

Salmon Recovery Funding Board Meeting Agenda

December 5-6, 2018

Natural Resources Building, Room 172, Olympia, WA 98501

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 3 minutes per person.

You also may submit written comments to the board by mailing them to the RCO, Attn: Wyatt Lundquist, Board Liaison, at the address above or at Wyatt.Lundquist@rco.wa.gov

Special 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; or 2) 711 relay service. Accommodation requests should be received by November 21, 2018 to ensure availability.

Wednesday, December 5

OPENING AND MANAGEMENT REPORTS

9:00 a.m.	Call to Order <ul style="list-style-type: none"> • Roll Call and Determination of Quorum • Review and Approval of Agenda (Decision) • Approve September, 2018 Meeting Minutes (Decision) • Remarks by the chair 	<i>Chair</i>
9:15 a.m.	1. Director's Report <ul style="list-style-type: none"> A. Director's Report B. Legislative, Budget, and Policy Updates C. Performance Update (<i>written only</i>) D. Fiscal Report (<i>written only</i>) 	<i>Kaleen Cottingham</i> <i>Wendy Brown</i>
9:30 a.m.	2. Salmon Recovery Management Report <ul style="list-style-type: none"> • Governor's Salmon Recovery Office Report <ul style="list-style-type: none"> - Salmon Recovery Conference Update • Salmon Section Report 	<i>Steve Martin</i> <i>Sarah Gage</i> <i>Tara Galuska</i>
10:00 a.m.	3. Reports from Partners <ul style="list-style-type: none"> • Governor's Office • Conservation Commission • Department of Natural Resources • Department of Fish and Wildlife • Department of Transportation • WA Salmon Coalition • Council of Regions • Regional Fisheries Enhancement Groups 	<i>JT Austin</i> <i>Brian Cochrane</i> <i>Stephen Bernath</i> <i>Erik Neatherlin</i> <i>Susan Kanzler</i> <i>Alicia Olivas</i> <i>Steve Manlow</i> <i>Jason Lundgren</i>

10:30 a.m. BREAK

BOARD BUSINESS: BRIEFING

10:45 a.m. 4. Federal Pacific Coastal Salmon Recovery Fund(PCSRF) Draft Audit Report and RCO Response *Scott Robinson*

11:30 a.m. 5. Habitat Work Schedule Update *Scott Robinson*

11:45 a.m. LUNCH

BOARD BUSINESS: DECISIONS

12:45 p.m. 6. 2018 Grant Round *Tara Galuska*

- A. Overview
 - Salmon Recovery Funding Board Projects
 - Puget Sound Acquisition and Restoration Projects
 - Regional Monitoring Projects *Keith Dublanica*
- B. Slideshow of featured projects proposed for funding *Grant Managers*
- C. Review Panel Comments *Tom Slocum, Review Panel Chair*
 - General Observations
 - Noteworthy Projects
- D. Projects of Concern *Tom Slocum and Tara Galuska*
 - Discussion by review panel
 - Counter position by project sponsors and regions (maximum 10 minutes per region with POC)

2:45 p.m. BREAK

3:00 p.m. 7. 2018 Grant Round, Regional Presentations

- E. Regional Area Presentations (maximum 5 minutes per region)
 - Coast Salmon Partnership *Jessica Helsley*
 - Lower Columbia Fish Recovery Board *Steve Manlow*
 - Hood Canal Coordinating Council *Scott Brewer*
 - Puget Sound Partnership *Amber Moore*
 - Upper Columbia Salmon Recovery Board *Melody Kreimes*
 - Snake River Salmon Recovery Board *John Foltz*
 - Yakima Basin Fish and Wildlife Recovery Board *Alex Conley*
 - Northeast Washington Salmon Recovery Region *Mike Lithgow*

4:00 p.m. General Public Comment: *Please limit comments to 3 minutes.*

4:15 p.m. 8. 2018 Grant Round Decisions *Chair*

- F. Board Funding Decisions
 - Northeast Washington Salmon Recovery Region
 - Lower Columbia Fish Recovery Board
 - Hood Canal Coordinating Council
 - Puget Sound Partnership
 - Upper Columbia Salmon Recovery Board
 - Snake River Salmon Recovery Board
 - Yakima Basin Fish and Wildlife Recovery Board
 - Coast Salmon Partnership

BOARD BUSINESS: RECOGNITION

4:45 p.m. 9. Celebration of Service: David Troutt *ALL*

5:00 p.m. RECESS FOR THE DAY

Thursday, December 6

OPENING AND MANAGEMENT REPORTS

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

- Roll Call and Determination of Quorum
- Remarks by the chair

BOARD BUSINESS: DECISION

9:05 a.m. **10. Manual 18: General Overview of Changes** *Tara Galuska
Marc Duboiski*

9:35 a.m. **11. Recommendations from the Lean Study** *Kaleen Cottingham
Judy Wells, MC²*

11:30 a.m. LUNCH

BOARD BUSINESS: BRIEFINGS

12:30 p.m. **12. Update on Orca Task Force** *Les Purce, Co-Chair
Stephanie Solien, Co-Chair
J.T. Austin, Governor's Office*

1:30 p.m. **13. Proposed Changes to Compliance Policies** *Myra Barker*

1:50 p.m. BREAK

2:05 p.m. **14. Review of 2018 State of Salmon Report** *Jennifer Johnson*

3:00 p.m. ADJOURN

Next regular SRFB meeting: March 5-6, 2019, Natural Resources Building, Room 172, Olympia, WA 98501

Salmon Recovery Funding Board Briefing Memo

APPROVED BY RCO DIRECTOR KALEEN COTTINGHAM

Meeting Date: December 5-6, 2018

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

Proposed Budget Decisions are with the Office of Financial Management

RCO has submitted four operating budget requests (known as decision packages) to the Office of Financial Management for potential inclusion in the Governor's budget proposal. They are as follows:

- Fund lead entities with general fund dollars (shifting some lead entity funding from capital funds to operating funds) and fund regional organizations to engage in orca recovery efforts related to increased hatchery production of Chinook salmon (so as to not impact the recovery of wild salmon.)
- Fund a process to update the statewide salmon recovery strategy, *Extinction is not an Option*.
- Shift funds from the Departments of Fish and Wildlife and Ecology budgets to RCO to support the Governor's Salmon Recovery Office.
- Create an invasive species emergency response fund.



We will know what is in the Governor's budget for RCO on or before December 20.

Orca Task Force Update

The Governor's Southern Resident Killer Whale Task Force finished taking public comment on its draft recommendations in October. The 36 draft recommendations center around three efforts to save the endangered whales that call the Puget Sound home: Increase the amount of salmon, which orcas eat; reduce boat noise; and reduce pollution. The task force will meet in November to create a final list of recommendations for the Governor to consider in the upcoming legislative session, as well as executive orders. More about the task force is available on the Governor's [Web site](#).



Congressional Tour

The Governor's Salmon Recovery Office participated in a 3-day Congressional tour of south Puget Sound in August focusing on salmon issues. Staff from most of our delegation attended and were joined by the Department of Fish and Wildlife, U.S. Army Corps of Engineers, Environmental Protection Agency, tribal chairmen, and county natural resource staff. On the first day, the tour spent time at Howard Hanson dam, the Tacoma water supply facilities on the Green River, and the Soos Creek hatchery. The second day took the group to the Duckabush estuary and Dabob Bay along with a look at the Hood Canal floating bridge from boats. Federal and state salmon recovery programs were discussed.



Northern Pike in Washington

Northern pike, a non-native, highly invasive predator has become established in Box Canyon Reservoir, on the Pend Oreille River in northeast Washington. Considered a serious threat to fish in the reservoir and downstream into the Columbia River, the northern pike have been the topic of much discussion by the Washington Invasive Species Council this summer. In July, the council partnered with the Pacific NorthWest Economic Region and others to provide a forum for regional discussions about the economic and environmental damage caused by northern pike. Participants developed a plan to conduct an economic analysis on the risk of continued spread of northern pike.



News from our Sister Boards

The **Recreation and Conservation Funding Board** hosted its final meeting of 2018 on October 17-18. The majority of the meeting was spent approving recreation and conservation ranked lists of projects in four grant categories. The board will hold its first meeting of the new year on January 22-23. For [more information about these or other boards](#), please visit our Web site.

The Habitat and Recreation Lands Coordinating Group met for a half-day in September. The lands group heard updates from its members, reviewed RCO's response to the Joint Legislative and Audit Review Committee's recommendation on measuring outcomes of habitat acquisition projects, and heard an overview of the impacts of House Bill 2382 and the Department of Natural Resource's natural heritage plan.

The **Washington Invasive Species Council** collaborated with the Governor's Salmon Recovery Office and [Pacific NorthWest Economic Region](#) to advocate for the [Northwest Power and Conservation Council](#) to commission a study of the potential impacts of northern pike predation to the Columbia River basin. If commissioned, the study will aid decision making, readiness, and response efforts, and leverage additional local, state, tribal, and federal support for management activities. Learn more about [the pike problem](#).



The council and Washington Department of Fish and Wildlife kicked off a new project focused on rapid response preparedness for the introduction of quagga and zebra mussels. The economic cost of which is estimated to be \$100 million a year to keep hydroelectric dams, recreational sites, and irrigation systems functioning. The project will enhance rapid response capabilities and build on lessons learned from previous response exercises and actual response such as that in Montana.

October 24-31st was [National Bat Week](#) and the council teamed up with the Washington Department of Fish and Wildlife to raise awareness of white nose syndrome, which has decimated bat populations across the United States and recently was found in Washington. View a [Facebook live](#) or [Twitter video](#) on the topic.

The council and staff are gearing up to participate in a [Western Governors' Association workshop](#) on early detection and rapid response, the [State of Montana Invasive Species Summit](#), and the [Alaska Invasive Species Conference](#) in November. The council is becoming viewed as a regional leader on numerous fronts and the panels and presentations will build support for and highlight Washington's issues and priorities.

Department of Fish and Wildlife Gets New Director

I had the opportunity to meet the new director of the Department of Fish and Wildlife, Kelly Susewind. Kelly lives in Olympia and has worked at the state Department of Ecology since 1990, most recently as the director of administrative services and environmental policy. Kelly will oversee 1,800 employees and an operating budget of \$460 million.



Employee Changes

- **Ashly Arambul** will join RCO December 3 as a compliance specialist. Ashly has spent most of her professional career managing and maintaining recreation sites for the Department of Natural Resources. She graduated from Northland College in Wisconsin, where she received her degree in natural resources management and biology. She is an avid outdoor recreationist who loves to hike, camp, hunt, and fish. Ashly will be moving to the Olympia area from Yakima.



Legislative Update

No update at this time.

Fiscal Report

The fiscal report reflects Salmon Recovery Funding Board activities as of October 12, 2018

Balance Summary

Fund	Balance
Current State Balance	\$8,479,008
Current Federal Balance – Projects	\$11,313,916
Current Federal Balance – Activities, Hatchery Reform, Monitoring	\$8,335,657
Lead Entities	\$624,686
Puget Sound Acquisition and Restoration (PSAR) and Puget Sound Restoration	\$3,168,361

Salmon Recovery Funding Board

For July 1, 2017 - June 30, 2019, actuals through October 12, 2018 (FM 15). 62.5% of biennium reported.

PROGRAMS	BUDGET New and Re- appropriation 2017-2019	COMMITTED		TO BE COMMITTED		EXPENDITURES	
		Dollars	% of Budget	Dollars	% of Budget	Dollars	% of Committed
State Funded							
2011-13	\$1,041,597	\$1,041,597	100%	\$0	0%	\$507,786	49%
2013-15	\$6,733,668	\$6,630,796	98%	\$102,872	2%	\$2,957,026	45%
2015-17	\$11,226,506	\$10,848,332	97%	\$378,174	3%	\$6,713,795	62%
2017-19	\$15,694,911	\$7,696,949	49%	\$7,997,962	51%	\$751,478	10%
Total	34,696,682	26,217,674	76%	8,479,008	24%	10,930,085	42%
Federal Funded							
2013	\$3,525,731	\$3,525,731	100%	\$0	0%	\$3,525,731	100%
2014	\$5,676,646	\$4,899,213	86%	\$777,434	14%	\$2,743,327	56%
2015	\$8,046,906	\$7,520,016	93%	\$526,890	7%	\$3,827,335	51%
2016	\$15,544,946	\$12,537,380	81%	\$3,007,566	19%	\$5,714,119	46%
2017	\$18,236,000	\$17,823,191	98%	\$412,809	2%	\$3,507,910	20%
2018	\$18,236,000	\$3,311,125	18%	14,924,875	82%	\$96,109	3%
Total	69,266,229	49,616,656	72%	19,649,573	28%	19,414,529	39%
Grant Programs							
Lead Entities	\$7,689,199	\$7,064,513	92%	\$624,686	8%	\$3,185,639	45%
PSAR	\$75,653,126	\$72,484,765	96%	\$3,168,361	4%	\$18,484,101	26%
Subtotal	187,305,235	155,383,608	83%	31,921,627	17%	52,014,354	33%
Administration							
Admin/ Staff	6,327,796	6,327,796	100%	0	0%	3,553,996	56%
Subtotal	6,327,796	6,327,796	100%	0	0%	3,553,996	56%

PROGRAMS	BUDGET	COMMITTED		TO BE COMMITTED		EXPENDITURES	
	New and Re-appropriation 2017-2019	Dollars	% of Budget	Dollars	% of Budget	Dollars	% of Committed
GRAND TOTAL	\$193,633,031	\$161,711,404	84%	\$31,921,627	16%	\$55,568,350	34%

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 is for grant management and project impact performance measures for fiscal year 2019. Data included are specific to projects funded by the board and current as of November 7, 2018.

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 2019. 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.

Seven salmon blockages were removed so far this fiscal year (July 1, 2018 to November 7, 2018), with seven passageways installed (Table 1). These projects have cumulatively opened 10.5 miles of stream (Table 2).

Table 1. SRFB-Funded Fish Passage Metrics

Measure	FY 2018 Performance
Blockages Removed	7
Bridges Installed	4
Culverts Installed	3
Fish Ladders Installed	0
Fishway Chutes Installed	0

Table 2. Stream Miles Made Accessible by SRFB-Funded Projects in FY 2018

Project Number	Project Name	Primary Sponsor	Stream Miles
14-1660	Haehule Culvert Replacement	Pacific Coast Salmon Coalition	1.2
14-1661	Squaw Creek Culvert Replacement	Pacific Coast Salmon Coalition	3.5
15-1533	Rue Creek Salmon Restoration Project	Pacific Conservation Dist.	4.2
16-1231	Thunder Road Fish Passage Project	Quileute Tribe of the Quileute	1.6
Total Miles			10.5

Grant Management Performance Measures

Table 3 summarizes fiscal year 2019 operational performance measures as of November 7, 2018.

Table 3. SRFB-Funded Grants: Management Performance Measures

Measure	FY Target	FY 2018 Performance	Indicator	Notes
Percent of Salmon Projects Issued Agreement within 120 Days of Board Funding	90%	91%	●	11 agreements for SRFB-funded projects were to be mailed this fiscal year to date. Staff mail agreements on average 25 days after a project is approved.
Percent of Salmon Progress Reports Responded to On Time (15 days or less)	90%	90%	●	A total of 198 progress reports were due this fiscal year to date for SRFB-funded projects. Staff responded to 179 in 15 days or less. On average, staff responded in 6 days.
Percent of Salmon Bills Paid within 30 days	100%	100%	●	During this fiscal year to date, 500 bills were due for SRFB-funded projects. All were paid on time.
Percent of Projects Closed on Time	85%	72%	●	A total of 36 SRFB-funded projects were scheduled to close so far this fiscal year; 26 closed on time.
Number of Projects in Project Backlog	5	9	●	Nine SRFB-funded projects are in the backlog. This is more than the last board meeting.
Number of Compliance Inspections Completed	125	31	●	Staff have inspected 31 worksites this fiscal year to date. They have until June 30, 2019 to reach the target.

Salmon Recovery Funding Board Briefing Memo

APPROVED BY RCO DIRECTOR KALEEN COTTINGHAM

Meeting Date: December 5-6, 2018

Title: Salmon Recovery Management Report

Prepared By: Steve Martin, Executive Coordinator, Governor's Salmon Recovery Office
Tara Galuska, Salmon Section Manager, Recreation and Conservation Office
Sarah Gage, Program Manager, Governor's Salmon Recovery Office

Summary

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

Board Action Requested

This item will be a:

- Request for Decision
- Request for Direction
- Briefing

Governor's Salmon Recovery Office

Governor's Salmon Recovery Office Work Plan and State Agency Cabinet Meeting

The 2018 Governor's Salmon Recovery Office (GSRO) work plan will be reviewed in the coming months with an eye towards prioritizing the multitude of important activities. The Council of Regions (COR), Recreation and Conservation Office (RCO) and others will assist with the review and prioritization.

Convening a state agency policy work group is one of the many activities in the plan that was completed this September, when the Governor's policy staff convened a natural resources sub-cabinet to discuss salmon issues. RCO director Kaleen Cottingham attended the first meeting and intends to attend all future meetings. The first meeting focused on the riparian guidance and its treatment of regulatory programs vs. voluntary programs. The members also discussed the culvert injunction and fish passage in general. A subsequent meeting is planned, although not yet scheduled by the Governor's Office. The outcome and direction from this cabinet level group may help shape priorities in the GSRO work plan.

The Salmon Recovery Network will remain a priority for GSRO, as will legislative outreach efforts and engagement with the COR. Other likely priorities for the coming year include the potential update to the Statewide Salmon Recovery Strategy and follow through with Orca Task Force recommendations.

Salmon Recovery Network Update

As reported in September, the Salmon Recovery Network (SRNet) has been meeting monthly and continues to encourage development of a new non-profit organization for the purpose of advocating for

the salmon recovery efforts across the state and amongst many partners. It is hoped that one of the partners continues the Friday conference calls to review legislation and develop perspectives for other to use during legislative hearings or with legislators. The SRNet prepared a letter to Governor Inslee in support of the salmon related budget requests by the various state agencies (Attachment B).

State of Salmon in Watersheds Report

Jennifer Johnson (GSRO), once again, did an amazing job of synthesizing a myriad of salmon activities into the Governor's Update on the State of Salmon in Watersheds (SOS). A shout out goes to the agencies, the regions and so many who were accommodating and responsive to Jennifer's requests. An update will be provided on day two of the December meeting.

Brian Abbott Fish Barrier Removal Board (FBRB)

The Brian Abbott Fish Barrier Removal Board (FBRB) and WDFW worked closely with the RCO to develop the budget proposal for 2019-2021 based on the lists of projects received as part of the Request For Proposals published last summer, as well as some of those that were submitted last biennium. The requested budget is \$50.7 million, which will fund a mix of construction-ready projects and projects that need final designs but are intended to be constructed during the biennium.

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

Washington DC outreach and Congressional field tours

Conversations with our partners and advisors on our approach for meetings with Washington DC congressional staff is underway. GSRO staff time will be devoted to congressional and legislative field tours and outreach activities in conjunction with the regions, lead entities and other partners.

Governor Inslee's Orca Task Force

Initiated in March of this year, the Orca Task Force finalized its report and a suite of recommendations on November 16. The effort put into this by the Governor's Salmon Recovery Office (GSRO), Puget Sound Partnership (PSP), Washington Department of Fish and Wildlife (WDFW) and Ecology as technical and policy leads to the various work groups was enormous. One major outcome is strong support for all of the salmon-related grant programs administered by the RCO. See item number 12 for more details and a [link to the report](#).

Year 2 will include the further assessment of strategies to reduce predation, scoping the Lower Snake River dams, develop oil spill reduction strategies, advance strategies to reduce vessel disturbance, and other possible actions that could not be resolved in Year 1. For example, Regional Organizations have been asked to assess and prioritize appropriate locations to reestablish salmon runs above dams in Year 2.

2019 Salmon Recovery Conference

The preparations for the [2019 Salmon Recovery Conference: Facing the Future Together](#) are well and truly launched. Our conference management and registration services contractor, Western Washington University-Conference Services (WWU-CS) has worked with RCO to obtain the Greater Tacoma Convention Center for April 7–9, 2019. Exhibitors will be able to set up on Sunday, April 7th. The conference itself will run on Monday-Tuesday, April 8–9.

The Steering Committee met for the first time on October 9th and will meet again December 12, February 13, and, if needed, March 13. The Steering Committee's role is be the brain trust for the conference, providing perspective on the big picture, helping identify themes, topics, and speakers, and helping spread the word about the conference to their respective circles.

The committee agreed that important themes for the 2019 conference included the 20th anniversary of Washington's Salmon Recovery Act, lessons learned in the past 20 years, the need to work together, and overall, the urgency and importance of recovering salmon.

On the administrative side, WWU-CS sent out a save-the-date e-mail blast in mid-October, using a list of more than 2,100 contacts provided from RCO's PRISM database. This was followed by the [call for sessions](#), which opened for the period October 22–November 20. Staff will provide updates on the number and types of sessions submitted and the Program Committee's process for screening them.

Staff will brief the board on other aspects of conference planning, including the overall timeline, progress made obtaining sponsorships, and recruitment of plenary speakers.

Lead Entity Shift

The Thurston Regional Planning Council (TRPC) has become the lead entity organization for Water Resource Inventory Area 13 (WRIA 13). As reported in September, RCO received letters from the participating governments (the cities of Lacey, Olympia, Rainier, and Tumwater, the Squaxin Island Tribe, and Thurston County) in support of this shift. Formal resolutions from these governments followed the letters and the TRPC voted to undertake this responsibility.

After undertaking an open search for a lead entity coordinator, TRPC offered the position to Amy Hatch-Winecka, and she accepted the offer.

Recreation and Conservation Office - Salmon Section Report

2018 Grant Round

Applications for the 2018 grant round were submitted on August 9, 2018, and Lead Entity final ranked projects lists were due on November 7th. The Regions compiled information for their regional area summaries due to RCO on September 7th. At its December meeting the board will be asked to approve SRFB projects funded with state 2017-19 and federal NOAA Pacific Coastal Salmon Recovery award funds. The board will also be asked to approve Puget Sound Acquisition and Restoration projects for the 2019-21 biennium budget request. PSAR projects are approved in advance of the legislative session and submitted with the budget request to the legislature. The Puget Sound Partnership will also be submitting a PSAR Large Capital project list for board approval in December. All of the project lists and more information about the grant round can be found in Item 6 and the [2018 Funding Report](#).

Approved Capital budget 2017-2019 biennium

RCO's salmon section has put the projects funded in the 2017-2019 capital budget under agreement. The approved capital budget funded not only the SRFB and PSAR program projects but all of the other salmon related programs identified below which receive funding in RCO's budget.

Budget Requests 2019-2021

In August the SRFB decided upon a request amount of \$88.9 million for the 2019-2021 capital and \$1.3 million for operating budget (approximately \$90.2 million total). This includes all salmon related programs. The following table displays the budget request for the 2019-2021 legislative session for each program.

Project lists are being finalized for the Estuary Salmon Restoration Program, the Washington Coast Restoration Initiative, the Brian Abbott Family Forest Fish Passage Program and the on-going list for the Family Forest Fish Passage Program. At its December meeting, the board will be asked to approve the ranked PSAR and PSAR large capital project lists for the 2019-2021 budget request and to fund the SRFB project ranked lists using 2017-2019 capital budget and NOAA PCSRF funds.

Table 1. Budget Requests 2019-2021 and 2019 Legislative session

RCO Operating Budget Requests - salmon

PROJECT/FUNCTION	2019-21 REQUEST
Fund lead entities with general-fund dollars, shift from capital to operating, and fund salmon recovery regions to engage in orca recovery efforts related to increased hatchery production of Chinook salmon	\$866,500
Facilitated process to update statewide salmon recovery strategy	\$150,000
Shift of funds from WDFW and Ecology budgets to RCO budget for GSRO support	\$288,000
Total Request	\$1,304,500

RCO Capital Budget Requests - salmon

PROGRAM	2017-19 FUNDING	2019-21 REQUEST
State		
Salmon Recovery (SRFB-State) \$76.5 m projects \$9.8 m targeted investment in Hood Canal – delisting \$2.604 lead entity funds	\$16,500,000	\$88,904,000
Puget Sound Acquisition and Restoration	\$40,000,000	\$79,600,000
Estuary and Salmon Restoration	\$8,000,000	\$20,000,000
Family Forest Fish Passage Program	\$5,000,000	\$20,000,000
Coastal Restoration Grants	\$12,500,000	\$12,438,000
Brian Abbott Fish Barrier Removal Board Grants	\$19,747,000	\$50,000,000
Federal		
Salmon Recovery – Federal spending authority	\$50,000,000	\$50,000,000

In addition, RCO manages projects and contracts for the Chehalis Basin Strategy, the Washington Department of Ecology's Yakima Basin Integrated Water Resource Management Plan, NOAA Pacific Coast Critical Stock program, NOAA Coastal Resiliency program, and the Hatchery Scientific Review Group. The budget for these programs are in sister agency requests or comes as separate grants to RCO.

Salmon Recovery Funding Board Grant Administration

Viewing Closed Projects

Attachment A lists projects that closed between August 1, 2018 and November 5, 2018. Each project number links to information about a project (e.g. designs, photos, maps, reports, etc.). Staff closed out fifty-four projects or contracts during this time period.

Amendments Approved by the RCO Director

The table below shows the major amendments approved between August 1, 2018 through November 5, 2018. Staff processed 42 project-related amendments during this period; most amendments were minor revisions related to administrative changes or time extensions.

Table 2. Project Amendments Approved by the RCO Director

Project Number	Project Name	Sponsor	Program	Type	Date	Amount/Notes
14-1931	West Beach Road Barrier Correction	San Juan County Public Works	Salmon State Projects	Cost Change	8/7/2018	Increase SRFB funds by \$75,000 to complete scope of work.
16-1790	Wenatchee Sleepy Hollow Floodplain Acquisition	Chelan-Douglas Land Trust	Salmon Federal Projects	Cost Change	8/9/18	Increase SRFB funds by \$86,460 and match by \$55,560 to adjust for increase in property value.
17-1140	Greenbank Marsh Restoration Design	Greenbank Beach and Boat Club	Salmon State Projects	Cost Change	8/28/18	Increase PSAR funds by \$36,050 for expanded biological assessment and groundwater testing.
16-2054	NF Nooksack (Xwqélém) Farmhouse Ph. 3 Restoration	Nooksack Indian Tribe	Puget Sound Acq. & Restoration	Cost Change	9/7/18	Increase PSAR funds by \$44,934 and match by \$7,930 for higher construction costs.
15-1050	Kristoferson Creek Fish Passage Improvements	Snohomish Conservation Dist.	Salmon State Projects	Cost Change	8/21/18	Increase funds by \$45,000 for higher higher construction costs.
17-1221	Newaukum Trio	Lewis County Conservation Dist.	Salmon State Projects	Cost Change	10/11/18	Increase funds by \$12,000 for additional design costs.
15-1177	WRIA 14 Water Type Assessment Phase III	Wild Fish Conservancy	Salmon State Projects	Cost Change	10/22/18	Increase funds by \$15,000 for additional assessment areas.
16-1474	Hood Canal Nearshore Forage Fish Assessment	Hood Canal SEG	Salmon Federal Projects	Cost Change	10/12/18	Reduce sponsor match by and agreement amount by \$14,520.
15-1087	Lacamas Creek Side Channel Reconnection	Lewis County Public Works	Salmon Federal Projects	Cost Change	9/10/18	Increase SRFB funds by \$5,173 and match by \$913 to allow for further modeling and outreach.

Project Number	Project Name	Sponsor	Program	Type	Date	Amount/Notes
15-1250	Colby Creek Culvert Replacement	Pacific Coast Salmon Coalition	Salmon Federal Projects	Cost Change	8/10/18	Reduce total amount by \$145,589 due to change of scope of work.
15-1047	Stringer Creek Barrier Correction	Pacific County Anglers	Salmon State Projects	Cost Change	9/14/18	Increase SRFB funds by \$43,000 to address scope and design changes.

The following table shows projects funded by the board and administered by staff since 1999. The information is current as of November 5, 2018. This table does not include projects funded through the Brian Abbott Fish Barrier Removal Board program (FBRB), the Family Forest Fish Passage Program (FFPP), the Washington Coastal Restoration Initiative program (WCRI), or the Estuary and Salmon Restoration Program (ESRP). Although RCO staff support these programs through grant administration, the board does not review and approve projects under these programs.

Table 3. Board-Funded Projects

	Pending Projects	Active Projects	Completed Projects	Total Funded Projects
Salmon Projects to Date	17	398	2,371	2,786
Percentage of Total	0.6%	14.3%	85.1%	

Attachments

- Attachment A: Salmon Projects Completed and Closed from August 1, 2018 through November 5, 2018
- Attachment B: SRNet Letter to Governor Inslee

Salmon Projects Completed and Closed from August 1, 2018-November 5, 2018

Project Number	Sponsor	Project Name	Primary Program	Closed Completed Date	Project Snapshot
12-1932	Fish & Wildlife Dept. of	Steelhead Genetic Introgression Study	Salmon Federal Activities	8/27/2018	Snapshot Link
13-1173	Mason Conservation Dist.	Southern Hood Canal Riparian Enhancement Phase II	Puget Sound Acq. & Restoration	10/8/2018	Snapshot Link
13-1199	North Olympic Salmon Coalition	East Jefferson Summer Chum Riparian Phase II	Puget Sound Acq. & Restoration	10/3/2018	Snapshot Link
13-1557	Mid-Columbia RFEF	Bateman Island Causeway Concept Design Project	Salmon State Projects	8/31/2018	Snapshot Link
14-1188	Pierce County Planning	Puyallup River RM27.2-28.6 LB Acquisition	Salmon Federal Projects	8/14/2018	Snapshot Link
14-1321	Jefferson Land Trust	Lower Big Quilcene River Riparian Protection	Puget Sound Acq. & Restoration	10/8/2018	Snapshot Link
14-1332	Mason Conservation Dist.	South Fork Skokomish LWD Enhancement Phase 3	Salmon State Projects	9/26/2018	Snapshot Link
14-1369	Mason Conservation Dist.	Skokomish Estuary Restoration Phase 3C	Puget Sound Acq. & Restoration	8/14/2018	Snapshot Link
14-1661	Pacific Coast Salmon Coalition	Squaw Creek Culvert Replacement	Salmon Federal Projects	10/2/2018	Snapshot Link
14-2176	Pierce Co Public Works	Lower Purdy Creek Restoration Feasibility	Salmon State Projects	8/14/2018	Snapshot Link
14-2263	Fish & Wildlife Dept. of	2014 Chinook Mark-Selective Fishery Monitoring	Salmon Federal Activities	10/1/2018	Snapshot Link
15-1113	Lower Columbia Estuary Partner	EF Lewis Side Channel 5A-5B Restoration	Salmon Federal Projects	9/28/2018	Snapshot Link
15-1278	Lummi Nation	SF - Skookum Edfro Ph. I Restoration	Salmon State Projects	9/20/2018	Snapshot Link
15-1286	Lummi Nation	MF - Porter Creek Reach Phase 1	Puget Sound Acq. & Restoration	9/24/2018	Snapshot Link
15-1308	Asotin Co Conservation Dist.	Asotin County Geomorphic-Watershed Assessment	Salmon Federal Projects	9/11/2018	Snapshot Link
15-1342	Upper Columbia Salmon Rec. BD	Upper Columbia Salmon Recovery Board	Salmon Federal Activities	8/28/2018	Snapshot Link

Project Number	Sponsor	Project Name	Primary Program	Closed Completed Date	Project Snapshot
15-1348	Hood Canal Coord. Council	Hood Canal Regional Salmon Recovery Organization	Salmon Federal Activities	8/15/2018	Snapshot Link
15-1352	Puget Sound Partnership	Puget Sound Regional Salmon Recovery Organization	Salmon Federal Activities	9/17/2018	Snapshot Link
15-1353	Lower Columbia Fish Recovery Board	Lower Columbia Fish Recovery Board 2015-17	Salmon Federal Activities	8/22/2018	Snapshot Link
15-1354	Walla Walla Community College	Snake River Regional Organization 2015-2017	Salmon Federal Activities	8/27/2018	Snapshot Link
15-1376	WA Coast Sust. Salmon Fdn.	Washington Coast Sustainable Partnership 2015-2017	Salmon Federal Activities	8/27/2018	Snapshot Link
15-1380	Klickitat County of	Klickitat County Lead Entity 2015-2017	Salmon-LE Fed Contracts	8/16/2018	Snapshot Link
15-1383	Grays Harbor County of	Chehalis Basin Lead Entity 2015-2017	Salmon-LE Fed Contracts	8/10/2018	Snapshot Link
15-1385	Pacific County of	Pacific County Lead Entity 2015-2017	Salmon-LE Fed Contracts	8/28/2018	Snapshot Link
15-1392	Island Co. Dept. Natural Res.	Island County Lead Entity 2015-2017	Salmon-LE Fed Contracts	8/3/2018	Snapshot Link
15-1396	Clallam County of	North Olympic Peninsula Lead Entity 2015-2017	Salmon-LE Fed Contracts	8/30/2018	Snapshot Link
15-1397	University of Washington	North Pacific Coast Lead Entity 2015-2017	Salmon-LE Fed Contracts	8/23/2018	Snapshot Link
15-1398	Quinalt Indian Nation	Quinalt Indian Nation Lead Entity 2015-2017	Salmon-LE Fed Contracts	9/6/2018	Snapshot Link
15-1401	Pierce County of	Pierce County Lead Entity 2015-2017	Salmon-LE Fed Contracts	8/23/2018	Snapshot Link
15-1402	San Juan County of	San Juan Community Development Lead Entity 2015-17	Salmon-LE Fed Contracts	9/13/2018	Snapshot Link
15-1404	Skagit Watershed Council	Skagit Watershed Council Lead Entity 2015-2017	Salmon-LE Fed Contracts	8/23/2018	Snapshot Link
15-1405	Snohomish County of	Snohomish Basin Lead Entity 2015-2017	Salmon-LE Fed Contracts	8/15/2018	Snapshot Link
15-1406	Snohomish County of	Stillaguamish Co-LE (Snohomish County) 2015-17	Salmon-LE Fed Contracts	8/7/2018	Snapshot Link
15-1407	Stillaguamish Tribe of Indians	Stillaguamish Co-LE (Stillaguamish Tribe) 2015-17	PSAR-Lead Entity Contracts	8/27/2018	Snapshot Link
15-1408	Kitsap County Comm. Development	West Sound Watersheds Council Lead Entity 2015-17	Salmon-LE Fed Contracts	8/24/2018	Snapshot Link

Project Number	Sponsor	Project Name	Primary Program	Closed Completed Date	Project Snapshot
15-1411	Thurston Conservation District	WRIA13 Salmon Habitat Recovery Lead Entity 2015-17	Salmon-LE Fed Contracts	8/29/2018	Snapshot Link
15-1412	Mason Conservation Dist.	WRIA14 Salmon Habitat Recovery Lead Entity 2015-17	Salmon-LE Fed Contracts	8/23/2018	Snapshot Link
15-1413	King County of	Lake WA-Cedar-Sammamish WRIA 8 Lead Entity 2015-17	Salmon-LE Fed Contracts	8/3/2018	Snapshot Link
15-1414	King County of	Green-Duwamish-CentralPS WRIA9 Lead Entity 2015-17	Salmon-LE Fed Contracts	8/24/2018	Snapshot Link
16-1780	Chelan Co Natural Resource	Nason RM 2.3 Side Channel Reconnection Design	Salmon Federal Projects	9/14/2018	Snapshot Link

November 13, 2018

Governor Jay Inslee
Office of the Governor
PO Box 40002
Olympia, WA 98504-0002

Re: Salmon Recovery Funding in the Governor's 2019-2021 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 2019-21 Biennial budgets needed to support the State's salmon recovery efforts. We are writing with urgency and a plea at this critical juncture. Pressures are mounting and the tide must be turned. From climate change, to population growth and habitat loss, to possible species extinctions, there is a heightened awareness and growing evidence that what we are doing is not enough.

Washington State has always been a leader in salmon recovery. It is time once again that we step up as a state, and address head on the issues of our day, not just for salmon but now also for the Southern Resident Killer Whales. It is clear that salmon and orca recovery are inextricably linked and that our efforts must thoughtfully and effectively address the needs of both. We began salmon recovery with the simple vision that to succeed, we needed to bring together tribes, local communities, and state and federal partners. From that simple vision, we have spent the last two decades in town halls, homes, and community centers, building a resilient and robust salmon recovery network. This network is motivated, committed and ready to act at a moment's notice.

Our request, as a salmon recovery community and network, is that you strongly support the funding needed to meet the shared challenges of recovering both our threatened salmon and orca. An effective recovery effort is a complex undertaking that depends on a number of agency programs. The attached materials identify those individual agency programs and their requested budgets.

As recommended in Orca Task Force report, we urge your support for fully funding:

- Recreation and Conservation Office's budget requests for existing capital budget salmon recovery accounts (Salmon Recovery Funding Board, Puget Sound Acquisition and Restoration Program, Estuary and Salmon Restoration Program, the Fish Passage Barrier Removal Board, and the Washington Coast Restoration and Resilience Initiative).
- Department of Ecology's budget requests for Floodplains by Design, the Chehalis Basin Strategy, and the Yakima Basin Initiative.
- Programs to sustain our salmon recovery infrastructure, including the regional recovery organizations, lead entities and Regional Fisheries Enhancement groups
- The Conservation Commission's budget request for the Conservation Reserve Enhancement Program (CREP)
- The programs of the Departments of Fish and Wildlife, Natural Resources, and Transportation, and the Puget Sound Partnership that support recovery and protect critical habitat (see attachment for details).

Your support will ensure that all of our work will not stall, and that state agencies, partners, and tribes can continue to put actions on the ground to stem the decline and turn the tide.

Our plea is that you and your staff will engage the salmon recovery network. This network of local elected officials, tribes, state and federal agencies, NGOs, and local citizens, is at your ready, and looking to engage on the very issues you have highlighted, including climate change, ocean acidification, and orca recovery. There is much work to do. We have no time to waste. And we are ready to act.

We are ready and eager to work with you to make the changes needed now, restoring the environmental conditions that will recover our salmon and orca populations and benefit the people of Washington State.

Sincerely,



Steve Manlow
Chair, Council of Salmon Recovery Regions



Alicia Olivas
Chair, Washington Salmon Coalition



Dick Wallace
Board President, Regional Fisheries Coalition



Patricia Hickey
Executive Director, Washington Association of
Conservation Districts

CC: JT Austin, Rob Duff, Jim Cahill

Salmon Recovery Network's guide to key state agency programs that support salmon recovery

Version date 11/7/18

Note: Detailed and narrative information about the budget requests are available at <https://abr.ofm.wa.gov/budget/agency/requests>.

Agency	Budget	2013-2015 Appropriation	2015-2017 Appropriation	2017-2019 Appropriation	2019-2021 Budget Request
Conservation Commission					
Conservation Technical Assistance	Operating		\$ 2,590,000	\$ -	\$ 17,134,000
Natural Resource Investment	Capital		\$ 4,000,000	\$ 4,000,000	\$ 8,000,000
RCPD Puget Sound	Capital		\$ 2,000,000	\$ 600,000	\$ 6,608,000
Conservation Reserve Enhancement Program	Capital				\$ 7,500,000
Farmland Preservation Targeted Areas-NEW	Capital				\$ 10,000,000
Engineering Project Design and Implementation-NEW	Capital				\$ 2,700,000
Irrigation Efficiencies Program	Capital				\$ 8,906,000
Department of Ecology					
Floodplains by Design	Capital	\$ 55,000,000	\$ 35,560,000	\$ 35,389,000	\$ 70,000,000
Yakima River Basin Water Supply	Capital		\$ 30,000,000		\$ 42,000,000
Columbia River Water Supply Development Program	Capital		\$ 19,000,000		\$ 40,000,000
Sunnyside Valley Irrigation District Water Conservatio	Capital		\$ 3,055,000		\$ 4,200,000
Centennial Clean Water Program	Capital	\$ 50,000,000	\$ 20,000,000	\$ 35,000,000	\$ 40,000,000
Streamflow Restoration	Capital				\$ 40,000,000
Drought & Climate Preparedness and Response	Capital				\$ 10,000,000
Office of the Chehalis Basin	Operating				\$ 1,464,000
Floodplains by Design Rulemaking	Operating				\$ 168,000
Puget Sound WQ Observation Network	Operating				\$ 1,907,000
Flood Resilient Communities	Operating				\$ 2,000,000
Stormwater Financial Assistance Program*	Capital	\$ 100,000,000	\$ 55,300,000	\$ 55,000,000	\$ 60,000,000
Department of Fish and Wildlife					
Maintain Conservation	Operating				\$ 3,392,000
Enhance Conservation	Operating				\$ 12,880,000
Enhance RFEs	Operating				\$ 900,000
Maintain Fishing and Hatchery	Operating				\$ 9,388,000
Mass-Marking Minimum Wage	Operating				\$ 471,000
Capital Improvements	Capital		\$ 52,200,000		\$ 140,261,000
Department of Natural Resources					
Rivers and Habitat Open Space Program	Capital		\$ 1,000,000		\$ 6,000,000
Forestry Riparian Easement Program	Capital		\$ 11,200,000		\$ 17,324,000
Small Forest Landowner Office Capacity	Operating		\$--		\$ 1,602,900
Changing Ocean Conditions	Operating				\$ 1,500,000
Creosote removal and restoration	Operating				\$ 7,500,000
Department of Transportation					
Fish Barrier Correction – State Highways	Trans.	\$ 30,000,000	\$ 88,700,000	\$ 109,000,000	\$ 294,000,000
Puget Sound Partnership					
Promote Accountability Measures	Operating				\$ 834,000
Monitoring to Accelerate Recovery	Operating				\$ 2,020,000
Restore Puget Sound Salmon Runs	Operating				\$ 2,282,000
Recreation and Conservation Office					
Salmon Recovery (SRFB-State)	Capital	\$ 15,000,000	\$ 16,500,000	\$ 19,711,000	\$ 88,904,000
Puget Sound Acquisition and Restoration	Capital	\$ 70,000,000	\$ 37,000,000	\$ 40,000,000	\$ 79,600,000
Estuary and Salmon Restoration Program	Capital	\$ 10,000,000	\$ 8,000,000	\$ 8,000,000	\$ 20,000,000
Family Forest Fish Passage Program	Capital	\$ 2,000,000	\$ 5,000,000	\$ 5,000,000	\$ 20,000,000
Washington Coastal Restoration Grants	Capital	\$ -	\$ 11,185,000	\$ 12,500,000	\$ 12,483,000
Brian Abbott Fish Barrier Removal Board Grants	Capital	\$ -	\$--	\$ 19,747,000	\$ 50,000,000
Lead Entities (Carry Forward and New Request)	Operating/ Capital		\$ 907,000		\$ 1,703,500
Aquatic Lands Enhancement Account*					

Salmon Recovery Funding Board Briefing Memo

APPROVED BY RCO DIRECTOR KALEEN COTTINGHAM

Meeting Date: December 5-6, 2018

Title: Federal Pacific Coastal Salmon Recovery Fund (PCSRF) Draft Audit Report and RCO Response

Prepared By: Scott Robinson – Deputy Director

Summary

This briefing item will introduce the draft audit findings of the RCO administered Pacific Coastal Salmon Recovery Fund (PCSRF) by the Department of Commerce and outlines RCO's Response.

