Science Coordinator, Bill Ehinger, Washington Department of Ecology, and Pete Bisson, Monitoring Review Panel Chair, addressed the board regarding funding for Intensively Monitored Watershed (IMW) restoration treatment projects. Mr. Dublanica provided background and context for a discussion regarding whether to continue to set aside IMW funding, which will reduce the amount available to allocate for projects across all regions. He explained that this year will be the last to receive Pacific State Marine Fisheries Commission (PSMFC) federal funding. Mr. Dublanica discussed the continued efforts to collaborate with the technical review panel, detailing the four existing IMW complexes in order to facilitate a discussion about where IMW treatments were implemented, what other treatments are necessary, what costs are associated, and how to include regional and sponsor perspectives.

Mr. Ehinger expanded upon correspondence shared with the board about why IMW funding is necessary (see Correspondence section of the board materials). He discussed specific examples pertaining to IMW complexes, explaining that the degree to which funding affects complexes varies widely. Site-specific restoration treatment strategies allow flexibility and adaptive management, identifying fish responses and directing efforts in a more targeted manner.

Mr. Dublanica summarized the collaborative efforts to provide information to the monitoring review panel. Mr. Bisson explained that reviewing IMW projects is a large part of the monitoring panel’s work, stating that issues arise with long-term treatment needs and monitoring. The long time periods result in difficulty obtaining statistically significant data that pertains to what is working or affecting a site; short-term, frequent efforts would support more scientifically defensible results.

Director Cottingham asked for clarification regarding the previous estimate of cost. Mr. Ehinger explained that the initial funding was an estimate; changes since that time include incorporation of various restoration plans into the assessment. Chair Troutt added that the original question addressed how much funding is necessary to observe a significant response in salmon recovery, asking again what would it cost to see responses now; Member Breckel echoed the question of need and how much time is necessary. Mr. Ehinger expressed the difficulty in obtaining concrete data as it is unknown how fish will respond to habitat changes; however, studies provide adequate data for base assumptions of the time needed for long-term monitoring and fish response. Mr. Bisson responded to Chair Troutt regarding targeted efforts and funding, stating that usable scientific results are achievable, although the answers may not be conclusive. To address this, he supported spreading resources across a number of sites. The board discussed the original need for IMW treatment funding, driven by the lack of data to adequately determine fish response.

Member Rockefeller expressed that the funding over three years has not produced the desirable results and questioned whether this was a time to continue funding; rather, he supported pausing and assessing

each site for detectable responses. Member Smith summarized the discussion, stating that the board made the best decision possible based on available data, there is consensus that more time is needed; the question remains whether enough treatments have been applied or it's time to wait for fish to respond.

### **Public Comment**

**Steve Martin**, Snake River Salmon Recovery Board, addressed the board regarding the Asotin IMW complex. He explained that the region has a direct way of moving forward with monitoring; therefore, due to clear funding and decision structures, the treatments in the IMW are complete and cause for celebration. Their board will meet with the Upper Columbia IMW complex treatment team to support their efforts on March 16, focusing on restoration design, species' needs, and implementation. The board discussed alternate funding sources used by the Snake River region to achieve their monitoring goals, and whether or not this strategy would work for other IMWs.

**Steve Manlow**, Lower Columbia Fish Recovery Board Director, thanked the board for dedicated support of IMW treatment funding, specifically addressing the Abernathy complex. He explained that, across several projects, responses for some species are more visible than others and continued funding would support further data gathering to answer these questions. He responded to Member Rockefeller about necessary funding, stating that many projects are already funded. The exception, Erick Creek, lacks a design to inform a true estimate, but currently holds at \$1.2 million.

**Alicia Olivas**, Hood Canal Coordinating Council Lead Entity Program Coordinator, expressed appreciation for the funding set aside for IMWs during the last three years, detailing projects in which funding was used to implement treatments. She explained that there are completed projects that now only require monitoring; other projects may need further treatments and funding. She advocated for a no match requirement, despite the fact that some projects are county-sponsored and would receive match regardless.

Member Bugert asked whether projects rank higher due to their potential impact on listed species; Ms. Olivas and Mr. Martin affirmed the higher ranking.

**Eli Asher**, Restoration Ecologist with the Cowlitz Indian Tribe, addressed the board regarding the Abernathy IMW complex. He stated that legislators mainly ask whether fish are returning, a question that the Abernathy complex also aims to answer. For projects within the complex, he explained that projects, design, and plans are in place that could be implemented with approximately \$2 million. After that time, he believes the sites would benefit from monitoring alone to detect fish response. Should funding not be set aside specifically for IMWs, certain projects within the complex could go through the standard project evaluation and ranking process, although the watershed is not a focus for other major funding sources.

Chair Troutt suggested postponing a decision until after the presentation of the Allocation Subcommittee recommendations (Meeting Day 2). He agreed with Member Smith's comments on assessing fish status and response, stating that he also agrees with Mr. Bisson's strategy of pausing treatments and focusing on monitoring. Member Duffy and Member Biery requested a summary of IMW statuses to assess whether some should receive funding to push them to completion. Mr. Bisson suggested compiling a synthesis of complex projects that provides an analysis of methods that are effective to inform other efforts. Director Cottingham summarized the IMW complex regions responses, stating it is not necessary to set aside funding at this time, however tomorrow's discussion on allocation funding may be a reason to revisit a decision on IMW funding.

## Board Business: Request for Direction

### Item 6: Follow-up on Grant Application Questions on Climate Change

Leslie Connelly, RCO Natural Resource Policy Specialist, shared a summary and analysis of the responses from grant applicants to a new question asked about climate change in the most recent grand round. Themes emerged from the responses, such as adaption to climate change and how to mitigate climate change impacts. Examples of the former included creating higher set-back levies or adjusting acquisition strategies for land and water. Examples of mitigation included reducing impacts of impervious surface that may happen if certain properties are not required. Based on their response, project applicants have a general awareness of climate change impacts and how to address adaptation needs. She discussed potential next steps, issues to consider, and requested feedback how to proceed with addressing the effects of climate change on funded projects.

Member Breckel expressed support of including the climate change questions and the suggested ways to support applicants in responding during the grant process. He stated the need for criteria in order to make data gathered useful. Member Bugert agreed, adding the need for local or regional teams to provide input on what factors should be considered in the criteria. In line with these statements, Ms. Gage explained that the upcoming salmon recovery conference will include a climate change track and is an opportunity for further discussion about the addition of scored application questions. Member Rockefeller concurred, emphasizing the need to pre-emptively identify stressors to species.

The board requested further discussion, likely at the May retreat and at the June meeting.

### Item 7: Hatchery Reform Video Update

*\*Postponed to Thursday, March 2.*

### Closing: Day One

Chair Troutt adjourned the meeting for the day at 5:41 p.m.

## SALMON RECOVERY FUNDING BOARD SUMMARY MINUTES

**Date:** March 2, 2017

**Place:** Natural Resources Building, Room 172, 1111 Washington Street SE, Olympia, WA 98501

### Salmon Recovery Funding Board Members Present:

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<b>David Troutt, Chair</b>	Olympia	<b>Carol Smith</b>	Department of Ecology
<b>Nancy Biery</b>	Quilcene	<b>Susan Cierebiej</b>	Department of Transportation
<b>Bob Bugert</b>	Wenatchee	<b>Erik Neatherlin</b>	Department of Fish and Wildlife
<b>Phil Rockefeller</b>	Bainbridge Island	<b>Megan Duffy</b>	Department of Natural Resources
<b>Jeff Breckel</b>	Longview	<b>Brian Cochrane</b>	Washington State Conservation Commission

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## Call to Order

Chair David Troutt called the meeting to order at 9:07 a.m. Staff called roll and a quorum was determined.

Member Neatherlin provided information about a video hosted by the Washington Department of Fish and Wildlife (WDFW). The Fish Barrier Removal Board (FBR Board)) submitted their [2017-19 capital budget](#) request that includes a funding proposal for thirteen fish passage projects. In support of this budget request, the FBR Board produced [outreach materials](#), an [ArcGIS story map](#), and most recently, a video "[Making Way for Salmon](#)." Member Neatherlin shared the video with the board.

## Board Business: Briefing

### Item 7: Hatchery Reform Video Update

*\*Postponed to Thursday, March 2.*

Jennifer Johnson, GSRO, previewed a video clip as part of a larger video project funded by the board that communicates about salmon hatcheries and hatchery reform; the clip shared at the meeting focused on the importance of hatcheries to tribes. The final project, developed by Wahoo Films, will include three video clips and a longer overview video, all to be debuted at Salmon Recovery Conference in April 2017. Ms. Johnson provided background and context regarding the planning, design, and funding of the videos, which are part of a larger strategic communication plan. The videos' audiences are decision-makers, salmon restoration and hatchery managers, and the general public, to be shared at meetings, hearings, and in visits with legislators and legislative staff and posted on websites and social media channels.

### Item 8: State of Salmon Report

Jennifer Johnson, GSRO, presented the [2016 State of Salmon in Watersheds](#) biennial report and accompanying [website](#), developed in collaboration with Pyramid Communications. RCO and GSRO are required by statute (RCW 77.85.020) to produce this biennial report for the Legislature describing progress on salmon recovery efforts, including the spending of salmon dollars and the status of fish and habitat, to be published at the end of every even-numbered year.

Ms. Johnson highlighted changes released as part of the 2016 version, including a simpler platform that is more focused, easier to navigate, and better for viewing on mobile devices. She shared that the GSRO and recovery regions' communications plan, user feedback, and recommendations from Pyramid Communications strongly influenced the re-design. Relative to previous years, improvements to the *2016 State of Salmon* report and updated website have already proved successful, resulting in larger numbers of website visitors, more media coverage, and significant positive feedback from viewers. The effort realized the vision of a new, insightful way to share salmon data in a narrative format with a wide range of audiences.

The Departments of Ecology (Ecology) and Fish and Wildlife (WDFW), and RCO provided data for several *State of Salmon* indicators displayed in the new website. The site now includes a data portal for housing authoritative data sets that can be used for three reports: the *State of Our Watersheds* report (by the Northwest Indian Fisheries Commission), the *State of the Sound* report (by the Puget Sound Partnership), and our *State of Salmon* report. In addition to the website, GSRO produced a *State of Salmon* executive summary (now called the *Governor's Update*), both in online and printed formats. The latter report intends to clearly link the Governor's office with GSRO through its updated title, calling out the shared goals and Washington-driven actions in salmon recovery.

Ms. Johnson acknowledged the efforts, contributions, and data provided by a number of partners, developers, editors, and others teamed up on the project, all of which supported the development of the



new website. She guided the board through key points in the website, highlighting messaging, goals, and available information. The website also includes information about regional investments and recommendations for reaching salmon recovery goals, as well as locally-focused ArcGIS story maps that provide a detailed look at salmon recovery issues and projects across the state.