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

Background

The Department of Commerce conducted a federal audit of RCO's 2010 and 2011 PCSRF awards. The auditors looked at all elements of the awards, including direct expenditures, related administrative costs, metric reporting, match, grants, and contracts.

The audit began in May of 2017 and finished up in September of this year (2018). A draft audit report was released a few weeks later. After reviewing the draft report RCO responded to each claim outlined in the audit through a letter dated October 4, 2018. We are waiting for a reply from the Department of Commerce to our response.

Staff will provide a briefing to the board at its December 2018 meeting highlighting the audit findings, RCO's response and any subsequent response from the Department of Commerce.

Attachments

1. Attachment A

Natural Resources Building
P.O. Box 40917
Olympia, WA 98504-0917

1111 Washington St. S.E.
Olympia, WA 98501



(360) 902-3000
TTY: (800) 833-6388
Fax: (360) 902-3026

E-mail: Info@rco.wa.gov
Web site: www.rco.wa.gov

STATE OF WASHINGTON
RECREATION AND CONSERVATION OFFICE

October 4, 2018

David Sheppard, Audit Director
U.S. Department of Commerce Office of Inspector General
Seattle Regional Office
915 Second Avenue, Suite 3062
Seattle, WA 98174

Subject: Response to the Audit of NOAA Pacific Coastal Salmon Recovery Fund Grants to the Washington State Recreation and Conservation Office (RCO) Draft Report

Dear Mr. Sheppard:

Thank you for the draft audit report conducted by your office. I appreciate your team's thoughtful and thorough review of my agency in general and the selected Pacific Coastal Salmon Recovery Fund (PCSRF) grant awards in particular. At RCO, we believe in continual improvement and see the audit process as an opportunity to make our processes better.

This letter will address each audit finding and our response. We do not have any disagreement with the facts presented in the report, but we do not agree with the conclusions requiring repayment for several of the findings. Some long-standing processes may have come under question and are being modified per audit findings, but expenditures were eligible and all benefited salmon recovery in Washington State.

Audit findings with questioned costs

1. Unallowable transfers between PCSRF grant awards led to \$1,359,210 in questioned costs

We do not agree with the questioned costs. While costs were transferred between different PCSRF grant awards, all of the costs were allowable in both grant awards in question and were used for impactful salmon recovery projects with the goal of stopping the decline of salmon and bringing important species back from the brink of extinction. This is critical work right now as Washington has multiple species listed as threatened or endangered through the federal Endangered Species Act. The state is also struggling with the decline of the endangered Southern Resident killer whale populations who rely on a diet of salmon. Further, the United States Secretary of Commerce declared nine salmon fisheries along the west coast as fisheries disasters due to declining salmon populations. All of these have a major impact on our state and tribal economies.



David Sheppard, Audit Director
October 4, 2018
Page 2

Both grant awards were given for the same program with the equivalent eligibility requirements and recovery goals, and the period of the expenditures were allowable in both grant awards. We changed the decision as to what grant award the funds were allocated based upon important project specific reasons such as delayed federal permits or contractor schedules. While one grant cost increased, another grant cost decreased in the exact amount and at the same time. All activities and expenditures were reportable and allowable per the PCSRF federal funding opportunity, budget and program. RCO thought it appropriate to move between grant years in order to spend down the oldest funds. In addition, no charges were made to fund ineligible costs.

This process had been reviewed by the Washington State Auditor previously and informally discussed with the National Oceanic and Atmospheric Administration (NOAA) regional program office.

As a result of your review, even though we feel our approach was allowable and perhaps a best management practice to expend the oldest funds first, we have modified our practice and stopped transferring expenditures between grant awards at the end of the grant period. RCO is concerned that repayment of these otherwise eligible expenditures will reduce future salmon recovery efforts, as the state has been and continues to work hard to get resources on the ground to recover salmon at a critical time for species survival. Now is the time for the state and NOAA to double down on salmon recovery, and not reduce the level of effort.

2. Indirect costs of \$825,000 were claimed but unauthorized

We do not agree with the questioned costs. We do agree an incorrect budget was outlined in our grant award. This was due to a change in the way our agency charged the 3% allowable PCSRF administrative costs. In 2012 we went through a state single audit (of federal expenditures) where the approach we were using to charge the allowable 3% PCSRF administrative cost was identified as incorrect. Previously we had charged direct salary, benefit, travel and goods and service to the 3% PCSRF admin.

After analysis, we determined that we could use the federally approved indirect rate, up to the allowable 3% PCSRF rate. We modified our process and began to implement the change to the budget in the federal agreements. It turned out, however, to be too late in the process for the 2010 PCSRF grant award. Working with the NOAA federal grants officer we were granted a close out extension for the 2010 PCSRF grant award and were attempting to update the budget. We were unable to make changes to the grant award after the end of the original grant period, even with the extension granted. As evidence of our intent, we were able to change the 2011 PCSRF grant award budget, which was still active, and add indirect costs.

RCO is concerned that repayment of eligible expenditures will reduce future salmon recovery efforts because any payment would come out of our current state appropriation for salmon recovery. Repayment could have a major impact on Washington State's ability to recover salmon. Further the state appropriations for salmon recovery are currently being used to match current NOAA PCSRF grant awards.

3. Subrecipient payments totaling \$259,474 to a federal agency were not allowable

We do not agree with the questioned costs. This payment was a portion of a subgrant that RCO awarded to WA State Department of Ecology (Ecology) for an intensively monitored watershed project to determine if restoration activities have a positive impact to salmon populations. In that agreement, Ecology paid Northwest Fisheries Science Center NWFSC \$259,474.

This issue has been discussed for years with NOAA and it has been resolved. There is an e-mail dated, February 6, 2015 from senior leadership at the Portland branch of NOAA. In the email the opinion of an attorney for the US Department of Commerce is shared.

Quoting from the email “Based on the information you provided, the Northwest Fisheries Science Center (NWFSC) may accept funds from the State of Washington as payment for the proposed services pursuant to proper legal authority, even though the State will pay NWFSC using funds provided by NOAA as financial assistance from the Pacific Coastal Salmon Recovery Fund. We understand that NWFSC is not involved in assistance awards for this NOAA program, NWFSC has unique expertise regarding the required services, and the services to be provided by NWFSC are a small portion of the assistance project being carried out by the State.”

The NWFSC has unique expertise regarding the required services. The services to be provided by NWFSC represented a small portion of the assistance project being carried out by the State. RCO does not think repayment is necessary given the permission from NOAA, the unique nature of the scope completed by NWFSC, and it is eligible under the federal award. Currently there is a sub contract between Ecology and NWFSC outlining duties and deliverables. We feel these adequately address the concerns raised.

4. The audit found \$27,309 in unsupported costs

This finding relates to the difference between state and federal document retention policies. RCO and Ecology did dispose of documents supporting the questioned costs. While we followed the Washington State retention schedule of 6-years, unfortunately, it was not adequate to meet the longer federal requirement.

RCO's portion of the costs totaled \$10,478 and was used for the maintenance and development of our PRISM database which stores and manages salmon recovery project data. Ecology's portion of the costs totaled \$16,831 and was used to pay for intensively monitored watershed work. Both sets of costs were allowable under the PCSRF grant award.

We understand that federal requirements take precedence over state requirements and are working to update the retention instructions to sub-recipients for documents related to federal grant awards. Additionally, in 2015 we developed an electronic billing system in our PRISM database that assists us in the storage and retention of documents. This will not be a problem in the future.

5. Expenses totaling \$17,982 were incurred outside the period of performance and should not have been claimed against grant award NA10NMF4380435

RCO did transfer costs related to Jones & Stokes (RCO #09-1755) for a hatchery reform project. Hatchery reform is ongoing work. PCSRF funds are added to the contracts annually, as federal awards are granted. The hatchery management reviews have developed management approaches to allow tribal, state, and federal partners to effectively manage hatcheries to meet conservation and harvest goals consistent within their respective legal responsibilities. In this case the costs were mistakenly transferred from the period prior to the start of NA10NMF4380435.

RCO will put more emphasis around monitoring dates for any costs in federal grants, focusing on any contracts that have more than one year of federal grant award.

6. Overpayment of \$2,025 to a contractor was not allowable

RCO did process a duplicate payment to a contractor Ecolution, RCO #:14-1988 for monitoring panel participation. This overpayment occurred near the end (November and December 2015) of the agreement. The contractor assumed they had not been paid for the cost and rebilled RCO. We have recovered the cost in full, and we will remit these funds to NOAA.

Audit findings without questioned costs

7. Unallowable federal grants were included in the match to NOAA

NOAA requires RCO to provide a 33 percent match for PCSRF grants. Matching requirements are primarily met by state funded projects and on occasion by sub-recipient provided match. In this instance a portion of the match provided by sub-recipients included other federal awards. This was an oversight on RCO's part. None-the-less RCO had enough state overmatch to meet NOAA requirements, so it did not negatively impact the state match provided.

RCO has systems in place to ensure match to PCSRF awards comes from sources other than federal grant awards. If a project has federal match, as noted in our database, it will not be included in our state match reported to PCSRF.

8. Indirect cost base included unallocable expenses

RCO's Indirect costs are calculated by multiplying the federally approved rate by the federally approved base. While calculating indirect costs for PCSRF, RCO combined (or pooled) the indirect costs from all active PCSRF grant awards and charged the indirect cost to only one PCSRF grant award. This methodology was noted as incorrect by the auditors.

RCO's practice of calculating its indirect costs has changed. Currently indirect costs are charged to each grant award, up to the allowable 3%.

David Sheppard, Audit Director
October 4, 2018
Page 5

9. RCO did not ensure subrecipients protected federal interest when using salmon recovery funds to acquire and improve real property.

We do not agree with this finding. RCO, as a grant making agency, utilizes a Deed of Right (DOR) to protect the interest of the government on all properties acquired with state and federal funds in all the grant programs that RCO administers. This DOR was approved by the Washington State Attorney General's office, and has been used by the agency for over 50 years. It has been in place since the inception of the salmon recovery program in 1999. The DOR is a legal document recorded with the county auditor for each property acquired. A restriction on conversion of use has been a condition of all RCO grants and is included in the project contract since the inception of RCO in 1966.

The DOR is a standardized template that includes a legal description of the property, the reason the property is being protected, a map depicting the property boundaries, and reference to the project agreement or contract and the fund source, including identifying PCSRF federal funds. Given this document is acceptable in another federal program administered by RCO, and absent a template provided by NOAA, it is RCO's assertion that this DOR protects the federal interest in the property, since the fund source is clearly identified.

RCO has extensive compliance policies and regulations in place to resolve any issues that arise after a project is deemed complete. Post project completion inspections are required on our projects. In addition, RCO's DOR is an accepted document to protect the federal interest in property for the National Park Service (NPS).

Thank you for consideration of our response. If you have questions please contact me or Mark Jarasitis, our Chief Financial Officer, at 360.902.3006 or mark.jarasitis@rco.wa.gov.

Sincerely,



Kaleen Cottingham
Director

Salmon Recovery Funding Board Briefing Memo

APPROVED BY RCO DIRECTOR KALEEN COTTINGHAM

Meeting Date: December 5-6, 2018

Title: Habitat Work Schedule Update

Prepared By: Scott Robinson – Deputy Director

Summary

This briefing will outline the current situation with the agency managed Habitat Work Schedule (HWS), a database used to collect and store important salmon recovery projects and data.

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

BACKGROUND

RCW 77.85.060 calls for the development of a habitat project list and a habitat work schedule that ensures salmon habitat projects will be prioritized and implemented in a logical sequential manner that produces habitat capable of sustaining healthy populations of salmon.

Earlier this year our Habitat Work Schedule (HWS) vendor, Paladin, was bought by a company named Dude Solutions, from North Carolina. In late July we met the new ownership team. During this meeting we were notified that by the end of September 2019 they will no longer be supporting the Panoramic platform, which runs the Habitat Work Schedule database. We also were notified that Dude Solutions will no longer perform enhancements to the system, but will provide basic maintenance and customer support for the next year. Dude Solutions also agreed to support us in our transition to a future system.

HWS is a key component of the state's salmon recovery process. The data within the database feeds valuable information to the State of Salmon report and helps The Recreation and Conservation Office (RCO) determine how much money to request from the Legislature for fish recovery each biennium.

RCO is actively working to determine a course forward. To date we have:

- Paid in-full, the subscription that will take HWS to September 30, 2019;
- Working with our Assistant Attorney General (AAG) we have reviewed the contract and software escrow agreement we have in place with Paladin.
- Based upon the work with our AAG we responded to Dude Solutions with a letter dated October 17, 2018 outlining our interpretation of key sections of the contract.
- Met internally and with key players such as the US Fish and Wildlife Service and the State's Office of the Chief Information Officer.

As of the drafting of this memo we are waiting for a reply from Dude Solutions to our October 17 response letter. Over the next several weeks we will continue to gather information and report the current situation to the board at its December 2018 meeting.

Salmon Recovery Funding Board Briefing Memo

APPROVED BY RCO DIRECTOR KALEEN COTTINGHAM

Meeting Date: December 5-6, 2018
Title: 2018 Grant Round Overview
Prepared By: Tara Galuska, Salmon Recovery Section Manager

Summary

At the December meeting, staff will request the Salmon Recovery Funding Board (board) to approve the projects identified in the [2018 Salmon Recovery Grant Funding Report](#), Attachment 7 and Attachment 8. The funding report provides background on the process used to identify and evaluate the projects under consideration, as well as the project lists.

Board Action Requested

This item will be a:

- Request for Decision
- Request for Direction
- Briefing

Proposed Motion Language

Reference Attachment A for proposed motions for the board's consideration and approval.

Background

2018 Grant Round

The 2018 grant round was announced in December 2017, with application materials and Manual 18 available February 1, 2018.

This grant round projects were recruited in the following programs: the Salmon Recovery Funding Board (board) and the Puget Sound Acquisition and Restoration (PSAR) (allocated and large cap projects). The fund sources for the 2018 grant round are:

- 2017-19 salmon funding from the legislatively-approved state capital budget (general obligation bond funds);
- 2018 Federal National Oceanic and Atmospheric Administration (NOAA) Pacific Coastal Salmon Recovery Fund (PCSRF) award (and any federal "returned" funds); and
- 2019-2021 capital budget request for the PSAR program, if funded by the Legislature.

The board will be asked to fund the salmon projects and approve the PSAR projects in separate funding motions.

Salmon State and Federal Projects

For the 2018 grant round, the board set a funding target of \$18 million to implement salmon recovery plans using federal¹ and state funds.

Table 1. Regional Funding Allocation Formula for salmon funds, as Adopted by the Salmon Recovery Funding Board in March 2017 ²

Regional Salmon Recovery Organization	Regional Allocation Percent of Total	2018 Allocation Based on \$18 million
Hood Canal Coordinating Council*	2.4%	\$432,000
Lower Columbia Fish Recovery Board**	20%	\$3,600,000
Northeast Washington	1.9%	\$342,000
Puget Sound Partnership	38%	\$6,840,000
Snake River Salmon Recovery Board	8.44%	\$1,519,200
Upper Columbia Salmon Recovery Board	10.31%	\$1,855,800
Washington Coast Sustainable Salmon Partnership	9.57%	\$1,722,600
Yakima Basin Fish and Wildlife Recovery Board	9.38%	\$1,688,400

* Hood Canal is in the Puget Sound Salmon Recovery Region for Chinook and steelhead, but is a separate salmon recovery region for summer chum. Hood Canal's allocation is 2.4%, but the Hood Canal Coordinating Council receives 10 percent of the Puget Sound Partnership's regional Salmon Recovery Funding Board allocation for Chinook and steelhead, making Hood Canal's final allocation 6.28% and \$1,129,961 and Puget Sound's 34.12% and \$6,132,039

** There are four projects submitted by the Klickitat County Lead Entity. Klickitat is receiving \$64,230 from Lower Columbia Fish Recovery Board's regional allocation and \$506,520 from the Yakima Basin Fish and Wildlife Recovery Board's regional allocation.

Puget Sound Acquisition and Restoration Projects

All 2017-2019 Puget Sound Acquisition and Restoration (PSAR) project funding has been awarded. The PSAR projects being approved by the board would be funded once the 2019-2021 capital budget is approved by the Legislature. Recreation and Conservation Office's (RCO) 2019-2021 capital budget request includes \$79.6 million for PSAR to accelerate implementation of the [Puget Sound Salmon Recovery Plan](#). Once the PSAR account is funded by the Legislature, RCO will enter into contracts for the approved projects on the ranked lists.

The proposed allocation of 2019-2021 PSAR funds includes two components:

1. Allocation of the first \$30 million using the Puget Sound region's watershed-based formula to ensure every watershed continues to make significant progress; and
2. Allocation of any appropriation amount above \$30 million to the regionally prioritized PSAR large capital project list in ranked order.

The [2018 Funding Report](#) includes the 2019-21 PSAR Large Capital project list as Attachment 7 and the PSAR projects are shown along with the board projects by Region and Lead Entity in Attachments 8.

Regional Monitoring Projects

In 2015, the board approved adding monitoring as an eligible project type. Per board policy, a regional salmon recovery organization may make up to 10 percent of its annual allocation available for monitoring activities, subject to the following conditions: the project must 1) be certified by the region; 2) meet a high priority data gap; and 3) be accomplished in three years. The project should complement ongoing

¹ Pacific Coastal Salmon Recovery Funds (PCSRF) from the National Oceanic and Atmospheric Administration (NOAA).

² Approved by the SRFB as a short term allocation, but Regions have not yet presented a process for revising the 2017 allocation.

monitoring efforts and be consistent or compatible with methods and protocols used throughout the state. Data collected must be available to RCO and the public. The Region must explain why board funds, rather than other fund sources, are necessary to accomplish the monitoring. RCO received six regional monitoring proposals from four regions, however, two of the projects received a “project of concern” status by the Monitoring Panel and were not submitted to the board for consideration. Attachment 5 in the 2018 Funding Report shows the list of monitoring projects. One of the proposals is an alternate on the lead entity project list, so only three monitoring projects would receive funding. The Monitoring Panel reviewed these regional monitoring proposals for eligibility and soundness prior to being submitted to the board for funding consideration.

The lead entity project lists and allocations, Attachment 8 in the 2018 Funding Report, include the proposed monitoring proposals shown in Attachment 4. The Funding Motions in Attachment A include the regional monitoring projects.

2018 Salmon Recovery Grant Funding Report

The [2018 Funding Report](#) describes the annual grant round funding processes implemented by RCO, lead entities, and regions. RCO published the funding report in November 2018.

The funding report serves the following purposes:

- Consolidates the project selection processes from lead entities, regions, and the review panel;
- Summarizes the grant round information, as well as information submitted to RCO by the regional organizations and lead entities regarding their local project recruitment and ranking processes;
- Incorporates the work completed by the board’s Review Panel, including their collective observations and recommendations on the funding cycle; and
- Serves as the basis for the board’s funding decisions, demonstrating that applicants complied with the application and evaluation process described in the Salmon Recovery Grants Manual 18, Section 3.

The funding report includes all projects under consideration in the current grant round. All projects listed in the tables, if approved, will receive either federal PCSRF funds, state salmon funds (bond funds), or PSAR funds (bond funds). The funding report is organized into four sections:

- Introduction and overview of the 2018 grant round;
- Discussion of the Review Panel process and their findings;
- Region-by-region summary of local project selection processes (with links provided); and
- Attachments.

Project Approval

At the December 2018 meeting, the board will consider each region’s list of projects and make regional area funding and project approval decisions based on the final funding tables included in the 2018 Funding Report, Attachments 7 and 8. The board’s Review Panel will present grant round observations to the board, share noteworthy projects, as well as highlight any projects of concern (POC). Sponsors and lead entities will have an opportunity to answer any questions from the board on POCs. Following these presentations, each region is allotted ten minutes to discuss their project selection process and highlight some of their outstanding projects, as well as provide support for any POCs they have forwarded to the board for consideration.

The federal PCSRF grant award, combined with returned funds and other available state funds, make possible an \$18 million grant cycle. RCO also sets aside up to \$500,000 for the upcoming year (2019) for unanticipated cost increases. The proposed regional allocations in the funding tables reflect the \$18 million funding target. To view information on project selection in each region, please see the 2018 Funding Report, Region Summaries.

The Puget Sound region's ranked lists include PSAR projects (2018 Funding Report, Attachment 8). The PSAR amount that would be available to Puget Sound Lead Entities to implement projects could be up to \$30 million, once the account is funded by the Legislature in 2019. Each lead entity list will receive an allocation for capital project funding pursuant to a formula approved by the Puget Sound Salmon Recovery Council. The Puget Sound Region also is asking the board to approve a regionally ranked large capital project list, Attachment 7. The board is being asked to approve the PSAR lists and delegate the authority to enter into contracts to the RCO Director. Once a budget is passed for the 2019-2021 biennium, these projects would be funded in ranked order to the amount available in the \$30 million regular PSAR funding, and to the PSAR large capital list above a \$30 million amount.

Each regional area and the corresponding lead entities prepared their respective project lists in consideration of the available salmon state and federal funding. These lists include PSAR projects in anticipation of the Legislature funding the PSAR account in the 2019-2021 capital budget. The advantage of approving the list prior to the session is that, once the account is funded, RCO will be able to start contracts for board-approved projects right away, allowing sponsors up to six months of additional work time to accomplish projects. Several lead entities also identified "alternate" projects on their ranked lists; these projects must go through the entire lead entity, region, and board review process. Project alternates within a lead entity list may receive funds within one year from the original board funding decision, if another project on that year's list returns funds, fails to be accomplished or is withdrawn.

Two "projects of concern" (POCs) are included in the funding tables submitted to the board for consideration. Those projects are in the Puget Sound region: one on the Stillaguamish Lead Entity list and one on the Cedar-Sammamish Lead Entity list. The Review Panel comment forms on these projects can be found in the [2018 Funding Report](#), Attachment 6. Should the board decide not to approve a project of concern, the lead entity allocation will be reduced by the POCs requested funding amount. If those funds are PSAR funds, they would go back to the Puget Sound region for distribution to the approved PSAR Large Capital project list, in ranked order.

Attachments

A. 2018 Grant Round: Suggested Motions

2018 Grant Round: Suggested Motions

Northeast Washington Salmon Recovery Region

Move to approve \$342,000 for projects in the Northeast Region, as listed in Attachment 8 of the 2018 Salmon Recovery Grant Funding Report, dated December 5, 2018.

Lower Columbia Salmon Recovery Region

Move to approve \$3,600,000 for projects and project alternates in the Lower Columbia Region, as listed in Attachment 8 of the 2018 Salmon Recovery Grant Funding Report, dated December 5, 2018. This amount includes \$64,230 of funding for projects in Klickitat County Lead Entity.

Hood Canal Salmon Recovery Region

Move to approve \$1,129,961 in SRFB funds for projects and project alternates in the Hood Canal Region, as listed in the citizen's approved projects list in Attachment 8 of the 2018 Salmon Recovery Grant Funding Report, dated December 5, 2018.

Puget Sound Salmon Recovery Region

SRFB Funds

- **Alternate 1** (*Approves the project of concern*)

Move to approve the Move to approve \$6,142,039 in SRFB funds for projects and project alternates in the Puget Sound Region, as listed in Attachment 8 of the 2018 Salmon Recovery Grant Funding Report, dated December 5, 2018.

- **Alternate 2** (*Removes one project of concern and DOES NOT include approval for funding to project #18-1259, Meadowdale Beach Park and Estuary Restoration in the WRIA 8, Lake Washington Cedar Sammamish Lead Entity*)

Move to approve the \$5,950,328 in SRFB funds for projects and project alternates in the Puget Sound Region, as listed in Attachment 8 of the 2018 Salmon Recovery Grant Funding Report, dated December 5, 2018.

PSAR Funds

- **Alternate 1** (*Approves the project of concern*)

Move to approve the list of PSAR projects in the Puget Sound and Hood Canal Regions, as listed in Attachment 8 of the 2018 Salmon Recovery Grant Funding Report, dated December 5, 2018, and authorize the RCO Director to enter into project agreements once funding is approved by the Legislature.

- **Alternate 2** (*Removes one project of concern and DOES NOT include approval for project #18-1532, Gold Basin Landslide Restoration Project in the Stillaguamish River Lead Entity*)

Move to approve the list of PSAR projects identified in the Puget Sound and Hood Canal Regions, as listed in Attachment 8 of the 2018 Salmon Recovery Grant Funding Report, dated December 5, 2018, excluding project #18-1532, Gold Basin Landslide Restoration Project in the Stillaguamish River Lead Entity, and authorize the RCO Director to enter into project agreements once funding is approved by the Legislature.

- **Alternate 3** (*Removes one project of concern and DOES NOT include approval for project #18-1259, Meadowdale Beach Park and Estuary Restoration in the WRIA 8, Lake Washington Cedar Sammamish Lead Entity*).

Move to approve the list of PSAR projects identified in the Puget Sound and Hood Canal Regions, as listed in Attachment 8 of the 2018 Salmon Recovery Grant Funding Report, dated December 5, 2018, excluding project #18-1259, Meadowdale Beach Park and Estuary Restoration in the WRIA 8, Lake Washington Cedar Sammamish Lead Entity, and authorize the RCO Director to enter into project agreements once funding is approved by the Legislature.

- **Alternate 3** (*Removes two projects of concern and DOES NOT include approval for project #18-1259, Meadowdale Beach Park and Estuary Restoration in the WRIA 8, Lake Washington Cedar Sammamish Lead Entity or project #18-1532, Gold Basin Landslide Restoration Project in the Stillaguamish River Lead Entity*).

Move to approve the list of PSAR projects identified in the Puget Sound and Hood Canal Regions, as listed in Attachment 8 of the 2018 Salmon Recovery Grant Funding Report, dated December 5, 2018, excluding project #18-1259, Meadowdale Beach Park and Estuary Restoration in the WRIA 8, Lake Washington Cedar Sammamish Lead Entity or project #18-1532, Gold Basin Landslide Restoration Project in the Stillaguamish River Lead Entity, and authorize the RCO Director to enter into project agreements once funding is approved by the Legislature.

PSAR Large Capital Funds

Move to approve the 2019-2021 list of PSAR Large Capital projects in the Puget Sound and Hood Canal Regions, as listed in Attachment 7 of the 2018 Salmon Recovery Grant Funding Report, dated December 5, 2018, and authorize the RCO Director to enter into project agreements once funding is approved by the Legislature.

Upper Columbia River Salmon Recovery Region

Move to approve \$1,855,800 for projects and project alternates in the Upper Columbia Region, as listed in Attachment 8 of the 2018 Salmon Recovery Grant Funding Report, dated December 5, 2018.

Snake River Salmon Recovery Region

Move to approve \$1,519,200 for projects and project alternates in the Snake River Region, as listed in Attachment 8 of the 2018 Salmon Recovery Grant Funding Report, dated December 5, 2018.

Middle Columbia River Salmon Recovery Region

Move to approve \$1,688,400 for projects and project alternates in the Middle Columbia Salmon Recovery Board Region, as listed in Attachment 8 of the 2018 Salmon Recovery Grant Funding Report, dated December 5, 2018. This amount includes \$506,520 of funding for projects in Klickitat County Lead Entity.

Washington Coast Salmon Recovery Region

Move to approve \$1,722,600 for projects and project alternates in the Coastal Region, as listed in Attachment 8 of the 2018 Salmon Recovery Grant Funding Report, dated December 5, 2018.

Future Cost Increase Funding

Move to approve the use of up to \$500,000 in SRFB funds, as available, for cost increase amendments in calendar year 2019. All cost increases will be approved by the RCO director.

Salmon Recovery Funding Board Briefing Memo

APPROVED BY RCO DIRECTOR KALEEN COTTINGHAM

Meeting Date: December 5-6, 2018
Title: Manual 18: General Overview of Changes for the 2019 Grant Cycle
Prepared By: Tara Galuska, Salmon Section Manager
Marc Duboiski, Salmon Recovery Senior Outdoor Grant Manager

Summary

This memo summarizes the proposed administrative revisions and policy changes to *Salmon Recovery Grants Manual 18: Policies and Project Selection*. These revisions incorporate comments submitted by lead entities in their semi-annual progress reports, suggestions from the Technical Review Panel, and clarifications and updates from Recreation and Conservation Office staff.

Board Action Requested

This item will be a:

- Request for Decision
- Request for Direction
- Briefing

Background

[Salmon Recovery Grants Manual 18](#) contains the instructions and policies needed for completing a grant application for submission to the Salmon Recovery Funding Board (board) and for managing a project, once funding is approved. The board approves all large policy decisions to be incorporated into Manual 18; the Recreation and Conservation Office (RCO) director has authority to approve administrative changes and minor policy clarifications.

Each December, RCO staff briefs the SRFB on Manual 18 updates for the next year's grant round. The board is briefed in December in order to finalize the manual by the start of the grant round early in the year, supporting lead entities and regions as they develop their projects and processes. The revisions incorporate comments submitted by lead entities in their semi-annual progress reports, suggestions from the Technical Review Panel, and clarifications and updates from RCO staff. Presentation and review at the annual December meeting ensure changes to the timeline of the grant round are reviewed and approved in an open public meeting. A final draft of Manual 18 will be sent to regions and lead entities for public comment prior to publishing the final version on the RCO website.

At the December meeting, staff will request the board adopt the 2019 Grant Schedule (Attachment A). No major policy additions or revisions are proposed for the 2019 grant round, therefore no other board decisions are needed.

Manual 18 Changes Proposed for 2019 Grant Cycle

Administrative Updates and Policy Clarifications

RCO staff plan to make the following administrative updates and minor policy clarifications to Manual 18:

- Update "Appendix B: Puget Sound Acquisition and Restoration Fund"
- Update the Planning eligibility criteria on assessments; a policy the SRFB approved in September 2018.
- Update the Regional submittal requirements to remove the lead entity Questions 4 and 5, which will be put in the lead entity progress reports. This was discussed as part of the Lean Study.
- Remove reference to Appendix N, the project matrix. This is now in PRISM.
- Update the Appendix D: Conceptual Design deliverables.
- Formalize biennial grant round as an option for lead entities.

Timeline

- Adopt the 2019 Grant Round Timeline (Attachment A).

Policy Changes

There are no policy changes for the 2019 Salmon Recovery Grants manual. There will be changes in 2019 to implement portions of the Lean Study (see item 11). Those changes will be presented throughout 2019, with decisions expected in December 2019. Any policy or procedural changes would take effect for the 2020 grant round.

Review Panel Recommendations

The Review Panel does not have recommendations for major policy changes to manual 18.

Opportunity for Stakeholder Comment

Staff, sponsors, lead entities, and regions provide feedback throughout the year, which RCO then uses to propose administrative changes. Staff also receives feedback from lead entities through the lead entity progress reports. After the December 2018 board meeting, staff will publish a draft of the revised manual and stakeholders will have an additional opportunity to review the administrative changes. RCO staff will present the final version of Manual 18 to the Director for approval in early 2019.

To prepare for future grant cycles, RCO will conduct a sponsor survey in early 2019. RCO will also be working on the Lean study recommendations during 2019 in preparation for the 2020 grant cycle. RCO is also planning to scope and implement a review and evaluation module in PRISM, consistent with the Lean study recommendations. These efforts may lead to significant changes to Manual 18 for future grant cycles.

Staff Recommendation

Staff recommends approval of the 2019 Grant Schedule, Attachment A.

Next Steps

After the meeting, staff will publish a draft of the revised Manual 18 for stakeholders, lead entities, and regional organizations to review and comment on the administrative changes. RCO expects to finalize the manual in early 2019, in preparation for the 2019 grant cycle.

Attachments

- A. 2019 Grant Schedule

Salmon Recovery Funding Board (SRFB) 2019 Grant Schedule

2019 Grant Schedules

Salmon Grants

Please obtain the lead entity's schedule from the lead entity coordinator.

Date	Action	Description
February 1	Due Date: Requests for review panel site visits	Lead entities submit their requests for site visits to RCO staff by this date.
February-May 25	Project draft application materials due at least 3 weeks before site visit (required)	At least 3 weeks before the site visit , applicants enter application materials through PRISM Online (See Draft Application Checklist). The lead entity will provide applicants with a project number from the Habitat Work Schedule before work can begin in PRISM Online.
February-June 14	Pre-application reviews and site visits (required)	RCO grants managers and review panel members review draft application materials, go on lead entity-organized site visits, and provide technical feedback based on materials and visits.
Available Online	Application workshops (on request)	RCO staff holds an online application workshop. RCO can provide additional in-person trainings to lead entities upon request. Application Workshop
February-June 27	SRFB Review Panel completes initial project comment forms	About 2 weeks after the site visits, RCO grants managers provide review panel comment forms to lead entities and applicants. Applicants must address review panel comments through revisions to their Appendix C project proposals (using Microsoft Word track changes).
August 8	Due Date: Applications due	Applicants submit final application materials, including attachments, via PRISM Online. See Final Application checklist .
August 15	Lead entity submittals due	Lead entities submit draft ranked lists via PRISM Online.
August 9-23	RCO grants managers and Review Panel project review	RCO screens all applications for completeness and eligibility.
August 23	Review panel post-application review	RCO forwards applications to Review Panel to evaluate projects using Manual 18, Appendix K criteria.
September 6	Due Date: Regional submittal	Regional organizations submit their recommendations for funding, including alternate projects (only those they want the SRFB to consider funding), and their Regional Area Summary and Project Matrix.
September 17-18	SRFB Review Panel meeting	The review panel meets to discuss projects, prepare comment forms, and determine the status of each project.

Date	Action	Description
September 26	Project comment forms available for applicants	RCO grants managers provide the review panel comment forms to lead entities and applicants. Projects will be identified with a status of <i>Clear</i> , <i>Conditioned</i> , <i>Need More Information (NMI)</i> , or <i>Project of Concern (POC)</i> .
October 10	Due Date: Response to project comment forms	Applicants with projects labeled <i>Conditioned</i> , <i>NMI</i> , or <i>POC</i> provide responses to review panel comments through revisions to project proposals in PRISM. If the applicant does not respond to comments by this date, RCO will assume the project was withdrawn from funding consideration.
October 16	Review panel list of projects for regional area meeting	The review panel reviews the responses to comments and identifies which projects to clear. They recommend a list of <i>POCs</i> to present at the regional area project meeting.
October 22-24	Regional area project meetings	Regional organizations, lead entities, and applicants present regional updates (optional) and discuss <i>POCs</i> with the review panel.
October 30	Review panel finalizes project comment forms	The review panel finalizes comment forms by considering application materials, site visits, applicants' responses to comments, and presentations during the regional area project meeting.
November 6	Due Date: Lead entities submit final ranked lists	Lead entities submit ranked project lists in PRISM. RCO will not accept changes to the lists after this date. Updates submitted after this date will not appear in the grant funding report.
November 14	Final 2019 grant report available for public review	The final funding recommendation report is available online for SRFB and public review.
December 10-11	Board funding meeting	Board awards grants. Public comment period available.

Salmon Recovery Funding Board Briefing Memo

APPROVED BY RCO DIRECTOR KALEEN COTTINGHAM

Meeting Date: December 5-6, 2018
Title: Recommendations from the Lean Study
Prepared By: Director Kaleen Cottingham

Summary

This memo summarizes the recommendations of the Salmon Recovery Funding Board's Lean Study and next steps. The Lean Study draft report is appended to this memo and will be augmented by a presentation by the Lean Study consultant, Judy wells, MC².

Board Action Requested

This item will be a:

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

Background and Summary

Overview of Project Scope

The 2017-19 Capital Budget included a proviso for the Salmon Recovery Funding Board (board) to execute a Lean study to bring efficiencies to the salmon recovery project development and prioritization process. This Lean study focused on the point in the process from identification of a project through final approval for funding by the Salmon Recovery Funding Board. The intent was to review and analyze the efficiency, effectiveness and content of the process flow and implement recommendations from the study. The board has been briefed on numerous occasions on the status of this study and two board members (Bob Bugert and Jeff Breckel) have served on the Steering Committee. Attached is the draft report and recommendations, including a timeline for implementation. The report also includes appendices that document the entire lean study and background on the laws and policies that govern the various salmon recovery roles and responsibilities, from lead entities up to and including the board. All materials produced from the LEAN study have been posted and available to stakeholders and partners on the [RCO Web site](#).

Staff Recommendations

Staff seeks approval of the recommendations presented in the draft report and approval of the timeline for implementation of the study recommendations. Many of the recommendations will result in the RCO staff bringing revised rules, policies, manuals and procedures back to the board for approval in 2019 and beyond.

Next Steps

RCO staff and partners will begin the work to draft manuals, rules, procedures and policies. Throughout the process staff will involve our partners and the board, per the timeline set forth in the draft report. Following the board meeting, the report will be finalized and available on the [RCO Web site](#). RCO will then begin scheduling and planning for implementation of the recommendations approved by the board. Over the next year, staff will bring briefings and decision points to the board.

Attachment A

- Draft Lean Study Report

DRAFT

Salmon Recovery Lean Study Recommendations

November 14, 2018



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Introduction

This document includes a summary of the recommendations resulting from the Salmon Recovery Lean Study facilitated by MC² Consulting for the Recreation and Conservation Office (RCO), the Governor’s Salmon Recovery Office (GSRO), and the Salmon Recovery Funding Board (SRFB). The study involved participants from RCO, GSRO, SRFB, Lead Entities, Regions, and Project Sponsors, along with surveys of Citizen and Technical Committee Members and project sponsors. The study was guided by a steering committee of 9 members made up of SRFB members, Regional Directors, Lean Entity Coordinators, and staff from the RCO and GSRO.

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

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

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

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

The recommendations are organized into four groups:

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

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

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

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

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

Grant Round Redesign Recommendations

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

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

DRAFT

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

Standardization and Role Clarification Recommendations

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

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

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

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

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

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

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

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

Recommendation 3.3: Improve Efficiency of Capacity Funding	
Purpose	<p>The purpose of this recommendation is to identify opportunities to be more efficient with capacity funding by spending less on administrative functions and either shifting dollars to more beneficial lead entity functions or to project funding. To identify opportunities for efficiency it would be helpful to know how much time is spent on the various functions the Lead Entities perform.</p> <p>The portion of the Lean study's Lead Entity survey on how Lead Entities spend their time had inconsistent and inconclusive results, partially due to confusion around current billing codes. It was also difficult for Lead Entities to look back to describe their time over the course of a year since activities vary throughout the year. This recommendation will track the time per function in a more accurate way. The data will be used to identify potential administrative functions within Lead Entities that may be more efficient if consolidated.</p>
Description	Track Lead Entity time spent on all functions through a one-year time study. Utilize this data to identify administrative functions that would be beneficial to consolidate on a regional or state-wide basis such as data stewardship, web-site maintenance, outreach and social media. Identify longer term options for improving how time is tracked.
Approach	GSRO revisits billing codes and develops an approach for more accurate tracking of time with review by Lead Entities prior to FY 2020. Lead Entities track their time in FY 2020 and then, based on the data, identify which administrative functions have potential for consolidation.
Timeline	<ul style="list-style-type: none"> • GSRO revisits billing codes and options for time tracking - 5/19 – 6/19 • Lead entities track their time– 7/19-6/20 • Lead Entities identify activities to consolidate – 6/20-12/20 • GSRO refines bill codes based on data and Lead Entity feedback – 6/20-12/20
Resources	<ul style="list-style-type: none"> • GSRO revisits billing codes and makes recommendation on time tracking • Lead Entities track time and make recommendations on consolidation of activities
Benefits	<p>The following benefits are expected to be achieved through implementation of this recommendation:</p> <ul style="list-style-type: none"> • Improved efficiency of Lead Entity administrative functions through the economies of scale provided by consolidated functions • Better use of capacity dollars on more critical functions such as project development or outreach versus administrative tasks • Potentially more dollars for projects if funding from capacity can be shifted to project funding

Risks	<p>The following risks were identified for this recommendation:</p> <ul style="list-style-type: none">• As Lead Entity processes vary widely, it may be difficult to agree which functions should be consolidated on a region or state-wide basis.• In order to fund consolidated functions, Lead Entities would need to give up some of their capacity dollars. There may be a lack of willingness of some Lead Entities do this and therefore achieving consensus amongst the group on the activities to be consolidated will be critical. It also may be difficult to agree on the dollar amount to be shifted to the consolidated function.• It may be difficult to agree on how consolidated functions will be managed and what service levels Lead Entities can expect.
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Recommendation 3.4: Improve Alignment of Capacity to Project Funding	
Purpose	As part of the Lean Study it was identified that capacity funding as a percentage of project funding varies widely across Lead Entities. This is because capacity funding was determined differently than project funding. Project funding is determined based on an allocation formula and capacity funding was determined initially by WDFW (when WDFW managed the lead entity program) with minor adjustments by the Salmon Recovery Funding Board. During the Lean Study there was insufficient data and time to determine how capacity could be better synchronized with project funding. The purpose of this recommendation is to take a closer look at the reasons behind the differences and evaluate alternative approaches for distributing capacity funding to improve alignment with project funding.
Description	<p>Evaluate how capacity funding is currently being used and identify alternative approaches for capacity funding (e.g. base amount and additional amount related to workload, allocate to regions, allocate capacity at a percentage of projects). Evaluate the merits and risks of each alternative and recommend an approach for the future.</p> <p>Define what capacity funding means and what it should be used for. Understand how SRFB capacity funding is being utilized in each Lead Entity. Is it the sole source of their capacity funding or are other entities contributing to their capacity funding? This will tend to vary across the Lead Entities but are there some best practices and could it be more equitable across the state? Could some of the Lead Entities be less reliant on the state capacity funding and obtain more funding from other sources?</p>
Approach	Form committee with representatives from Lead Entities and RCO to evaluate how capacity is being currently distributed to Lead Entities. Review data collected in recommendation 3.2, Improve Efficiency of Capacity Funding, on how Lead Entities are spending their time. Define what capacity funding means, what its' purpose is and how it should be used. Evaluate across the Lead Entities where organizational capacity is being augmented more by other entities and determine if there are best practices that could be applied across the state to leverage additional capacity matching. Identify and evaluate alternatives for distributing capacity funding. Make recommendations to present to SRFB by the end of 2020 for the 2021-2123 biennium.
Timeline	<ul style="list-style-type: none"> • Form committee – 7/20 • Review data and investigate options – 7/20-8/20 • Develop recommendations - 8/20-9/20 • Present to SRFB for approval – 9/20 • Adopt 12/20
Resources	<ul style="list-style-type: none"> • Lead Entity and Region representatives to participate in committee • RCO to facilitate committee and document recommendations

Benefits	The following benefits are expected to be achieved through implementation of this recommendation: <ul style="list-style-type: none">• Better use of capacity funding• Clearer information to support funding requests• Potentially more dollars for projects
Risks	The following risks were identified for this recommendation: <ul style="list-style-type: none">• Potential resistance by Lead Entities to any changes to the current funding scenario.• Some Lead Entities are in wealthier parts of the State which will increase their probability of receiving capacity funds from other sources. A model for distributing capacity funding that does not consider this factor may not be equitable.