Ms. Johnson segued from the website stories and maps to the supporting data, partner information and sources, and the twelve indicators of salmon recovery. She explored the salmon data portal, the singular location for sharing authoritative data sets about salmon, salmon habitat, funding, and projects.

The board acknowledged the improvements, expressing appreciation of the work put into implementing the re-design and updates. Member Bugert emphasized the strong language regarding climate change, stating that it is necessary and an important inclusion. Ms. Johnson responded to questions about communication and outreach, sharing the plan to post *State of Salmon* information on social media and other sites; however, there needs to be collaboration among other agencies, tribes, and organizations in sharing the website and data to encourage widespread use.

**Alex Conley**, Yakima Basin Fish and Wildlife Recovery Board, echoed the excitement and appreciation for the new website. He spoke to the collaboration with regional organizations, noting that the drive to share clear, accurate data improved the process, improved the product, and improved the relationships between GSRO and regions.

**Break: 10:18 a.m. – 10:35 a.m.**

## **Board Business: Decision**

### **Item 9: Communication Plan and Fundraising Strategy**

Barbara Cairns, Pyramid Communications, and Nancy Biery, Board Member, represented SRNet and the contracted communications specialists tasked with developing a communications plan and a supporting fundraising strategy for the Governor's Salmon Recovery Office (GSRO) and the board. Member Biery commented on the goals of the communications framework as it evolved, ever focused on education and collaboration. She emphasized the numerous iterations that were the result of continued feedback and revision. Ms. Cairns summarized the development of a communications plan and a supporting fundraising strategy, imparting details from users of the previous *State of Salmon* website that informed the larger communications plan. She acknowledged the vision, commitment, and motivation of Brian Abbott to bring these plans to fruition.

Ms. Cairns shared that board discussions and direction in 2014-2015 provided the initial basis for developing a unified communications plan. As part of the assessment of existing communications at the time, the information seemed to provide detail, but lacked a broad scope or framework that captured the enormity of salmon issues across the state. Feedback from legislators and other salmon partners shed light on the need to begin forming a common "salmon story" that fully described the status and need of salmon in Washington through an accessible, intentional, and strategic network. The vision is for every region to have and utilize the developed messaging framework and to spread a consistent message throughout their region and across the state.

To support strategic development, Pyramid Communications conducted a feasibility study (see Item 9 in the board materials to read the full study). The study provided information about gaps in data and communication, public understanding, and outreach efforts. Two main issues were uncovered, supporting development of a fundraising plan: inconsistent awareness horizontally and laterally about salmon recovery issues and a lack of funding and capacity to support existing and future efforts. Additionally,

there exists strong need for a communications staff person at GSRO to manage and lead implementation the communications plan.

Ms. Cairns provided an outline of the recommendations for the communications plan, emphasizing areas for continuously sharing information, providing linkages with other existing reports (e.g., the *Governor's Update*), and having capacity to coordinate a this broad effort at a level that can support local, centralized entities. The new *State of Salmon* website exemplifies these goals, as it was designed with the concept of widespread accessibility and use, making participation and local engagement a priority. Ms. Cairns explained that several different approaches supported the website's success, including individual landing pages for regions, use of best practices in technology and design, and bold messaging. Within three weeks, Pyramid and GSRO were able to identify a dramatic increase in use and reporting, evidence of successful and effective changes. Similar results from social media analysis provided further evidence that the plan is having a positive impact in amplifying key messages.

Ms. Cairns concluded by emphasizing the need to take charge of salmon messaging and provide a clear framework that will support salmon recovery goals. Each plan includes specific strategies and funding suggestions that need leadership and coordination, capacity, and resources to implement.

The board expressed consensus in needing to fund and implement the communications and fundraising plans, acknowledging the challenges discussed by Ms. Cairns.

**Motion:** Move to accept the Governor's Salmon Recovery Office/Salmon Recovery Funding Board Communication and Fundraising Plans as outlined in Item 9 of the board materials. Further, move to ask the staff to prepare funding, staffing and implementation options for the board to discuss at its May 24, 2017 board retreat and approve following the adoption of budget by the Legislature.

**Moved by:** Member Bob Bugert

**Seconded by:** Member Nancy Biery

**Decision:** Approved

The board discussed the upcoming opportunities at the 2017 Salmon Recovery Conference for further outreach and sharing of the communication framework messaging and goals. Board members acknowledged the work of Ms. Cairns, Member Biery, and the many others who supported development of the plans. Staff will develop proposals for board consideration from the plans and present them at the June meeting.

**Lunch: 11:45 a.m. – 12:50 p.m.**

## **Board Business: Briefings & Decision**

### **Item 10: Allocation Subcommittee Recommendations**

Leslie Connelly, RCO Natural Resource Policy Specialist, summarized the progress of the Allocation Subcommittee, tasked with developing recommendations on the allocation of salmon state and federal Pacific Coastal Salmon Recovery Fund (PCSRF) money. Historically, allocations were based on subjective factors that have led regions to pursue an objectively-based formula that recognizes regional approaches, complexity, and differences, as well as listed and non-listed species. Ms. Connelly described previous approaches to determine allocation funding, including a summary of the 2006 Task Force and factors that the subcommittee mainly agreed upon to determine the new formula. Due to the short amount of time and lack of consensus on factors to use, there is no formal recommendation from the subcommittee.

Therefore, the recommendations shared today were primarily focused on a proposed project allocation formula.

Ms. Connelly presented scenarios developed by the subcommittee that illustrated the potential outcomes of various allocation formulas. She guided the board through several assumptions that affect allocation scenarios, including funding from the National Oceanic and Atmospheric Administration (NOAA), additional funding from the state for bull trout, or that the formulas may affect regions diversely, and ultimately, that the formula for allocation should continue to be revisited. The subcommittee established several guidance principles to achieve consensus using these assumptions, e.g., balancing regional needs and taking a state-wide perspective.

Ms. Connelly presented the biological and geographic factors agreed upon by the subcommittee, describing remaining issues of using a population versus species scale for the former factor, and how to count miles for the latter factor. Ms. Connelly displayed a comparison of the current allocation to the outcomes of two different scenarios in which the biological and geographic factors are assigned different weighted percentages (based on exercises conducted by the subcommittee); the comparisons highlighted the funding shifts that would occur among certain regions.

Ms. Connelly requested board direction on the assumptions and framework utilized, questions about the role of verifying data for the allocation, how to move forward using adaptive management, and concluded with a proposed timeline for moving forward with the subcommittee recommendations.

Ms. Connelly responded to board questions regarding the inclusion of existing NOAA-endorsed salmon recovery plans which include information about restoration potential and productivity, explaining that the plans were used heavily for population data and habitat productivity; however, the plans did not make it possible to compare data equivocally as all regions are unique.

### **Public Comment**

**Alicia Olivas**, Hood Canal Coordinating Council Lead Entity Program Coordinator, addressed the board with a proposal to allow more time to regions to come to a consensus on a formula for allocation. The proposal included the recommendation to use an independent consultant; she shared data tables with the board with an alternate structure for allocation across regions using weighted formulas (*see Appendix A for the interim proposal*). The proposal attempts to link allocations to the criteria while considering the data insufficiencies. Ms. Olivas shared that all regions, except Northeast, have had the opportunity to review this proposal.

**Steve Martin**, Snake River Salmon Recovery Board, shared comments from a letter drafted by his board outlining their concerns regarding the process to reach a new allocation formula. He expressed concerns about the factors and percentages used to reach the proposed framework, stating that there was something “fundamentally wrong.” He encouraged the board to use the information presented lightly, cautioning that the data is not consistent or robust enough to provide a sound framework. He stated his belief that a stronger biologically-based process exists. He expressed concurrence with Ms. Olivas’ proposal of an independent consultant to answer the fundamental question of how effective salmon recovery funding is and how it is being implemented. He advocated that the subcommittee report be used “lightly,” and that his board is open to a more collaborative, region-driven solution.

Mr. Martin responded to board questions about the criteria used, explaining that there are too many inconsistencies in the data, too many complexities and nuanced factors that are preventing acceptance of the current recommendations.

**Alex Conley**, Yakima Basin Fish and Wildlife Recovery Board, addressed concerns about how the biological and geographic factors were determined and the surrounding lack of consensus. He explained that the resulting scenarios are too nuanced in how data is used in various scenarios and have dramatic differences across regions. He rejected the proposed scenarios and shared feedback from his board about how to reach an allocation formula that is more equivocal.

**Melody Kreimes**, Upper Columbia Salmon Recovery Board (UCSRB) Executive Director, **Steve Jenkins**, Douglas County Commissioner, and **Andy Hover**, Okanogan County Commissioner, addressed the board. Ms. Kreimes agreed that more time is needed to determine an allocation formula. She stated that the input from the UCSRB was not solicited or included in the formulation of the recommendations. Explaining the local environmental concerns, she shared information about how the proposed allocation scenarios would disproportionately affect the Upper Columbia region. She advocated for a solution that all regions can agree upon. UCSRB member Mr. Jenkins provided background context regarding historical funding allocations, explaining that the give and take across regions causes contention and has been a difficult process. He agreed with the need for a more equitable solution. Mr. Hover cautioned the board on deciding policy based on insufficient data that has far-reaching implications. He discussed the conflict between objectively viewing scientific data and experiencing the local environment. He urged a more thorough vetting process, and recommended maintaining the current funding levels while reviewing current data, then moving to make a policy decision.

Chair Troutt summarized the public comment received and asked the regional directors what could be agreed upon, using a percentage-based adjustment as an example. Mr. Jenkins and Ms. Kreimes expressed concerns about how this would translate to projects and lead to uncertainties about sustained funding. Chair Troutt explained that while there remains some disagreement, it is important for the board to make progress today, even minimally.

**Jessica Helsley**, Coast Salmon Partnership Executive Director, commented on the need to update the historical formula that no longer serves regions. She spoke to the inequality of resources and capacity, characterizing her region as consistently receiving insufficient support. However, she explained that the region remains open to collaborating with the board and regions to reach an equitable solution.

**Stacy Vynne**, Puget Sound Partnership / Puget Sound Regional Organization Regional Manager, expressed support of the proposal submitted by RCO staff and believes either would be beneficial to the region. She acknowledged the work of the facilitator and the regions' attempt to reach consensus, supporting a data-driven decision. She stated that the region would support a consensus-driven solution, but further guidance from the board is necessary. She responded to board questions about the cost-benefit tradeoff of pursuing debates on the allocation formula, an issue of limited staff time and capacity.

**Steve Manlow**, Lower Columbia Fish Recovery Board Director, appreciated the subcommittee process established by the board. He acknowledged the lack of consensus, but cautioned the board against getting lost in the data and instead, focusing on the scenario outcomes. He expressed support of the Hood Canal interim proposal. Long-term, the region recognizes that funding shifts are always a concern. The interim proposal would provide certainty for project funding and allow for necessary additional time to develop allocations that more closely address recovery goals.