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

System and Metrics Recommendations

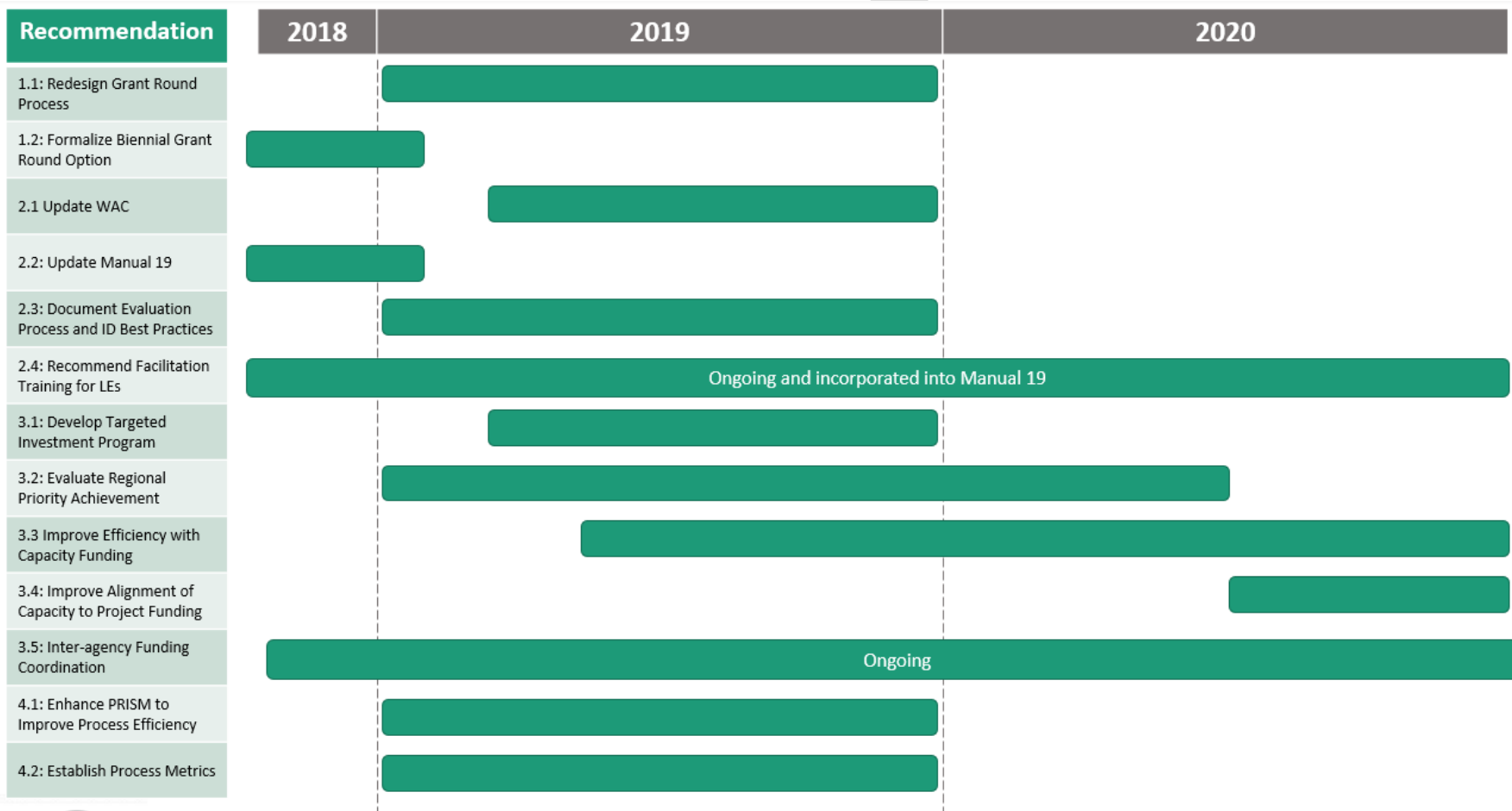
Recommendation 4.1: Enhance PRISM to Improve Efficiency of Process	
Purpose	During the Lean Study, Lead Entities identified issues with technology causing inefficiency in the review process. Using SharePoint and email to distribute review comments slows down the process and takes extra time. Instead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

Process Metrics Recommendations

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

Timeline

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



Success Factors

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

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

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

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

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

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

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

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

Lean Study Appendices

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

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Appendix 1: Summary of Lean

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

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

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

Appendix 2: Consultant Biography



MC² Consulting
www.mc2-consulting.com

Who We Are

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

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

What Makes Us Different

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

Primary Team Members for Salmon Recovery Lean Study Project

Judy Wells

President/Lead Consultant



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

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

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

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

Marina Giloi

Process Improvement Consultant



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

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

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

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

Regional Organizations

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

Lead Entities

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

Project Applicants

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

More Information

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

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



**SALMON RECOVERY LEAN STUDY
PROJECT CHARTER**

Salmon Recovery Lean Study Project Charter

Document Control

Document Information

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Document Approvals


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

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1 Project Profile

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

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Project Profile	
	<p>species. RCO and the SRFB's missions regarding salmon recovery are to ensure that funding for salmon recovery is distributed in the best way to achieve the end results that the stakeholders and public agree are important.</p> <p>The SRFB's mission statement is to provide "funding for elements necessary to achieve overall salmon recovery, including habitat projects and other activities that result in sustainable and measurable benefits for salmon and other fish species."</p> <p>There is also significant federal interest in salmon recovery as the Endangered Species Act requires NOAA Fisheries to develop and implement recovery plans for salmon.</p>
Metrics	<p>While relevant metrics will be identified and refined in future project phases, the high-level intent of the metrics will be to explore the impact of the recommendations on:</p> <ol style="list-style-type: none"> 1) The ratio of project funding to capacity costs of the funding process 2) The results (output metrics) achieved versus cost of salmon recovery projects 3) The ability to leverage additional funding for capacity (both in-kind and monetary) contributed by local communities and other sources and the ability to leverage additional matching resources for projects.

2 Project Background and Description

Project Background:

To maximize the salmon restoration results achieved through grant funding, a study was approved in the 17-19 Capital budget to conduct a Lean study to bring efficiencies to the Salmon Recovery project development and prioritization process as defined in RCW 77.85 (Salmon Recovery Act). RCO has contracted with MC² Consulting through DES Lean Consulting to complete the study, involving RCO staff, SRFB members, Regions, Lead Entities and other stakeholders to assist in identifying improvement opportunities.

Description:

The Lean Study project will include an assessment of the current state of the process, from identification of projects to advance recovery plans, review and ranking of projects, and final approval for funding by the Salmon Recovery Funding Board. It will also look at how technology, organizations, and policy support the process. Based on results of the current state assessment, a future state process will be developed and then an implementation plan to transition from current to future state. To complete the Lean Study project, MC² will work with RCO, the Salmon Recovery Funding Board, Lead Entities,

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

3 Objectives

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

4 Project Guiding Questions

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

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

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

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

5 Scope

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

Process Scope:

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

Organizational Scope

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

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

Technology Scope

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

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

Policy Scope

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

6 Project Approach:

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

Project Planning (6 weeks)

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

Current State Analysis phase (3 months)

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

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

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

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

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

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

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

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

Future State Development (2 months)

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

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

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

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

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

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

Recommendations Development and Evaluation (4 weeks)

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

Implementation Planning (6 weeks)

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

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7 Deliverables

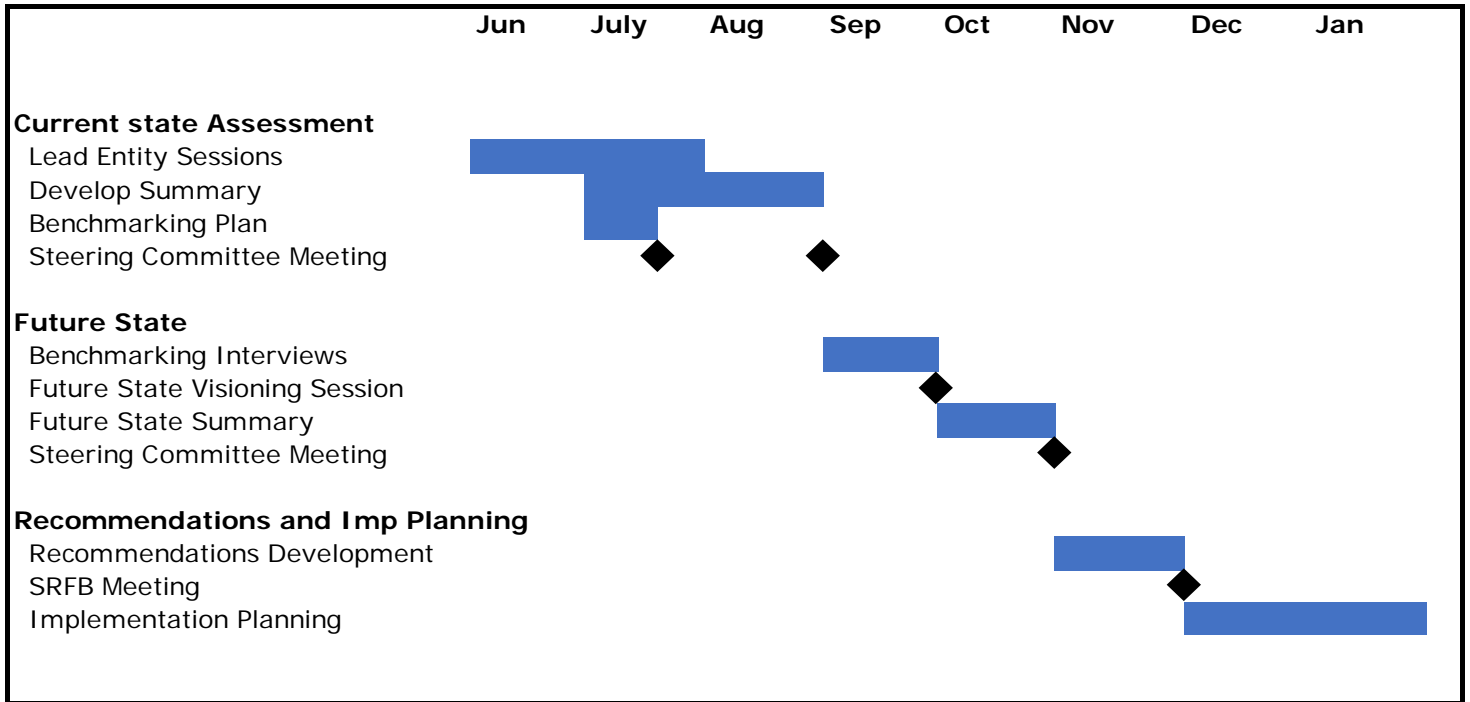
The following is a draft list of the deliverables to be produced by this project.

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

8 Project Schedule

8.1 Estimated Project Schedule

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



9 Project Organization

9.1 Roles and Responsibilities

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

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

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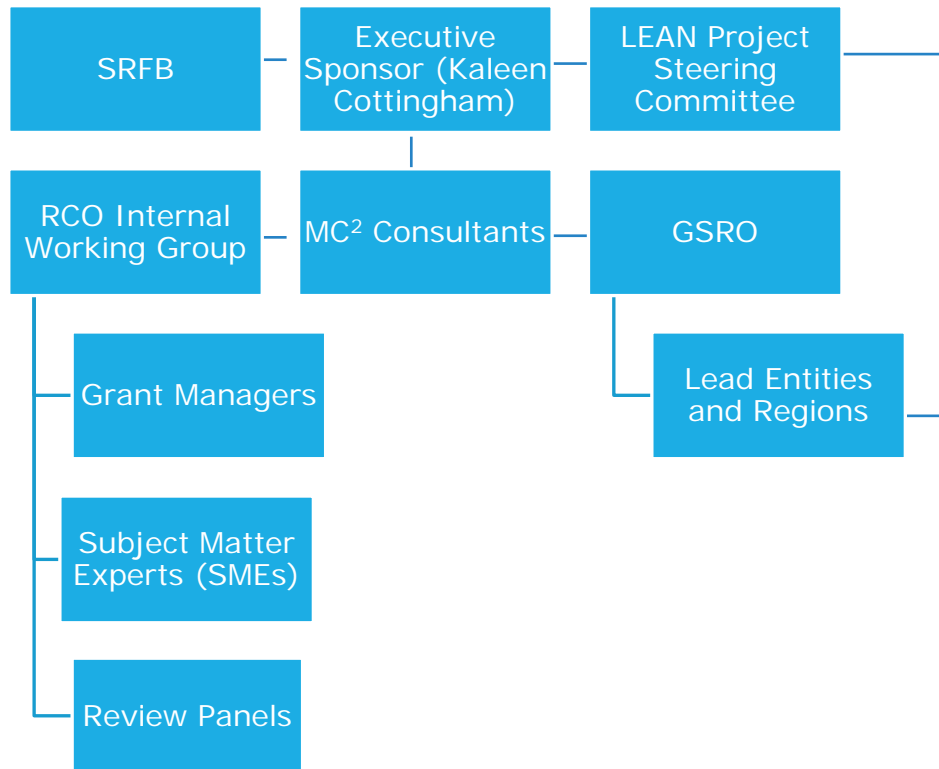
Role	Contact	Project Responsibilities
	Darrell Damron, DES LEAN Program Lead	
GSRO	Sarah Gage, GSRO Program Manager for Lead Entities and Regional Organizations	<ul style="list-style-type: none"> • Assist with consultant planning and scheduling of meetings with Lead Entities and Regions • Provide data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

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

9.2 Project Organization

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



9.3 Governance Processes

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

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

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

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

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

10 Success Factors

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

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

11 Risk Analysis

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

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

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

12 Stakeholder Communication/Engagement Plan

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

Communication Stakeholders and Information Requirements:

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

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

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

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13 SIPOC Diagram

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



14 Appendix: Definitions

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

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

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

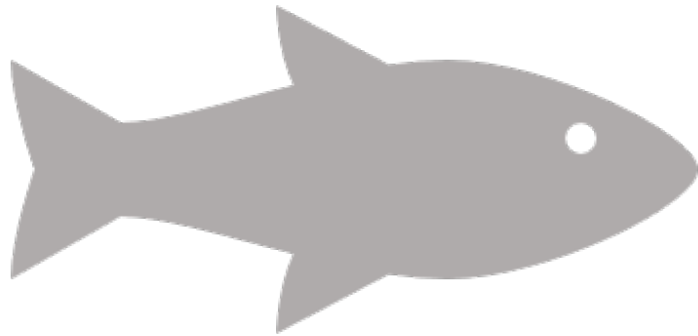
Pain Points: elements or areas of the process that cause the process to not run as well as it could or should.

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

Appendix 5: List of Held Meeting and Workshops

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

Salmon Recovery Lean Study Current State Summary



Project Scope

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

Project Phase: Current State Analysis

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

Current State Status

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

Workshops and Interviews

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

Process Workshop Results

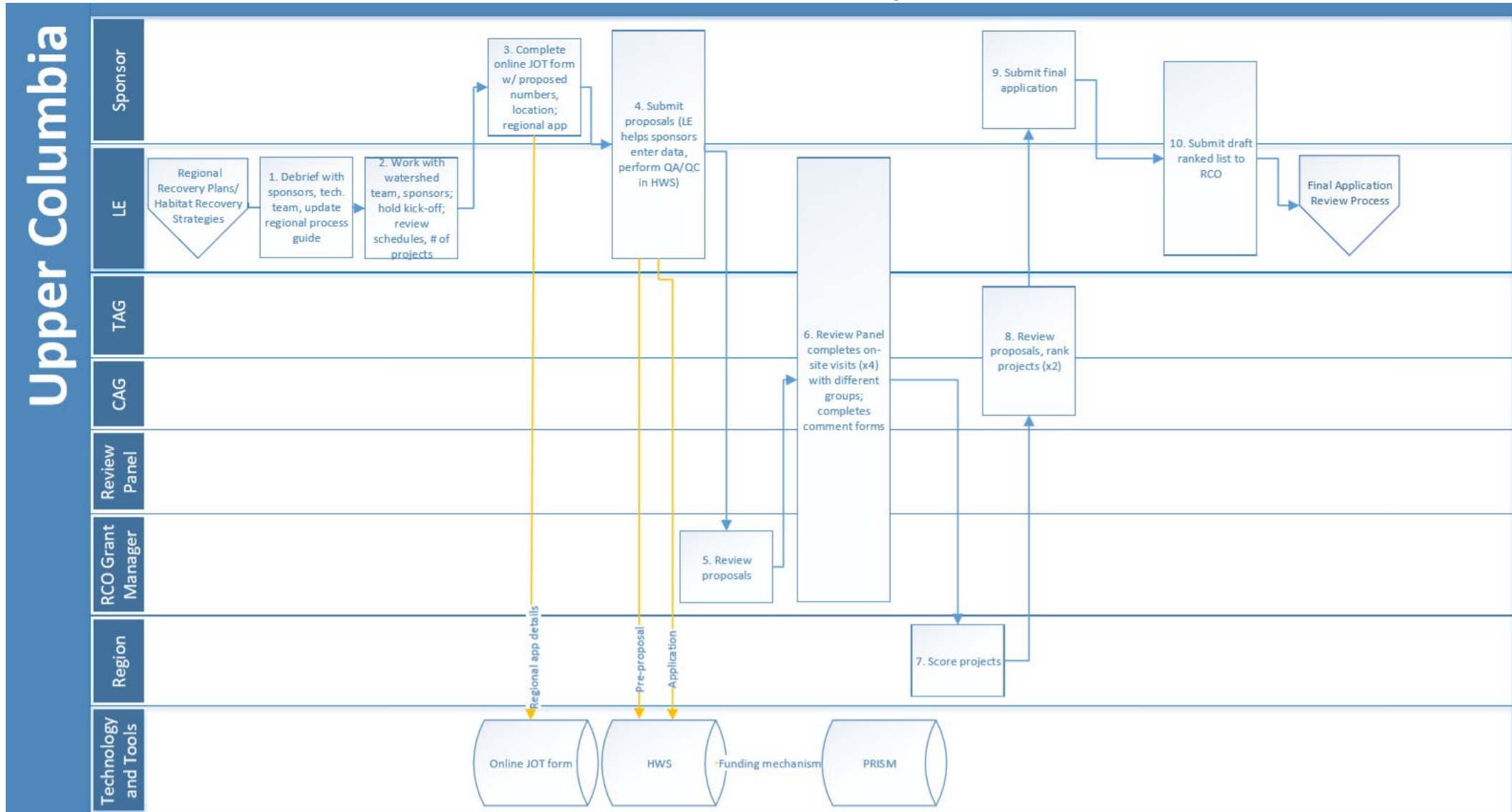
Process Workshop Highlights

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

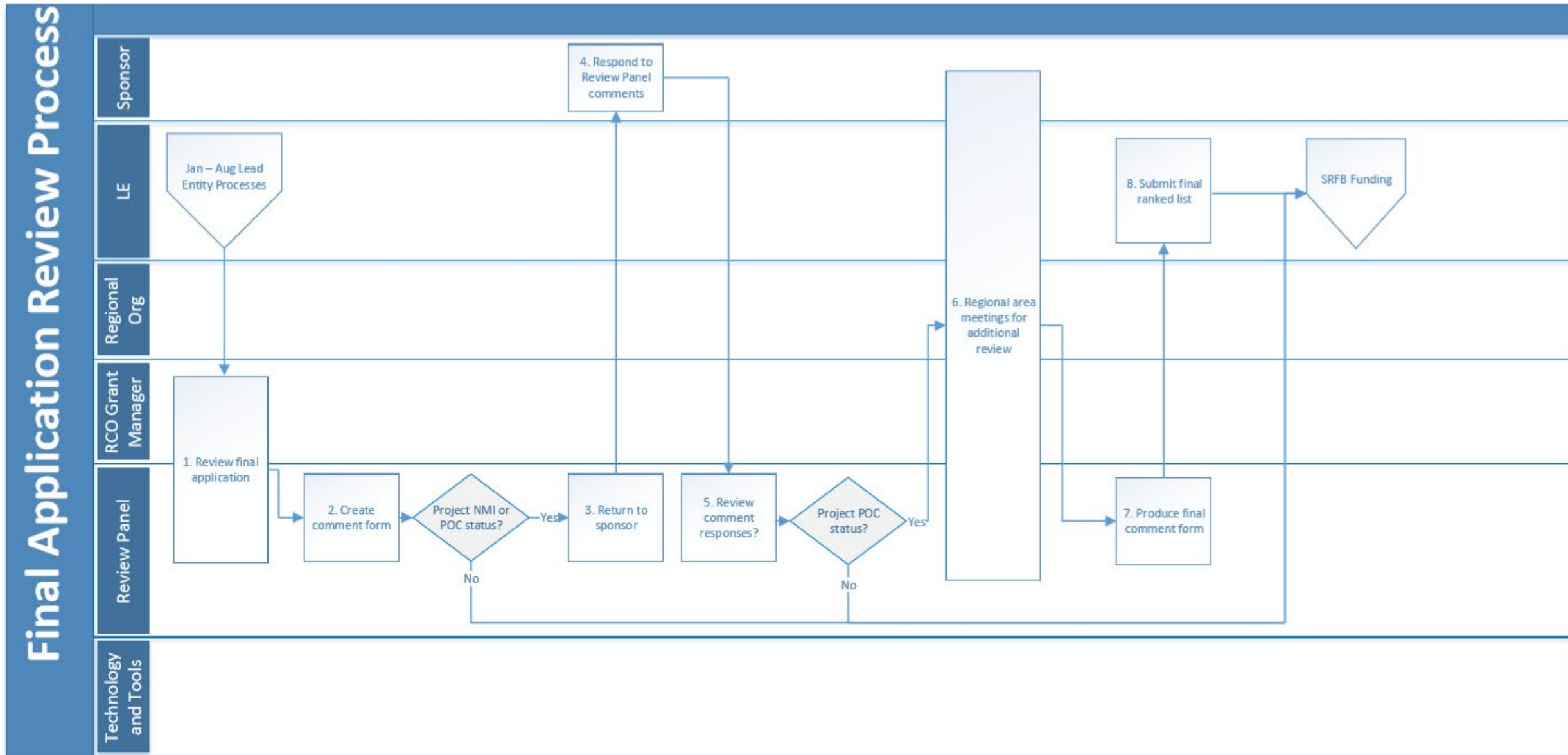
- “What’s Working Well”
- Is the Process Selecting the Highest Priority Projects?
- “What’s Not Working Well” (expanded by survey results)
- Best Practices
- Use of Project List by Other Funders
- Big Picture Ideas/Statements/Issues

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

Sample Lead Entity Process Flow from Workshop



Final Application Review Process (Common Across All Lead Entities)



Workshop-Identified Bigger Picture Themes

- “Low hanging fruit” in terms of readily executable projects has been “picked”
- Many feel that the most impactful, complex projects aren’t supported by the current process or allocations
- Conducting the process annually takes too much time and delays projects
- Better coordination between funding programs and having one application/evaluation process for sponsors would make a big impact on the ability to do more projects
- At what level project prioritization should occur was questioned – Lead Entity, Region, State?
- Acquisition projects are more difficult to obtain community support for and are expensive

Workshop-Identified Overall Themes

- Overall, there is a perception that the process is effective and efficient by lead entities
- Lead entities and regions are very passionate about their work and feel that they are making a big difference in their communities
- Having dedicated staff with continuity to build relationships and understand the unique aspects of each community is really important
- Although the iterative approach was generally valued there was some identification of opportunities to improve efficiency through reduction of review cycles or potentially moving to biannual process
- Review Panel is highly valued but there are lots of comments on the process for utilizing them and having continuity
- Perceptions that HWS and PRISM are not adequately integrated and not supporting the most efficient process

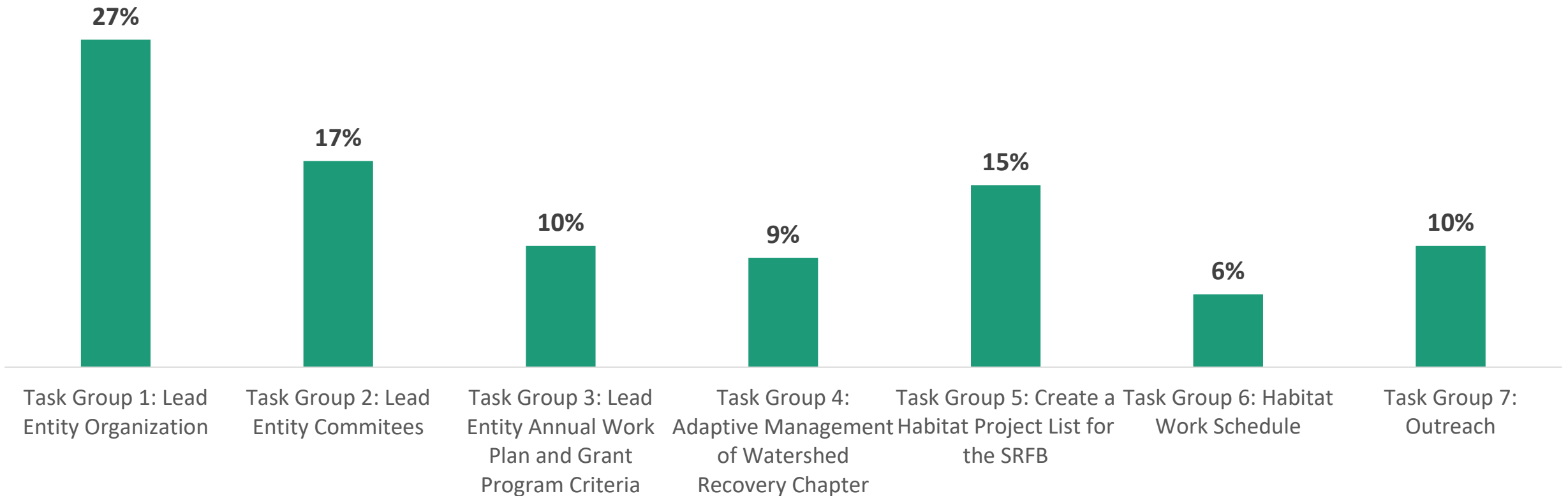
Stakeholder Feedback

Lead Entity Surveys

- After lead entity workshop sessions were held, a survey was distributed to all lead entity coordinators. The survey included both a SurveyMonkey question and answer survey and an excel spreadsheet template. The surveys' purpose was to gather additional funding data, gather information about lead entities issue prioritization, collect data on how lead entities spend their time and to provide an additional opportunity for lead entities to provide individualized feedback.
- Lead entities were asked to provide 1 response per survey. Not all lead entities complied with instructions but overall themes may still be derived from the data and will help guide prioritization of issues in the future state development phase.

How Lead Entities Spend Their Time

Average Percentage of Time Spent on 7 Primary Lead Entity Scope of Work Task Groups - Sample of Lead Entities



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

Takeaways on Lead Entity Time Survey

- 27% of time is spent on lead entity organization which includes communication, and being a point of contact
- Roughly 42% of time is spent on the annual project development and prioritization process (Task Groups 2, 3, and 5)
- Only 10% of time is spent on Outreach and this is an area where there has been a consistent message that more time is needed
- Only 6% of time spent is on HWS although this is an area that is often discussed as taking too much time
- There may be potential for improved clarification on lead entity roles and how their time should be spent as well as clarification of the role of HWS in practice and in WAC definition.

Summary of Lead Entity-Identified Highest Priority Issues

- Process contains too many review cycles
- Issues come up too late in process
- System data-entry causes inefficiencies in the current process
- While the input of the Review Panel is highly valued, issues do arise with Review Panel availability, constructiveness of comments, and process for their involvement
- Lead entities perceive lack of sponsors or lack of sponsor capacity as having an impact on the current process

Sponsor Workshop

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

Sponsor Workshop Key Highlights – Working Well

- Many members of the group agreed that the current process results in the funding of good projects and they like the bottom-up generated list based on local priorities.
- Enhancements in PRISM, coupled with helpful RCO staff, have dramatically improved the application process.
- RCO grant managers tend to be responsive and generally empowered to make decisions that they should be making. They are resourceful and generally want to help.
- The group mostly agreed that they receive good technical comments from the Review Panel – thoughtful, thorough, and technically sound. Review Panel members generally provide good State-wide, out of State, and regional perspectives.

Sponsor Workshop Key Highlights – Not Working Well

- The group agreed that a year-long process is too time and resource-intensive for the relatively small amounts of grant funding available and in some cases impacts willingness of sponsors to participate.
- Several members of the group stated that that some sponsors are not participating because of the intensive process, rather than because of capacity limitations.
- Sponsors would generally like to see consistency in the process and more accountability at the lead entity level in the SRFB process across the state.

Sponsor Workshop Key Highlights – Not Working Well

- Decisions in lead entities are sometimes made subjectively based on local politics, group-think, or dominant personalities versus the merits of the project. In some lead entities, criteria for decision making are not transparent.
- The group generally agreed that requiring local reviewers' participation throughout the process results in better funding recommendations. Several members noted that late arrivals to an evaluation process often result in poor or ill-informed scoring decisions.
- Lead entity coordinators aren't always professionally qualified; baseline qualifications or training in process and meeting facilitation and project management would be helpful in many cases. Technical aspects of salmon recovery appear to be over-represented at the lead entity coordinator level, versus process-orientation.

Sponsor Workshop Key Highlights - Not Working Well

Cont'd

- Some sponsors feel that Review Panel members overstep their roles and responsibilities, questioning recovery plans and sequencing and continuing to escalate questions until SRFB (typically) sides with the local perspective.
- Review Panel members sometimes press professional opinions against other local professional opinions. Sponsors are required to respond to both, creating a no-win situation.

Sponsor Survey

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

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

Sponsor-Identified Highest Priority Issues

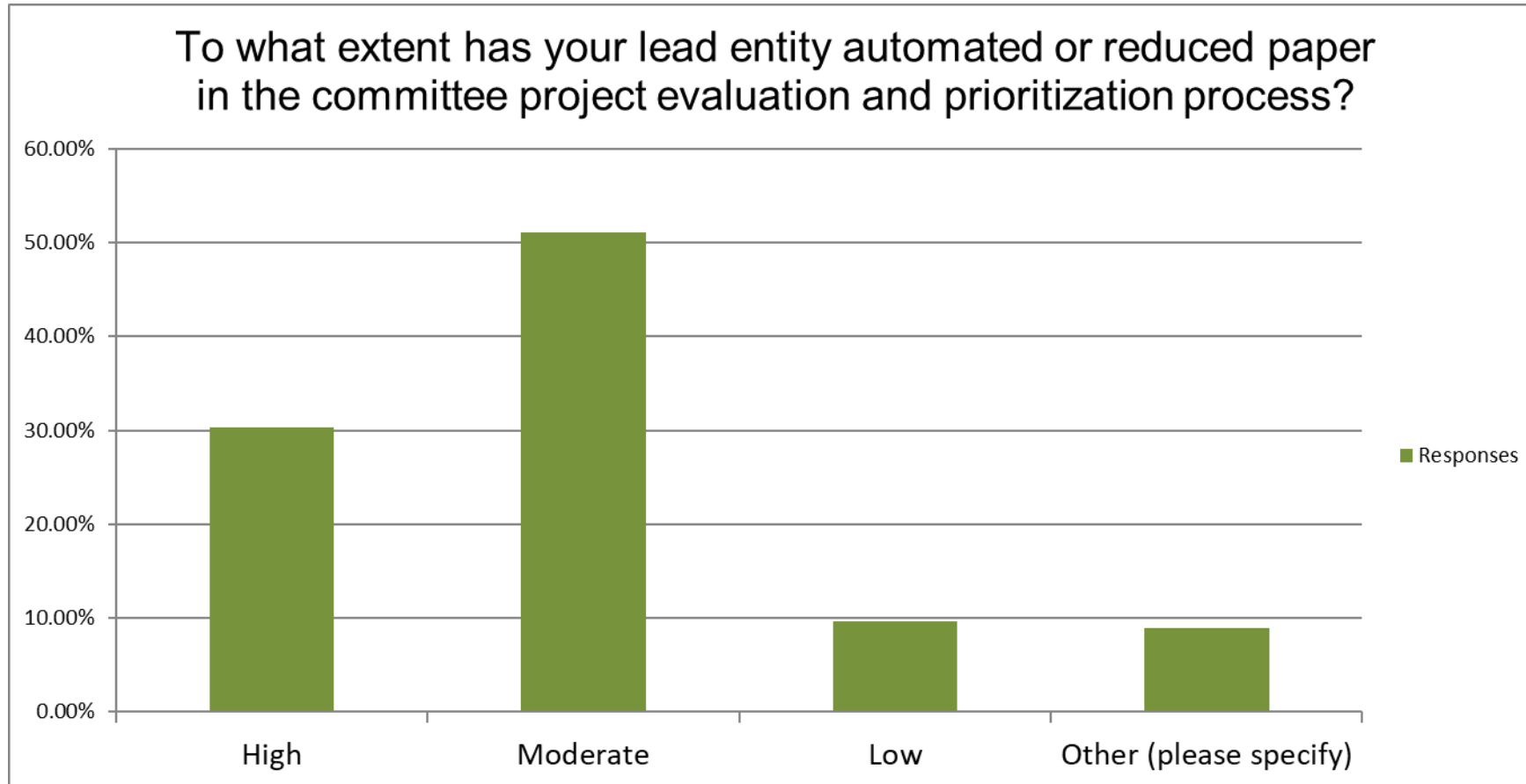
- Too many iterations of the application
- Timing of application cycle conflicts with field season
- Lack of standardization across lead entities
- State Review Panel and local technical committee opinions conflict
- Objectivity and transparency of decisions at local level
- Ineffectiveness of citizen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

Local Technical and Citizen Committee Survey

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

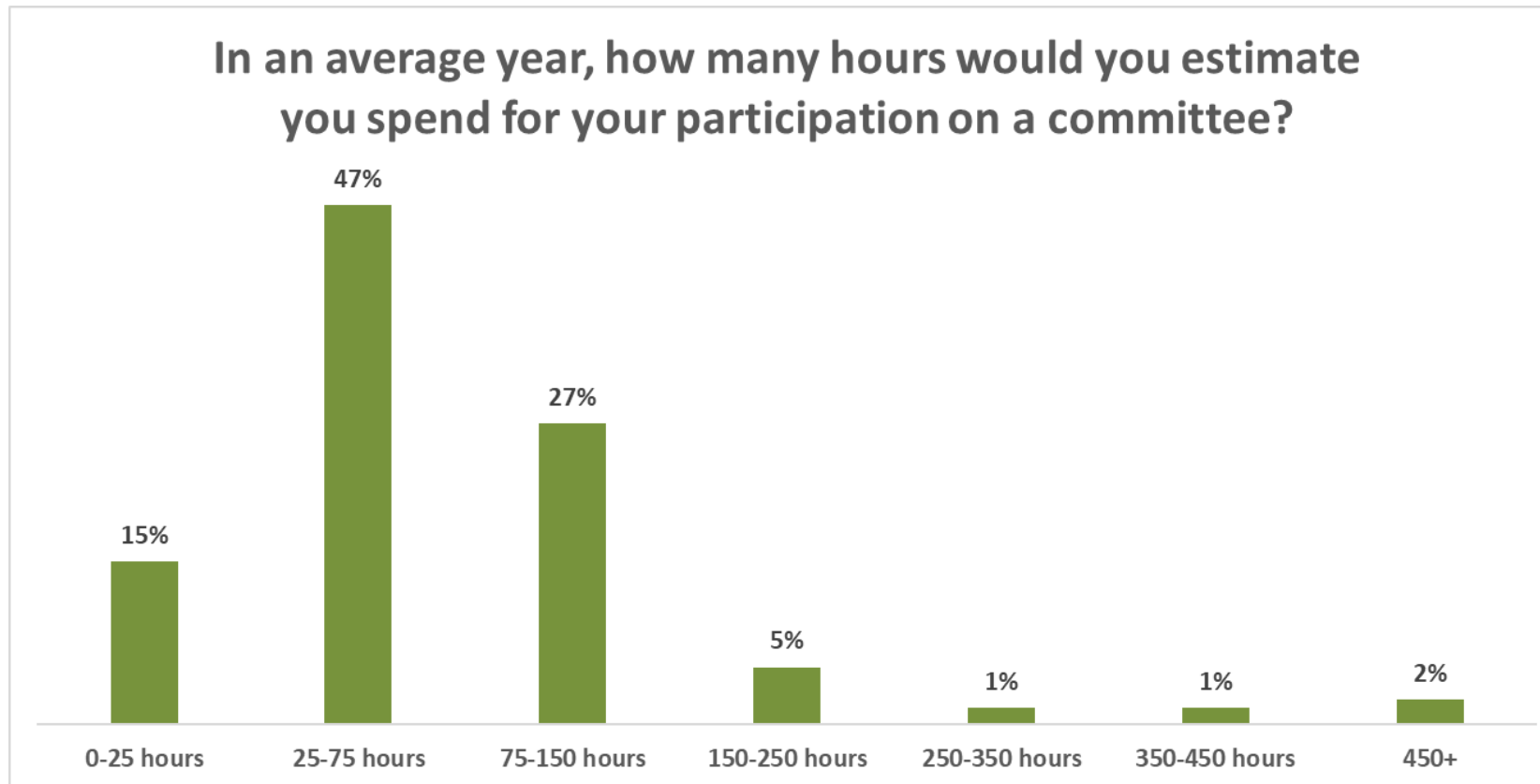
The committee survey was sent out by lead entities so we don't know how many received the survey. There were 161 responses.

Question #2: To what extent has your lead entity automated or reduced paper in the committee project evaluation and prioritization process?



Question #4: In an average year, how many hours would you estimate you spend for your participation on a committee?

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



Committee Survey Summary

- Highest priority for improvement is for clearer, simpler process
- Committees spend a significant amount of time on the annual process on a volunteer basis
- In general committee members perceive that lead entities have done a fair job automating process, however, several respondents identified opportunities for further improvement with video conferencing to reduce travel time

Other Stakeholder Feedback

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

State Technical Review Panel Suggestions

- Explore adding an additional Review Panelist to alleviate crunch period
- Assignment of Review Panel members could be based on number of projects or complexity (i.e. not always 2 assigned)
- Prioritize at a regional level
- Eliminate post-final application round, eliminate October regional meetings. At final application a project would be either ready to go or not.
- Revisit timeline for applications
- Leverage drone technology to give better imagery for geographically remote projects

Other Stakeholder Feedback Themes

- The decentralized project selection approach works well
- Price to be paid by the State for maintaining a local structure – capacity building component
- Process is cumbersome for applicants
- Don't have the ability to get the larger, more impactful projects through because of insufficient funding and how the allocation is done
- Watershed-by-watershed allocation in Puget Sound leaves everyone with not enough money
- Potential benefits to a targeted, strategic investment approach

Data Analysis

Data Analysis Results

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

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

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

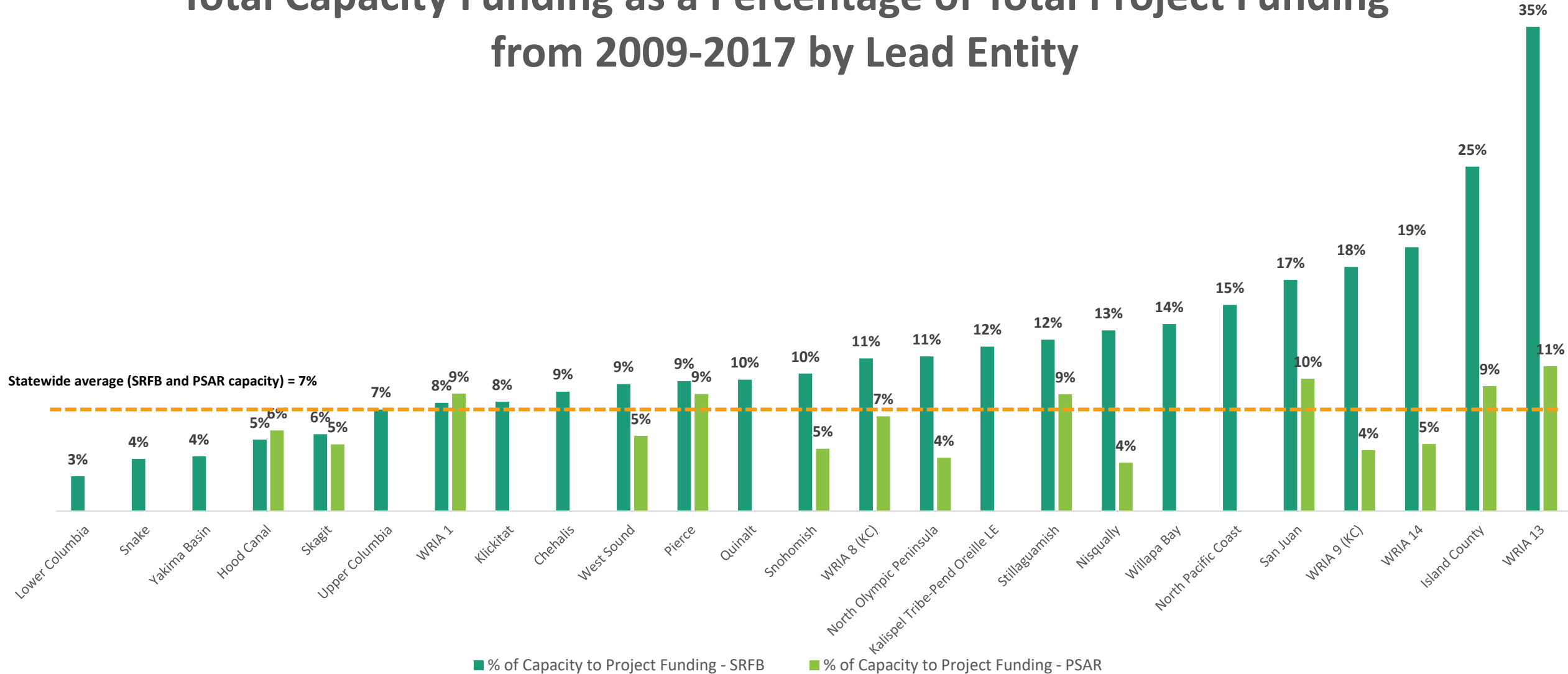
Metric 3): The ability to leverage additional funding for capacity (both in-kind and monetary) contributed by local communities and other sources and the ability to leverage additional matching resources for projects.

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

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

Metric #1

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



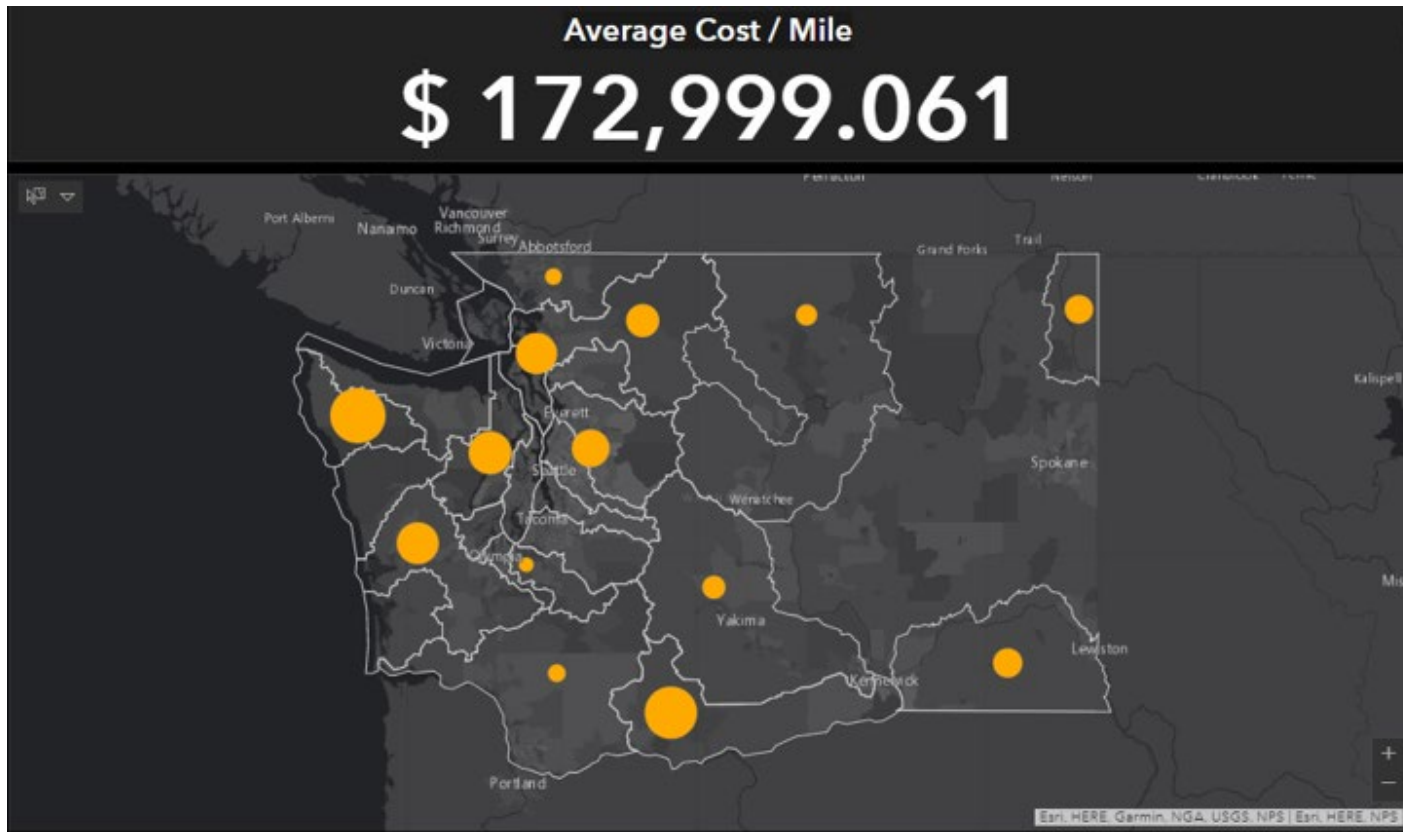
Note that this metric is the inverse of the metric originally developed in the charter for better clarity of data and visualization purposes.

Metric #1 Takeaways

- There are differences in percentages across lead entity groupings, which reflects differences in the externally determined input values
- This metric supports the qualitative findings that lead entities are unique in their processes, organization, and the funding they receive
- Capacity funding is not necessarily synced with project funding
- Some regions provide or share additional capacity resources to lead entities, particularly where ratios of capacity to project funding are low. If regional capacity subsidies were included the percentages would be different.

Metric #2

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

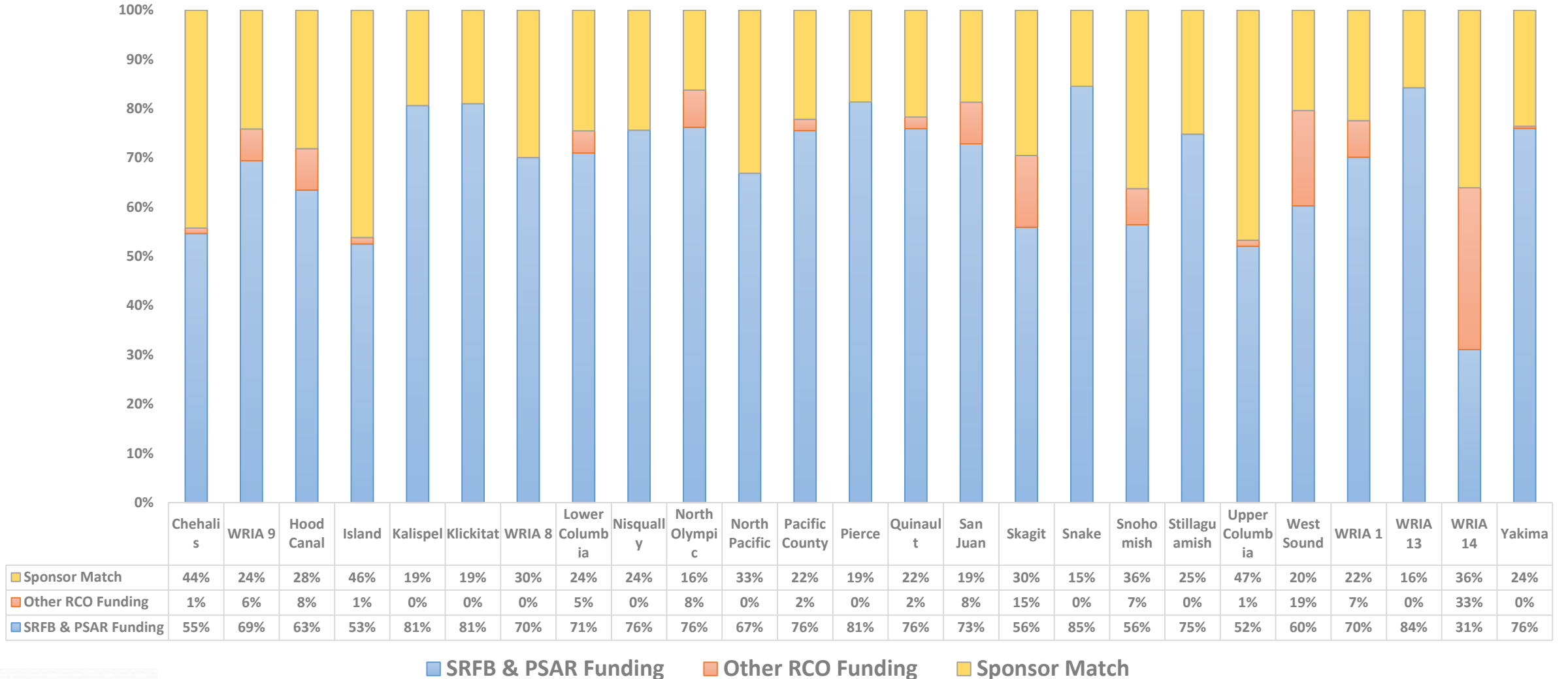


Metric #2 Takeaways

- The dashboard's representation of cost per mile of stream restored provides an interactive beginning to analyze project costs vs. project impacts across geographical areas. There is considerable variation in the metric across lead entities and regional areas, which can be influenced by many factors such as type of project, cost of construction, and geographic attributes.
- It would be beneficial to continue to refine the metrics dashboard, including other reported metrics such as miles of streams opened, cost per miles of fish passage to help drive meaningful conversations around projects outputs, and costs.

Metric #3: Sources of Project Funding

Sources of Project Funding by Lead Entity



Metric #3 Takeaways

- For most lead entities, SRFB and PSAR funding comprises the majority of funding sources allocated by the lead entities. Where there are exceptions, they are primarily due to higher levels of reported sponsor match.
- There is some variation in level of “other RCO funding” lead entities are receiving.

Overall Themes

Overall Themes

- Salmon Recovery is unique compared to other grant programs. Need the structure and people on the ground.
- Decentralized process is working – makes a difference in communities, however there is a cost of having that process
- Process is cumbersome for applicants
- There are too many review cycles and the process takes too much time for the amount of funding granted
- The value of the process starts off high and drops off throughout the process to much lower value at the end
- Issues come up too late in the process
- Roles need to be better defined
- Timeline for applications needs to be revisited to avoid field season

Overall Themes Cont'd

- “Low hanging fruit” in terms of readily executable projects has been “picked”
- The most impactful, complex projects aren't supported by the current process or allocations
- Level at which prioritization occurs may need to be revisited to support selecting the most impactful projects
- Better coordination between State funding programs and having one application/evaluation process for sponsors would make a big impact on the ability to do more projects

Key Opportunities to Explore in Future State

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

Identified Key Opportunities: “Too Many Review Cycles”

- Change process from iterative applications to a “complete application” due before site visits with a final application following site visits and local review
- Move SRFB funding meeting up to September, compress grant round from February-September
- Adjust site visit timing earlier to coincide with idea of earlier application due date
- Eliminate regional meetings and last cycle of review by Review Panel (after second review projects will be either ready to go or not)
- Explore moving grant round process to every 2 years

Identified Key Opportunities: “Review Panel Processes”

- Build in time for State Review Panel before and after site visits to do pre-review of applications and initial determination of POCs
- Consider option of Review Panel members that attend the site visits being able to decide whether projects need to go to full Review Panel or not
- Fine-tune/revisit guidance on what is within in Review Panel’s purview (e.g. fit with strategy, sequencing)
- Have conference calls with Review Panel during local technical review to have back-and-forth discussion
- Set standard, fixed site visit dates for each lead entity that recur yearly

Identified Key Opportunities: “Systems Cause Process Inefficiencies”

Review Comments:

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

Documents:

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

Identified Key Opportunities: “Standardization of Process and Role Clarification”

- Update Manual 18 and 19 to improve consistency by providing guiding principles and guidelines for process (e.g. linking projects to strategy, project evaluation criteria, use of Committees etc.)
- Consider requiring formalization of local lead entity guidance
- Encourage board to update or create rules (WAC) to provide clearer guidance for lead entity process
- Update and clarify roles of Lead Entity, Lead Entity Coordinator, and Fiscal Agent in manual 19
- Review Lead Entity Coordinator Qualifications and identify training needs

Identified Key Opportunities: “Process Doesn’t Support Larger, More Impactful Projects”

- Have SRFB evaluate how funding can be targeted at some of the higher cost, more impactful projects
- Evaluate option for prioritization of projects at regional level
- Evaluate how alignment of funding versus capacity across lead entities can be improved
- Improve process to attract more funding by demonstrating efficiency and building confidence

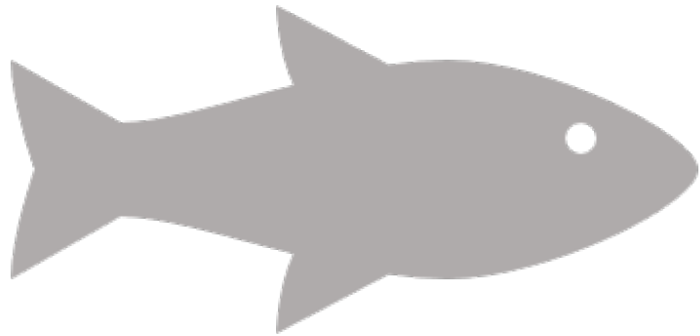
Identified Key Opportunities: “Process Metrics”

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

Future State Next Steps

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

Draft Salmon Recovery Lean Study Future State Summary



Future State Summary Table of Contents

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

Introduction

Lean Study Project Goal Statement

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

Project Phase: Future State and Recommendations Development

Objectives:

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

Future State Approach

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

Future State Timeline

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

Future State Summary Contents

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

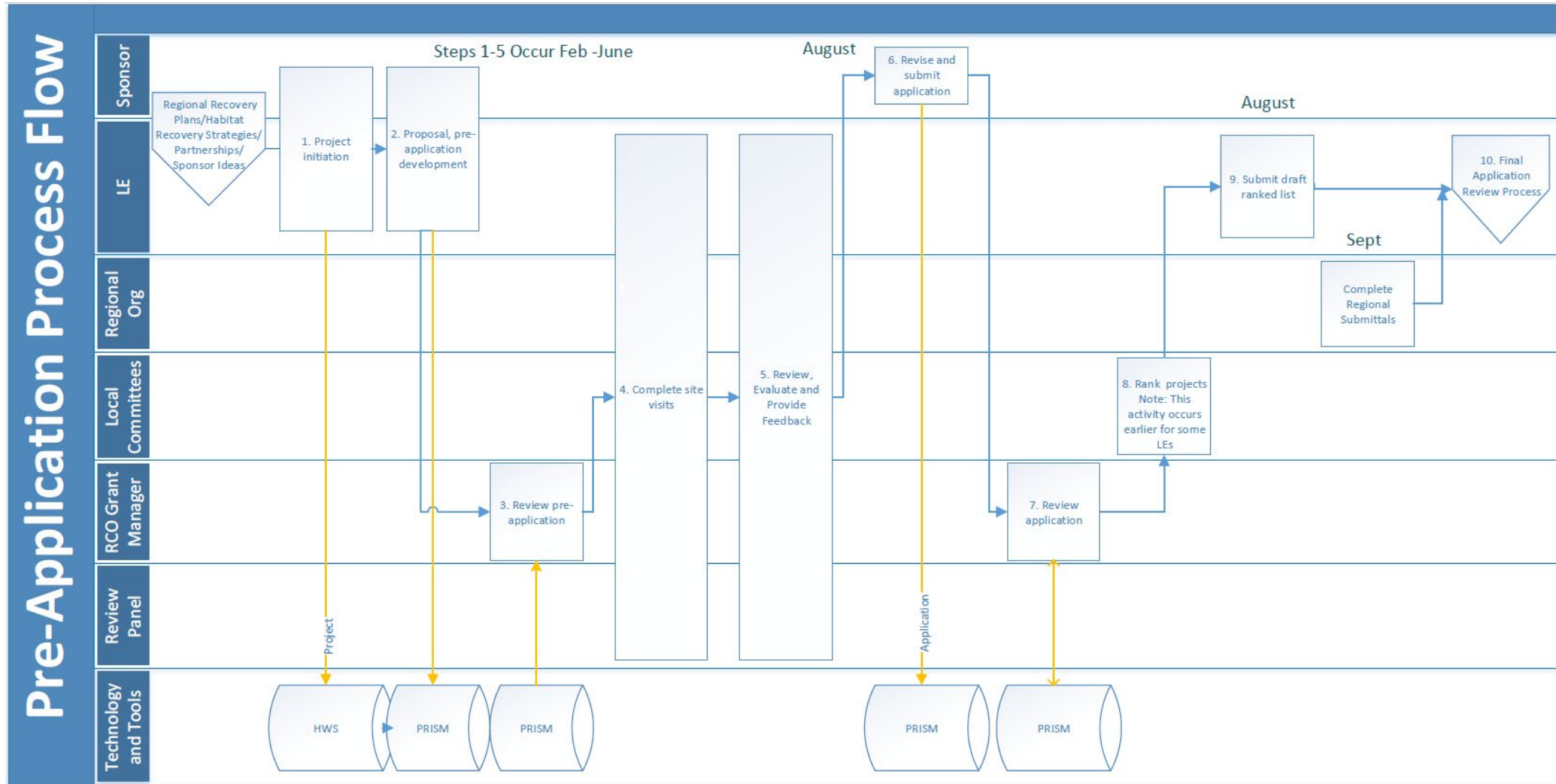
Future State Vision

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

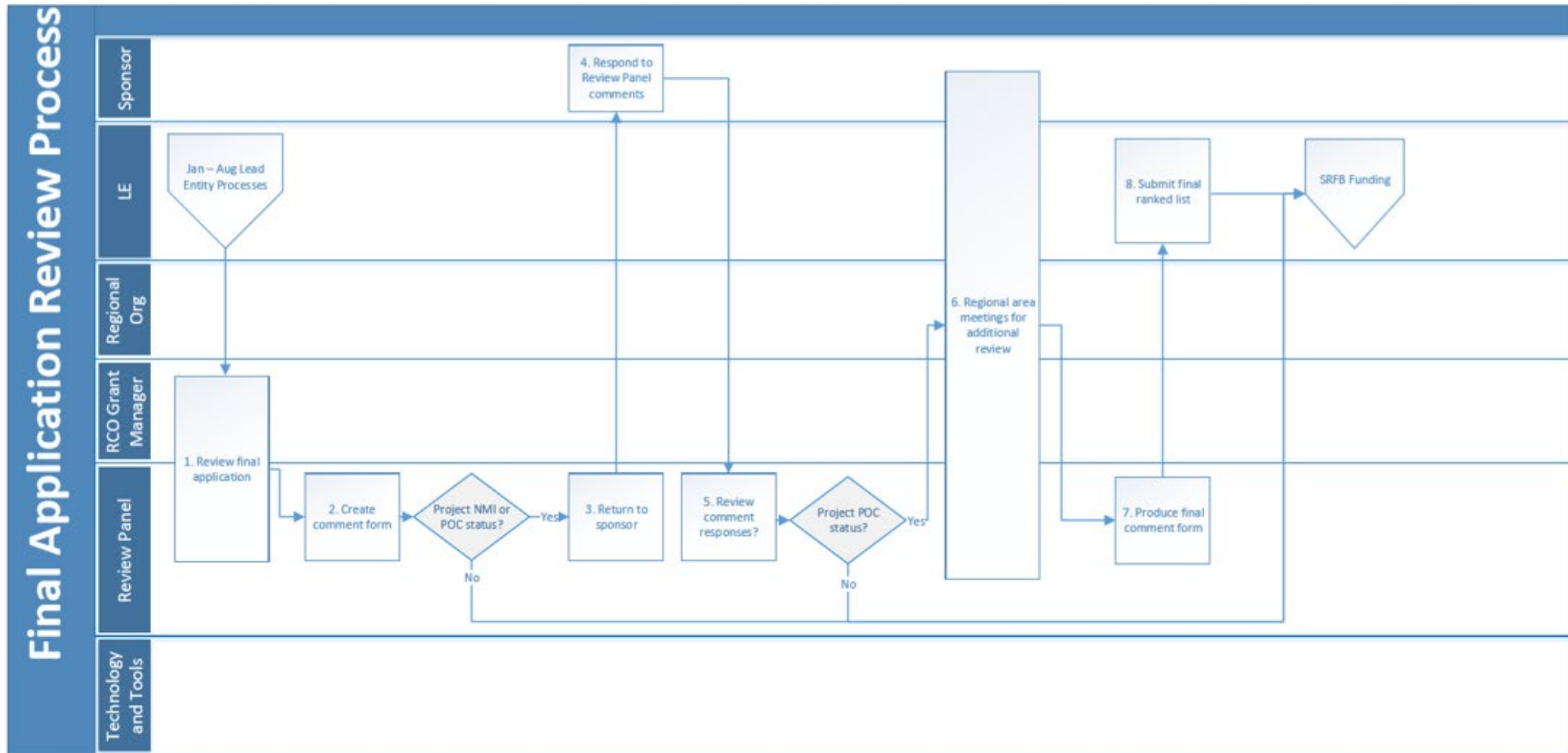
Grant Round Process Redesign

Current to Future

Current State Grant Round - Prior to Final Application



Current State Grant Round – Post Final Application



Challenges in Current State Grant Round

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

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

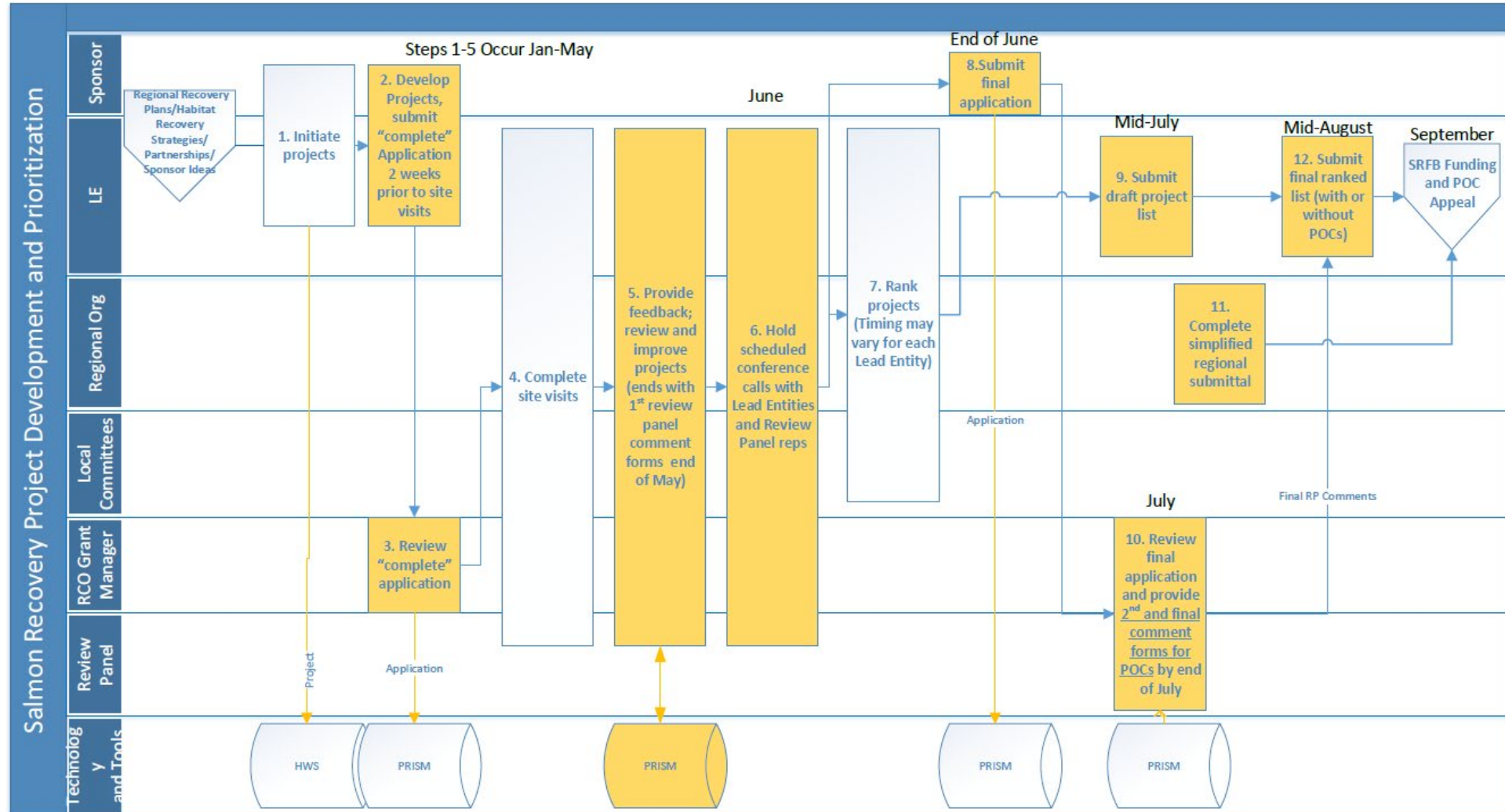
Other Criteria for the Future State Grant Round Process

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

Primary Changes from Current to Future

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

Future State Grant Round (Project Initiation to SRFB Funding)



Key Process Changes - Prior to Final Application

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

Key Process Changes - Post Final Application

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

Summary of Benefits

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

Recommendations

Recommendation 1.1: Redesign Grant Round Process

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

Recommendation 1.2:

Formalize Biennial Grant Round Option

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

Recommendation 2.1:

Update WAC

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

Recommendation 2.2:

Update Manual 19

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

Recommendation 2.3:

Document Evaluation Process and Identify Best Practices

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

Recommendation 2.4: Facilitation Training

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

Recommendation 3.1:

Develop Targeted Investment Program

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

Recommendation 3.2:

Evaluate Whether Regional Priorities are Being Achieved

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

Recommendation 3.3:

Improve Efficiency with Capacity Funding

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

Recommendation 3.4: Improve Alignment of Capacity to Project Funding

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

Recommendation 3.5: Inter-Agency Funding Coordination

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

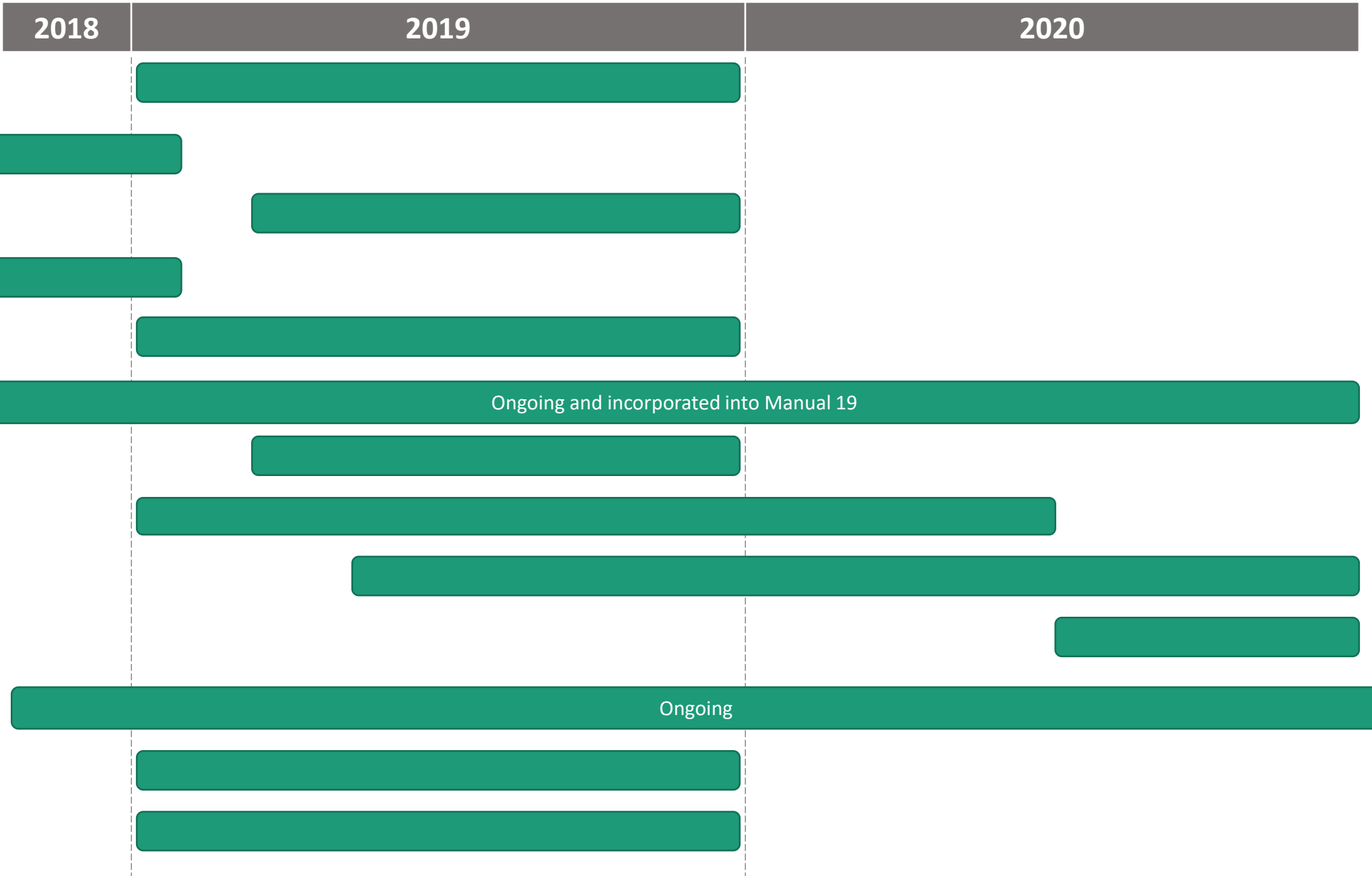
Recommendation 4.1: Enhance PRISM to Improve Process Efficiency

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

Recommendation 4.2: Establish Process Metrics

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

Recommendation



Success Factors

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

Appendix 8: Benchmarking Summary

Washington Salmon Recovery Lean Study

Benchmarking Summary

Purpose

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

Scope

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

Participants

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

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

Budget, Funding Sources, Scale of Program

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

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

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

Summary:

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

Organization and Stakeholders

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

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

Summary:

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

Metrics

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

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

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

Summary:

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

High Level Process

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

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

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

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

Sub Processes

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

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

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

Summary:

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

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

Overall Summary

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

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

Question Responses

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

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

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

Salmon Recovery Organizational Framework Materials

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

February 21, 2017

Any errors or omissions, please contact Leslie Connelly, RCO

Salmon Recovery Organization Matrix
February 21, 2017

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

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

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

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

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

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

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

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

Chapter 77.85 RCW

SALMON RECOVERY

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

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77.85.005

Findings—Intent.

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

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

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

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

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

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

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

NOTES:

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

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

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

77.85.010

Definitions.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

77.85.020

Consolidated report on salmon recovery and watershed health.

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

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

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

NOTES:

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

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

77.85.030

Governor's salmon recovery office—Purpose and duties.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

NOTES:

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

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

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

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

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

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

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

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

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

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

77.85.040

Independent science panel on salmon recovery—Purpose.

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

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

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

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

NOTES:

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

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

77.85.050

Habitat project lists.

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

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

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

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

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

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

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

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

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

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

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

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

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

NOTES:

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

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

77.85.060

Critical pathways methodology—Habitat work schedule.

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

(2) The critical pathways methodology shall:

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

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

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

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

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

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

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

NOTES:

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

77.85.080

Sea grant program—Technical assistance authorized.

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

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

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

NOTES:

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

77.85.090

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

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

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

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

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

NOTES:

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

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

77.85.110

Salmon recovery funding board—Creation—Membership.

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

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

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

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

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

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

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

NOTES:

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

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

77.85.120

Board responsibilities—Grants and loans administration assistance.

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

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

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

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

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

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

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

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

NOTES:

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

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

77.85.130

Allocation of funds—Procedures and criteria.

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

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

(i) Are based upon the limiting factors analysis identified under RCW [77.85.060](#);

(ii) Provide a greater benefit to salmon recovery based upon the stock status information contained in the department of fish and wildlife salmonid stock inventory (SASSI), the salmon and steelhead habitat inventory and assessment project (SSHIAP), and any comparable science-based assessment when available;

(iii) Will benefit listed species and other fish species;

(iv) Will preserve high quality salmonid habitat;

(v) Are included in a regional or watershed-based salmon recovery plan that accords the project, action, or area a high priority for funding;

(vi) Are, except as provided in RCW [77.85.240](#), sponsored by an entity that is a Puget Sound partner, as defined in RCW [90.71.010](#); and

(vii) Are projects referenced in the action agenda developed by the Puget Sound partnership under RCW [90.71.310](#).

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

(i) Are the most cost-effective;

(ii) Have the greatest matched or in-kind funding;

(iii) Will be implemented by a sponsor with a successful record of project implementation;

(iv) Involve members of the Washington conservation corps established in chapter [43.220](#) RCW or the veterans conservation corps established in RCW [43.60A.150](#); and

(v) Are part of a regionwide list developed by lead entities.

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

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

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

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

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

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

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

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

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

NOTES:

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

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

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

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

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

77.85.135

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

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

[[2001 c 227 § 9.](#)]

NOTES:

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

77.85.140

Habitat project lists—Tracking of funds.

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

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

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

NOTES:

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

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

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

77.85.150

Statewide salmon recovery strategy—Prospective application.

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

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

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

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

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

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

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

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

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

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

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

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

NOTES:

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

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

77.85.160

Salmon monitoring data, information.

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

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

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

NOTES:

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

77.85.170

Salmon recovery account.

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

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

NOTES:

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

77.85.180

Findings.

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

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

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

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

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

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

NOTES:

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

77.85.190

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

NOTES:

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

77.85.200

Salmon and steelhead recovery program—Management board—Duties.

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

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

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

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

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

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

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

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

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

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

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

NOTES:

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

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

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

77.85.220

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

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

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

- (a) One representative of the fish and wildlife commission, appointed by the chair of the commission;
- (b) Two representatives of the agricultural industry familiar with agricultural issues in the geographic area, one appointed by an organization active in the geographic area and one appointed by a statewide organization representing the industry;
- (c) Two representatives of environmental interest organizations with familiarity and expertise of salmon habitat, one appointed by an organization in the geographic area and one appointed by a statewide organization representing environmental interests;
- (d) One representative of a diking and drainage district, appointed by the individual districts in the geographic area or by an association of diking and drainage districts;
- (e) One representative of the lead entity for salmon recovery in the geographic area, appointed by the lead entity;
- (f) One representative of each county in the geographic area, appointed by the respective county legislative authorities; and
- (g) One representative from the office of the governor.

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

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

(4) The task force shall:

- (a) Review and analyze the limiting factors analysis for the geographic area;
- (b) Initiate and oversee intertidal salmon habitat studies for enhancement of the intertidal area as provided in RCW [77.85.230](#);
- (c) Review and analyze the completed assessments listed in RCW [77.85.230](#);
- (d) Develop and draft an overall plan that addresses identified intertidal salmon habitat goals that has public support; and
- (e) Identify appropriate demonstration projects and early implementation projects that are of high priority and should commence immediately within the geographic area.

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

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

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

[[2003 c 391 § 4.](#)]

NOTES:

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

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

77.85.230

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

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

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

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

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

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

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

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

NOTES:

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

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

77.85.240

Puget Sound partners.

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

[[2007 c 341 § 37](#).]

NOTES:

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

WASHINGTON STATE RECREATION AND CONSERVATION OFFICE
Governor's Salmon Recovery Office (GSRO)

An Assessment of the Governor's Salmon Recovery Office and Recommendations for the Future

James F. Reid, The Falconer Group
12.20.12

This assessment is based on six interviews Jim Reid of The Falconer Group conducted between 26 September and 30 November 2012. Twenty-seven people participated in those interviews. The members of the Salmon Recovery Funding Board also provided their perspectives and ideas during a session of their Board meeting on 7 December. In addition, three people offered insights and opinions to Jim via email.

This report presents the key findings from the interviews, Jim's interpretation of the mutual interests of the parties, and recommendations for the future role, responsibilities and organizational structure of the Governor's Salmon Recovery Board (GSRO).

KEY FINDINGS

Here are the common themes from the interviews:

1. Stakeholders at the local and regional levels of government are concerned that the Governor's Office and Washington State Legislature may not be as committed to salmon recovery as they once were. This concern appears to be based on three factors:
 - In 2009 the Governor's Salmon Recovery Office was transferred from the Governor's Office to the Washington State Recreation and Conservation Office (RCO).
 - During the past several years, GSRO's budget has been reduced.
 - Administrative and technical responsibilities appear to have become a greater focus or higher priority for the GSRO than its policy development, oversight, guidance and assistance responsibilities.
2. The staff people within the Recreation and Conservation Office who work in this arena demonstrate a deep and passionate commitment to salmon recovery. Staff members of the GSRO, in particular, are concerned that the increasing amount of technical and administrative responsibilities has diminished their capacity to play a role in policy.
3. When the GSRO was transferred into the RCO in 2009, additional responsibilities were given to the Office. One new responsibility was managing the contracts between the

state and Lead Entities that govern the expenditure by the latter of state grant funds. When the Washington Monitoring Forum ceased to exist, the GSRO assumed responsibility for managing monitoring contracts.

Although its budget has been reduced, GSRO has continued to manage all these contracts. Contract management does not involve only distributing checks or reviewing paperwork. It also involves providing advice, support and guidance. The “human equation” of contract management is valuable, according to local officials, and time-consuming, according to everyone. With a shrinking budget but no reduction in its contract management responsibilities, the GSRO has lost much of its ability to perform the kind of policy work upon which it originally built its reputation. While expectations of GSRO remain high, its capacity has declined. That is not the staff’s choice. They desire to continue to provide quality customer service in the form of effective policy guidance, advice and assistance.

4. The GSRO is seen as *the* nexus between the federal government, state agencies, local governments, regional watershed planning entities and other stakeholders, including in the private sector. GSRO staff members are given credit by local officials for understanding the subtle differences between the regions and tailoring their service to the unique qualities, characteristics and issues of each region. Local officials also appreciate having one contact within state government they can easily reach and who will occasionally represent them to other state agencies by helping interpret their interests, needs, concerns and requests.
5. The “bottoms up” organizational structure for salmon recovery—the “Washington Way”—has matured during the past decade. Regional organizations and Lead Entities have gained experience and stature as they have evolved from developing salmon recovery plans to implementing them through specific projects.
6. Given the maturation of this organizational structure for salmon recovery and budget reductions at the state level for salmon recovery initiatives, the staffs of the GSRO and RCO envision a new role for the state and a new dynamic in the state-local partnership. They envision regional organizations and Lead Entities at the forefront of salmon recovery with the state supporting them. Lead Entities and regional organizations would rely more on one another for information and data and to share experiences and lessons that result in the implementation of best practices across the state. They would take an even more prominent leadership role in educating the public and elected officials.

State government would support their efforts by periodically convening local and regional parties to help them learn from their common and different experiences. GSRO would turn to their local partners for the information, data, trends and key messages that become incorporated into the biennial “State of Salmon in Watersheds” report. This new partnership is envisioned as similar to the relationship between the state and local governments in implementing the Growth Management Act (GMA). Local

governments take the lead in implementing the GMA through the development of Countywide Planning Policies and the development and implementation of local land use comprehensive plans. They receive support from the state in the forms of guidance in interpreting the law, some funding and consultation about issues, practices, lessons learned and trends.

7. Many local and regional stakeholders desire to tighten or strengthen the relationship between them and the GSRO. They define the leadership role that the GSRO should play in the future as: a) serving as an effective liaison between the federal government, state agencies, regional entities, local governments and the private sector; b) proactively providing locals with a “heads up” on issues and activities they need to know about; c) providing policy guidance, advice and interpretation; d) assisting locals in implementing their roles and responsibilities, and goals and priorities; and e) speaking for the Governor on salmon recovery issues, programs and initiatives.

8. The position of GSRO executive coordinator is currently vacant. To align the state’s vision of the new GSRO’s future role in salmon recovery and what representatives of local and regional organizations say they need from the state, there is a consensus that the GSRO’s next executive coordinator must: a) have stature and credibility in the natural resources arena and, particularly, in salmon recovery efforts; b) be a strong advocate for salmon recovery; c) be able to speak on behalf of the Governor’s Office; d) be able to pull together the “state family” of agencies to speak with one voice or to act in concert with each other and in dealing with federal and local officials; e) informally network; f) see through “the grey matter” to understand what is really important at a given time; and g) marshal the parties and resources to address those important and urgent issues and challenges.