**Jacob Anderson**, Klickitat Lead Entity Program Coordinator, supported a solution that would provide consensus and meet the needs for future adjustments.

**Amy Hatch-Winecka**, Washington Salmon Coalition (WSC) Chair, and **John Foltz**, WSC Vice-Chair, acknowledged the difficulties in reaching consensus, concerned about fracturing communication across regions. She agreed with the suggestion to allow more time to consider a long-term allocation, and that

the board should consider the interim proposal. Additional time would allow for data refinement and further analysis in fall and winter, supporting development of more effective criteria for potential adoption at the December meeting and implementation in 2018. She commented on the cap on lead entities in the interim proposal, stating that this may need more discussion. Mr. Foltz stated the lack of consensus on the metrics utilized and of the inequitable impacts to different regions of the proposed scenarios' weighted criteria.

Chair Troutt clarified that the goal is to find a solution that moves the state forward as a whole, without detrimentally impacting any specific region.

**Break: 2:26 p.m. – 2:44 p.m.**

**Council of Regions Directors**, Melody Kreimes, Alex Conley, Jessica Helsley, Steve Martin, Stacy Vynne, Alicia Olivas, and Steve Martin addressed the board. Ms. Kreimes spoke on behalf of the board, stating their desire for additional time to reach consensus.

Chair Troutt shared that the PCSRF application will be submitted tomorrow and should include information about an allocation formula tied to biological criteria, in order to avoid an unfavorable award or response from NOAA. The board and COR discussed the expansion of the subcommittee to alleviate regional tensions. Chair Troutt clarified that there was consensus on revisiting the formula more frequently.

**Motion:** Move to adopt the one-year guidance (known as the Hood Canal negotiated proposal\*) as the interim guidance for the 2017 grant round and ask the regions to continue a dialogue for a new approach to be submitted to the board in late 2017 for the regional allocation formula in 2018 and beyond, with a work plan to the board in June 2017.

*\*See Appendix A of these minutes.*

**Moved by:** Member Phil Rockefeller

**Seconded by:** Member Bob Bugert

**Board Discussion:** Member Neatherlin asked to include the clarifications noted in the proposal be part of the board motion. Director Cottingham suggested amendatory language, which was incorporated by Member Rockefeller into his motion. Member Breckel requested that the COR return in June with a work plan for completing this work, with assistance and guidance from the board as needed. Director Cottingham again suggested language, which was incorporated by Member Rockefeller. She noted that she will continue conversations with the regions to extend the contract with Elizabeth McManus to facilitate the regional tasks, as appropriate.

**Decision:** Approved

#### **Item 5B: How to Fund Intensively Monitored Watershed (IMW) Restoration Treatment Projects in the 2017 Grant Round (continued)**

Keith Dublanica, GSRO Science Coordinator, recapped the earlier board discussion on IMW restoration treatment funding and the decision to postpone a motion until the allocation recommendations were discussed. He presented revised options for board decision ([see Item 5B presentation](#)). The board discussed the options, considering impacts to the Hood Canal and Lower Columbia regions. Considering

the interim allocation proposal now approved, the regions' directors and board discussed funding the IMW complexes and potentially waiving match requirements, as well as specific project needs within the two regions. Several board members stated the need to complete treatments and move to a monitoring phase. Before approving additional IMW treatment funding, the board requested additional information from the monitoring panel regarding Hood Canal IMW projects' significance to the larger ecosystem improvement.

**Motion:**     **(Option #2)** Move to approve waiving the match requirement as an incentive, but no additional IMW-dedicated project funding for the 2017 grant round.

**Moved by:**     Member Bob Bugert

**Seconded by:** Member Nancy Biery

**Decision:**     Approved

### **Board Business: Request for Direction**

#### **Item 11: Planning for the May 2017 Board Retreat**

RCO Director Kaleen Cottingham shared that the board's Retreat Planning Subcommittee and RCO staff met on February 9, 2017 to begin the development of an agenda for the retreat scheduled for May 24, 2017 at the LOTT Clean Water Alliance building in downtown Olympia. Summarizing the subcommittee discussion and suggested agenda topics, Director Cottingham requested board direction on the proposed retreat agenda, as well as a review of the current and potential policy priorities or special projects to include on the list of potential work for the coming biennium.

The board discussed the policy priorities and grouped them into themed categories according to funding, the role of the board, and the future direction of the board. To support policy prioritization, a survey will be sent to the board, regions and lead entities, and RCO staff to rate the highest or most important priorities for the coming biennium. The board will discuss the results at the May retreat.

### **Closing**

Chair Troutt adjourned the meeting at 4:00 p.m. The next meeting is scheduled for June 14-15, 2017 in Olympia.