9. Given high expectations and declining resources, there must be a thorough reexamination of the Governor’s Salmon Recovery Office’s workload, processes and procedures, and relationships with other state offices and agencies. Tasks that are no longer of value to the state or its local partners should be jettisoned. Processes and procedures that are not efficient need to be streamlined. There may be some responsibilities that could be more efficiently handled by others within state government. But given budget cuts that RCO and other agencies have experienced, and the possibility they will undergo even further reductions, it may not be possible to delegate some of GSRO’s tasks to them. Thus, GSRO must look critically at what functions it could stop doing and what processes and procedures could be streamlined. As GSRO becomes even more integrated into the Recreation and Conservation Office, closer working relationships among staff in the RCO may lead to new ways of doing business that result in efficiencies.

MUTUAL INTERESTS OF THE PARTIES

From Jim Reid's interpretation of what he heard during the interviews he conducted for this assessment, these appear to be the mutual interests of the parties with an interest in the future of salmon recovery and the Governor's Salmon Recovery Office:

1. Ensure that the State of Washington continues to provide enthusiastic, energetic and credible leadership in salmon recovery.
2. Ensure there is a strong, viable and balanced relationship between the State of Washington and local governments and regional entities for salmon recovery.
3. Ensure that the expectations and responsibilities of the Governor's Salmon Recovery Office (GSRO) match the resources provided to it.
4. Balance the GSRO's role in policy development, oversight, guidance and support with its technical and administrative responsibilities.
5. Ensure that administrative processes and procedures, including data and information collection, analysis, and reporting, are as efficient as possible.

RECOMMENDATIONS

The following recommendations are intended to achieve the Mutual Interests of the Parties and address issues raised by the Keys Findings.

1. The inauguration of a new governor and the start of a new session of the Washington State Legislature in January 2013 provide the opportunity to reenergize the leadership of the Governor's Office and legislature in salmon recovery. The Governor's Office and the State Legislature should signal to the public and local and regional partners that the State of Washington is dedicated to salmon recovery.
2. Local and regional partners should seize this opportunity to strongly advocate to the incoming governor and legislature for enthusiastic and energetic leadership from the state in salmon recovery.
3. Local governments and regional organizations should also take this opportunity to strengthen their leadership in salmon recovery. Leadership would be best exemplified by working more proactively with each other to share experiences and lessons that result in consistent implementation of best practices throughout the state. It would also be demonstrated by taking a prominent role in telling the "salmon story" to help educate the public and local elected officials and state legislators. *(See Findings 5 and 6.)*
4. To help strengthen the state-local partnership, RCO should make the currently vacant position of GSRO executive coordinator a "bridge builder" between federal and state

agencies, local governments, regional entities, and other key stakeholders, including those in the private sector. To underscore the importance of this liaison role, relieve this position of supervisory duties and designate the role as a “Special Assistant to the Director of the Recreation and Conservation Office for Salmon Recovery.”

5. The person serving in this job should possess stature and credibility in the natural resources arena and be a strong advocate for salmon recovery. This individual should also possess the leadership qualities, skills and experience that allow her/him to successfully: a) build both formal and informal networks among the federal government, tribes, state agencies, regional entities, local governments and the private sector; b) unite the “state family” of agencies to speak with one voice or to act in concert with each other and in dealing with federal and local officials; c) provide policy guidance, advice and interpretation; d) proactively give local officials a “heads up” on issues and activities they need to know about; e) assist local governments and regional entities in implementing their roles and responsibilities and goals and priorities; and f) see through “the grey matter” to understand what is really important at a given time and rally stakeholders to agree on priorities and actions that address the most important and urgent issues.

The person in this role must also be able to speak for the Governor on salmon recovery issues, programs and efforts.

6. Although the role of “Special Assistant” will be challenging and demanding, it might not be a full-time position given that no supervisory duties are attached to it. If this were the case, the other duties of the role, or of another part-time employee, could be to serve the Salmon Recovery Funding Board (SRFB) as a policy advisor. This could help strengthen the connections between the SRFB and regional and local organizations.
7. To help redefine the role of the GSRO for the future, the staff of the Office should produce a new strategic work plan. It should combine the individual work plans for specific functions within the Office into one carefully crafted and coordinated comprehensive work plan. It should chart the direction for GSRO for the next three to five years, and define specific goals, priorities and actions needed to achieve it. It should also identify functions and tasks that the GSRO no longer needs to perform. Finally, this business plan can define the appropriate balance between the GSRO’s role and responsibilities for policy development, oversight, guidance and assistance with its technical and administrative duties.

The plan should be kept simple; it only needs to be in the range of four or five pages, much like the strategic plan for the SRFB. This will make it more understandable and marketable. While it may be a good idea to involve RCO colleagues and consult with stakeholders in an informal manner, a lengthy, public process is not needed in this case.

8. As stated in recommendation #7, a new GSRO work plan can help determine what the GSRO should prioritize and what no longer needs to be done. Here are some specific

strategies to consider that may achieve efficiencies and allow the staff to focus more on policy:

- a) Continue efforts to integrate the GSRO into RCO. This may help reduce any overlaps in workload and stimulate the exchange of ideas and approaches that allow the “sum to be greater than the parts.”
 - b) Consider if any contracts can be consolidated to reduce the workload of contract management. Contracts that RCO had with the Lower, Mid- and Upper Columbia Fish Recovery Boards and the Snake River Fish Recovery Board were combined with the Lead Entity contracts so that RCO has only to manage four contracts instead of nine. Perhaps doing this in areas such as the Puget Sound region, where RCO has sixteen separate Lead Entity and regional contracts, could free up staff to provide more policy guidance and assistance to local and regional organizations.
 - c) Assess the amount of time and effort currently being devoted to the Habitat Work Schedule (HWS) to identify ways in which it could be managed more efficiently.
 - d) Continue the effort to build more of a partnership with regional organizations and Lead Entities to produce the “State of Salmon in Watersheds” report so that the work involved in developing it is more equitable.
 - e) Assess how GSRO staff participates in regional monitoring programs. Are the state staff people performing functions that are more appropriately handled by local staff? Is the GSRO staff too immersed in technical details? If their participation is kept at a higher level, might this free up their time so that they can serve as “big picture” policy advisors to local officials?
9. If the role of the GSRO executive coordinator becomes a “bridge builder” or liaison with no supervisory responsibilities, a more formal organizational change might be warranted to provide GSRO staff with leadership. One option could be to organize the GSRO and Salmon Grants Section staffs into one office, using the title “Governor’s Salmon Recovery Office” or “Salmon Recovery Office.” This would advance current efforts to integrate the staffs of the two offices in a more formal manner. It might also help increase the visibility of the office.

Another option would be to maintain the current organizational structure, whereby the two offices remain separate but coordination and communication are strengthened and some functions are shared. The manager of the Salmon Grants Section currently is the temporary head of the GSRO, so this would maintain the status quo. Continuing the situation may not be fair to the Salmon Grants Section Manager because doing both jobs when they are organizationally separate could make doing each job harder.

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

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

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

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

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.
Steelhead Summit.
Annually, by Wild Steelhead Coalition, in Seattle

Television programs

Outdoor GPS (Oregon)

Podcasts

"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

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

"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

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

Outreach to steelhead fishing community

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

Washington Guides Associations

Westport Charterboat Association

Facebook

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

NW Marine Trade Association

Coastal Conservation Association

Northwest Sportfishing Industry Association

Outdoor Line

Charterboat Association of Puget Sound

Puget Sound Anglers

Salmon Recovery Funding Board Briefing Memo

APPROVED BY RCO DIRECTOR KALEEN COTTINGHAM

Meeting Date: December 5-6, 2018
Title: Update on Orca Task Force
Prepared By: Director Kaleen Cottingham

Summary

This memo provides a link to the recent report to the Governor from the Orca Task Force. The co-chairs of the Orca Task Force have been invited to the board meeting to discuss the recommendations, especially those related to the recovery of salmon. The Task Force Co-Chairs are Les Purce and Stephanie Solien. The RCO Director served on the Orca Task Force and Steve Martin co-lead the Prey Working Group, which developed the background materials and draft recommendations for the Task Force's consideration.

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

Supplements to Presentation

Link: [Orca Task Force Report and Recommendations](#)

Salmon Recovery Funding Board Briefing Memo

APPROVED BY RCO DIRECTOR KALEEN COTTINGHAM

Meeting Date: December 5-6, 2018
Title: Proposed Changes to the Board's Compliance Policies
Prepared By: Myra Barker, Compliance Specialist

Summary

Revising compliance policies has been identified as a priority in the agency's policy work plan. The board's compliance policies are described in Manual 7, Long-Term Obligations. The policies were last updated in 2007. Staff proposes policy revisions to streamline the approval process by modifying the approval level for common and non-controversial conversions; to provide flexibility in the timeframe for a non-permanent, non-conforming use; and to identify potential exceptions to conversion.

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

Background and Summary

Shortly after its creation, the Salmon Recovery Funding Board (SRFB) instructed the RCO director to use applicable office administrative manuals for implementing grant agreements. The policies for acquiring land (Manual 3) and for the long-term obligations of funded projects (Manual 7) have been applied to projects since that time. In addition, Manual 18 includes a section on a sponsor's long-term obligations for the project area¹. The compliance policies are vetted through a public involvement process and approved by the Recreation and Conservation Funding Board (RCFB).

Staff refer to and use the compliance policies when conducting inspections and when fielding questions from sponsors and the public about what is allowed within the project area. The project agreement, grant program manual of the time the project was funded, current laws and administrative rules, and the compliance policies determine RCO's response to an action that is planned, is occurring or has occurred within a project area.

¹ Defined in WAC 420-04-010 as the "area consistent with the geographic limits of the scope of the work of the project. For restoration projects, the project area must include the physical limits of the project's final site plans or final design plans. For acquisition projects, the project area must include the area described by the legal description of the properties acquired in the project."

Sponsors tell us they often receive third-party requests to use funded sites for a variety of purposes. Without the board's compliance policies, project areas would likely be consumed by inconsistent uses that diminish or impair the intended function and public use.

Current Policy

Conversion is a tool available to sponsors and RCO to address changes in ownership, management and use of a funded site that conflicts with, or is inconsistent with, the purpose of the grant. In addition to statutory² and administrative rule³ requirements, prior approval of a conversion has been a condition in the project agreements beginning with the first agreement issued in 1966 by the RCO, previously known as the Interagency Committee for Outdoor Recreation (IAC). A conversion is referred to as a use other than what is described in the original grant.

The policy defines the actions that create a conversion (see [Manual 7.](#)) Those are:

- Property interests are conveyed for non-public outdoor recreation, non-habitat conservation, or non-salmon recovery uses.
- Property interests are conveyed to a third party not otherwise eligible to receive grants in the program from which funding was derived.⁴
- Non-outdoor recreation, non-habitat conservation, or non-salmon recovery uses (public or private) are made in a manner that impairs the originally intended purposes of the project area.
- Non-eligible indoor facilities are developed within the project area.
- Public use of the property or a portion of the property acquired or developed/restored with RCO assistance is terminated, unless public use was not allowed under the original grant.
- If a habitat project, the property or a portion of the property acquired, restored, or enhanced no longer provides the environmental functions for which RCO funds were approved originally.

Actions that Create Conversions

The majority of the requests for approval of a conversion have been from sponsors of RCFB funded sites. The most common conversions are often due to a third party. The conversion approval requests received over last four (4) years resulted from the following actions:

- Right-of-way (new and expanding existing right-of-way most commonly related to transportation projects) (34%)
- Adjacent landowner issues (20%)
- Utility-related (18%)
- Ineligible indoor facilities (planned or ineligible facilities that will be or have been constructed in the project area) (16%)
- Other (12%)

²RCW 79A.15.030; RCW 79A.25.100

³WAC 420-12; WAC 286-13.

⁴ An exception is allowed under Salmon Recovery Funding Board rules: Property acquired for salmon recovery purposes may be transferred to federal agencies, provided the property retains adequate habitat protections and with written approval.

Approving a Conversion

Each board has the authority to approve conversions. By policy, the RCO director has been delegated authority to approve a conversion that “is less than 20% of the original scope; AND is less than \$75,000 in value”.⁵ The director may either approve or deny the request, or forward the request to the appropriate board for decision. The director’s decision may be appealed to the board.

In addition, board policy permits a 180-day closure of a project area. This policy has been also been applied to temporary non-conforming uses of a project area. Exceeding the 180-day closure, without prior board approval, creates a conversion.

Revising Compliance Policies is a Priority

Revising the compliance policies is an identified priority in the top tier of the agency’s policy work plan. Sponsors and staff have expressed the desire to reduce the amount of time for receiving approval of a conversion.

The conversion process can take up to a year and often takes longer to complete. The amount of time for approval is primarily dependent upon four factors:

- The approval level for the conversion (board⁶ or director);
- The action that is creating the conversion;
- The sponsor’s resources and motivation for resolving a conversion; and
- RCO staff availability and workload.

Proposed Revisions

Staff presented the proposed changes to the Recreation and Conservation Funding Board (RCFB) in April and October and have incorporated the board’s direction into the proposal. The proposed policy changes are found in Attachment A and includes:

- Expanding the director’s authority to approve common and non-controversial conversions;
- Extending the non-permanent, non-conforming use time limit; and
- Identifying actions that may be considered as exceptions to conversions.

Next Steps

Staff plan to distribute the proposed policy changes for public comment on November 13 and share with the SRFB at their December 2018 meeting. Staff will review comments, identify potential changes, and bring final policy recommendations for RCFB decision at the January 2019 meeting.

⁵ The thresholds for director’s approval of a conversion were last revised in 2007, the prior threshold was less than 10% of original scope and value of less than \$25,000.

⁶ A minimum 8-month timeframe is needed due to the board’s meeting schedule and practice of providing a briefing prior to board decision.

Attachment A

The following table describes the revised proposal for changes to the compliance policies.

Current Policy	Proposed Policy	Proposed Change	Expected Outcome/Result
<p>The director may approve a conversion of use:</p> <p>a. that impacts less than 20% of the original scope;</p> <p>AND</p> <p>b. when the dollar value of the conversion is \$75,000 or less in today's dollars.</p>	<p>The director may approve a conversion of use:</p> <p>a. that impacts less than 20% of the original scope;</p> <p>OR</p> <p>b. when the dollar value of the conversion is \$75,000 or less in today's dollars;</p> <p>OR</p> <p>c. a conversion that is created by the following action:</p> <ul style="list-style-type: none"> • Expanding right-of-way; • Land exchange with adjacent landowners to consolidate a sponsor's ownership and management; • Boundary line adjustments; or • Trail realignments 	<p>Expand the director's authority to approve conversions⁷.</p>	<p>Reduce the timeframe for RCO approval. The decision can be made when sponsor has submitted the required documentation and completed public involvement.</p>
<p>Prior approval of temporary closure of public access sites will not result in a conversion if the sponsor demonstrates that the closure will last 180 days or less.⁸</p>	<p>A non-permanent, non-conforming use that will have minimum impact to the project area (or portion of) that will last 180 days or less does not require RCO review.</p> <p>A non-permanent, non-conforming use that will have minimum impact to the project area (or portion of)</p>	<p>Clarifies when RCO review of a non-conforming use is required.</p> <p>Extends the timeframe permitted for a non-permanent,</p>	<p>Provides flexibility to the timeframe for a non-permanent, non-conforming use that may exceed 180 days.</p>

⁷ Retain existing policy regarding options for the director to approve or deny the request or defer the decision to the appropriate board; and the director's decision may be appealed to the appropriate board. (Manual 7)

⁸ Staff have applied the 180-day temporary closure policy to non-conforming uses of a project area.

Current Policy	Proposed Policy	Proposed Change	Expected Outcome/Result
	<p>that exceeds 180 days and will last no more than 2 years must be reviewed by RCO and may be approved by the director. The project area impacted must be restored within a specified period of time following the use.</p> <p>The board may approve an extension of the non-permanent, non-conforming use.</p> <p>RCO will consider the cumulative impacts of previously approved non-permanent uses of a project area.</p>	<p>non-conforming use of a project area (or portion of).</p>	
<p>A conversion would be determined when one or more of the following takes place, whether affecting an entire site or any portion of a site funded by RCO.</p> <ul style="list-style-type: none"> • Property interests are conveyed for non-public outdoor recreation, habitat conservation, or salmon recovery uses. • Property interests are conveyed to a third party not otherwise eligible to receive grants in the program from which funding was derived. • Non-outdoor recreation, habitat conservation, or salmon recovery uses (public or private) are made in a manner that impairs the originally intended purposes of the project area. 	<p>A sponsor may request RCO review for an exception to conversion for the following actions when demonstrating the action will have no permanent impact to the intended purpose, use, and function of the project area. RCO will consider the cumulative impacts of previously approved exceptions and encumbrances. Exceptions that may be considered include:</p> <ul style="list-style-type: none"> • Temporary construction easement, with restoration within a specified period of time; • Underground public utility easement for water, sewer, and fiber optic, with restoration within a specified period of time; • Relocation of existing easement/s that would result in a benefit to the intended purpose and use of the project area, with restoration within a specified period of time; or • Right-of-way for street/road improvements that improve access to the project area 	<p>Identify exceptions to conversion for specific actions subject to RCO review and approval.</p>	<p>Provide flexibility for non-permanent uses and for actions that have minimum impact to the project area that may result in a benefit to the original purpose, use, and function of a site.</p>

Current Policy	Proposed Policy	Proposed Change	Expected Outcome/Result
	<ul style="list-style-type: none"> Levee and related infrastructure relocation that result in expanding and supporting the original habitat purpose of the project, this exception is limited to habitat funded sites. 		
	RCO approval is not required for agricultural-related use of the Palouse to Cascades State Park Trail by adjacent landowners when permitted by the Washington State Parks and Recreation Commission (WSPRC).	New policy as directed by the RCFB.	WSPRC permits provide adequate control of use and RCO review is unnecessary.

Salmon Recovery Funding Board Briefing Memo

APPROVED BY RCO DIRECTOR KALEEN COTTINGHAM

Meeting Date: December 5-6, 2018

Title: 2018 State of Salmon Report

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

Summary

This memo summarizes the briefing regarding the 2018 State of Salmon in Watersheds biennial report and Web site.

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

Background

The 2018 edition of the [State of Salmon in Watersheds](#) report and Web site will be released by December 31, 2018. 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. GSRO will demonstrate examples of the Web site content during the December 2018 board meeting.

The *State of Salmon* report describes for the legislature and the public what is being done with salmon dollars, and how the fish and habitat are faring. As in past reports, the 2018 version of *State of Salmon* displays data, story maps, and key messages from our partners in salmon recovery. In 2016, the site was made more focused, easier to navigate, and better for viewing on mobile devices. In 2018, GSRO and consultants combined various technologies to improve the messaging, data charts, and usability of the site.

The Department of Ecology (Ecology), the Washington Department of Fish and Wildlife (WDFW), and RCO produced data for several *State of Salmon* indicators. The data is published to <https://data.wa.gov/> and [ArcGIS online](#). These are the state's web-based tools for mapping, charting, and tracking live data that feeds into the *State of Salmon* website. GSRO also worked closely with the Northwest Indian Fisheries Commission (NWIFC) to better align our messages in our respective reports.

The 2018 *State of Salmon* Web site includes a data portal for housing authoritative salmon and habitat data sets to help make data gathering more efficient and messaging more consistent among salmon-related reports. The portal and data.wa.gov are important tools that make our data transparent and accessible to the public.

This year, the website has a similar look and feel with a few improvements that make it easier to use and understand. The fish population charts in the website will be more responsive and have improved pathways to the raw data behind them. New data about habitat quality has been provided by the Department of Ecology, and the data portal will contain raw data that is more current and curated by source.

In addition to the Web site, GSRO produces a printed (and printable) *State of Salmon* executive summary called "The Governor's Update." GSRO encourages the board and recovery partners to review of the *Governor's Update*; copies will be sent to board members when back from the printer. 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.

RCO and GSRO plan to continue outreach efforts for the *State of Salmon* as defined in the Communications Plan, including posts on social media from RCO and our partners.

Development of this report was not possible without the cooperation, review, data, and content from many individuals and organizations across the state. Especially significant to this report were the contributions from the Northwest Indian Fisheries Commission, the Department of Fish and Wildlife, the regional salmon recovery organizations, and the Department of Ecology.

SALMON RECOVERY FUNDING BOARD SUMMARIZED MEETING AGENDA AND ACTIONS

Natural Resource Building, RM 172, Olympia, WA 98501

December 5 & 6, 2018

Item	Formal Action	Follow-up Action
<p>Consent Agenda</p> <ul style="list-style-type: none"> • Approval of September 2018 Meeting Minutes • Review and approval of agenda 	<p>Decision</p> <p>Moved – Bob Bugert Seconded – Phil Rockefeller Approved as presented</p> <p>Moved – Jeff Breckel Seconded – Phil Rockefeller Approved as presented</p>	<p>No follow-up action requested.</p>
<p>1. Director's Report</p> <ul style="list-style-type: none"> • Director's Report • Legislative, budget, and policy updates • Performance update • Fiscal Report (written only) 	<p>Briefings</p>	<p>Board requested the link of the TVW interview on Northern Pike with Justin Bush.</p> <p>Board directed staff to create a letter regarding the urgency of Northern Pike to be sent to WDFW</p>
<p>2. Salmon Recovery Management Report</p> <ul style="list-style-type: none"> • Governor's Salmon Recovery Office Report • Salmon Section Report 	<p>Briefings</p>	<p>Board requested to be sent a copy of the letter the Salmon Recovery Network (SRNet) sent to the Governor.</p>
<p>3. Report from partners</p> <ul style="list-style-type: none"> • Governor's Office Update • Conservation Commission • Department of Natural Resources • Department of Fish and Wildlife • Department of Transportation • WA Salmon Coalition • Council of Regions • Regional Fisheries Enhancement Group 	<p>Briefings</p>	<p>No follow-up action requested.</p>
<p>4. Federal Pacific Coastal Salmon Recovery Fund (PCSRF) Draft Audit Report and RCO Response</p>	<p>Briefings</p>	<p>No follow-up action requested.</p>
<p>5. Habitat Work Schedule Update</p>	<p>Briefings</p>	<p>No follow-up action requested.</p>
<p>6. 2018 Grant Round</p> <ul style="list-style-type: none"> • Overview • Slideshow of featured projects proposed for funding • Review panel comments 	<p>Briefings</p>	<p>No follow-up action requested.</p>

<ul style="list-style-type: none"> Projects of concern 		
<p>7. 2018 Grant Round, Regional Presentations</p> <ul style="list-style-type: none"> Regional Area Presentations 	Briefings	No follow-up action requested.
<p>8. 2018 Grant Round Decisions</p> <ul style="list-style-type: none"> Board funding decisions 	<p>Decision</p> <p><i>Northeast Washington</i> Moved – Bob Bugert Seconded – Phil Rockefeller Approved as presented</p> <p><i>Lower Columbia</i> Moved – Jeff Breckel Seconded – Phil Rockefeller Approved as presented</p> <p><i>Hood Canal</i> Moved – Phil Rockefeller Seconded – Jeff Breckel Approved as presented</p> <p><i>Puget Sound Salmon Recovery Region (SRFB):</i> Moved – Bob Bugert Seconded – Phil Rockefeller Approved as presented</p> <p><i>Puget Sound Salmon Recovery Region (PSAR):</i> Moved – Bob Bugert Seconded – Phil Rockefeller Approved Without Gold Basin (#18-1532)</p> <p><i>PSAR Large Cap:</i> Moved – Jeff Breckel Seconded – Phil Rockefeller Approved as presented</p> <p><i>Upper Columbia:</i> Moved – Bob Bugert Seconded – Jeff Breckel Approved as presented</p> <p><i>Snake River:</i> Moved – Bob Bugert Seconded – Phil Rockefeller Approved as presented</p>	<p>No follow up action requested.</p> <p><i>Note: Board approved motions except for the Gold Basin Landslide Restoration (18-1532) project of concern in Stillaguamish lead entity in Puget Sound region. Board asked Tara Galuska to work with a subcommittee (Erik Neatherlin, David Troutt, and Stephen Bernath) to discuss project with staff and the project sponsor. Delayed funding decision on the project until March.</i></p>

	<p><i>Middle Columbia:</i> Moved – Jeff Breckel Seconded – Bob Bugert Approved as presented</p> <p><i>Coast:</i> Moved – Bob Bugert Seconded – Jeff Breckel Approved as presented</p> <p><i>Future Cost Increases:</i> Moved – Jeff Breckel Seconded – Bob Bugert Approved as presented</p>	
9. Celebration of Service: David Troutt	Recognition of David Troutt's long service on the board	No follow up action requested.
10. Manual 18: General Overview of Changes	<p>Decision</p> <p>Moved – Bob Bugert Seconded – Phil Rockefeller Approved as presented</p>	No follow up action requested.
11. Recommendations from the Lean Study	<p>Decision</p> <p>Moved – Jeff Breckel Seconded – Bob Bugert Approved as presented</p>	Staff will bring back implementation actions during 2019 and 2020.
12. Update on Orca Task Force	Briefing	No follow up action requested.
13. Proposed Changes to Compliance Policies	Briefing	No follow up action requested.
14. Review of 2018 State of Salmon Report	Briefing	No follow up action requested.
Next meeting March 2018		

SALMON RECOVERY FUNDING BOARD SUMMARY MINUTES

Date: December 5, 2018

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

Salmon Recovery Funding Board Members Present:

David Troutt, Chair	Olympia	Carol Smith	Department of Ecology
Jeremy Sullivan	Kingston	Susan Kanzler	Department of Transportation
Bob Bugert	Wenatchee	Erik Neatherlin	Department of Fish and Wildlife
Jeff Breckel	Longview	Stephen Bernath	Department of Natural Resources
Phil Rockefeller	Bainbridge Island	Brian Cochran	Washington Conservation Commission

Excused: Member Jeremy Sullivan

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 9:03 a.m., he welcomed board, staff, and audience. Staff called roll and a quorum was determined. Member Sullivan was excused.

Motion: Approval of the December 5-6th, 2018 Meeting Agenda.
Moved by: Member Rockefeller
Seconded by: Member Bugert
Decision: Approved

The board reviewed the consent agenda, which included approval of the September 2018 meeting minutes.

Motion: Approval of the September 12, 2018 Meeting Minutes.
Moved by: Member Breckel
Seconded by: Member Rockefeller
Decision: Approved

Management and Partner Reports

Item 1: Directors Report

Director's Report: Director Cottingham updated the board on the status of the State of the Salmon Report, Orca Task Force recommendations to the Governor, budget strategy, potential litigations and the board schedule for 2019. She also let the board members, and audience,

know that there will be a new SRFB chair (Phil Rockefeller) and board member starting at the March 2019 meeting.

Wendy brown, RCO policy director, briefed the board on the timeline for the budget expected out of the Governor's office next week and what the initial numbers could mean going forward. Lastly, Ms. Brown asked Justin Bush, Washington Invasive Species Council Executive Coordinator, to update the board on the latest information in regards to invasive northern pike in the Columbia River System.

Board discussed the outcome of the Governor's budget moving forward, and what the Orca Task Force recommendations could mean for salmon recovery in the future. Board continued discussing by asking clarifying questions of Mr. Bush's northern pike presentation, and discussed how to strategically move forward.

Item 2: Salmon Recovery Management Report

Governor's Salmon Recovery Office Report: Steve Martin, Executive Coordinator for the Governor's Salmon Recovery Office, updated the board on all the work he has been doing since the last board meeting. Mr. Martin focused on his efforts and time spent as a member of the Governor's Orca Task Force—noting that the task force is waiting to hear the Governor's response to their 36 recommendations that were put forth last month. Mr. Martin closed by reviewing the work that will begin now, to prepare for the upcoming legislative session.

Board discussed the work Mr. Martin has been doing on behalf of the Orca Task Force.

Sarah Gage, GSRO, updated the board on the status of the 2019 Salmon Recovery Conference. She reviewed how this conference is shaping up in comparison to past years, and outlined the work that is currently happening, as well as what still needs to be done before the spring. Ms. Gage asked the board and audience to contact her with any keynote speaker recommendations they may have.

Board thanked Ms. Gage for her work, and asked clarifying questions about logistics of the conference.

Salmon Section Report: Tara Galuska, Salmon Section Manager, briefly updated the board on the status of the 2018 grant round—noting that there will be a more lengthy and detailed presentation later in the meeting. She noted that the majority of the information that she would be reviewing today and tomorrow could be found in the 2018 Funding Report.

Board discussed and asked questions about funding details in the PCSRF report.

Item 3: Reports from Partners

Board Roundtable and Other Agency Updates:

Conservation Commission: Member Cochrane provided brief updates on staff changes in his agency as well as budget predictions for the upcoming year.

Washington Department of Ecology: Member Smith provided an update on some of the new programs that Ecology will be managing moving forward, as well as the budget request from the agency for the next biennium.

Washington Department of Natural Resources: Member Bernath provided an update on the latest report that DNR has released with the requests for funding outlined in newly organized 'funding buckets' to help navigate requests for various programs.

Board asked clarifying questions of what previous funding asks were compared to this year.

Washington Department of Fish and Wildlife: Member Neatherlin provided an update on the many happenings going on within WDFW. Mostly notably, they are suffering a 30 million dollar budget shortfall. Member Neatherlin discussed several ideas that the WDFW Director had to move forward as well as several projects the agency is involved with.

Washington Department of Transportation: Member Kanzler provided an update on fish passage projects going on within her agency to meet the requirements set forth by the culvert injunction. She closed by reviewing the funding request of WSDOT for this upcoming legislative session.

Board discussed several of the large transportation projects that WSDOT has announced it will be starting within the next year.

Washington Salmon Coalition (WSC) Report: Alicia Olivas and Dawn Pucci, updated the board on the many successes that the WSC had this past year, and reviewed many of the goals the WSC has for 2019. Ms. Olivas and Ms. Pucci wanted to thank the board for allowing the WSC to participate in the Lean study this year noting they found the process valuable and engaging.

Council of Regions Report (COR): Melody Kriemes, highlighted several of the meetings with partners the COR was able to be involved with this past year, including a trip to Washington D.C. to meet with representatives. She continued by reviewing several key staff changes that have happened in the last few months as well as many of the projects the COR hopes to accomplish within the next year.

Regional Fisheries Enhancement Groups: Jeanette Dorner, Director of the Mid-Sound Regional Fisheries Enhancement Group, introduced to the board the new managing Director of the Fisheries Enhancement Coalition, Aaron Peterson, and outlined some of the work he will be doing in his new role. Ms. Dorner continued by briefing the board on many of the projects the RFEG's have been involved with, as well as their role in the Lean study. Ms. Dorner closed by thanking Chairman Troutt for all his years of service and guidance during his time of the SRFB.

General Public Comment: *No public comment at this time.*

Break 11:10 a.m. – 11:20 a.m.

Board Business: Briefing

Item 4: Federal Pacific Coastal Salmon Recovery Fund (PCSRF) Draft Audit Report and RCO Response

PCSRF Information: Scott Robinson, Deputy Director, and Mark Jarasitis, Chief Financial Officer, reviewed the nine findings from the PCSRF audit performed by the U.S. Department of Commerce. They went into detail what each of the findings meant, and what RCO's response was to them. Mr. Robinson noted going forward, there were going to be several significant changes in how RCO shifts funds between fiscal years, but that staff and sponsors should not be affected in their day-to-day work.

Board asked many clarifying questions, including if there had been any investigation into what other PCSRF states have done in response to audits.

General Public Comment: *No public comment at this time.*

Item 5: Habitat Work Schedule Update

HWS Updates: Scott Robinson, Deputy Director, reviewed some of the database changes that will be implemented in the next year as the software company that runs and manages Habitat Work Schedule has been sold, and the buyer is not going to continue the program. The goal is to have a smooth transition to the new system by August 2019.

Board asked clarifying questions about software rights, and the future of HWS.

Public Comment:

Alex Conley, Executive Director of the Yakima Fish Recovery Board, wanted to voice support over continuing with HWS as he sees it as a valuable data tracking system, in addition to a way to track and capture goals.

Lunch 11:40 a.m. – 12:45 p.m.

Board Business: Decisions

Item 6: 2018 Grant Round

Overview of the 2018 grant round: Tara Galuska, Salmon Section Manager, reviewed for the board the projects identified in the 2018 Salmon Recovery Grant Funding Report. She noted that the funding report provides background on the process used to identify and evaluate the projects under consideration as well as the project lists. She continued by reviewing the decisions the board would be making, as well as the different pots and sources the funding will be coming from.

Board asked questions about this grant round compared to previous years.

Keith Dublanica, GSRO, and Pete Bisson, Monitoring Panel Chair, reviewed their project list compiled from projects proposed from various regions in the state. Mr. Dublanica explained the monitoring process and why several of the projects that were originally proposed did not move forward for funding.

Board discussed intricacies of the review panel process for monitoring projects, as well as stated their appreciation for how the monitoring panel has evolved over the years.

Featured projects:

Marc Duboiski, Salmon Outdoor Grants Manager, presented the Entiat River project on behalf of the Upper Columbia Region.

Alissa Ferrell, Salmon Outdoor Grants Manager, presented the Chehalis Basin Fish Screening Phase 2 Project on behalf of the Coast Region.

Alice Rubin, Salmon Outdoor Grants Manager, presented the Buford Creek Barrier Correction on behalf of the Snake River Region.

Kay Caromile, Salmon Outdoor Grants Manager, presented the Cooke Creek Screening & Passage project on behalf of the Mid-Columbia Region.

John Lambert, Salmon Outdoor Grants Manager presented the Mason Creek Planning and Acquisition Project on behalf of Lower Columbia Region.

Josh Lambert, Salmon Outdoor Grants Manager, presented the Skokomish RM 5 LWD Enhancement Construction on behalf of Hood Canal Region.

Elizabeth Butler, Salmon Outdoor Grants Manager, presented the Riverbend Floodplain Restoration on behalf of the Puget Sound Salmon Recovery Region (with recommendations for PSP).

Review Panel Comments: Tom Slocum, Review Panel Chair, and Review Panel Members Jeanette Smith and Marnie Tyler, presented to the board the 2018 technical review panel observations and noteworthy projects. Mr. Slocum noted that if the board wanted more detailed information there are several sections in the 2018 Funding Report that elaborate on what the panel is presenting today.

Board had general clarifying questions and comments about emerging themes, and discussed how to get buy-in from political players.

Projects of Concern: Tara Galuska, Salmon Section Manager, reminded the board of the process for having projects of concern come to the board, as well as the format for presenting these projects.

Tom Slocum, Review Panel Chair, noted there are two projects of concern coming before the board this year. The review panel has selected specific criteria that they feel the two projects are not meeting sufficient way, or that they do not feel comfortable approving without input from the board.

Sponsor discussion: Logan Daniels, sponsor of the Meadowdale Beach Park and Estuary Restoration Project (18-1259), presented background information to the board on this project, as well as rebutted several of the concerns raised by the review panel. Mr. Daniels stressed the multiple benefits of the project, as well as the multiple funding sources that would make this project possible. In closing, Mr. Daniels emphasized that this would be a great way to finally start to be able to get work done in an area that has been impenetrable for so long.

Board asked clarifying questions about the project details and salmon species benefited.

Pat Stevenson, Kit Crump, and Tracy Drury, briefed the board on the background, struggles, and importance of the Gold Basin Landslide Restoration project (18-1532). Mr. Drury reviewed the several technical experts and engineers that have reviewed and signed off on the project, as well as the reasoning behind undertaking such a project.

Board asked several clarifying questions about location of project, sponsors and landowners involved, as well as the opinions of the technical experts consulted. Board discussed at great length the timing and implications of undertaking a unique project such as this one

Break 3:45 p.m. – 3:55 p.m.

Board continued discussion on the two POC's presented. The members reached consensus quickly that Meadowdale would be funded, but continued with deliberations on the second project, Gold Basin for quite some time. Ultimately, board reached consensus to not move forward with Gold Basin today, but rather continue to work with the sponsor and reach a conclusion for how to proceed by the next SRFB meeting in early 2019.

General Public Comment:

Jess Helsley, former director of the Coast, wanted to introduce her replacement and thank the board for all their hard work, and noted that Chair Troutt will be missed.

Todd Zackey, Tulalip Tribe Natural Resources Department, wanted to voice support for both of the POC's that were presented to the board today. He acknowledged the importance of multi-benefit use projects in the Puget Sound, and noted that these types of projects wouldn't be possible without the help of the SRFB.

Mike Kaputa, Chelan County Natural Resources Department, suggested changes to the monitoring panel process noting that they appreciated the comments from the review panel, but had some frustrations when trying to meet the proper criteria.

Doug Hennick, Stillaguamish Watershed Council, wanted to acknowledge it is normally hard to support a project that the technical review panel has deemed a project of concern, but he

believes that is exactly what the SRFB should do. He noted the importance of this project and that it could be the last thing standing in the way of the Chinook salmon that rely on this watershed.

Board discussed public comments, and Chair Troutt asked the members to voice how they were feeling in regards to the Gold Basin project. Several of the members voiced how conflicted they were over this project and that there is no easy solution to the problem.

Item 7: 2018 Grant Round Regional Presentations - Moved to December 6th

Item 8: 2018 Grant Round Funding Decisions

Northeast Washington Salmon Recovery Region:

Motion: Move to approve \$342,000 for projects in the Northeast Region, as listed in Attachment 8 of the 2018 Salmon Recovery Grant Funding Report, dated December 5, 2018.

Moved by: Member Bob Bugert

Seconded by: Member Phil Rockefeller

Decision: Approved

Lower Columbia Fish Recovery Board:

Motion: Move to approve \$3,600,000 for projects and project alternates in the Lower Columbia Region, as listed in Attachment 8 of the 2018 Salmon Recovery Grant Funding Report, dated December 5, 2018. This amount includes \$64,230 of funding for projects in Klickitat County Lead Entity.

Moved by: Member Jeff Breckel

Seconded by: Member Phil Rockefeller

Decision: Approved

Hood Canal Coordinating Council:

Motion: Move to approve \$1,129,961 in SRFB funds for projects and project alternates in the Hood Canal Region, as listed in the citizen's approved projects list in Attachment 8 of the 2018 Salmon Recovery Grant Funding Report, dated December 5, 2018.

Moved by: Member Phil Rockefeller

Seconded by: Member Jeff Breckel

Decision: Approved

Puget Sound Salmon Recovery Region (SRFB Funds):

Motion: Move to approve the Move to approve \$6,142,039 in SRFB funds for projects and project alternates in the Puget Sound Region, as listed in Attachment 8 of the 2018 Salmon Recovery Grant Funding Report, dated December 5, 2018.

Moved by: Member Bob Bugert

Seconded by: Member Phil Rockefeller

Decision: Approved

Puget Sound Salmon Recovery Region (PSAR Funds):

Motion: Move to approve the list of PSAR projects identified in the Puget Sound and Hood Canal Regions, as listed in Attachment 8 of the 2018 Salmon Recovery Grant Funding Report, dated December 5, 2018, excluding project #18-1532, Gold Basin Landslide Restoration Project in the Stillaguamish River Lead Entity, and authorize the RCO Director to enter into project agreements once funding is approved by the Legislature, and to hold the funds for the landslide restoration project.

Moved by: Member Bob Bugert

Seconded by: Member Phil Rockefeller

Decision: Approved

PSAR Large Capital Funds:

Motion: Move to approve the 2019-2021 list of PSAR Large Capital projects in the Puget Sound and Hood Canal Regions, as listed in Attachment 7 of the 2018 Salmon Recovery Grant Funding Report, dated December 5, 2018, and authorize the RCO Director to enter into project agreements once funding is approved by the Legislature.

Moved by: Member Jeff Breckel

Seconded by: Member Bob Bugert

Decision: Approved

Upper Columbia Salmon Recovery Board:

Motion: Move to approve \$1,855,800 for projects and project alternates in the Upper Columbia Region, as listed in Attachment 8 of the 2018 Salmon Recovery Grant Funding Report, dated December 5, 2018.

Moved by: Member Bob Bugert

Seconded by: Member Jeff Breckel

Decision: Approved

Snake River Salmon Recovery Board:

Motion: Move to approve \$1,519,200 for projects and project alternates in the Snake River Region, as listed in Attachment 8 of the 2018 Salmon Recovery Grant Funding Report, dated December 5, 2018.

Moved by: Member Bob Bugert

Seconded by: Member Phil Rockefeller

Decision: Approved

Middle Columbia River Salmon Recovery Region:

- Motion:** Move to approve \$1,688,400 for projects and project alternates in the Middle Columbia Salmon Recovery Board Region, as listed in Attachment 8 of the 2018 Salmon Recovery Grant Funding Report, dated December 5, 2018. This amount includes \$506,520 of funding for projects in Klickitat County Lead Entity.
- Moved by:** Member Jeff Breckel
- Seconded by:** Member Bob Bugert
- Decision:** Approved

Washington Coast Salmon Recovery Region:

- Motion:** Move to approve \$1,722,600 for projects and project alternates in the Coastal Region, as listed in Attachment 8 of the 2018 Salmon Recovery Grant Funding Report, dated December 5, 2018.
- Moved by:** Member Bob Bugert
- Seconded by:** Member Jeff Breckel
- Decision:** Approved

Future Cost Increase Funding:

- Motion:** Move to approve the use of up to \$500,000 in SRFB funds, as available, for cost increase amendments in calendar year 2019. All cost increases will be approved by the RCO director.
- Moved by:** Member Jeff Breckel
- Seconded by:** Member Bob Bugert
- Decision:** Approved

Board Business: Recognition

Item 9: Celebration of Service: David Troutt

Kaleen Cottingham, Director, thanked David Troutt for his service on the SRFB and outstanding leadership in the salmon world.

Chair Troutt gave a closing speech thanking everyone for working with him, and several members of the audience came up and shared stories of Chair Troutt and presented him with gifts to thank him for his service.

Recess – 5:25 p.m.

Chair Troutt recessed the meeting until 9a.m. December 6.

Date: December 6, 2018

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

Salmon Recovery Funding Board Members Present:

David Troutt, Chair	Olympia	Carol Smith	Department of Ecology
<i>Jeromy Sullivan</i>	Kingston	Susan Kanzler	Department of Transportation
Bob Bugert	Wenatchee	Erik Neatherlin	Department of Fish and Wildlife
Jeff Breckel	Longview	Stephen Bernath	Department of Natural Resources
Phil Rockefeller	Bainbridge Island	Brian Cochran	Washington Conservation Commission

Excused: *Member Jeromy Sullivan*

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 David Troutt called the meeting to order at 9:03 a.m., he welcomed board, staff, and audience. Staff called roll and a quorum was determined. Member Sullivan was excused.

Board Business: Decision

Item 10: Manual 18: General Overview of Changes

Manual 18: Tara Galuska, salmon section manager, briefed the board on the small administrative changes to Manual 18 this year.

Board discussed the issue of cost/benefit criteria in the Manual and the struggles and challenges that it can cause. Discussed pros and cons to formal cost/benefit analysis addition or amendment to Manual 18 in the future.

Motion: Move to approve the 2019 grant schedule in Manual 18 as presented by staff.

Moved by: Member Bob Bugert

Seconded by: Member Phil Rockefeller

Decision: Approved

Board Business: Briefing

Item 7: 2018 Grant Round Regional Presentations - Moved from December 5th

Lower Columbia Fish Recovery Board: Steve Manlow briefed the board of several of the projects being implemented in their watershed. He noted that the one POC coming out of their region was a monitoring project, and that he believes this is a result of struggles in working with the monitoring panel and timing in communication. He closed by thanking Chair Troutt for his work, noting he will be missed.

Board discussed that there will be more monitoring discussions happening in future board meetings.

Hood Canal Coordinating Council: Alicia Olivas briefed the board on several of the successes that the region has had this year, including the first spring Chinook run in the region. She noted they have a lot of things in the works for next year, and many pathways forward to reach their recovery goals. Ms. Olivas closed by summarizing several of the funding sources used in the region to recover salmon.

Puget Sound Partnership: Amber Moore updated the board on the successful grant round, which the partnership has had this year. They believed that this grant round was strong and had many robust and technically sound projects move forward. She noted that while the Gold Basin Landslide Restoration project was delayed they are committed to making this project work.

Upper Columbia Salmon Recovery Board: Melody Kreimes provided updated on the staff changes that have been taking place within the region, as well as the outcomes of several of their meetings they have had since June of this year. She closed by updating the board on the numbers of fish moving through their system and the next steps they will be taking to prioritize their approach.

Snake River Salmon Recovery Board: John Foltz updated the board on staff changes in the region, introducing some of their newest staff. He wanted to thank Chair Troutt for his time spent on the SRFB and noted how much he has enjoyed working with him. Mr. Foltz closed by highlighting some materials that the Snake Region has created that each board member should have in their folders.

Yakima Basin Fish and Wildlife Recovery Board: Alex Conley updated the board on many of the projects the region is working on and that not all of their projects get SRFB funding as they try to diversify where their funding comes from.

Northeast Washington Salmon Recovery Region: Mike Lithgow provided an update through email in which he thanked the board and let them know that his region is grateful for their investment in Bulltrout recovery.

Board Business: Decision

Item 11: Recommendations from the Lean study

Lean Study: Kaleen Cottingham, RCO Director, and Judy Wells, MC2, reviewed the thirteen recommendations to the board, which were a result of the lean study. She started by reviewing the current state of things, and the current process in which the grant round operates. Next, she highlighted some of the reasoning behind the recommendations that were created and how and why many of the participants thought this new proposal might work better. Ms. Wells closed by reviewing several recommendations and changes to the grant round timeline, which came about because of the study.

Board asked clarifying questions about timelines and discussed the reasoning behind some of the proposed changes.

Break 11:10 a.m.—11:18 a.m.

Board discussed how it is a possibility that there will be more POC's coming to them as a result of this process.

General Public Comment:

Alex Conley, Council of Regions, requested the council be added as a partner in this process. He noted that there were many recommendations that were put forth and that he was pleased with the amount of support for working with staff and partners.

Alicia Olivas, Hood Canal Coordinating Council, wanted to highlight that a targeted investment plan needs to consider how on-the-ground projects work in addition to how funding works. She would like to continue to see leveraging for large projects.

Motion: Move to approve the recommendations of the Lean Study (Staff will incorporate suggestions presented during testimony into final report)

Moved by: Jeff Breckel

Second: Bob Bugert

Decision: Approved

Lunch 12:20p.m. -- 12:30 p.m.

Board Business: Briefings

Item 12: Update on Orca Task Force

Task force: Les Purce, Co-Chair, and Stephanie Solien, Co-Chair of the Orca Task Force, gave the board an overview of their experience these past six months. They were able to construct 36 recommendations that were referred to the Governor—most of these recommendations fit in three distinct buckets: prey, vessel noise, and pollutants.

Board discussed how challenging coming up with these recommendations was and how they admire the way that the task force was able to bring so many different interests groups to the table and reach consensus.

Item 13: Proposed changes to compliance policies

Compliance: Myra Baker, compliance specialist, briefed for the board the new processes that will follow conversions. This is the beginning of a long process that will eventually need to be approved, but today Ms. Baker is presenting updates to the process to be aware of.

Board asked clarifying questions of the new proposals to the compliance policies. A minor recommended change was to edit language used, "today's dollars". By using the word "today", it left the amount open ended and would not be as clear in the future.

Item 14: Review of the 2018 State of the Salmon Report

SOS Report: Jennifer Johnson, GSRO, gave an overview of the State of the Salmon report, including its history, how the data is gathered, and how the report has evolved over the years. Ms. Johnson reviewed the website with the members showing them how to use many of the functions of story maps, and how to search for specific information when they get questions from interested parties. She noted that this year they have been able to do a bit more with the website than they have in the past, and that there is more data and trend points than ever before.

Board discussed trends and number of people who utilize this information on the website.

Chair Troutt closed by thanking everyone for his or her hard work.

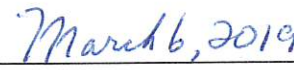
General Public Comment: *No public comment at this time.*

Closing

Chair Troutt adjourned the meeting at 2:50 p.m.



Phil Rockefeller, Chair



Date

RECEIVED
MAR 18 2019
WA STATE
RECREATION AND CONSERVATION OFFICE



*Western
Washington
Agricultural
Association*

August 15, 2018

To: David Trout, Chairman
Salmon Recovery Funding Board
Washington State Recreation and Conservation Office
P.O. Box 40917
Olympia, WA 98504-0917

Re: Skagit Watershed Council (Washington State Lead Entity) 2018 Salmon Recovery Funding Board-Skagit River System Cooperative's Smokehouse Tidal Marsh Restoration Proposal

Chairman Trout,

For each of the past three years, Western Washington Agricultural Association (WWAA) participated in the Skagit Watershed Council Lead Entity Citizens Committee (LECC). Serving in this role, WWAA reviewed Skagit River Systems Cooperative (SRSC) funding applications for the Smokehouse Dike Setback Project (Project) in both 2016 and 2018. This year, WWAA staff was unable to participate fully in LECC meetings and provide feedback by associated deadlines. Nonetheless, WWAA participated in the local process as able, and presents the following comments and questions relative to this Project for further consideration. As the only agricultural member of the SWC, WWAA attempts to balance the SWC's mission and salmon recovery efforts, by providing perspective otherwise not considered and acknowledged in project review and approval processes.

Located on the Swinomish Indian Tribal Community (Tribe) reservation, the land included within the proposed Project footprint design is actively farmed and located adjacent to other farmed ground. While WWAA supports the Tribe's choice to manage reservation land as they deem necessary to support their cultural and economic viability, WWAA questions the need for the setback dike primarily because the Tribe's land use policies and long term planning documents indicate no intent to sustain farming in this portion of the reservation. The inconsistency with those documents and the Project proposal results in confusion as to the short- and long-term objectives for the low-lying agricultural lands that include the Project footprint and areas protected by the proposed setback dike.

Seemingly, investments of the scale and magnitude SRSC requests, should provide clear and upfront information to funders and community as to the long-term plan for the land being protected by the proposed dike infrastructure. This is particularly important when an applicant is requesting large

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investments in dike infrastructure to facilitate implementation of a habitat project when there is no long-term plan to provide protection. Without intent to preserve or maintain agricultural production on adjacent land, benefits of repositioned infrastructure can be undone within years of implementation.

In addition, salmon recovery investments should be viewed with an eye towards long-term project resiliency and benefit. There have already been large investments of salmon recovery funding made at this site with uncertain or limited benefit to Chinook recovery and continual reductions in agricultural production. The Tribe and SRSC have done little to answer critical questions about the use of those funds as they pertain to the values of agricultural landowners/lessees of the site and the larger community. There is an overall lack of transparency and accountability associated with previous investments at this site and uncertainty about the need for additional investments at this time give the long-term plan for the area, as well as uncertainty associated with the McGlenn Causeway fish passage barrier and the North Fork Skagit River avulsion.

WWAA understands that the Tribe and SRSC struggle to acknowledge dike, drainage, and irrigation district authorities and operations. One of WWAA concerns relative to this position is the ongoing refusal to appreciate special purpose district commissioner expertise and knowledge of drainage and flood protection infrastructure. Many of these public officials have decades of experience and generational knowledge of how infrastructure works in this watershed, how management practices and processes have changed over time, and how to incorporate or alter infrastructure as part of restoration projects. Unfortunately, it is this long held and reoccurring position that the Tribe and SRSC conscientiously and strategically operate under, that has resulted in significant and lasting harm to agricultural and public landowners on this landscape.

On the only previous dike setback project managed by SRSC, district commissioners attempted to provide recommendations and consultation, along with potential ramifications of the selected design. However, this input and dialogue was disregarded and discounted by SRSC, and not incorporated in project plans. Predictably, the project has resulted in a legacy of failed infrastructure, lingering damage, continued investments, and damaged relationships. Further, during subsequent projects that did include district commissioner input, SRSC and Tribe chose not to participate, thus missing an opportunity to develop on the ground experience and understanding, as well as technical knowledge and comprehension of sub-tidal dike, drainage, and irrigation infrastructure and management.

Even as WDFW, NOAA, and others seize the opportunity to work with and learn from district commissioners, to ensure dike setback projects are thoughtfully and effectively designed, SRSC and Tribe fail to do so. In fact, SRSC and Tribe deliberately and purposefully apply for salmon recovery funding without incorporation or coordination with those that have successfully managed and completed large-scale dike setbacks and relocations. It seems appropriate that given the scope and cost of the proposed Project, incorporation and collaboration with entities and agencies which have successfully completed similar projects would be required, in order to receive additional funding.

WWAA remains actively engaged in salmon protection and recovery locally, and within multiple statewide processes, to balance natural resource policies and goals. SRSC goes to great lengths in the proposal to show how this Project, and previously funded work at this site, includes efforts to study how farmland uses can occur and be successful alongside recovery projects. However, SRSC does not include direct involvement of agricultural representatives or provide any authority for decision making in the

project process. As shown in programs and processes that collaborate and coordinate with agricultural organizations and producers, “agricultural community” participation could have provided SRSC the necessary understanding and perspective pertaining to infrastructure design and analysis relative to food and fiber production. SRSC has never contacted WWAA to discuss how to incorporate agricultural viability or representation into this project proposal or other publicly funded projects.

Specific project funding application elements

- SRSC indicates ESRP support helped “address specific areas of concern that were expressed in 2016.” What was this support? How has the project description and process changed from 2016 to 2018? In what ways have changes made the project more viable or beneficial?
- Tidegate replacements designed to improve operations and conditions should not be confused with habitat restoration projects. Careful and deliberate consideration of agricultural production requirements and implications are considered prior to all district tidegate replacements. Further, neither SWC or SRFB have ever recommended or offered funding tidegate replacements outside the Tribe’s reservation bounds. WWAA is not aware of the question asked that SRSC “concludes” related to “the project’s contribution to recovery.”
- SRSC states that while dike setbacks “enjoy broad support from a spectrum of the community” by those who “seek the most effective restoration actions”, they are missing a bigger element of the conversation. The larger community places multiple values on the land in question, and while many people support dike setbacks, they recognize that it is a tradeoff with other values, such as local, viable, and sustained agriculture. Through the Skagit Hydrodynamic Modeling (HDM) project, it was clear that while large setback projects are supported, they are not supported unconditionally.

The Skagit HDM project concluded that projects need to be implemented in a strategic and methodical way to ensure other values, such as long term viability of agricultural land, are preserved. SRSC did not participate in the collaborative elements of the HDM project; the Project application as put forth reflects this lack of appreciation and respect for multiple values on the landscape. WWAA does not question SRSC’s choice to not participate in HDM; however, we do request that the SRSC and Tribe accurately reflect their participation in HDM and approach to recovery. SRSC should not misrepresent their relationship with the agricultural community in application documents or outcomes of their previous projects.

Had the Tribe or SRSC participated in the Skagit HDM Project, or at least submitted Smokehouse project details to the Project co-managers, many of these questions and concerns could have been addressed through the project’s collaborative and technical process. However, as was the case with the Skagit Farm, Fish, Flood Initiative, the Tribes opted not to participate. To now incorporate peripherally-related Project figures and numbers misrepresents the Skagit HDM project, and those that participated collaboratively.

- As is described in the Project proposal, project stakeholders exclusively and solely include the Tribe and members. Potential funders should not be led to believe that a wider group of Skagit County residents and members are knowledgeable or supportive of the Project as presented.
- The outreach plan associated with the Project does not include a larger contingent of the community, as is implied by SRSC. WWAA is not aware of, nor has it refused invitation to, any community event in which this Project, or the Tribe’s “suite of projects” has been described or

discussed. WWAA is not aware of how or when SRSC and the Tribe articulated how their publicly funded work applies to the broader community.

- SRSC's "plan to tell the story" does not include a wider range of stakeholders, nor has "research conducted on the site" informed those outside the Tribe or applied "intriguing and scientifically meaningful" information to any other community member or interest than that of the Tribe.
- Within Project application documents, SRSC states "We have incorporated what we learned from the Wiley Slough, Fir Island Farms, South Fork and Fisher Slough dike setback projects into this proposal". SRSC fails to state that the Wiley Slough project is not yet complete, requires significant additional funding for redesign and repairs, and is not yet funded for construction. Being that SRSC did not complete Wiley Slough, had limited participation in Fir Island or Fisher Slough, and is not including partners on this project, WWAA is curious as to what SRSC "incorporated".
- What "salmon and estuary habitat communities" had knowledge or understanding of SRSC's project or site plans prior to a request for public funding? Who is "reviewing next steps"? Neither NOAA or WDFW have been involved, nor has SRSC discussed this work further in SWC forums, since voluntarily pulling this project from funding consideration in 2016.
- Who is the "agricultural community" described in the Project proposal? WWAA drafted and entered into an agreement designed to strategically "take agricultural land out of production" to meet Chinook Recovery Plan objectives. If there is not "direct opposition" by the agricultural community, what is the indirect opposition for the Project?
- WWAA is concerned about the "contribution this project will make towards recovery goals" relative to its overall cost to the public, and objects to the assertion this Project "reduces pressure on the other privately held ground" to meet recovery goals. This is especially true given the Tribe's recent steps to de-link this project from community and agency goals.
- While SRSC goes to great lengths to articulate limited and reduced project costs, it is concerning that these assertions are based on values rather than engineering feasibility and current industry design standards. It is also unclear what the indirect and unstated costs are, or why the identified costs have been contained. It appears SRSC is willing to compromise agricultural drainage and protection of adjacent lands to limit project costs. This suggests that while SRSC has experience on other large scale projects as stated in application, they are not incorporating lessons learned or acknowledging the failures and liabilities associated with this approach.
- Further, the project description fails to discuss or deliberately avoids discussion on overall land management costs funded by SRFB for the "ongoing suite of restoration actions implemented by the Swinomish Tribal Community since 2005" and the overall benefit for salmon these expenditures produced. Previous project costs cannot be reset or disregarded.
- The Project cost appears high, both in terms of the 10 million dollar estimate for design and construction and the 120 acres of agricultural land conversion. Does the SWC consider this an effective salmon recovery project given that the likely benefit is an estimated 11,000 smolt? This is less than the 13,000 mid-point estimate for smolts from the Cottonwood Island project, and significantly less than the 160,300 mid-point estimate for smolts from the Deepwater 2 project. Given this context, please clarify how this Project, receives such broad support from the lead entity and members.

WWAA questions large investments of public funds to facilitate a project that requires significant flood protection infrastructure, when the Tribe's long-term planning documents make it clear that their intent and expectation is to restore the protected area to estuarine and tidal processes. WWAA seeks clarity over allocations and expenditures, designated for recovery projects supported by the entire community, on such an insular and unclear pursuit by the Tribe and SRSC. Finally, WWAA questions such large investments in short-term projects, with little predicted gains towards recovery goals.

At the earliest convenience, WWAA requests a response to this correspondence. WWAA is involved in other processes, not related to the SRFB or SWC, that require a greater understanding of this project and process. As shown by our participation in the HDM project, and through on-going SWC membership, WWAA will continue to advocate for effective and strategic recovery projects in the Skagit watershed.

Respectfully,



Brandon Roozen
Executive Director

Cc:

Ken Dahlstedt, Chairman, Skagit Watershed Council

Richard Brocksmith, Executive Director, Skagit Watershed Council

Marc Duboiski, Outdoor Grants Manager, Washington State Recreation and Conservation Office

Attachments (via email):

Smokehouse_2018 LECC Supplemental Questions

2018 Smokehouse_Design_Final_060818

Applicant Report, 18-1484P (submitted 08_09_18 16_42_51)

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STATE OF WASHINGTON
RECREATION AND CONSERVATION OFFICE

August 22, 2018

Brandon Roozen
Western Washington Agricultural Association (WWAA)
2017 Continental Place #6
Mount Vernon, WA 98273

RE: Smokehouse Tidal Marsh Preliminary Design Proposal
Skagit River System Cooperative (SRSC); RCO Application #18-1484

Dear Mr. Roozen:

I am responding on behalf of the chair of the Salmon Recovery Funding Board. Thank you for your comments and questions concerning grant application #18-1484 and for your organization's participation as a member of the Skagit Watershed Council (SWC). Citizen participation is a critical component of salmon recovery in Washington State, particularly in the review and prioritization of projects. The experience and network of special purpose district commissioners is a valuable asset to the Skagit process and thus I encourage you to stay fully engaged.

The Smokehouse area has received three grants from the Recreation and Conservation Office (RCO) since 2004 (#04-1626, #07-1827 and #10-1454). Past efforts included installing tidegates to improve fish passage, planting trees, fill removal and marsh restoration. This year's proposal is the largest to date and is for the preliminary design of a future dike setback, potentially restoring 120 acres of tidal wetland/marsh habitat along Swinomish Channel.

Since this proposal is focused on the design phase, I would encourage you and other members of WWAA to participate in the design review process required of large projects. I will work with my staff and the Skagit Watershed Council to make sure your organization is invited to participate in the design process.

For large scale proposals like Smokehouse, it is important to have an active stakeholder group provide continual feedback as the design advances. This ensures the development of the best salmon restoration project while at the same time balancing community values. This is definitely a lesson learned from past Salmon Recovery Funding Board projects in the Skagit delta (Fisher Slough and Fir Island Farm).

I understand that the SRSC and the Swinomish Tribe are hosting a "Smokehouse Tidal Marsh Restoration" project tour this coming Monday, August 27th. I hope you and other representatives from WWAA are planning to attend.



I look forward to seeing how this project moves forward and how the sponsor and the Watershed Council engages the community stakeholders. If you have any questions, please do not hesitate to contact RCO Grants Manager, Marc Duboiski, at (360) 902-3137 or marc.duboiski@rco.wa.gov.

Sincerely,

A handwritten signature in black ink that reads "Kaleen Cottingham". The signature is written in a cursive style with a large, looped 'K' and 'C'.

Kaleen Cottingham
Director

cc: Brian Cladoosby, Swinomish Tribe
Todd Mitchell, Swinomish Tribe
Steve Hinton, Skagit River System Cooperative
Richard Brocksmith, Skagit Watershed Council

From: [Lundquist, Wyatt \(RCO\)](#)
To: [Lundquist, Wyatt \(RCO\)](#)
Subject: FW: Salmon Recovery Funding Board, 2018 Skagit Watershed Council project proposal
Date: Monday, November 19, 2018 1:24:13 PM
Attachments: [image001.png](#)
[image002.png](#)
[WWAA_081518_RCO_correspondence_18-1484P.pdf](#)

From: Cottingham, Kaleen (RCO)
Sent: Monday, November 19, 2018 12:18 PM
To: Galuska, Tara (RCO) <Tara.Galuska@rco.wa.gov>; Lundquist, Wyatt (RCO) <wyatt.lundquist@rco.wa.gov>
Subject: FW: Salmon Recovery Funding Board, 2018 Skagit Watershed Council project proposal

From: Richard Brocksmith [<mailto:rbrocksmith@skagitwatershed.org>]
Sent: Monday, November 19, 2018 10:42 AM
To: Brandon Roozen <broozen@westag.org>; David <troutt.david@nisqually-nsn.gov>
Cc: Ken Dahlstedt <kend@co.skagit.wa.us>; Duboiski, Marc (RCO) <Marc.Duboiski@rco.wa.gov>; Cottingham, Kaleen (RCO) <Kaleen.Cottingham@rco.wa.gov>; Steve Hinton <shinton@skagitcoop.org>; Todd Mitchell <tmitchell@swinomish.nsn.us>; Jon-Paul Shannahan <jonpauls@UPPERSKAGIT.com>; Brokes, Brendan J (DFW) <Brendan.Brokes@dfw.wa.gov>
Subject: RE: Salmon Recovery Funding Board, 2018 Skagit Watershed Council project proposal

Brandon,

Thank you for copying me and the Watershed Council on this correspondence, and for your participation in reviewing proposals this year. I very much appreciate your open and transparent communication about the Smokehouse estuary restoration project and the general state of agriculture's relationship to salmon recovery in general. It is this type of investment in participation, communication and relationship-building that will help us find common ground and common benefits in the Valley as we move forward.

After discussing the procedural hiccups in the last salmon habitat project grant round with SWC's Board of Directors, we, like you, are frustrated that important voices like yours and the interests you represent, weren't more effectively shared, considered, and addressed in a timely manner in our collaborative process. We believe that there was good intent on all sides to do this, yet SWC and WWAA didn't fully utilize the strength of our robust process to collect many of your valid points and questions. I will personally re-double my efforts to reach out to you early and often to ensure these insights on projects are incorporated where they can be most effectively addressed, and we hope you will do the same. Our Board of Directors, and myself, are committed to maintaining integrity in the process and its outcomes.

As you know, once proposals are approved locally they are passed onto RCO to fund and establish a contractual relationship that is managed between the local sponsor and an RCO Outdoor Grant Manager. SWC is not a direct participant in the grant compliance process except in the occasional instance where conditions are placed into the contract at the request of SWC, which are then

tracked and met during project implementation. SWC respects that proponents and RCO will follow through in implementation as promised. In special circumstances, we will stay involved in project development to ensure broad support for the final project to be implemented. We anticipate staying engaged at that level for such an important project like Smokehouse.

Further though, SWC is heavily engaged and responsible during proposal review where it is incumbent on our community partnership to consider many technical and socioeconomic factors including (as you've suggested in your letter) the proponent's success and previously agreed-upon obligations as indicators of whether proposed projects will deliver necessary outcomes. In that context, there are several points raised in your letter which can be partially addressed now. They include:

- Long-term protection of adjacent land uses and cost implications of infrastructure permanence – Members of our Technical Review Committee (TRC) and Lead Entity Citizens Committee (LECC) asked about adjacent land uses during site visits in 2016 and 2018. Tribal staff responded that adjacent land uses immediately in front of and behind the proposed setback levee are zoned agricultural, whereas areas to the north (yet still south of SR20) are zoned commercial. No other permanent protections exist in this area. The ag lands are owned by SITC and/or are allotments owned by multiple tribal members. There are no plans to remove the interior lands from agricultural production, so new levees are required to maintain current conditions protecting private lands and ag. Further, SWC has never required that adjacent land uses have any type of permanent land-use protections since it is outside of the project footprint, and at least partially since zoning in these low-lying areas is highly unlikely to be up-zoned to commercial or residential development. While there would be cost implications relevant to our current investment if additional estuary is restored by some future phase at this location, I do not personally see how that would preclude moving forward here and now as long as it is on the order of decades and not years given the dire nature of fisheries and orca resources in the Skagit and the Salish Sea. That said, your letter raises an interesting question about longevity, one which we must continue to explore as we move forward.
- Transparency and effectiveness of previous investments at the site – As you know, there have been several iterations of project implementation and thus funding for restoration of salmon habitat at Fornsby Slough and Smokehouse. Dredging spoils have been excavated and removed, tidal channels have been expanded with access provided by a series of tide gates, and riparian buffers have been planted. SRSC and SITC have committed significant funds of their own as well as state & federal grant funds to steadily and thoughtfully build monitoring data related to fish use, habitat, and water quality changes at this site compared to reference and other treatment sites. This information has been presented multiple times to the SWC during quarterly Council of Members meetings (see powerpoints on relevant benefits of fill removal, tidegate removal, and tidegate improvements, etc.) and during multiple site visits. Not only have these investments returned fish habitat and increased fish productivity, but they have also educated us about how to restore more effective fish habitat across the delta. Those investments yielded the evidence that past enhancements could be expanded by setting back the levees at Fornsby/Smokehouse to increase rearing habitat. While in hindsight we could have been more cost-effective if the project skipped tidegate placements and immediately went to levee setback, the scientific certainty gained from methodically studying various treatments has been critical to answering questions from groups like those you represent about the effectiveness of our actions. And of course, tidegate hardware at the site will be re-used at sites inland to be as cost effective as possible with past funding.
 - It should also be noted that while monitoring information has taken some time to be collected and analyzed and communicated, there is a stated desire to share this

information in a way that meets as many stakeholder questions as possible in credible ways. What has been the impact on adjacent agriculture fields from increased fish access and salinity? SRSC has stated their desire to sit down with WSU Skagit County Extension and other agricultural interests to hear questions about project effectiveness and then provide answers where possible in a format and venue most helpful to that goal. SWC hopes that WWAA would participate in preparing that discussion for this winter. I know that there is still much learning to be had by sharing questions and information among all stakeholders.

- McGlinn Causeway and North Fork Avulsion Implications and Cost Effectiveness – While there have been changes in the system recently at the avulsion site, and stressors in the form of water and fish barriers continue at McGlinn Causeway, the opportunity and appropriateness for salmon habitat restoration at Smokehouse stands alone for effectiveness as proposed. Of course, SWC and many of our members are committed to continuing to advocate for removing or reducing barriers, including McGlinn, which will reconnect partially isolated habitats and be very cost effective treatments as well as improvements to previous investments like Smokehouse. If alternative sites existed that would allow more cost effective approaches to habitat restoration nearer primary migration routes through the tidal delta, SWC would strongly advocate to spend limited financial assets in those locations. Until that happens, SWC is faced with doing whatever feasible and effective projects exist when they can be proven out, such as the Smokehouse proposal. Thus, it is a truism that the sooner we find credible, feasible pathways to restoring enough estuarine habitat and habitat connectivity to meet these goals the more effective and cost effective our efforts will likely be and the less impact there will likely be on adjacent land uses and values such as agriculture.
- Progress since 2016 - Several improvements were recommended in 2016 to the project proposal, including better justifying how the preferred alternative and levee standards were selected, better understanding design implications for impacts to the Swinomish Channel and permitting, and expanded community outreach to stakeholders such as Corps of Engineers, the agricultural community, and residential neighbors. Many of these recommendations were addressed in the intervening years, partially with ESRP funding that supported hydrologic modeling and geotechnical assessment to address technical uncertainties. ESRP's investments also went to riparian plantings. If funding is awarded in 2019, more of this work will continue.
- Broad stakeholders - The answers to LECC supplemental questions clearly indicate multiple stakeholders that will be included in SRSC and SITC efforts to finalize design as SWC requested in 2016, including tribal/federal agencies, navigation channel stakeholders, natural resource managers/user groups (including ag interests), and salmon and estuary restoration interests. Each has a role and a planned approach for how to include them in the design process. It is not accurate to say the project proponents identified SITC and its members as the exclusive and sole stakeholders for this project. The project and our programs would be highly benefitted by agriculture's involvement.

Many statements in your letter make clear that there is a strained relationship and lack of trust and mutual support for each other's goals between the agricultural and tribal communities. I cannot comment on this general observation as it seems like it is an issue that can only be fully addressed between the parties. That said, SWC stands ready to support you as requested and to ensure adequate and appropriate dialogue between interests when considering public investment in voluntary habitat projects, or any other topic mutually supported by our members. While it wasn't discussed in that direct context during the 2018 review of the Smokehouse proposal, we agree there is much to be gained by working collaboratively in sharing insights and lessons learned between entities and agencies that have successfully completed similar projects. Some of that will happen naturally as Smokehouse progresses, but the team and process put forward by WDFW's Snow Goose

Preserve restoration project (i.e. Fir Island Farms) was indeed exemplary and to be emulated.

As an important reaffirmation to an implied reference to Wiley Slough in your letter, there should be no doubt that SWC is committed to sticking with our vetted projects long after they are constructed to ensure that we learn every lesson possible, support necessary follow-ups, and that our commitment to being good neighbors is met.

Finally, it is likely that I haven't addressed every concern your letter has raised, or I've raised additional questions in this brief response, but I hope this is helpful in several instances nonetheless. I'm also hopeful that we can continue a dialogue on remaining topics and future projects, including bringing in other stakeholders.

As you know, SWC adopted a resolution on September 7, 2017 that commits us to recognizing and valuing the role and uses that society has developed on this landscape and that all stakeholders and economic sectors must work together to establish healthy ecosystems and an equitable social system that is resilient to current and future stressors; and that we will engage in mutually-beneficial dialogue, strategies, and actions that benefit all watershed interests and shall engage in good faith in forums to that end. The Board of Directors and I stand ready to work with you and any other watershed interest to implement that directive.

Sincerely,
Richard

Richard Brocksmith
Executive Director, [Skagit Watershed Council](#)
P: 360.419.9326 | C: 360.826.2164



From: Brandon Roozen <broozen@westag.org>
Sent: Wednesday, August 15, 2018 4:14 PM
To: David <troutt.david@nisqually-nsn.gov>
Cc: Ken Dahlstedt <kend@co.skagit.wa.us>; Richard Brocksmith <rbrocksmith@skagitwatershed.org>; Duboiski, Marc (RCO) <Marc.Duboiski@rco.wa.gov>
Subject: Salmon Recovery Funding Board, 2018 Skagit Watershed Council project proposal

Good afternoon David,

I am sending you this correspondence as the Salmon Recovery Funding Board Chairman.

Please see the attached document relating to a project proposal, reviewed and recommended by the Skagit Watershed Council. A hard copy will go in tomorrow's mail. Attached in email, I have included some of the project proposal documents, which are referenced in our letter.

Respectfully,

Brandon Roozen

--

Brandon Roozen

Executive Director

Western Washington Agricultural Association

2017 Continental Place #6

360-424-7327

360-391-2414

Project #18-1484, IMW - Smokehouse Tidal Marsh Preliminary Design

Current Status: Application Submitted

Project Details

Primary Sponsor: Skagit River System Cooperative

Secondary Sponsor: Swinomish Tribe

Sponsor:

Funding Program: Salmon State Projects

Project Type: Planning

Primary Contact: Steve Hinton

(360) 391-1354

shinton@skagitcoop.org

Lead Entity: Skagit Watershed Council Lead Entity

Project Description

The proposed project will design a restoration action involving a levee setback bordering the Swinomish Channel. The proposed alignment for the dike setback would follow a historic channel that runs north-south through the Smokehouse project area. This project would construct approximately 5,900 lineal feet of new dike and then remove or breach the historic dike adjoining the Swinomish Channel. When implemented, the restoration project will contribute an estimated 120 acres of tidal wetland habitat to an ongoing suite of restoration actions implemented by the Swinomish Tribal Community since 2005. This action, coupled with past projects, have been steadily improving critical nearshore habitats along the Swinomish Channel migratory corridor.

Project Overall Metrics (Outcomes, Benefits)

Category / Work Type / Metric	Application Answer
Completion Date	
Projected date of completion	12/31/2020
Sponsor Match: Monetary Funding	
Amount of other monetary funding (A.12)	\$73,466.00
Source of other monetary funding (A.12.a)	ESRP -State Request
Timing of other monetary funding	May 2019 Decision date
Sponsor Match: Donated Un-paid Labor (volunteers)	
Value of Donated Unpaid Labor (Volunteers) (A.13.a.2)	\$0.00
Source of Donated Un-paid labor contributions (A.13.a.4)	NA
Sponsor Match: Donated Paid Labor	
Value of Donated Paid Labor (A.13.b.1)	\$0.00
Source of Donated Paid Contributions (A.13.b.2)	NA
Sponsor Match: Other In-kind Contributions	
Value of Other In-Kind Contributions (A.13.c.1)	\$0.00
Source of Other In-Kind Contributions (A.13.c.3)	NA
Description of other In-Kind contributions (A.13.c.2)	NA

Project Funding

Funding Request		Funding %	Min Match Required	Sponsor Match Source	
Salmon State Projects (FY2019)	\$416,307	85.00 %		Grant - RCO ESRP	\$73,466
Sponsor Match	\$73,466	15.00 %	15%		
Total Project Funding	\$489,773	100.00 %			

Project Cost Summary		Project %	Admin/A&E %	Maximum for Selected Program
PLANNING COSTS				
Planning	\$489,773			
A&E	\$0		0.00 %	\$119,700 (30%)
Subtotal	\$489,773	81.47 %		
Total Cost Estimate	\$489,773	81.47 %		

Worksites and Properties

County: Skagit

Legislative Districts 2012: 10

Congressional Districts 2012: 02

Salmon Recovery Regions: Puget Sound

DNR Watershed Units (WAU): Fidalgo

4th Field Catalog Units (HUC): Strait Of Georgia

WRIA: Lower Skagit / Samish

Sections: 14

Township: T34NR02E

Coordinates: 48.44199242
-122.51229651

Worksite #1: Smokehouse Tidal Marsh

Coordinates from Mapped Point: Latitude: 48.44199242 Longitude: -122.51229651
Coordinates from Worksite Latitude: 48.453038 Longitude: -122.521553
Directions:

Worksite Description: Swinomish Agricultural lands. Restricted Access.

Site Access Directions: Parking available under Twin Bridges. Access to site via vehicle can be arranged in advance with SRSC or Swinomish Tribal Community

Worksite Address:

Planning Metrics (Outcomes, Benefits)

Category / Work Type / Metric	Application Answer	Work Type Costs
Targeted salmonid ESU/DPS (A.23)	Chinook Salmon-Puget Sound ESU, Chum Salmon-Puget Sound/Strait of Georgia ESU, Coho Salmon-Puget Sound/Strait of Georgia ESU, Pink Salmon-identified ESU	
Area Encompassed (acres) (B.0.b.1)	120.0	
Targeted species (non-ESU species)	Bull Trout, Searun Cutthroat	
Miles of Stream and/or Shoreline Affected (B.0.b.2)	2.30	

Design for Salmon restoration

Preliminary design

Total cost for Preliminary design		\$399,000.00
Project Identified in a Plan or Watershed Assessment.	Skagit Chinook Recovery Plan	
Priority in Recovery Plan	Estuary Target Area	
Name and Description of Plan	Skagit Chinook Recovery Plan	

Agency Indirect Costs

Agency Indirect

Total cost for Agency Indirect		\$90,773.00
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Planning Questions

- 1 of 4 **Cultural Resources: Has the worksite been investigated for historical, archeological, or cultural resources? If yes, when did this occur and what agencies and tribes were consulted? Attach related documents (letters, surveys, agreements, etc.) to your project in PRISM.**
Yes, January 18th, 2018 Swinomish Cultural Archeologists surveyed the project location. Letter report is attached.
- 2 of 4 **Cultural Resources: Describe any proposed ground disturbing activities that will take place as part of your project. This includes work conducted by hand or mechanized tools. Provide specific information including length, width, and depth of the ground disturbance. Ground disturbing work includes all restoration activities, geotech, fencing, demolition, etc. Avoid subjective phrases such as "ground disturbing activities will be minor".**
The new setback dike will likely be designed such that a cutoff trench will be excavated to prevent seepage of salt water into neighboring fields.
- 3 of 4 **Cultural Resources: What is the current land use of the site? Has there been ground disturbances historically, if so, what are/were those disturbances? Is there any fill where ground disturbance is proposed? If known, how deep is the fill? The answer to this question will be used in cultural resource consultation so please provide detailed information.**
Agriculture
- 4 of 4 **Is the worksite(s) located within an existing park, wildlife refuge, natural area preserve, or other recreation or habitat site? If yes, name the area and specify if the land is owned by local, state or federal government.**
No

Property for Smokehouse Tidal Marsh Worksite #1: Swinomish Tribal Community T1015

Activity: Planning

Landowner

Swinomish Tribal Community
11426 Moorage Way
La Conner, WA 98257

Control and Tenure

Instrument Type: Landowner Agreement
Purchase Type:
Term Length: Perpetuity
Expiration Date:
Note:

Landowner Type: Tribal Government

Overall Project Questions

- 1 of 5 **Do you need state SRFB dollars (not Federal) to match the requirements of any other federal funding you will be using to complete this project. If Yes, please state the amount of state dollars needed out of your total request.**
No

- 2 of 5** Is the project on State Owned Aquatic Lands? Please contact the Washington State Department of Natural Resources to make a determination. (www.dnr.wa.gov/Publications/aqr_land_manager_map.pdf)
No
- 3 of 5** Does your project address or accommodate the anticipated effects of climate change? If yes or maybe, please describe how.
Yes, Levee design must account for 100 year projection to maintain adequate protection
- 4 of 5** Is your project located in the Puget Sound or Hood Canal region? If yes, is your project referenced in the Puget Sound Action Agenda?
Yes, Included as 4 year work plan for Skagit Basin, and 2018 NTA submission
- 5 of 5** Will veterans (including the veterans conservation corps) be involved in the project? If yes, please describe.
Yes, SRSC Restoration program employs veterans

Project Permits

Permit Type	Applied Date	Received Date	Expiration Date	Permit Number
None - No permits Required				

Permit Questions

- 1 of 1** Will this project require a federal permit? If this project requires a federal permit, will the scope of that permit cover ALL proposed ground disturbing activities included in this project? You may need to request a pre-application meeting with the permitting agency to answer this question.
No

Project Attachments

Attachment Type	Title	Attach Date
Applicant Resolution/Authorizations	2018 RCO Submisson Resolution.pdf.pdf	08/06/2018
Application Document	Smokehouse_2018 LECC Supplemental Questions.docx.docx	05/23/2018
Application Document	HDM Tech Memo May 12 2016.pdf.pdf	04/12/2018
Correspondence	PublicNotice_2018-2033 Swinomish Dredging and Disposal FINAL.pdf	06/21/2018
Cost Estimate	Smokehouse_Cost_Estimate_6.07.18.xlsx.xlsx	06/08/2018
Design document	NHC Fornsby Hydraulic Analysis Final Report May 4 2017.pdf.pdf	06/08/2018
Design document	Smokehouse Geotechnical Report_20180212.pdf.pdf	06/08/2018
Map: Planning Area	Smokehouse Levee Setback Site Map.pdf.pdf	04/12/2018
Photo	Smokehouse1.jpg.jpg	04/12/2018
Salmon Project Proposal	2018 Smokehouse_Design_Final_060818.docx.docx	06/12/2018

Application Status

Application Due Date: 08/09/2018

Status	Status Date	Name	Notes
Application Submitted	08/09/2018	Richard Brocksmith	Submitting for SRSC
Preapplication	03/16/2018		

I certify that to the best of my knowledge, the information in this application is true and correct. Further, all application requirements due on the application due date have been fully completed to the best of my ability. I understand that if this application is found to be incomplete, it will be rejected by RCO. I understand that I may be required to submit additional documents before evaluation or approval of this project and I agree to provide them. (Richard Brocksmith, 08/09/2018)

Smokehouse Dike Setback Design Restoration Proposal

Project Number	18-1484
Project Name	Smokehouse Tidal Marsh Restoration Design
Sponsor	Skagit River System Cooperative

Project # or Name	Status	Status of Prior Phase Deliverables and Relationship to Current Proposal?
02-1563	Completed	Proximate Vicinity/Not converted/Influenced By
04-1626	Completed	Proximate Vicinity/Not converted/Influenced By
07-1827	Completed	Proximate Vicinity/Not converted/Influenced By
16-2142	Feasibility in Progress	ESRP Funded Feasibility

1. Project brief.

The proposed project will design a restoration action involving a dike setback in the tribally-owned Smokehouse project area along the north end of the Swinomish Channel. This project would construct approximately 5,900 linear feet of new dike along a historic channel alignment and remove or breach the historic dike adjoining the Swinomish Channel, contributing an estimated 120 acres of tidal wetland habitat. [The land base for this project is being donated by the Swinomish Tribal Community.](#)

2. Project location.

The project is located on the north end of the Swinomish Reservation, Fidalgo Island, near La Conner, Washington. It is adjacent to the Swinomish Channel and due south of Padilla Bay. The project site is within the "North End Planning Unit" of the reservation, which is comprised of 1,100 acres dedicated to mixed land use ranging from agriculture to industrial development. While the project site borders the Economic Development Zone, located along the Hwy 20 corridor, the tribe has set aside a substantial area for agriculture in the near term and wetland restoration in the long term.

3. Problem statement.

Appendix C-3: Restoration, Acquisition, and Combination Project Proposal

The work outlined in this proposal will initiate an important piece of habitat restoration detailed in the Skagit Chinook Recovery Plan for this region of the Skagit Delta (SRSC and WDFW, 2005). The restoration site is in a Tier 1 Target Area (Skagit estuary and riverine tidal delta), as defined by the 2015 Skagit Watershed Council's Strategic Approach, along the Swinomish Channel migration corridor between the mouth of the Skagit River and the eelgrass meadows of Padilla Bay. The proposed restoration area provides habitat for rearing salmon (Chinook, chum, pink) ~~and~~ steelhead, and salmon prey species, including Pacific herring, surf smelt, and sand lance. The site was once an expansive estuarine emergent marsh over 900 acres in size (Collins & Sheikh, 2002), but fish access and tidal influence has been greatly reduced from historic levels due to dike construction by the ACOE using dredge spoils from the Swinomish Channel Project (ACOE, 1937; SRSC, 2010).