### **Approved by:**

  
\_\_\_\_\_  
David Troutt, Chair

\_\_\_\_\_  
6/14/17

Date



Interim Regional Project Allocation Proposal															
	WRIAs		Salmon Miles Including Saltwater Shoreline		Non-listed stocks		Listed Salmon/Steelhead Populations		Non-listed Species		Listed ESU/ DPS #		Listed Bull Trout Pops		Calculated Allocation
Proposed Weights	5%		10%		10%		35%		10%		20%		10%		
Region	#	Weighted Percent	#	Weighted Percent	#	Weighted Percent	#	Weighted Percent	#	Weighted Percent	#	Weighted Percent	#	Weighted Percent	Percent
Coast	5	0.50%	7,342	2.63%	113	4.48%	1	0.22%	5	2.78%	2	1.74%	5	0.39%	12.74%
Lower Columbia	5	0.50%	2,566	0.92%	3	0.12%	68	15.04%	1	0.56%	5	4.35%	3	0.23%	21.72%
Mid Columbia	6	0.60%	2,011	0.72%	12	0.48%	7	1.60%	5	2.78%	2	1.74%	16	1.25%	9.17%
Northeast	1	0.10%	262	0.09%	0	0.00%	0	0.00%	0	0.00%	1	0.87%	2	0.16%	1.22%
Puget Sound	19	1.90%	12,652	4.53%	114	4.52%	54	11.94%	3	1.67%	3	2.61%	67	5.23%	32.41%
Hood Canal C.C.	5	0.50%	968	0.35%	0	0.00%	11.0	2.43%	0	0.00%	1	0.87%	0	0.00%	4.15%
Snake River	3	0.30%	1,212	0.43%	1	0.04%	10	2.21%	1	0.56%	5	4.35%	16	1.25%	9.14%
Upper Columbia	6	0.60%	901	0.32%	9	0.36%	7	1.55%	3	1.67%	4	3.48%	19	1.48%	9.46%
Total	50	5.00%	27,914		252	10.00%	158	35.00%	18	10.00%	23	20.00%	128	10%	100.00%

**Negotiated allocation proposal with regions with a decrease in allocation accepting 5% reduction with the exception of Puget Sound**

Region	Allocation Scenario	Current Allocation	Negotiated PROPOSAL	Percent change from current	Percent change from scenario
Coast	12.74%	9.00%	9.57%	6.33%	-24.90%
Lower Columbia	21.72%	15.00%	20.00%	33.33%	-7.90%
Mid Columbia	9.17%	9.87%	9.38%	-4.96%	2.32%
Northeast	1.22%	2.00%	1.90%	-5.00%	55.78%
Puget Sound	32.41%	42.04%	38.00%	-9.61%	17.25%
Hood Canal C.C.	4.15%	2.35%	2.40%	2.13%	-42.16%
Snake River	9.14%	8.88%	8.44%	-4.95%	-7.65%
Upper Columbia	9.46%	10.85%	10.31%	-4.98%	9.02%

**Historic SRFB Funding**

FY 2001-'06 Percent	FY 2007 Percent	FY 2008-'16 Percent
10%	8%	9.00%
7%	15%	15.00%
6%	10%	9.87%
2%	2%	2.00%
57%	42.61%	42.04%
6%	2.39%	2.35%
3%	9%	8.88%
9%	11%	10.85%
100%	100%	100%

# **FAQ Intensively Monitored Watersheds Habitat Restoration Funding**

William Ehinger  
27 February 2017

## **Why do the IMW's need dedicated restoration funding?**

The criteria used to prioritize habitat restoration often target fish populations, species, or streams that are not part of the IMW in that region. For example:

*Straits IMW*- NOPLEG uses a ten criteria system that rewards large watersheds and those watersheds that have listed species of salmon. The IMW watersheds are neither large, nor do they contain any listed species of salmon.

*Hood Canal*-Summer Chum are prioritized. There is a reintroduced population in Big Beef Creek now but none in the other IMW streams.

## **What became of the funding provided over the past three years?**

It was used for high priority restoration projects in the Lower Columbia, Hood Canal, and Straits IMWs. There was a misunderstanding about project eligibility in one of the LE's that left some funding unused in 2016.

## **How much restoration is needed?**

This is the question only the IMWs can answer.

We've worked closely with our local partners to identify and prioritize projects in the Straits, Hood Canal and Lower Columbia that we believe will benefit the target fish species. The only difference between restoration in the IMWs and restoration elsewhere in the state is that we know whether fish are responding in the IMW's.

## **What have we learned from the IMWs to date?**

### *Straits-*

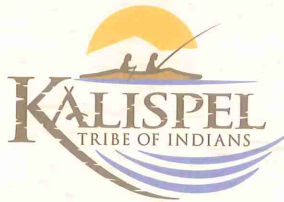
- Large numbers of Coho parr (average across all streams and years of 70%) are leaving these streams in the fall/winter at six to nine months age. Marine survival of these fall migrants is low, approximately one-fifth that of spring smolts, but fall migrants comprised 32% of the returning PIT-tagged adults.
- Steelhead parr were observed leaving freshwater as fall and spring migrants at Age 0 through Age 3 but returning adults were all Age 1+ migrants and most of these were spring migrants.

### *Hood Canal-*

- Culvert projects to improve connectivity are not just about fish passage, but also need to address movement of sediment and woody debris? Culverts can act as chokepoints that cause massive sediment accumulation, leading to subsurface, intermittent stream flow during the summer low flow period (especially in Seabeck Creek). This reduces fish habitat quality and restricts fish movement.

### *Lower Columbia-*

- Freshwater production of Coho in the Lower Col tributaries is influenced by apparent survival in their last winter in freshwater prior to ocean migration.
- Those Coho in the spring smolt outmigration are comprised largely of juveniles that spend their first summer rearing in the upper extent of the watershed and in smaller tributaries, rather than in the mainstem stream.



March 1, 2017

Kalispel Tribe of Indians  
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David Troutt, Chairman  
Salmon Recovery Funding Board  
WA Recreation and Conservation Office  
P.O. Box 40917  
Olympia, Washington 98504-0917

Dear Chairman Troutt and Board Members;

The Pend Oreille Lead Entity is concerned with the current process that is underway regarding the allocation formulas that are being discussed. It seems as if the data is continually changing and metrics associated with it lacks consistency throughout the state. There have been major changes to the data and those changes have continued to occur, thus leading to a major overhaul rather than a minor adjustment. This leads to allocation scenarios that make cuts disproportionately across the Interior Columbia. In the NE Washington alone, scenarios can range from a 63%-83% reduction in capital funding for projects. As the allocation subcommittee embarked on this process there was a general understanding that based upon the 2006 metrics and data, there was the general assumption that the Lower Columbia was slightly underfunded and the Puget Sound was slightly overfunded and some minor shift in funding would occur. With the current funding scenarios, it appears that the new formula drastically benefits the Coast, Puget Sound/Hood River, and Lower Columbia regions at the detriment of the Interior Columbia regions.

We want to make sure that there is consistent and accurate data throughout the state. Given more time and more emphasis placed on scientific approach and biological need, we believe that a solution can be reached, however presenting a consensus opinion at this point is premature. Since we do not have consensus on this we are proposing to put this process on hold. We believe the allocation process can be better, but it is going to take more time to refine the formula. I want to thank all of those who have worked so hard on this. It is a worthwhile process that should not be rushed to failure.

Sincerely,

Mike Lithgow  
Lead Entity Coordinator  
Pend Oreille Lead Entity

Cc: Joe Maroney, Kalispel Tribe



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February 28, 2017

David Troutt, Chairman  
Salmon Recovery Funding Board  
WA Recreation and Conservation Office  
P.O. Box 40917  
Olympia, Washington 98504-0917

Dear Chairman Troutt and Board Members,

The Snake River Salmon Recovery Board is requesting that the Salmon Recovery Funding Board make no changes to the project funding allocations at this time. We understood that this allocation assessment was underway and that agreement amongst the parties was a set of guiding principles established at the beginning of the process. We believe that the process did not adhere to a majority of those principles and seriously question the validity.

We need to emphasize that there is something fundamentally flawed with the analysis.

In closing, we understand the desire of the SRFB to explore and re-examine its allocation framework and policies but the results of the current time-and-capacity constrained examination are highly questionable, lack precision, and compromise our partnership so we request that no changes be made at this time. We look forward to working with you and our partners to develop an equitable and broadly supported allocation framework.

Respectfully,

Del Groat

Snake River Salmon Recovery Board Chairman

Chairman, Snake River Salmon Recovery Board/Lead Entity

Asotin County Citizen Representative

Voting Board Members: Commissioner Todd Kimball, Larry Hooker, Yancey Reser, Don Jackson, Roland Schirman, Commissioner Mike Talbot, Jerry Hendrickson, Brad Johnson, Commissioner Brian Shinn, Bill Bowles, Commissioner Justin Dixon, Del Groat, Jon Jones, Commissioner Mike Largent, Gary Ryan, Confederated Tribe of Umatilla Indian Reservation



March 2, 2017 Item 10  
WSC-Public Comment

#### **WSC Executive Committee**

*Amy Hatch-Winecka, Chair  
Deschutes WRIA 13 Salmon  
Recovery Lead Entity*

*John Foltz, Vice Chair  
Snake River Salmon Recovery  
Board Lead Entity*

*Jacob Anderson  
Klickitat Lead Entity*

*Dawn Pucci  
Island County Lead Entity*

*Jason Wilkinson  
Lake Washington, Cedar,  
Sammamish Watershed (WRIA 8)  
Lead Entity*

*Kirsten Harma  
Chehalis Basin Lead Entity*

*Byron Rot  
San Juan Lead Entity*

#### **Members**

*Mike Lühgow  
Kalispell-Pend Oreille Lead Entity*

*Bill Armstrong  
Quinault Indian Nation Lead  
Entity*

*Richard Brocksmith  
Skagit Watershed Council*

*Joy Juelson  
Upper Columbia Salmon Recovery  
Board Lead Entity*

*Cheryl Baumann  
N.Olympic Lead Entity for Salmon*

*Steve Manlow  
Lower Columbia Lead Entity*

*Alicia Olivias  
Hood Canal Lead Entity*

*Ashley Von Essen  
Nisqually Lead Entity*

*Tom Kollasch  
Pacific County Lead Entity*

*Doug Osterman  
Green, Duwamish and Central  
Puget Sound Watershed (WRIA 9)  
Lead Entity*

*Marian Berezikian  
West Sound Watershed Council*

*Becky Peterson  
WRIA 1 Salmon Recovery Board*

*Frank Hanson  
N. Pacific Coast Nation Lead  
Entity*

*Lisa Spurrier  
Pierce County Lead Entity*

*Pat Stevenson  
Stillaguamish Tribe Lead Entity*

*Donald "Kit" Crump  
Co-Lead for Stillaguamish  
Watershed Lead Entity*

*Gretchen Glaub  
Snohomish Lead Entity*

*Jennifer Holderman  
WRIA 14 Lead Entity*

*Vacant  
Yakima FWRB*



WASHINGTON  
**SALMON**  
COALITION  
Community-Based Salmon Recovery

March 1, 2017

David Troutt, Chairman  
Salmon Recovery Funding Board  
WA Recreation and Conservation Office  
PO Box 40917  
Olympia, WA 98504-0917

Dear Chairman Troutt and Board Members,

The Washington Salmon Coalition (WSC) is grateful for the opportunity to participate in the Salmon Recovery Funding Board (SRFB) Regional Allocation Subcommittee during the past several months, and we wish to offer the following input as the Board considers a course of action on the SRFB regional capital funding allocation.