This project will increase available rearing habitat for salmonid species by providing access to remnant isolated blind channel, distributary, and tributary habitat. It builds upon a suite of restoration actions implemented by the Swinomish Tribal Community since 2005 to improve critical nearshore habitats along the Swinomish Channel migratory corridor, a once complex system of Skagit Delta (Collins & Sheikh 2002). Through these projects the Swinomish people have demonstrated leadership and commitment to recovering salmon and our ecosystem throughout the region.

List the fish resources present at the site and targeted by this project.

Species	Life History Present (egg, juvenile, adult)	Current Population Trend (decline, stable, rising)	Endangered Species Act Coverage (Y/N)
Chinook	Juvenile	Rising	Y
Chum	Juvenile	Declining	N
Coho	Juvenile	Declining	N
Pink	Juvenile	Stable	N

4. Describe the limiting factors and limiting life stages (by fish species) that your project expects to address.

Starting in 2003 the Swinomish Tribe, with support from the Skagit River System Cooperative, launched an ambitious strategy to restore habitats along and within the Swinomish Channel. The Tribes' approach was to work aggressively to restore connectivity between the channel and the Skagit River, while reconnecting habitats along the channel for juvenile salmonids moving between the Skagit and Padilla Bay. Several SRFB grants have advanced this restoration work beginning with the keystone Fornsby Creek SRT project which reopened over 5 miles of isolated channel habitat to fish use in March of 2008. This project increases estuary rearing habitats for salmonids, especially for those chinook life histories that depend on delta and nearshore habitats, leaving the legacy restoration projects in-tact. Only adding additional acreage to the restoration footprint on reservation.

Project goals and objectives.

A. What are the project's goals?

The goal of this project is to design a dike setback project to restore ecological function to estuarine tidal marsh while continuing to protect infrastructure and agricultural practices. This project will restore ecological conditions that promote tidal flooding and associated sheet and channel flow, which will in turn encourage the redevelopment of tidal distributary and blind channel networks with accompanying native vegetation and biotic food webs.

B. What are the project's objectives?

- 1) To develop a setback design for 5,900 LF of new dike to restore tidal hydrology to 120 acres of tidal wetland that is now isolated from natural tidal hydrology.
- 2) To secure permits for a community-supported design that will restore access to tidal marsh habitats for listed and endangered juvenile Chinook, other salmon, and forage fish species
- 3) To benefit a wide range of native aquatic and terrestrial species adapted to tidal marsh environments
- 4) To implement, as part of the design, the appropriate infrastructure needed to preserve [drainage](#), farming activities and other economic pursuits, as well as, essential infrastructure.

C. What are the assumptions and constraints that could impact whether you achieve your objectives?

Our assumptions are that:

1. Neighboring farmlands can be protected,
2. Archaeological sites can be respected, and
3. North End Development [sites](#) can be protected [and preserved](#).

Project constraints are:

1. Limited access,
2. Availability of suitable dike construction materials,
3. Drainage, infrastructure, and economic footprints
4. Complex tidal hydrology and energy.
5. Sand dikes from dredge spoils that are unmaintained and permeable

3. Project details.

A. Provide a narrative description of the proposed project.

Appendix C-3: Restoration, Acquisition, and Combination Project Proposal

The proposed project will design a restoration action involving a dike setback bordering the Swinomish Channel along a historic channel that runs north-south through the Smokehouse project area. This project would construct 5,900 lineal feet of new dike and then remove or breach the historic dike adjoining the Swinomish Channel. These dikes were constructed of dredge spoils and are largely unmaintained, and not enrolled in [ACOE](#) maintenance programs.

When implemented the restoration project will contribute approximately 120 acres of tidal wetland habitat to an ongoing suite of restoration actions implemented by the Swinomish Tribal Community since 2005. Estimates provided in the Skagit Chinook recovery Plan predicted the restored habitat would support an estimated 10,890 smolts per year and 56 adults per year under current conditions (SRSC & WDFW 2005). However, more recent work for the Skagit HDM model place these estimates around 63,000 smolts per year (Range between 24,500 to 162,000) if connectivity is improved at the Swinomish Channel Causeway and Jetty (Beamer, 2016). This action couples with past projects to improve critical nearshore habitats along the Swinomish Channel migratory corridor.

B. Provide a scope of work and detailed list of project deliverables.

Task 1 Project Management, Consultant Selection and Contract Administration

SRSC will provide project management, including the following tasks:

- Contract administration
- RFP and Subcontractor selection/administration
- Invoicing and progress reporting
- Scheduling

Task 2 Project Coordination, Outreach, Meeting Attendance and Calls

SRSC will schedule and coordinate meetings and conference calls with selected sub-contractors and consultants for project design:

- Four quarterly, two-hour project management meetings are expected. The SRSC Project Manager will conduct the meetings.
- SRSC will also schedule and prepare two additional project information meetings to keep interested stakeholders apprised of project.

[SRSC, with support from the Swinomish Tribal Community and others, will also continue an already occurring series of local walking tours tailored to area interest groups so project proponents can answer questions, discuss progress, techniques, lessons, and project objectives with interested parties.](#)

- Four semi annual walking tours will be conducted during this phase of the project.

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Task 4 Ground and Surface Water Monitoring and Modeling

The tidal hydrology influencing this location is particularly complex. The alterations made to the geomorphic delta by the ACOE navigation projects have concentrated and intensified tidal current through the Swinomish Channel. The energy creates more erosive forces than would otherwise be experienced in either Padilla or Skagit Bay (Grossman et al. 2007). Furthermore, the net north movement of water through the channel complicates how interior drainage and groundwater movement influences the project and surrounding agricultural lands.

To help identify impacts to surrounding lands and design solutions, we will update and existing 2D HEC-RAS unsteady flow model of surface water runoff to continue our evaluation of design effects on interior drainage and storage requirements. The interior drainage storage pond size and drainage structure final designs will need to accommodate tidal groundwater inflow and outflow conditions. The following hydrogeologic studies will be performed to finalize the interior drainage design.

- Reinstatement salinity monitoring at five nested groundwater monitoring wells to initiate long-term monitoring, document baseline conditions, and document future project effects on groundwater seepage, mounding and salt-water intrusion.
- Collection and analysis of surface water and groundwater elevation data from dedicated data loggers.
- Evaluate the effects of groundwater elevation and salt-water intrusion using a conceptual hydrologic/hydrogeologic model of the existing drainage system and available data.
- If groundwater effects are significant, a numerical groundwater flow/seepage model will be created based on the conceptual model. The model will be calibrated to existing (baseline) groundwater level, flow and salinity conditions, and analyze mounding effects, groundwater inflow, and the effects on dead and live storage in the interior drainage storage pond under future conditions.
- Reanalysis of interior drainage flood runoff using additional inflows from the numerical groundwater model.

Groundwater Monitoring

Groundwater will be monitored at locations determined by a qualified hydrogeologist. These locations will be selected considering past monitoring efforts and the need for long term groundwater monitoring.

Monitoring at a nested pair of groundwater monitoring wells will be reinstated (utilizing old wells from previous monitoring efforts) at the northern edge of the dike setback

Appendix C-3: Restoration, Acquisition, and Combination Project Proposal

alignment. Two additional groundwater monitoring wells will be reinstated along the preferred dike alignment, along an east-west section at the northern end of the project. The nested wells will have three separate groundwater well pipes with intake screens located at 5, 10 and 20-foot depths. The nested wells will have groundwater monitoring equipment to record groundwater level, temperature and salinity. This will allow us to evaluate groundwater mounding and salinity effects north of the dike setback and interior drainage areas. Slug tests will estimate the hydraulic conductivity characteristics of the saturated soils.

Groundwater Effects Analysis & Salinity Assessment

A qualified sub-contractor will perform a groundwater effects analysis, under proposed construction conditions, to estimate likely changes in groundwater seepage conditions using a SEEP/W or comparable modeling code. Salinity effects will be evaluated using advection-dispersion equations. Input for the equations will use SEEP/W modeling output (head gradients and seepage rates). The following parameters will be evaluated:

- Likely changes of interior farm groundwater elevations in the spring and early summer growing season.
- Likely changes of salinity conditions in the spring and early summer growing season.
- Seepage estimates to the interior drainage stormwater ponds and channels for the spring and early summer growing seasons and the fall/winter flood seasons.

The sub-contractor will also develop a numerical groundwater model to demonstrate the groundwater effects on interior drainage storage and adjacent farm field crop subsurface drainage conditions. The model will evaluate groundwater elevations and groundwater discharge through the dike into the interior drainage channels. The consultant will couple the surface water model with the groundwater seepage conditions predicted by the groundwater model under these scenarios:

- spring groundwater, tidal cycle and storm-water flood event condition; and
- project design flood conditions considering appropriate groundwater inflows.

A consultant will use the USGS modeling code MODFLOW and MT3D to simulate groundwater flow and density/salinity conditions. The MODFLOW outputs will be incorporated into a revised analysis of interior drainage surface water storage modeling.

Interior Drainage Surface Water HEC-RAS Modeling Update

Using the results of the groundwater effects analysis, the interior drainage surface water model will be evaluated to determine if additional interior drainage culverts and pipes will be necessary to provide adequate drainage. The HEC-RAS 2D model will be updated for the following conditions:

Appendix C-3: Restoration, Acquisition, and Combination Project Proposal

- spring groundwater, tidal cycle and storm-water flood event condition; and
- project design flood conditions considering appropriate groundwater inflows.

Interior Drainage and Groundwater Effects Sensitivity Analysis

A sensitivity analysis will evaluate the effects of climate change on tidal conditions which can affect interior drainage storage capacity and conveyance. As sea level rises, conditions will be more extreme, thereby reducing interior drainage conveyance and storage capacity.

Using the results of the groundwater analysis and interior drainage analysis, the consultant will summarize interior drainage and groundwater effects and recommendations for use in project design and permitting.

Task 5 Coastal Engineering

The design will include detailed coastal engineering, hydrodynamic modeling, and analyses of the dike and proposed breaches as it relates to protection needs, sediment and erosion, need for log booms, and checks on extreme tide and storm overtopping. The following are proposed coastal engineering design tasks.

Wave height analysis and sea level rise review - to determine/confirm dike profile elevations

Significant water surface elevations will be determined based on the combination of four components: 1) extreme tides, 2) wave run-up, 3) wind storm surge (local) using long-term historical data, empirical formulation and hydrodynamic model outputs (generated from a combination of HEC 2D model and FVCOM outputs), and 4) dike elevation adjustments for long term sea level rise based on Skagit Climate Consortium assessments and models. The extreme tidal elevation will be estimated using NOAA long-term predicted (and historical) tide data near the project site in Padilla Bay. The local wind storm surge will be calculated using the hydrodynamic model (HEC 2D and or existing FVCOM) and the estimated 100-year peak wind forcing. Significant wave height will be calculated based on the 100-year wind data and the fetch of Swinomish Channel and Padilla Bay. The significant wave height will be added to the maximum normal spring tides plus the storm surge elevation to determine the maximum water surface level. It is assumed that there is no significant effect on the water level in the bay front of the project site during a high river flow event.

Breach opening erosion and channel modeling

This task will use tidal inlet coastal engineering methods in conjunction with hydrodynamic model outputs. Stable tidal channel breach analysis is based on evaluation of equilibrium threshold criterion that may include maximum velocity, volume flux and shear stress. An iterative analysis will estimate threshold criterion for sediment transport, indicating a stable channel. A technical memo summarizing the engineering analysis will be prepared and submitted upon the completion of this task.

Task 6 Permit Pre-Application Coordination

SRSC will coordinate and attend pre-application meetings with key regulatory agencies and stakeholders determine permitting (and design) requirements. Permits will be submitted upon completion of the 60% design documents.

Pre-Application permits will be discussed with the following agencies and organizations:

- U.S. Army Corps of Engineers (Section 404 Permit and Section 408 Permit)
- NOAA (Limit 8 – Section 7 Consultation)
- USFWS (Biological Opinion for Bull Trout – Section 7 Consultation)
- FEMA (FEMA Bi-Op and floodplain fill permit confirmation)
- Washington Department of Fish and Wildlife (Hydraulic Project Approval (HPA) and State Environmental Policy Act (SEPA))
- Washington State Department of Ecology (Section 401 Water Quality Certification, NPDES Permit, Wetlands Mitigation)
- Washington State Department of Archaeological and Historic Preservation (Section 106)
- Tribe Consultation (Section 106)
- Skagit County (Shoreline, Lot Certifications, Special Use, Critical Areas, Fill/Grading, Temporary Access)

The project's preferred dike realignment and removal plan will need a cultural and archaeological investigation. An archaeological consultant will perform the site studies, and tribal and Department of Archaeological and Historic Preservation consultations to meet the requirements of Section 106 of the National Historic Preservation Act, including an incidental discovery and recovery plan.

Task 7: 60% Engineering Design, Permits, Baseline Monitoring

This task includes the completion of the 60% engineering design, development and submittal of project permits, and continuance of construction funding grant application. The design package will include plans, specifications outline, engineer cost and bid sheet, and construction schedule for review and comment by stakeholders.

Site Survey

SRSC will coordinate and provide survey work for the project, including establishment of permanent control, ground topography and channel bathymetry; structure surveys (roads, fences, utilities, drainage, etc.); property lines; boundaries; and legal descriptions.

Geotechnical Engineering Design

The consultant will provide the geotechnical design for the 60% design plans. This will include analysis for the items listed in Task 3, including seepage, slope stability, reuse and phasing of on-site materials, haul route designs, pipe bedding design, ditch fill compaction, and dewatering for pipe installations.

Appendix C-3: Restoration, Acquisition, and Combination Project Proposal

General Civil Design

The consultant will provide civil design for the 60% design plans. This includes all access, utility locates, survey control, earthwork, fill, excavation grading, dewatering, TESC, landscaping and vegetation plans, details, sections, etc. General civil design also includes the engineer's probable construction cost, and construction schedule. 60% plan submittal will include specifications outline.

Independent Technical Review of 60% Design Plans

SRSC will provide the draft 60% design documents to selected federal agency engineers for review. The selected engineers will provide comments, to be addressed in the 90% design.

Permit Applications and Coordination

SRSC will develop and submit the following permits and supporting documents in conjunction with the 60% design submittal: Joint Aquatic Resource Permit Application (JARPA) for the Section 404, Section 401, and HPA; Limit 8 checklist for salmon for Section 7 compliance; and biological evaluation for Section 7 consultation. [The ACOE has been contacted and we anticipate undertaking the Section 408 permitting process that will evaluate impacts to the navigation channel based on design submissions. In selecting our design contractor, we will be soliciting support from firms that have experience and knowledge in managing Section 408 submissions. As design drawings take shape we anticipate a frequent dialog with ACOE navigation personnel to ensure a smooth submittal process.](#)

Monitoring and Adaptive Management Plan

SRSC will monitor juvenile Chinook during the spring migration period to capture baseline data prior to start of construction. The monitoring activities will be outlined in the Monitoring and Adaptive Management Plan.

C. Explain how the sponsor determined cost estimates.

Estimates were derived from previous projects conducted in the vicinity and similar dike setback projects in the Skagit. Efforts were made to eliminate or reduce hyper inflated or unnecessary costs where those costs could be identified from base bids.

D. Describe the design or acquisition alternatives considered to achieve the project's objectives.

Tribal staff, leadership and community members arduously vetted alternatives and prefer the maximum footprint possible, within the scope of long-range planning. The tribe proposes tidal marsh restoration at a significant scale: more significant in size than anything advanced to design in the Skagit delta for over a decade. The footprint is the largest possible configuration given a host of constraints that would bar any alternative converting more land from its current use.

Appendix C-3: Restoration, Acquisition, and Combination Project Proposal

Questions remain regarding the inclusion or exclusion of large remnant distributary channels within the project footprint. Inclusion of these channels could challenge interior drainage and expose the setback dike to erosional forces from Swinomish Channel currents. This design project takes those factors into account and looks to adjust the footprint from its maximum only as merited by technical constraints. Contributing considerations are factors such as long-term costs (e.g. maintenance of the navigation channel or drainage infrastructure), risk to the navigation channel (e.g. erosion risk), and maximizing ecological outcomes. The design team will evaluate alternatives based on agreed-upon [metrics that inform desired future outcomes. Metrics likely will include total marsh area, channel surface area, channel outlets, channel length, size and orientation of breaches, predicted vegetative communities, fish use and community structure, sedimentation rates, and species diversity.](#) Other metrics will be considered as [the design process progresses and engineering considerations become more focused and prevalent.](#) The final design [and monitoring plan](#) will reflect the evidence generated from these indicators.

E. How have lessons learned from completed projects or monitoring studies informed this project?

We have incorporated what we learned from the Wiley Slough, Fir Island Farms, South Fork and Fisher Slough dike setback projects into this proposal. This proposal benefits from extensive monitoring efforts, including the "Fisher Slough Tidal Marsh Restoration 2011 Monitoring Report", "Juvenile Salmon, Estuarine, And Freshwater Fish Utilization Of Habitat Associated With The Fisher Slough Restoration Project In 2011", "Deepwater Slough Restoration Monitoring Report: 2000-2003", "Fir Island Farms Technical Memo - Before Restoration Fish Monitoring 2015" and "Juvenile Chinook Salmon Utilization of Habitat Associated with the Wiley Slough Restoration Project, 2012-2013." [It is also extensively informed by work across and throughout the Smokehouse planning area. Over a decade of monitoring information is being used to inform this project and its expected outcomes. Water quality, soil, hydrology and biotic communities have been extensively studied at this site. All of which will help inform project design.](#)

F. Describe the long-term stewardship and maintenance obligations for the project or acquired land.

[Viewed in relationship to past projects on the Smokehouse site this proposed design reflects a long-held vision to implement a dike setback project of this nature and scope \(Chinook Recovery Plan- Page 175\). Accordingly, projects implemented on this landscape have been designed and selected as to not impede this vision. As such, the project, if implemented as conceived, will not result in conversion of any past restoration efforts or conservation investments. No newly planted trees will be purposely harmed because of this project. Nor will previously installed self-regulating tide gates be removed.](#)

Appendix C-3: Restoration, Acquisition, and Combination Project Proposal

As viewed from the perspective of restored marsh. Key design elements still need to evolve before we can answer this question in detail. Stewardship of the site will depend on the design of the final project. Every effort will be taken in design to address possible negative outcomes, gleaned from lessons of other projects and experiences along the way. Specific examples would include the disruption of interior drainage and existing land uses, the genesis of mudflats and not desired vegetative communities, excessive erosion and sediment export, and plausible navigation hazards. Proposed ~~a~~Analysis of storm vulnerability, erosive wave energy (from boat traffic in particular) is an example of the proposed analyzes that will inform design and subsequently stewardship and monitoring outcomes. For the most part, we envision this project ~~restor~~ings natural processes, thereby so we will be targeting a design that ~~minimiz~~ings on-going maintenance over time. The consequences of climate change will also be taken into account ~~considered in anticipation of addressing our responsibilities in advance of inevitable shifts in climate. An informed analysis of climate change impacts will be included in this design effort with the expressed intent of minimizing long term maintenance and increasing the likelihood of success for our stewardship outcomes.~~ As the owner of the property, Swinomish Indian Tribal Community will provide long-term site maintenance with the intent in minimizing the expense and disruptiveness of repeated intervention.

4. Explain why it is important to do this project now instead of later.

Landowner willingness is in place and it is a project identified in the 2005 Chinook Recovery Plan. Estuary projects are desperately needed to stay on track with recovery goals. Unfortunately, our present pace for bringing new estuarine habitat online is lagging dramatically behind targets set locally and regionally (SWC, 2018 in Prep).

5. If the project is a part of a larger overall project or strategy, describe the goal of the overall strategy, explain individual sequencing steps, and which of these steps is included in this application for funding.

The Skagit Chinook Recovery Plan includes this project as an action specific to the regional strategy for the restoration of Chinook salmon through restoration of estuarine and nearshore habitats (SRSC and WDFW 2005). With the predicted 121 acres of restored area (48.97 ha) we expect 21 tidal channel outlets (lower 80% confidence limit = 10) with a total surface area of 4.85 ac (lower 80% CL = 1.95 ac) and total length of 32,250 ft (lower 80% CL = 13,080 ft). The size of the largest channel draining the site would be 2.13 ac (lower 80% CL = 0.69 ac) and 11,850 ft total length (lower 80% CL = 4,740) (Hood, 2016). ~~This channel network could support upwards of 162,000 smolts per year under improved connectivity scenarios at the Swinomish channel causeway (Beamer, 2016) However, more recent work for the Skagit HDM model place estimates for the neighboring Telegraph Slough 1 (195 Acre Area) with a mid-point value of up to 20,471 smolts per year if connectivity is improved at the Swinomish Channel Causeway and Jetty (Beamer, 2016).~~

6. Describe the sponsors experience managing this type of project.

The Skagit River System Cooperative has extensive experience designing and constructing large and complex restoration projects that involve dike setbacks or removal, fill removal, and channel openings including Turner's Bay Pocket Estuary Restoration, Crescent Harbor Salt Marsh Restoration, and Wiley Slough Restoration. Management of the project will be the responsibility of Steve Hinton, Director of Habitat Restoration. Mr. Hinton has worked for SRSC for over 17 years and has extensive experience in managing all aspects of salmonid habitat restoration project development, including feasibility and habitat assessment, grant writing, environmental permits, restoration design, supervision of staff and field crews, contract negotiation, and construction management.

7. List all landowner names.

Swinomish Tribal Community

8. List project partners and their role and contribution to the project.

Swinomish Tribal Community is contributing the lands for restoration, technical expertise, especially in areas of water quality, toxics, shellfish, groundwater and nearshore processes. The Departments of Environmental Protection, Lands and Planning will be involved throughout the project.

9. Stakeholder outreach.

Through this project the Swinomish Tribal Community and SRSC will conduct ~~two workshops~~ four walking tours, on a semi-annual basis, designed to communicate the expected outcomes of this project, as well as, share data and experiences from land management activities occurring since the 2005 project was first implemented.

Supplemental Questions

Restoration Project Supplemental Questions

Answer the following supplemental questions:

A. Will the sponsor complete, or already completed, a preliminary design, final design, and design report (per Appendix D) before construction?

Yes

B. Will a licensed professional engineer design the project?

Choose an answer

Yes

Appendix C-3: Restoration, Acquisition, and Combination Project Proposal

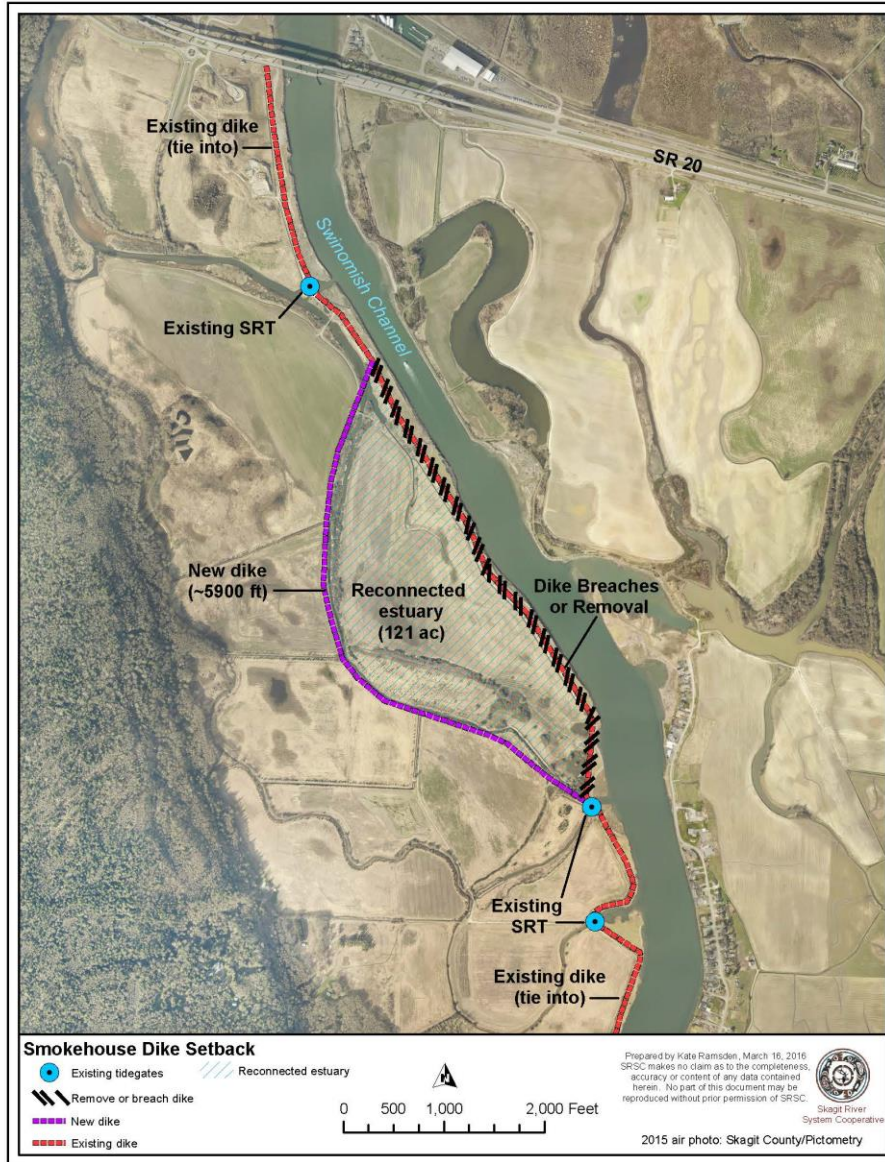
- C. If this project includes measures to stabilize an eroding stream bank, explain why bank stabilization there is necessary to accomplish habitat recovery.**

N/A

- D. Describe the steps the sponsor will take to minimize the introduction and spread of invasive species during construction and restoration.**

N/A

Appendix C-3: Restoration, Acquisition, and Combination Project Proposal



Date: May 10, 2018

Review Panel Member(s): O’Neal and Schlenger

1. Recommended improvements to make this a technically sound project according to the SRFB’s criteria:

2. Review Panel Comments:

The proposed project is a significant large tidal marsh restoration on Swinomish Indian Tribal land. The proposed preliminary design advances ongoing work funded through ESRP, including groundwater sampling, geotechnical investigations, and cultural resources surveys. The sponsor has done an excellent job incorporating the preliminary findings from that work in the restoration vision for the site. With the final application, please provide available information from the ESRP project.

When designing the restoration, consideration of sea level rise will be important for both the restored marsh areas and the surrounding setback dike. For the restored marsh areas, the design should consider long-term elevations necessary to support emergent marsh rather than (unexpectedly) large areas of unvegetated mudflat. The design should also consider lessons learned from the Port Susan estuary restoration (09-1410, 18-1465, among others) where hypersalinity, less tidal flushing, and more mudflats have resulted from a limited dike breach approach.

Text has been added to the proposal committing to these considerations

Available at:

<https://snohomishcountywa.gov/DocumentCenter/View/45407/PSB-Final-Report-Fuller-2017-Final-Draft> and

<https://snohomishcountywa.gov/DocumentCenter/View/45404/Stillaguamish-Estuary-Conditions-and-Trends-WWU-20170122>.

These suggestions are extremely helpful and will be taken into full consideration during the design process. The elevation question will likely be addressed through our evaluation of cut/fill balancing and the availability of suitable materials. Some topographic variation will be desired at the outset, and we assume some amount of sediment accretion/disposition and erosion will occur once the historic marsh surface is reopened to tidal influences. A LIDAR rendering of current conditions included with this application gives an initial impression that land inward of the existing dike has not subsided to such a degree that elevations are not too far removed from areas in which SRSC implemented projects that removed fill on marsh surfaces windward of the dikes. These restored marsh surfaces were quickly colonized with native salt tolerant vegetation.

When designing outside of the setback dike for the freshwater channels that will convey water from the ridge to the west, the design team should include room for riparian vegetation and some meandering rather than right up against the back of the dike (like a ditch).

We will absolutely work in every way to maintain and enhance any of the existing site

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Appendix C-3: Restoration, Acquisition, and Combination Project Proposal

hydrography in designing project components. Both Inside and outside the dike footprint. As discussed, the field we proudly point to the success and commitment we have already demonstrated in the planning area. Much of which is already functioning as habitat for salmonids and other target species native to area ecology.

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▲ **3. Staff Comments:** Please follow the preliminary design requirements outlined

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2018 Lead Entity Citizen Committee Supplemental Questions
for Salmon Habitat Project Proposals

The Swinomish Tribal Community has been working since 2005 to improve habitat conditions for fish and wildlife on agricultural lands within the reservation boundaries. Over the course of years, the Tribe has been making steady progress on improving water management infrastructure where aquatic resource values, such as salmonid production, can be restored and improved. The replacement of traditional non-fish-passing tide gates with fish friendly designs was met first with skepticism from the ecological community fearing that water quality improvements would not be meaningful enough to justify the costs. Therefore, funding required a strict tribally funded monitoring effort to document the project's contribution to recovery through access and WQ improvements (SRFB, 2005 Board of Directors Meeting Minutes). Through the years monitoring of WQ, soils and fisheries improvements has been recorded by scientists affiliated with NOAA Fisheries, WSU, and UW along with SRSC and SITC (IMW 2007; Greene & Beamer 2011; Hood 2014). With all of these monitoring efforts has come a realization that water quality improvements have far exceeded expectations. We also have concluded that while fish-friendly tide gates certainly improve the movement and use of the once isolated habitats for salmonids, they are far from being as productive as more aggressive restoration actions such as dike setbacks. Therefore, dike setbacks, such as what is being proposed here, enjoy broad support from a spectrum of the community who seek the most effective restoration actions supporting salmon recovery. The Swinomish Tribal Community shares this view and fully supports this project moving ahead.

1. List the stakeholders that will be affected by your project development and implementation.
 - ***Tribal and Federal Agencies*** - SRSC and SITC are already soliciting support from the federal Family of agencies. In addition, we are seeking supporting commitments from a variety of tribal programs that can help weave together the vision of managing land and water resources together for the benefit of our local community.
 - ***Navigation Channel stakeholders*** – In addition to the Swinomish Tribes interest in seeing the navigation channel maintained, other area stakeholders such as the Port of Skagit County, private boaters and channel nearshore residents will want to be sure impacts to the navigation channel, if any, will be addressed as the project proceeds. This phase of the project will develop the preliminary designs and technical studies necessary to begin the Section 408 Corps permit process that evaluates impacts to the navigation channel, and any necessary design corrections or mitigation is required as a part of project permitting process Stakeholders for this topic will be engaged in that permit process.
 - ***Natural Resource Managers and User Groups.*** Organizations, agencies and academic interests that are engaged in the active management of natural resources are keenly interested in learning more of what lessons have been learned and what management techniques are being employed in the Smokehouse project area. Agricultural interests other than SITC and its members have had interest and questions as to effectiveness of

early phases of restoration in this project area. To help convey the compilation of data and results from past projects and Swinomish management objectives supporting salmon productivity on this landscape SRSC and SITC have scheduled field tours once a month through this year's growing season to talk about the project area, past project effectiveness and to answer community questions regarding previous projects and what is proposed for the dike setback project.

- ***Salmon and Estuary Restoration Interests – Technical products and preliminary designs will be shared with these stakeholders and input sought as they become available.***

2. What is your stakeholder outreach plan? ***See answers in #1 above.***

3. What is your education and/or publicity plan to tell the story of the project to the general community?

The Smokehouse tidelands and agricultural area have been the subject of intense restoration effort over the last decade. That work, coupled with a deep record of monitoring information, and the eventual implementation of this project can and will serve as a living laboratory and platform for educational opportunities for area schools, non-profits and universities. Already academic institutions such as WSU, UW, WWU and NW Indian College have all participated in research conducted at the site. Numerous graduate students have been working the Smokehouse story into their academic work. Numerous tours have highlighted the Smokehouse agricultural lands as a clear representation of the Swinomish Tribal Community's commitment to demonstrating how land and water resources can be managed together on the landscape. The Swinomish Tribal Community is proud of the work that has been undertaken across the Smokehouse planning area. Our intent is to continue to tell the story of the site's evolution for generations to come and will eagerly engage those who wish to share in the dialog. With the culmination of this project on the Smokehouse landscape we believe the story of the site's evolution and purpose in the Skagit Recovery effort will be both publicly intriguing and scientifically meaningful. It's a location that provides a bounded laboratory that can frame beautifully the discussion of working lands and the power of managing land and water resources in concert with community needs.

4. What community support and partners for the project are already in place?

The Swinomish Indian Tribal Community has already approved the conceptual plans presented here. The salmon and estuary habitat communities (e.g. Estuary and Salmon Restoration Program and Skagit Watershed Council) have provided support in past phases of the project and are currently reviewing proposed next steps.

5. What stakeholder/community concerns might lead to project opposition and how will they be addressed proactively?

The agricultural community has in the past voiced its opposition to projects that take agricultural lands out of production. However, we are also aware of support for this project in that same community. At this time, we are not aware of direct opposition. This could be due to these lands being on reservation, and the contribution this project will make to recovery goals. Thereby,

reducing the pressure on other privately held ground in the delta. With ESRP support we have been vetting this proposal to address specific areas of concern that were expressed in 2016 when the concept was first forwarded beyond what was presented in the Skagit Chinook Recovery Plan authored in 2005. No fatal flaws have been identified that might lead to widespread community opposition.

6. What cost containment measures have you or will you employ to manage project costs relative to benefits?

The analysis here shows costs and benefits for area delta projects. Smokehouse is moderately priced based on preliminary budgets. Costs have been contained by several factors including no funding requests for land purchase; management and general contracting of the design process by SRSC (a local agency) in an efficient manner; NRCS dike standards as opposed to ACOE PL538 standards; and no requirements for pump stations or other expensive infrastructure. Geotechnical work indicates that we will be able to use local materials for dike construction. Thereby vastly reducing costs. Design work will also be able to utilize past investments in modeling work for project evaluation. SRSC is exploring academic and agency support to help reduce costs for some design investigations, so that consultant rates are minimized. An independent technical review is also planned.

When implemented the restoration project is expected to contribute approximately 120 acres of tidal wetland habitat to an ongoing suite of restoration actions implemented by the Swinomish Tribal Community since 2005. The Skagit Chinook Recovery Plan includes this project as an action specific to the regional strategy for the restoration of Chinook salmon through restoration of estuarine and nearshore habitats (SRSC and WDFW 2005). With the predicted 121 acres of restored area (48.97 ha) we expect 21 tidal channel outlets (lower 80% confidence limit = 10) with a total surface area of 4.85 ac (lower 80% CL = 1.95 ac) and total length of 32,250 ft (lower 80% CL = 13,080 ft). The size of the largest channel draining the site would be 2.13 ac (lower 80% CL = 0.69 ac) and 11,850 ft total length (lower 80% CL = 4,740) (Hood, 2016).

Estimates provided in the Skagit Chinook recovery Plan predicted the restored habitat would support an estimated 10,890 smolts per year and 56 adults per year under current conditions (SRSC & WDFW 2005). However, more recent work for the Skagit HDM model place estimates for the neighboring Telegraph Slough 1 (195 Acre Area) with a mid-point value of up to 20,471 smolts per year if connectivity is improved at the Swinomish Channel Causeway and Jetty (Beamer, 2016).

This action couples with past projects to improve critical nearshore habitats along the Swinomish Channel migratory corridor.

References

Beamer, Eric 2016, Personal Communication to Steve Hinton

Beamer, E. G. Hood and K. Wolf. 2016. Habitat and juvenile Chinook benefit predictions of candidate restoration projects within the Skagit tidal delta. Memo to Polly Hicks (NOAA Restoration Center), Jenny Baker (TNC), Jenna Friebel (WDFW) under an agreement between the SRSC Research Program and the NOAA/WRCO SRFB Skagit Hydrodynamic Model (SHDM) Project (P104051-A102542-n/a).

Greene, C, E Beamer. 2011. "Monitoring Population Responses to Estuary Restoration". Intensively Monitored Watersheds Scientific Oversight Committee. 2007. Study plan for the intensively monitored watershed program: Skagit River estuary complex.

1010 NW 4th Ave.
Camas, WA 98607
10-15-18

RECEIVED
OCT 17 2018
WA STATE
RECREATION AND CONSERVATION OFFICE

Recreation and Conservation Office
Attn: Board Liaison
P.O. Box 40917
Olympia, WA 98504-0917

Re: The Columbia Land Trust's 2010-2017 Klickitat River "Floodplain restoration" project

Salmon Recovery Funding Board (SRFB) members and staff:

As a retired fish biologist, in 2007 and 2008 I served as a county representative on the state's Technical Advisory Group (TAG) which covers the Klickitat River drainage. During that time we voted unanimously to support a Columbia Land Trust grant application to your Board for purchase of about 15 miles of upper Klickitat River frontage. We were elated when that grant proposal was approved.

Yet, a couple of years after leaving the TAG group I felt it necessary to begin questioning the Land Trust's zealous emphasis in removing an 80-year-old railroad bed which paralleled the river along the entire acquired riverfront. My three major fishery concerns regarding that project were:

- 1.) Elimination of the old railroad bed, not fish habitat restoration, was the project's overriding goal. Resulting damage to fish habitat may well have exceeded any fish habitat benefits achieved.
- 2.) Misleading and/or exaggerated claims of expected fish habitat improvement were applied in making grant proposals and in seeking public and agency support.
- 3.) SRFB grants totaling several million dollars were provided for nearly ten years to the project. These state funds were earmarked primarily for fish habitat recovery, but most of the Klickitat work instead involved land "reshaping" to remove evidence of the railroad bed. A major portion of those funds could have been utilized far more appropriately elsewhere.

I acknowledge that selective removal of some deleterious introduced railbed material from the river and its banks was a worthy objective. Too, converting remaining portions of the old railroad bed to better wildlife habitat via vegetation plantings made sense.

But beginning in 2011 it soon became obvious that project removal of rock from the river and its banks was occurring on a grandiose scale. And throughout the following six years the Land Trust and its Yakama Nation partner appeared intent on unnecessarily extracting most, if not all, fill material once introduced by the railroad. After 80 years, however, much of that material contributed to healthy fish habitat. Even rocky banks which had eventually accumulated enough river silt to support hardwood and shrub growths were dredged and hauled away. Dredging rightfully should have been limited to only shorter bank sections where introduced rock was extreme and supported no riparian vegetation. But by the end of the project, over eight collective miles of riverbank were dredged nearly bare (See attached photo example), in places down to bedrock.

Misleading or exaggerated proponent claims of expected fish habitat benefits (item 2 above) included: creation of natural pools and more large woody debris, former side channel recovery, and water temperature improvement. However, during the project I repeatedly emphasized to involved parties that the only pools to form may well be the few which were arbitrarily dug with the project's heavy equipment; large woody debris is already plentiful without foreseeable need to provide more; the only reopened former side channels I've found resulted from past floods, not project work; there is presently no apparent temperature problem in the main river, and expected shade improvement by post-dredging vegetation plantings has been offset by project removal of much riparian vegetation, especially dense and tall volunteer red alder trees.

Despite a former 35 year career spent working closely with fish habitat issues (OFWD), when making suggestions throughout the Klickitat project I was typically ignored by those involved. While citing support from various sources, the Trust let widespread landshaping and river disturbance represent proper stewardship. Although I had worked cooperatively in the TAG group with Yakama Nation staff, those members later rejected my requests to discuss the project. WDFW habitat biologists I contacted appeared of the opinion that any material cast over the riverbank by the railroad decades ago should be removed (though some other WDFW biologists privately agreed with me). And a letter of concern I sent to the SRFB received no response.

Two primary factors contributed to this exclusion process. First, the Columbia Land Trust and Yakama Nation are commendable organizations with whom agencies have had a good and lengthy working relationship. So why, the agencies concluded, should there be objections to the positive sounding Klickitat proposal? Secondly, an attitude prevailed that what began as a worthwhile appearing endeavor should logically run its routine course; but that assumption then led to lax agency oversight.

Mine was not the only voice of objection as the project progressed. Extremely muddy river flows from bank and in-water dredging at times curtailed fishing downstream, causing anglers to complain. This resulted in on-site reviews between the Land Trust and state regulatory agencies, followed by some work schedule changes. And upon hearing of my related concerns, a federal EPA official once contacted me for information.

Out of basic respect for the Land Trust and conservation agencies involved, I have not approached conflict-hungry media about my Klickitat concerns. Moreover, I don't wish legislators to have reason to reduce state funds provided for fish habitat restoration. I've written this letter mainly to document that throughout the project negative impacts on fish habitat were reported but typically allowed to continue. Nevertheless, its message will hopefully reach some receptive ears and contribute to improved habitat projects in the future. I need no reply, and those interested in this issue can feel free to contact me should they have questions or comments.