Lead Entities and salmon recovery have evolved greatly since 1999, and throughout those years, partnerships have grown and strengthened. During this time of funding uncertainty at all levels, WSC believes we must work together and support one another statewide. Lead Entities throughout Washington have utilized the funds from the Salmon Recovery Funding Board to provide local scientific, policy, and community review for projects that are then able to garner funding support from a variety of sources. WSC is collaborating with the Regions and the Regional Fisheries Coalition to tell the salmon story both now in Olympia and soon in Washington, DC. This advocacy demonstrates our collaboration and conveys a positive message for all partners in salmon recovery, regardless of geography or localized funding sources. We improve habitat and the populations of our collective salmon stocks when we are collaborative; we truly are stronger together.

The Washington Salmon Coalition unequivocally knows that the current level of funding is insufficient to do the work that needs to be done. As a State, partners are striving to submit the most competitive application for the Pacific Coastal Salmon Recovery Fund (PCSRF) as possible. To that end, alterations have been made to the funding structure and WSC and partners are actively engaged in working with our communities to convey their support in Olympia for salmon recovery. We believe that working as a team, we make the most effective case for increasing NOAA's investment in Washington State.

Previous regional allocation discussions in 2006 and 2008 produced a plan that was not fully implemented, leaving some regions without the foundational support the funding criteria had intended. During the current adaptive process, partners have sought to create a transparent structure that is based on updated data and science. As statewide partners, we must work together to increase the available funding, so that this fluctuation in the ability to implement actions outlined within local and regional recovery plans is more manageable.





# WASHINGTON **SALMON** COALITION

Community-Based Salmon Recovery

Upon hearing from our members and partners, WSC feels that a decision on capital project allocation is close, but not yet ready for implementation. Many criteria variations and weighting ideas have been shared, and with a few more weeks to work through the details, we believe a 2017 capital funding proposal can be agreed upon. The PCSRF application to NOAA can relay the adaptive management process Washington State is committed to completing in a manner that is inclusive and based on science and with community support. Lead Entities throughout the state are committed to this discussion and remain fundamentally committed to the paramount importance of our statewide approach and collaboration. We feel making a decision now may be detrimental to those partnerships.

The Washington Salmon Coalition recommends the following steps to ensure data consistency and adaptive management:

- GSRO should lead RCO and WDFW staff to continue the work with Lead Entities and Regions to ensure consistent and accurate data throughout the state, to include an end date for data revisions. The assistance of the Tribes and WDFW is critical to ensuring data consistency across the state.
- We recommend using the data currently available as a baseline for 2017
- Additional data should be integrated for a 2018 data update. This will allow for regions to bring together the co-managers in areas where more lengthy discussions are necessary.
- With regard to adaptively managing regional capital funding allocations, WSC recommends the data for the project allocation criteria be updated every two years.

Recognizing that some regions—and by extension, Lead Entities—will see their capital project implementation allocation be reduced, WSC offers that the Board consider the effects of this change in the allocation decision. To that end, WSC offers the following suggestion for Board consideration, which will help to buffer the effects of reduced funding in those areas where a funding reduction will occur:

- A maximum reduction of 10% or \$50,000 (whichever is smaller) to any individual Lead Entity in a given year.





WASHINGTON  
**SALMON**  
COALITION

Community-Based Salmon Recovery

The Washington Salmon Coalition is committed to strengthening the collaboration between the salmon recovery organizations throughout the state. WSC is dedicated to ensuring a focus on the fish and acknowledging that every Lead Entity and Region contributes to a salmonid life history strategy or life stage; that salmon are integrated throughout the watersheds and each area has a part to play in the recovery of salmon populations.

Thank you again for your consideration.

Amy Hatch-Winecka  
Chair, Washington Salmon Coalition  
Deschutes WRIA 13 Lead Entity Coordinator

**From:** Mike McHenry

**Sent:** Thursday, February 23, 2017 3:03 PM

**Subject:** IMW Restoration Projects

My name is Mike McHenry and I am the habitat manager for the Lower Elwha Klallam Tribe. The tribe is a partner in the IMW project and three Strait of Juan de Fuca Watersheds (East Twin, West Twin, and Deep Creek) have been incorporated into the IMW project. Funding for the IMW restoration has historically been obtained by the tribe from a number of sources including the SRFB board. In this cycle we have a project that has been funded through the set-aside that the SRFB appropriated to projects in the various IMW's statewide.

It is my understanding that the special allocation of project in the IMW watersheds will disappear after this year. I was asked the question "Could project proponents obtain future restoration projects through the regular SRFB process?" In my opinion the chances of successfully getting funded through the regular SRFB process is highly unlikely. The reason for this is directly related to scoring bias within the North Olympic Lead Entity Group (NOPLEG). For scoring capital projects, NOPLEG uses a ten criteria system that rewards large watersheds and those watersheds that have listed species of salmon. The IMW watersheds are neither large, nor do they contain any listed species of salmon.

An additional factor is the limited and perhaps shrinking amount of funding available to the region. With limited funds the IMW watersheds can simply not compete with the large, complex, expensive and significant restoration actions being proposed in places like the Dungeness and Elwha Rivers.

Please feel free to contact me at 360-457-4012 x7492 if you need any other information.

Mike