Sincerely,

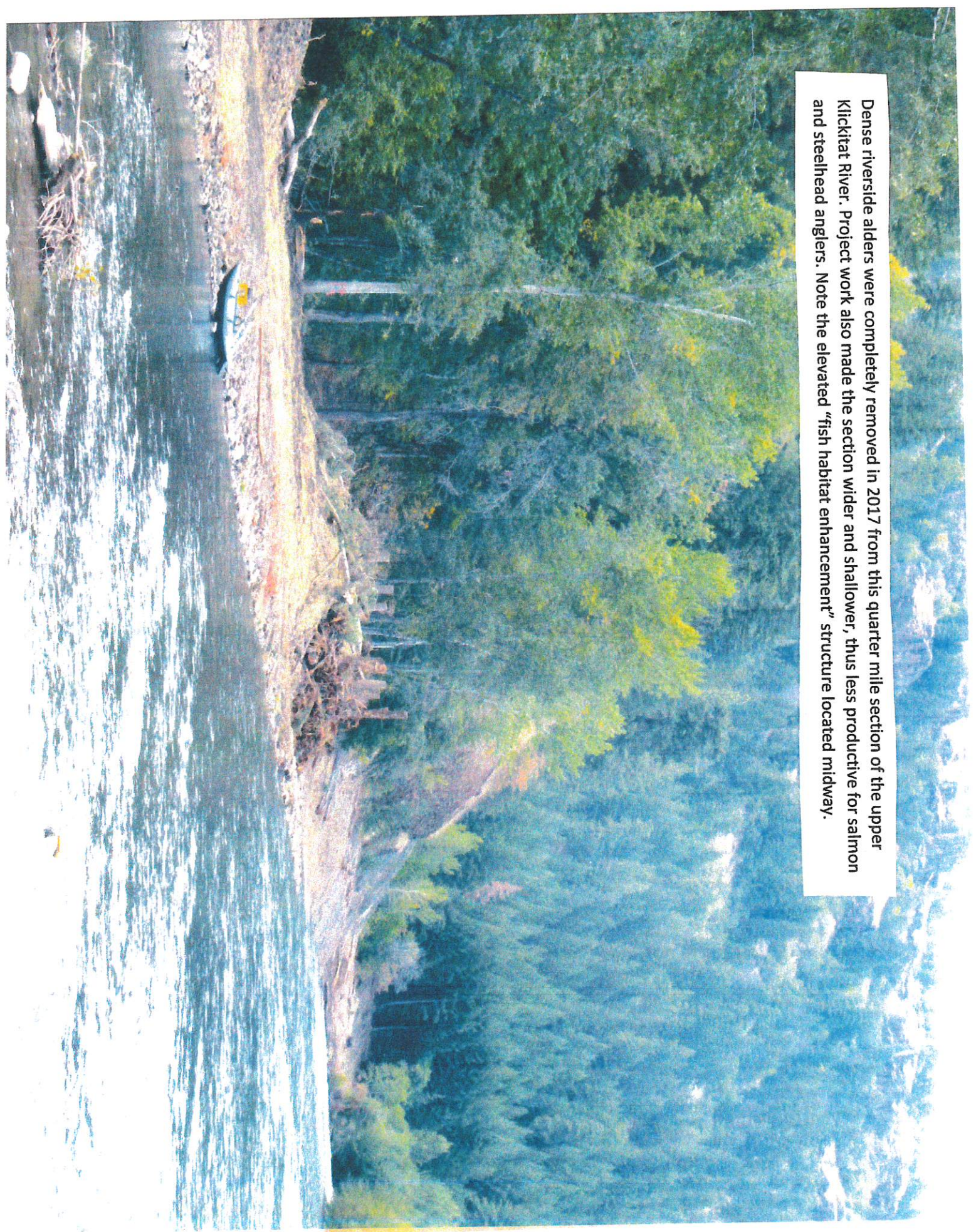


Jim Hutchison
360 837-8011

wilandhutch@gmail.com

cc: Columbia Land Trust
Yakama Nation Fisheries
Governor's Salmon Recovery Office ✓
WDFW, Ridgefield

Dense riverside alders were completely removed in 2017 from this quarter mile section of the upper Klickitat River. Project work also made the section wider and shallower, thus less productive for salmon and steelhead anglers. Note the elevated "fish habitat enhancement" structure located midway.



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STATE OF WASHINGTON
RECREATION AND CONSERVATION OFFICE

November 8, 2018

Mr. Jim Hutchinson
1010 NW 4th Avenue
Camas, WA 98607

Dear Mr. Hutchinson:

Thank you for your October 15, 2018 letter regarding the Columbia Land Trust's Klickitat River Floodplain Restoration Phase 6 project (RCO project #14-1860, and multiple phases – also known as the Klickitat Haul Road project). I understand that over the course of the project you have had concerns regarding benefits to fish in the area. These concerns, documented in your letter, will be shared with the Salmon Recovery Funding Board (SRFB) at their December 2018 meeting.

As you know the SRFB process is an inclusive, bottom-up approach that brings together citizens from the local communities and individuals with the technical expertise such as yourself to review proposed projects so that state funds will provide the best benefits for the resource. The process involves local technical and citizen groups, through the local lead entity, submitting a ranked list of projects to the SRFB for funding. This means that the highest priority projects from a local technical and community standpoint are proposed for funding. In addition, the SRFB has a state level technical review panel that reviews the cost-benefit and likelihood of success of each proposed project on the local list.

The Klickitat River Floodplain Restoration Phase 6 project went through that local process, was reviewed by the state technical review panel, recommended for funding by the local citizens group, and as a result of this process was funded by the SRFB.

I understand your concerns. Given the status of this multi-phased projects, I hope that you were able to engage at the local level to share your concerns. Once a project is funded, the local sponsor must engage the permitting process where sedimentation and water quality is typically addressed. My staff tells me that our files show that all permits were received prior to moving forward with the project. Knowing that background may help alleviate some of your concerns about the long terms impacts of this project to salmon and salmon habitat.

I appreciate your comments and hope you will continue to be involved in the local process.

Sincerely,

A handwritten signature in blue ink that reads "Kaleen Cottingham".

Kaleen Cottingham
Director



To the members of the Salmon Recovery Funding Board,

The challenges to Washington state's salmon and orca continue to outstrip the funding available to help these species recover. This problem is compounded when organizations responsible for supporting salmon recovery mismanage those limited resources.

The status of salmon, steelhead, and orca is critical. According to the Puget Sound Partnership's 2017 State of the Sound, Chinook salmon population is "below the 2020 target," and is "not improving."¹ Orcas are faring even worse, with the population "below the 2020 target," and "getting worse."²

If we are committed to helping recover salmon and orca populations, we cannot reward waste and must hold accountable those who mismanage this much needed funding for salmon recovery.

Seattle City Light is requesting \$1.6 million from the Salmon Recovery Funding Board. They also recently announced agency cost overruns amounting to \$188 million. Given this mismanagement, we ask the Salmon Recovery Funding Board to reject City Light projects and prioritize other jurisdictions in need.

First, state funding should focus on areas of need. Across the Puget Sound region, many small communities struggle to find funding for critical projects. Many communities are willing to help salmon, but simply cannot access the resources to do so. The City of Seattle, by way of contrast, has the resources but is simply unwilling to prioritize salmon recovery.

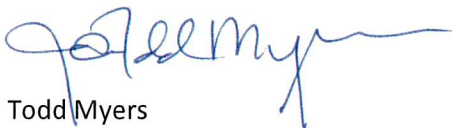
Second, projects from Seattle City Light and the City of Seattle compete with other worthwhile projects. Currently, there are proposals for salmon recovery projects worth \$75 million to the SRF Board.³ This far exceeds available funding. Rather than funding salmon protection, Seattle City Light is asking state taxpayers to backfill money it wasted elsewhere, reducing the funding pool for worthwhile projects.

Some may argue the need to fund projects in Seattle is important to salmon recovery. Indeed, we agree. The City of Seattle, however, cannot simultaneously highlight the critical need for funding while wasting huge sums of money that could be used to save salmon and orca.

The people of Washington, tribes, non-profit organizations, fishing advocates, and agency workers are dedicated to restoring salmon populations. Rather than continue with business as usual, it is time to hold accountable those who hinder these efforts and then ask to be bailed out of their bad decisions.

We strongly urge the Salmon Recovery Funding Board to make a clear statement that salmon funding will focus on communities in need, rather than those who use state funding as an excuse to avoid their responsibility to contribute to salmon recovery.

Sincerely,



Todd Myers
Washington Policy Center
Puget Sound Salmon Recovery Council

¹ Puget Sound Partnership, "Vital Sign: Chinook Salmon," <http://psp.wa.gov/vitalsigns/salmon.php>

² Puget Sound Partnership, "Vital Sign: Orcas," <http://psp.wa.gov/vitalsigns/orcas.php>

³ Washington State Recreation and Conservation Office, "Project Search," <https://secure.rco.wa.gov/prism/search/projectsearch.aspx>

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STATE OF WASHINGTON
RECREATION AND CONSERVATION OFFICE

August 15, 2018

Mr. Todd Myers
Washington Policy Center
Puget Sound Salmon Recovery Council
Sent via email tmyers@washingtonpolicy.org

RE: Seattle City Light (SCL)
Salmon Recovery Funding Board (SRFB) Grant application
Skagit Watershed Habitat Acquisition II; #18-1502

Dear Mr. Myers:

Thank you for your concerns over the state of Washington's salmon and orca populations, specifically, in the Puget Sound. We appreciate your involvement in the Puget Sound Salmon Recovery Council. It's great to see the Puget Sound Partnership's (PSP) vital signs and my agencies project search being utilized effectively to conduct research. The commitment from people like you will eventually lead these two critical species toward recovery.

I wanted to take this opportunity to provide more background information on the SRFB grant making process, and shed more light on the specific proposal by SCL that you mention in your letter. First, as you may know, we have 15 "lead entities", or watershed groups, in the Puget Sound, that are the local organizations that solicit for salmon habitat protection, restoration and design proposals in their watersheds. After collecting the proposals, their local scientists and citizens evaluate the biological benefits and certainty of success, and rank the projects, respectively. These ranked lists are then submitted to the SRFB for funding consideration and projects that have received a favorable technical review from the SRFB's technical review panel, and fit into the funding allocation for each lead entity area, are awarded grant funds.

At this time, SCL has submitted an acquisition grant application to the Skagit Watershed Council (SWC), the lead entity for the Skagit River watershed. The SWC is finalizing the ranking of all their 2018 salmon grant applications to be submitted to our office August 15th. SCL is an applicant at this time competing against the other grant applicants in the Skagit watershed.

SCL's grant request is for \$1.6 million with \$282,284 proposed as match. They are partnering with the Skagit Land Trust, a local non-profit, based in Mt. Vernon, WA, to use \$1.88 million pursue the acquisition of high priority riparian floodplain habitat benefitting Chinook salmon and steelhead trout with the Skagit River watershed.



I hope this helps with understanding how the SCL grant application is targeting key habitat acquisitions along the Skagit River, and its tributaries. The Skagit River, and its salmonid and steelhead stocks, are critical to the success of achieving recovery throughout Puget Sound.

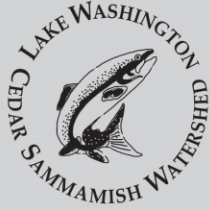
If you have any questions, please call Marc Duboiski at 360.902.3137 or e-mail to marc.duboiski@rco.wa.gov.

Sincerely,

A handwritten signature in black ink that reads "Kaleen Cottingham". The signature is written in a cursive, flowing style.

Kaleen Cottingham
Director

cc: Richard Brocksmith, Skagit Watershed Council
Denise Krownbell, Seattle City Light



Beaux Arts Village
 Bellevue
 Bothell
 Clyde Hill
 Edmonds
 Hunts Point
 Issaquah
 Kenmore
 Kent
 King County
 Kirkland
 Lake Forest Park
 Maple Valley
 Medina
 Mercer Island
 Mill Creek
 Mountlake Terrace
 Mukilteo
 Newcastle
 Redmond
 Renton
 Sammamish
 Seattle
 Shoreline
 Snohomish County
 Woodinville
 Woodway
 Yarrow Point

Cedar River Council
 Friends of the Cedar River Watershed
 Friends of the Issaquah Salmon Hatchery
 Greater Seattle Chamber of Commerce
 Long Live the Kings
 Mid-Sound Fisheries Enhancement Group
 Mountains to Sound Greenway
 Northwest Marine Trade Association
 Sno-King Watershed Council
 Trout Unlimited
 Water Tenders

Alderwood Water and Wastewater District
 National Oceanic and Atmospheric Administration
 US Army Corps of Engineers
 Washington Departments:
 Ecology
 Fish and Wildlife
 Natural Resources
 Washington Association of Sewer and Water Districts
 King Conservation District

November 15, 2018

Salmon Recovery Funding Board
 c/o Recreation and Conservation Office
 P.O. Box 40917
 Olympia, WA 98504-0917



Dear Chair Troutt and Salmon Recovery Funding Board Members:

On behalf of the Lake Washington/Cedar/Sammamish Watershed (WRIA 8) Salmon Recovery Council—a partnership of 28 local governments and stakeholder representatives from community groups, citizens, business, and state and federal agencies working collaboratively on salmon recovery—thank you for continuing to provide a vision for recovering salmon in Washington. We appreciate your leadership and support of watershed-based habitat restoration efforts around the state.

We are writing in support of the *Meadowdale Beach and Estuary Restoration Project*, which has been identified as a “Project of Concern” by the Technical Review Panel due to its cost. This project—sponsored by Snohomish County Parks—will provide salmon habitat benefits along a segment of Puget Sound shoreline that is constrained by the BNSF railroad. Habitat enhancements are expected to benefit salmon populations from multiple watersheds, and the sponsor is establishing a model for how to work successfully with BNSF to implement a process-based restoration project. Notably, the Technical Review Panel remarked that this project maximizes the habitat restoration potential at the site.

While the Meadowdale project will be expensive to implement, the sponsor’s request from the Salmon Recovery Funding Board is modest in relationship to the full project cost. The cost is high in part because of other objectives being advanced concurrent with habitat enhancement. Additionally, working with BNSF is an expensive endeavor because the project must maintain the continued functionality of the railroad. Considering the habitat benefits and the value of improving coordination with BNSF on these types of projects, we view Meadowdale to be a worthwhile investment in restoring our watershed’s limited nearshore habitat.

The design phase of this project was identified as a Project of Concern in 2015, also due to cost, and you elected to approve funding for the project at that time. We ask you to again support our funding recommendation for this project, which will achieve half of WRIA 8’s ten-year habitat target for pocket estuary restoration.

The attachment outlines a more detailed discussion on project costs and some considerations for evaluating cost-benefit, prepared by the WRIA 8 Project Subcommittee. Thank you for your consideration of this request. If you have any questions, please contact WRIA 8 Salmon Recovery Manager Jason Mulvihill-Kuntz at 206-477-4786 or jason.mulvihill-kuntz@kingcounty.gov.

Sincerely,



John Stokes
Chair, WRIA 8 Salmon Recovery Council
Councilmember, City of Bellevue



Mark Phillips
Vice-Chair, WRIA 8 Salmon Recovery Council
Councilmember, City of Lake Forest Park

Enclosure: WRIA 8 Project Subcommittee Statement on Project Costs and Review Panel Cost-Benefit Evaluations

Cc: WRIA 8 Salmon Recovery Council members

Kaleen Cottingham, Director, Recreation and Conservation Office (RCO)

Sheida Sahandy, Executive Director, Puget Sound Partnership

David Troutt, Chair, Puget Sound Salmon Recovery Council

Dave Herrera, Vice Chair, Puget Sound Salmon Recovery Council

Bill Blake, Vice Chair, Puget Sound Salmon Recovery Council

Snohomish County Council members

Dave Somers, Executive, Snohomish County

Tom Teigen, Director, Snohomish County Parks, Recreation, and Tourism

Tom Slocum, Chair, SRFB Technical Review Panel

Tara Galuska, Salmon Section Manager, RCO

Amber Moore, Salmon Recovery Manager, Puget Sound Partnership

Suzanna Smith, PSAR Program Manager, Puget Sound Partnership

WRIA 8 Project Subcommittee Statement on Project Costs and Review Panel Cost-Benefit Evaluations

November 15, 2018

The WRIA 8 Project Subcommittee is an interdisciplinary team of professionals that perform the watershed-based evaluation of grant proposals submitted for funding in WRIA 8. The observations that follow are being provided to the Salmon Recovery Funding Board (SRFB) as a result of the Project of Concern (POC) designation for Snohomish County Parks' Meadowdale Beach and Estuary Restoration Project.

The comment form provided by the SRFB Technical Review Panel (Review Panel) for the Meadowdale project states *"the sponsor has maximized the habitat restoration benefit potential at the site, and the project offers a unique opportunity to provide salmon access and habitat connectivity beyond the railroad grade."* In addition to offering the best habitat outcome for salmon at this site, Meadowdale demonstrates how to effectively engage and collaborate with the BNSF railroad to design and implement a project along a heavily-trafficked rail corridor—this is a significant achievement.

Meadowdale is a multi-benefit project, meaning it will improve habitat for salmon while achieving other objectives. Multi-benefit projects are increasing in number, and this approach to project implementation is opening up restoration possibilities in locations where habitat enhancement may have previously been limited due to perceived competing interests. These projects can be expensive, but they are an efficient use of public funds in that they bring disparate project goals together in an integrated solution. Reflecting a diversity of project objectives, multi-benefit projects draw on numerous funding sources to design and implement. Our observation is that SRFB and Puget Sound Acquisition and Restoration (PSAR) funds comprise a relatively small portion of a multi-benefit project's overall funding strategy, but these funds support and enable the essential salmon habitat aspects of multi-benefit projects and provide important financial contributions.

Multi-benefit projects offer an important opportunity for advancing salmon recovery, and awarding salmon recovery grant funds to a project drives a better habitat outcome than would be attained otherwise. Local watershed technical committees and the Review Panel challenge project sponsors to maximize habitat gains. Without SRFB or PSAR contributions, those same projects are likely to have less favorable and limited habitat outcomes.

When a multi-benefit project is proposed for salmon recovery funding, the lead entity works with the sponsor to scale the salmon funding request to an amount that reflects the habitat enhancement proposed at the site. For Meadowdale specifically, the sponsor's request from the SRFB equals approximately 6% of the total construction cost. During the WRIA 8 Project Subcommittee's review of this project, we agreed it is a worthwhile investment given the complexities and the process-based nature of the project design.

Regarding the Review Panel's perspective that Meadowdale has a high cost relative to the anticipated benefits, their comments say *"the Review Panel is asked to focus on evaluating the overall costs and biological benefits of a project independent of...other societal benefits."* Given that the Review Panel

does not evaluate the full scope of project elements that are unrelated to habitat enhancement or will not influence the habitat function of the site, we respectfully submit that the Review Panel's consideration of the total project cost—including those elements that are peripheral to habitat enhancement—is outside of the scope of their review.

We agree it is important for the Review Panel to understand how proposed habitat elements fit within the context of a larger project, but we also think it more appropriate for the cost-benefit evaluation to be limited to the biological components of the project. The Manual 18 guidance on cost-benefit leaves room for interpretation, and absent clear policy direction on the scope of review as it pertains to the cost-benefit criterion, we may continue to see high cost, multi-benefit projects labeled as POCs, requiring appeals to the Board on a case-by-case basis. The Meadowdale project is an example of this—the project was identified as a POC in 2015 due to cost concerns from the Review Panel, and the project is again identified as a POC in 2018 on the same basis.

We acknowledge that the Review Panel has a very challenging job, and they do it with skill and professionalism. However, the current approach to cost-benefit analysis may ultimately discourage some project sponsors from seeking SRFB and PSAR funds and from including salmon habitat restoration design features in their projects. In turn, we recommend that the Board clarify the cost-benefit criterion in the 2019 update to Manual 18 and limit the cost-benefit evaluation to the costs being proposed for salmon recovery funding and costs directly influencing proposed biological benefits.

Thank you for your continued support for locally-driven salmon recovery in Washington and for your consideration of this particular issue and our associated request.

WRIA 8 Project Subcommittee Members (2018)

Tor Bell, Mountains to Sound Greenway Trust
Jim Bower, King County
Diane Buckshnis, City of Edmonds
Peter Holte, City of Redmond
Cyndy Holtz, City of Seattle
Mark Phillips, City of Lake Forest Park
Robert Plotnikoff, Snohomish County
Scott Stolnack, King County/WRIA 8
Elizabeth Torrey, Washington Department of Fish and Wildlife

From: [Lundquist, Wyatt \(RCO\)](#)
To: [Lundquist, Wyatt \(RCO\)](#)
Subject: FW: Salmon Recovery Funding Board Meeting Agenda, Dec. 5/6 2018 comments
Date: Tuesday, November 27, 2018 11:41:35 AM

From: Finch, Tammy (RCO)
Sent: Tuesday, November 27, 2018 7:00 AM
To: Haifley, Alexis (RCO) <alexis.haifley@rco.wa.gov>; Lundquist, Wyatt (RCO) <wyatt.lundquist@rco.wa.gov>
Subject: FW: Salmon Recovery Funding Board Meeting Agenda, Dec. 5/6 2018 comments

Tammy Finch

Agency Operations Specialist

(360) 725-3936

[Recreation and Conservation Office](#)

Office hours M-F 7:00-3:30

From: James Heytvelt [<mailto:jmheyvelt@wavecable.com>]
Sent: Monday, November 26, 2018 3:25 PM
To: Finch, Tammy (RCO) <tammy.finch@rco.wa.gov>
Subject: Salmon Recovery Funding Board Meeting Agenda, Dec. 5/6 2018 comments

Hello Salmon Recovery Board.

I fully support the actions of the RCO and the Salmon Funding Board and the recommendations in the agenda for the December 5/6th 2018 meeting.

Fully funding all salmon recovery projects at this time is critical. If approved, these recommendations will also make available many more dollars thru the matching funds available.

My community has been working for many years to advance our project. Prizm # 18-1470. The Harper Bridge construction and shoreline armor removal project which is ranked # 11 on the PSAR large cap listing.

Substantial funds have been spent to date on this project and others on the various grants. Many are designed, permitted and shovel ready.

Time is critical to save our salmon and the environment upon which they, the salmon, require.

I want to just take a moment to thank all of the scientific community, volunteer citizens, government entities and others who have advanced all these projects to present to Governor Inslee and the 2019 Legislature.

Thank you

Jim Heytvelt
Harper Washington

James Heytvelt
jmheytvelt@wavecable.com

3105 Harper Hill Rd. S.E.
Port Orchard Washington 98366

LAW OFFICES OF
Weed, Graafstra & Associates, Inc., P.S.
110 CEDAR AVENUE, SUITE 102
SNOHOMISH, WASHINGTON 98290-2959

EMILY GILDNER
STEPHEN J. PAPIK
BRETT C. VINSON
GRANT K. WEED
THOM H. GRAAFSTRA, of Counsel
PETER C. OJALA, of Counsel

(360) 568-3119
(425) 334-1480
(425) 259-9199
(206) 283-1819
FAX: (360) 568-4437

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NOV 27 2018

WA STATE
RECREATION AND CONSERVATION OFFICE

November 21, 2018

Via U.S. Mail and email (if shown) to:

Skagit Fisheries Enhancement Group
Alison Studley, Registered Agent
1202 S 2nd St Ste C
Mount Vernon, WA 98273

State of Washington
Resource Conservation Office
Attn: Marc Duboiski
PO Box 40917
Olympia, Washington 98504-0917

Skagit Fisheries Enhancement Group
PO Box 2497
Mount Vernon, WA 98273

State of Washington
Salmon Recovery Funding Board
P.O. Box 40917
Olympia, WA 98504-0917

State of Washington
Department of Enterprise Services Office of
Risk Management
1500 Jefferson Street SE, MS 41466
Olympia, WA 98504-1466
claims@des.wa.gov

State of Washington
Department of Natural Resources
Commissioner of Public Lands
Honorable Hilary S. Franz
1111 Washington St. SE
MS 47001
Olympia, WA 98504-7001
cpl@dnr.wa.gov

DNR, Aquatic Resource Division
MS 47027
Olympia, WA 98504-7027
ard@dnr.wa.gov
360-902-1100

State of Washington
Department of Ecology
Director Maia Bellon
P.O. Box 47600
Olympia, WA 98504-7600

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NOV 27 2018

November 21, 2018

Page 2

WA STATE
RECREATION AND CONSERVATION OFFICE

RE: ER 408 - DAY CREEK RESTORATION PROJECT - DAMAGES - DEMAND

Dear Skagit Fisheries Enhancement Group and Washington:

I. Introduction

Several landowners along Day Creek have grouped together and formed Concerned Citizens of Day Creek ("CCDC"), a not for profit, with the stated goal of "Resolve the Conflict Arising From The Lower Day Creek Skagit Fishery Enhancement Group, SFEG." I represent CCDC.

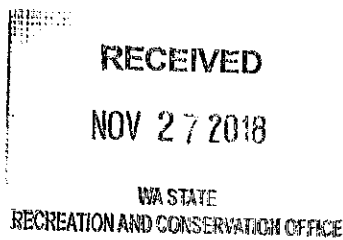
Members of CCDC include the landowners, Michael Mahaffey, Nan Monk, James Tierney, Charlene Robinson, Morris Robinson, and Robert Blair. They own property directly affected and impacted by the Day Creek Habitat Restoration Project. For reference purposes, please see Project 08-1751 and 10-1840. The property includes Tax Parcel No. P41802 (Blair), P41705 (Robinson), P41706 (Robinson), P41733 (Mahaffey/Cedar Springs).

Skagit Fisheries Enhancement Group, under the guidance of the State of Washington, constructed over 29 log jams on a short stretch of Day Creek, placing many adjacent to and directly impacting my clients' properties.

II. Concerns

The Day Creek restoration project that installed log jams into the creek has caused avulsion, erosion, loss, and damage to their land and trees through rerouting and redirecting the creek and casting both creek water and flood water onto their lands, causing damages. Upon investigation, it appears this damage from the diversion of the water of the creek is intentional, was predictable, and was not properly disclosed to the landowners. It is also negligent. You did not and do not have permission to cause nor exacerbate the creek to avulse, erode, and destroy my clients land, trees, and livelihood. This was not expected by the landowners. This was not permitted by the landowners. This is trespass. It is a continuing trespass and is abatable if appropriate steps are taken. However, it may be too late. The property and area may now have been effectively appropriated without proper disclosure and understanding to the landowners. The project proponents should have purchased a conservation easement for the lands they have now effectively appropriated and purchased ownership of the lands they have destroyed, or otherwise should not have done the project.

I have also learned that SFEG purportedly procured several "Landowner Agreements." These so-called Landowner Agreements do nothing to allow SFEG to be excused from the damage caused by the Project(s). Rather, they provide in part: "SFEG agrees to: 1. Be responsible for the design, installation, conduct and activities of its staff, agents and representatives. *** 4. Leave all remaining portions of the property in as near pre-project condition as reasonable, or as otherwise agreed upon in writing with the Landowner." The Landowner Agreement(s) further provide: "The



November 21, 2018
Page 3

Landowner retains sole responsibility for taxes, assessments and damage claims. The Landowner also retains all benefits and enjoyment of the rights of ownership except as are specifically provided in this agreement.”

The inappropriate number of structures and placement thereof has caused damage to lands that did not need to be damaged and that were never explained would be damaged by waters flooding onto the lands.

In addition to not following the purported Agreements, SFEG departed from normal standards of care and good faith and fair dealing as well. I have learned that SFEG had direct knowledge that placing structures at locations immediately downstream of vulnerable avulsion pathways was not to be allowed, unless landowner permission was expressly obtained for those specific locations. But SFEG installed such structures without explicit written consent. SFEG did this work without adequately explaining these risks to the landowners. None of the landowners can recall an explanation and warning that there was even a remote chance Day Creek would flood and damage the lands in the way it is now behaving.

Rather than obtaining landowner permission, the Project was constructed in a flurry without even any in the field consultation during construction.

My clients have suffered damages to their land and have suffered personally due to this Project going awry. My clients certainly support the goals of fish habitat restoration, but they cannot support the failures and errors of this Project to the extent it is destroying their lands, trees, and livelihood. This was unexpected, and not disclosed to them in any appropriate manner. This matter is causing a great deal of stress on my clients. It does not appear that the landowners were adequately informed or advised of the risks of the Project(s).

III. Demand to Stop Trespassing & Interfering With the Possession.

My clients hereby respectfully request that you stop the trespass and continued destruction of their land. You would be and are also liable for rent as unlawfully causing the water to enter and destroy the land, as Washington has a statute that makes a trespasser liable for rent. RCW 59.04.050. The amounts below are for the past, but would be owed for the future until fixed.

IV. Demand for Damages, Costs, and Attorney's Fees

- A. As outlined in the attached, the Blair's have suffered and demands damages in the amount of \$39,000.00. (See Enclosure 1). The basis and reasoning for the damages are similar to Mahaffey/Cedar Springs Farm rationale and as explained herein, and in the enclosure. If they cannot restore their road lawfully and access their other land, their damages will be much greater.

November 21, 2018

Page 4

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NOV 27 2018

WA STATE
RECREATION AND CONSERVATION OFFICE

- B. As outlined in the attached, the Robinson's have suffered at a minimum \$85,000 in damages. (See **Enclosure 2**). The basis and reasoning for the damages are similar to the Mahaffey/Cedar Springs Farm rationale, and as explained in this letter and the enclosure.
- C. As outlined previously to you, the Mahaffey/Cedar Springs Farm has over \$500,000 in damages, based upon the rationale within the letter, and as explained herein. (See **Enclosure 3**).

V. Reservation / Non-waiver of Claims

By making this demand for payment, my clients do not waive any rights or claims, nor concede this demand is admissible in any court.

VI. Conclusion

My clients demand comprehensive and relatively rapid resolution to these claims for a fix to the problems, and compensation for the wrongs that have been done to them. They need to be made whole. They are willing to work with you to ensure the long-term viability of the goals of the project, just not at the unlawful, unfair, and unexpected expense of the landowners.

Please provide us a response within 15 days, and a proposal to resolve this matter within 45 days.

Very truly yours,



PETER C. OJALA, Of Counsel

cc: CLIENT; Liberty Mutual, Ingram, Brittani Brittani.Ingram@LibertyMutual.com

Enclosure 1

Enclosure 1

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SEP 18 2018

WGA, INC., P.S.

Skagit Fisheries

Due to the placement of some of the Log diversions I have experienced loss of acreage and trees.

The placement of log diversions #21 resulted in the loss of approximately ¼ acre. The trees lost are the shade needed for fish habitat.

High water velocity is eroding the rip rap downstream and is potentially going to take more acreage. This area has been used by my family for generations for recreational purposes.

The log jam that plugged the creek caused saturation of the soil for 3 to 4 months longer than normal. The excess saturation of the ground will happen time and time again.

The log jam that plugged the creek caused wind thrown trees and more erosion across my property. Funds for raising my access road to back of property: \$20,000

I would like to be compensated for my current losses:

¼ acre	\$3500
Trees	\$8000
Road Repair	\$3000
Clean up and Replace	\$2500
Erosion East Side	\$3000
Total	\$19,500

Road Rework	\$20,000
-------------	----------

Total	\$39,500
-------	----------

Respectively.

Bob Blair

Enclosure 2

Enclosure 2

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NOV 05 2018

Day Creek Letter of Compensation:

WGA, INC., P.S.

Two log structures adjacent to one another in Day Creek have created a huge log jam on Mahaffey's property. This jam has caused continued erosion to our property. When Day Creek rises it's diverted by the log jam, causing increased volume and velocity across our property. An established field access road, existing for more than 40 years, has been continually washed out due to this increase in water volume and velocity. This in turn has caused a decrease in our land value and a similar decrease in rental value.

Early in the CREP program, in the mid 1990's, we requested a field representative to advise of possible tree plantings. We were told the cedars, alders, firs and maples were what the CREP wished to accomplish. We needed no plantings as the grown trees were what was already providing shade and nutrients for fish. That grove is now under siege from the log structures, 8 and 9, established in 2011. Specifically log structure 8 needs to be moved east or removed.

SFEG selected log structures in UPPER Finney creek to show us how those in Day Creek should function. We were never shown or informed of how the log structures would function in LOWER Day Creek. Why are there NO log structures in UPPER Day Creek?

Prior to the log structures being placed in Lower Day Creek we had a gentle slope into Day Creek. We now have a shear drop-off from 8 to 10 feet. In turn, this has resulted in more silt from continued creek bank erosion that is deposited at the mouth of Day Creek thereby making it more difficult for fish passage. It's important to note we weren't explicitly advised of potential damage.

Currently, log structures 5 and 7 are high and dry. There's no water pooling beneath or nearby. All these 2 structures are doing is causing continued land erosion on our property. When Day Creek rises water is diverted to the north edge of our property. These structures need to be moved further east or be removed completely.

To compensate us for land erosion, loss of old growth trees due to log structure caused erosion, loss of ability to access 40 acres east of Day Creek, loss of field nutrients from excessive water volume & velocity, loss of land and rental value, and continual need to repair field access road damage.

In addition to correcting log structure location and or their removal and installing in stream vertical posts to decrease bank erosion, we expect to be compensated a minimum of \$85,000 for log structure placement errors and resulting damage to our property.

Morris and Charlene Robinson October 5, 2018

Attached: 5 photos of Day Creek dated: 6/1977,8/1978,9/1997,2@8/1998



ROBINSON'S

8-7-1978

PICNIC AREA - WEST OF DAY CREEK







Robinson's

6-15-1977

POND ON WEST EAST
OF CURVE

NOTE LARGE MARLE - STILL THERE.

IN 2018

POND HAS BEEN EAST DUE TO
DRY CREEK LOG JAMS.





ROBINSON'S

9-1-1997

PICNIC AREA WEST SIDE DRY CREEK

SHELTER APPROX

14'6" DEPTH X 20'6" LENGTH



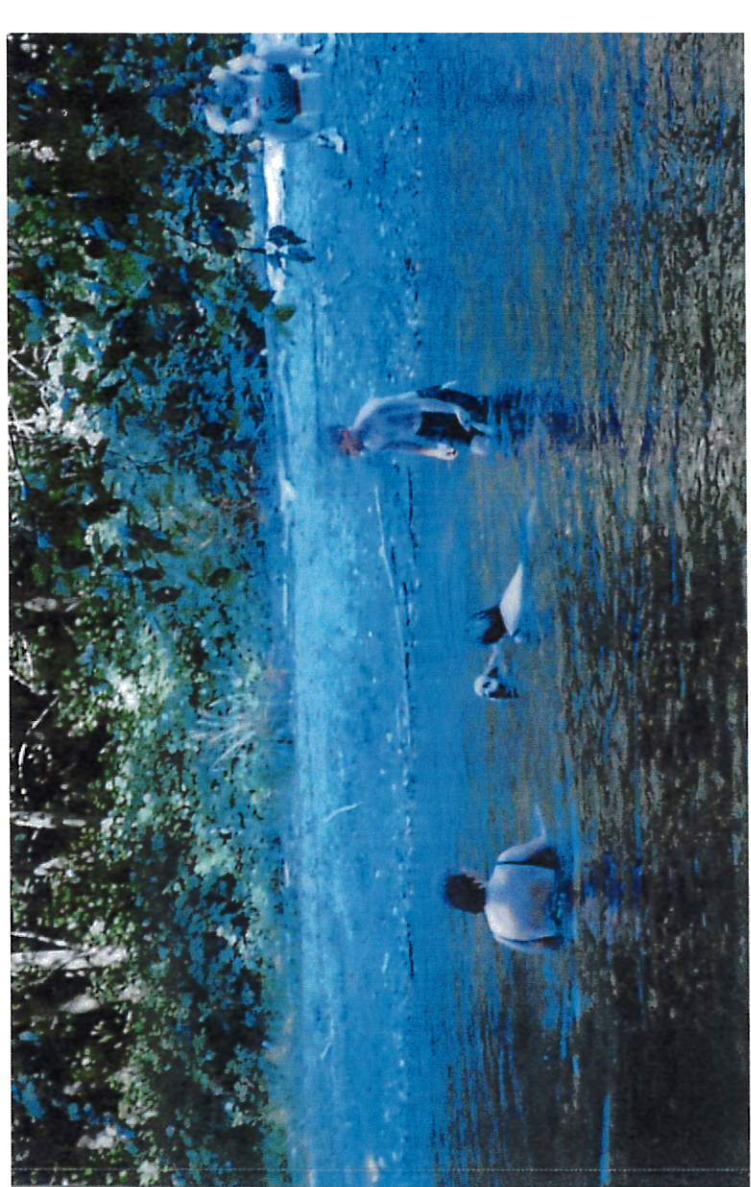
ROBINSON'S
8/1998
DRY CREEK





ROBINSON'S
DAY CREEK

8/1998



Enclosure 3

Enclosure 3

LAW OFFICES OF
Weed, Graafstra & Associates, Inc., P.S.
110 CEDAR AVENUE, SUITE 102
SNOHOMISH, WASHINGTON 98290-2959

EMILY GUILDNER
STEPHEN J. PAPIK
BRETT C. VINSON
GRANT K. WEED
THOM H. GRAAFSTRA, of Counsel
PETER C. OJALA, of Counsel

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(425) 334-1480
(425) 259-9199
(206) 283-1819
FAX: (360) 568-4437

July 13, 2018

Via U.S. Mail and email (if shown) to:

Skagit Fisheries Enhancement Group
Alison Studley, Registered Agent
1202 S 2nd St Ste C
Mount Vernon, WA 98273

State of Washington
Resource Conservation Office
Attn: Marc Duboiski
PO Box 40917
Olympia, Washington 98504-0917

Skagit Fisheries Enhancement Group
PO Box 2497
Mount Vernon, WA 98273

State of Washington
Salmon Recovery Funding Board
P.O. Box 40917
Olympia, WA 98504-0917

State of Washington
Department of Enterprise Services Office of
Risk Management
1500 Jefferson Street SE, MS 41466
Olympia, WA 98504-1466
claims@des.wa.gov

State of Washington
Department of Natural Resources
Commissioner of Public Lands
Honorable Hilary S. Franz
1111 Washington St. SE
MS 47001
Olympia, WA 98504-7001
cpl@dnr.wa.gov

DNR, Aquatic Resource Division
MS 47027
Olympia, WA 98504-7027
ard@dnr.wa.gov
360-902-1100

State of Washington
Department of Ecology
Director Maia Bellon
P.O. Box 47600
Olympia, WA 98504-7600

July 13, 2018

Page 2

RE: ER 408 - DAY CREEK RESTORATION PROJECT - DAMAGES - DEMAND

Dear Skagit Fisheries Enhancement Group and Washington:

I. Introduction / Background

I represent the owners of the Cedar Springs farm which include Michael Mahaffey, Nan Monk, and James Tierney. They own property directly affected and impacted by the Day Creek Habitat Restoration Project. For reference purposes, please see Projects 08-1751 and 10-1840.

Skagit Fisheries Enhancement Group, under the guidance of the State of Washington, constructed over 29 log jams on a short stretch of Day Creek, placing many adjacent to and directly impacting my clients' property as part of the above referenced projects.

These Projects caused avulsion, erosion, loss, and damage to my clients' land and trees through diverting, rerouting and redirecting the creek and casting both creek water and flood water onto their lands, causing damages. Upon investigation, it appears this damage from the diversion of the water of the creek is intentional. You did not and do not have permission to cause the creek to avulse, erode, and destroy my clients land, trees, and livelihood. This is trespass. It is a continuing trespass and is abatable if appropriate steps are taken. My clients have suffered damages to their land and have suffered personally due to this Project going awry. My clients certainly support the goals of fish habitat restoration, but they cannot support the failures and errors of this Project to the extent it is destroying their lands, trees, and livelihood. This matter is causing a great deal of stress on my clients.

II. Demand to Stop Trespassing & Interfering With the Possession.

My clients hereby respectfully request that you stop the trespass and continued destruction of their land. A trespasser is liable for rent, past and future. RCW 59.04.050. You would be and are also liable for rent as unlawfully causing the water to enter and destroy the land in furtherance of the Project, as Washington has a statute that makes a trespasser liable for rent. RCW 59.04.050. The amounts for reasonable rent for the time you have had the Project occupying the premises shown below are for the past, but would be owed for the future until fixed/restored.

III. Demand for Damages, Costs, and Attorney's Fees

RCW 4.24.630 states that every person who goes onto the land of another and wrongfully injures personal property or improvements to the land or wrongfully causes waste or injury to the land, is liable for "treble the amount of damages caused by the removal, waste, or injury. Damages recoverable include but are not limited to: market value of property injured, injury to the land, and include costs of restoration. Also, the trespasser is liable for the party's reasonable costs, including but not limited to investigative costs and reasonable attorney's fees, and other litigation-related costs. RCW 64.12.030 provides for treble damages for trees injured or carried off.

July 13, 2018

Page 3

While my office is still investigating the facts here, my clients demand the following in damages caused by your actions:

- 1) \$27,000 per year for the loss of use of the Glen (x 5 years). Going forward, it would also be \$27,000 per year so long as the Glen cannot be used for weddings and the lands cannot be used for RV sites due to the Project.
- 2) \$60 - \$100k for construction costs for halting the advancement of the river, with an additional \$85,000 in engineering and permitting costs (estimated)
- 3) \$50,000 - \$100,000 for rebuilding some of the 3- 4 acres lost.
- 4) \$50,000 - \$250,000 for loss of 3 to 4 acres of land, depending upon what can be restored.
- 5) My clients have lost 11 mature cedar, maple, fir and alder trees, and 14 are imminently about to be lost, that are 30-50 years of growth. They have hired a contractor to attempt to cable off 35 trees.
- 6) To date, they have incurred about \$3500 in attorney's fees. Legal fees in this matter, depending upon the course it takes, could range from \$5,000 to \$100,000+.
- 7) Expert investigative costs and fees could exceed \$80,000 or more.
- 8) While this matter has caused my clients distress, at this time my clients are not quantifying emotional distress damages or other renumerations/damages to which they would be entitled to make them whole.

In short, my clients have over \$500,000.00 in damages, without any trebling, on the low end. They demand to be made whole, and that this matter be fixed. They stand ready to work cooperatively, but they must be made whole.

IV. Reservation / Non-waiver of Claims

By making this demand for payment, my clients do not waive any rights nor concede this demand is admissible in any court.

V. Conclusion

While my clients have some more investigation to do, this matter does demand your immediate attention to mitigate your damages. Please coordinate and act accordingly. We hope for your response within 15-30 days, but please reach out to my office if you have any questions.

Very truly yours,



PETER C. OJALA, Of Counsel

cc: CLIENT

WEED, GRAAFSTRA & ASSOCIATES, INC., P.S.
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SNOHOMISH, WA 98290

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1111 WASHINGTON ST. SE
MS 47001
OLYMPIA, WA 98504-7001

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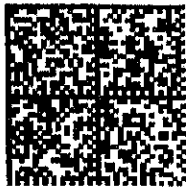
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ALISON STUDLEY, REGISTERED AGENT
1202 S 2ND ST STE C
MOUNT VERNON, WA 98273

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