

August 26, 2014

Natural Resources Building, Room 172, Olympia, WA 98504

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: If you wish 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.

You also may submit written comments to the Board by mailing them to the RCO, attn: Wendy Loosle, Board Liaison, at the address above or at wendy.loosle@rco.wa.gov. Please send comments by 3:00 p.m. on Friday, August 22 so they can be distributed to board members.

Public comment will be limited to 3 minutes per person.

Special Accommodations: If you need special accommodations to participate in this meeting, please notify us at 360/725-3943 or TDD 360/902-1996.

Tuesday, August 26

OPENING AND WELCOME

10:00 a.m.	Call to Order		<i>Chair</i>
	<ul style="list-style-type: none"> • Determine Quorum • Approve board meeting minutes from June 2014 		
New item as of 8/25/2014	<ul style="list-style-type: none"> • Designate board sub-committee to advise the Director on a potential substantial Puget Sound Acquisition and Restoration (PSAR) cost increase (for action in early September) 		<i>Kaleen</i>

DECISIONS

10:05 a.m.	1. Funding for 2015-17 Biennium <ul style="list-style-type: none"> • Overview of the State's Fiscal Position • OFM's Budget Reduction Exercise and General Fund Impacts • Capital Budget Requests <ul style="list-style-type: none"> • SRFB State Funds • SRFB Federal Funds • Other Salmon Recovery Programs (Amounts determined by others) • Operating Budget Requests <ul style="list-style-type: none"> • Board Funding Requests and Priorities <ul style="list-style-type: none"> • De-listing Monitoring • Lead Entity Capacity • Habitat Work Schedule 		<i>Kaleen Cottingham Brian Abbott</i>
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Public Comment: Please limit comments to three minutes.

11:00 a.m.	2. Communication Plan Follow-Up <ul style="list-style-type: none"> • Staff Recommendations 		<i>Brian Abbott</i>
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Public Comment: Please limit comments to three minutes.

11:30 a.m. ADJOURN

Next regular meeting: September 17-18, 2014, Winthrop, WA

SALMON RECOVERY FUNDING BOARD SUMMARIZED MEETING AGENDA AND ACTIONS
June 4, 2014

Agenda Items without Formal Action

Item	Follow-up Actions
1. Management Report	No follow-up action requested.
2. Salmon Recovery Management Report	No follow-up action requested.
3. Reports from Partners	No follow-up action requested.
4. Presentation by Washington Coast Sustainable Partnership	No follow-up action requested.
5. Overview of RCO's PRISM System	No follow-up action requested.
6. Communication Plan Update	Provide funding options for aligned communications, marketing, and outreach at the next board meeting, including metrics.
7. Habitat Work Schedule and the Salmon Recovery Story	No follow-up action requested.
8. Invasive Species	No follow-up action requested.
9. Preview of the Salmon-Related Budget for 2015-2017	Budget recommendations from the WSC for August meeting, to include NOAA's perspective on priorities with focus on monitoring and delisting
14. Department of Fish and Wildlife's 21 st Century Salmon	Postponed until December 2014 board meeting.

Agenda Items with Formal Action

Item	Formal Action	Follow-up Actions
March 2014 Meeting Summary	Approved meeting summary	No follow-up action requested.
10. Lead Entity and Regional Organization Allocation Year Two Capacity Funds	Delegated authority to Director Cottingham to enter into contract once the 2014 PCSRF notice of awarded funds is received. Added \$50,000 to the Lower Columbia lead entity annual allotment, correcting a GSRO error. Added \$50,000 in funds for the Washington Coast Regional contract to develop a business plan.	No follow-up action requested.
11. Monitoring & Funding	Approved \$10,000 of PCSRF return funds to hire a contractor via personal service contract to update and finalize	

	<p>the monitoring and evaluation strategy.</p> <p>Approved a contract time extension for the IMW contract, and the associated cost increase of \$463,000 from return funds to align this contract with the federal fiscal year.</p>	
12. Adoption of Washington Administrative Code (WAC) Changes	Approved a resolution to amend the Washington Administrative Code (WAC) to include the name change of the RCO (from IAC).	No follow-up action requested.
13. Riparian Buffer Guidelines	Approval of options one through five, and a commitment to further exploration of option 12.	Staff will follow up and implement options one through five. Staff to develop options for option 12.

SALMON RECOVERY FUNDING BOARD SUMMARY MINUTES

Date: June 4, 2014

Place: Olympia, WA

Salmon Recovery Funding Board Members Present:

David Troutt, Chair	Olympia	Megan Duffy	Department of Natural Resources
Phil Rockefeller	NWPCC	Bob Cusimano	Department of Ecology
Nancy Biery	Quilcene	Jennifer Quan	Department of Fish and Wildlife
Bob Bugert	Wenatchee	Susan Cierebiej	Department of Transportation

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. and a quorum was determined. Board member Susan Cierebiej arrived late. Board member Sam Mace was excused.

Director Cottingham provided updates regarding staff changes, including:

- **Amee Bahr**, who joined the Salmon Section as an administrative assistant in support of salmon recovery. She has her degree in environmental science from The Evergreen State College. Amee worked at Sound Native Plants for 10 years. Most recently, Amee was a secretary for the Department of Ecology in the Nuclear Waste Program.
- **Wendy Loosle**, who joined RCO in June as the new board liaison and public records officer. Wendy comes to us from the Washington Department of Early Learning, where she served as professional development coordinator supporting policy and implementation of early education systems. She received a Bachelor degree in Spanish from Oregon State University, and she is currently is earning a master's degree in environmental studies from The Evergreen State College.
- **Jen Masterson** has the new role of special projects manager and will continue to work with RCO's performance data.
- **Sarah Gage** stepped into the lead entity manager role in the Governor's Salmon Recovery Office replacing **Lloyd Moody**, who retired in April.

Chair Troutt recognized Billy Frank, Jr. for his contribution to salmon recovery in Washington State.

Agenda adoption

Moved by: Phil Rockefeller

Seconded by: Nancy Biery

Motion: APPROVED

March 2014 Meeting Summary

Moved by: Phil Rockefeller

Seconded by: Nancy Biery

Motion: APPROVED

Management and Partner Reports

Item 1: Management Report

Director's Report: Director Cottingham congratulated Scott Robinson, Deputy Director at RCO, who was selected to receive the Governor's Award for Leadership in Management. The board also congratulated Mr. Robinson for this honor.

Director Cottingham shared that Policy Director Nona Snell will be leaving RCO at the end of June. RCO hopes to fill the Policy Director position by July.

Director Cottingham communicated that RCO is accepting applications in a new grant program: the Marine Shoreline Protection Program (MSPP), a part of the larger Puget Sound Marine and Nearshore Grant Program. MSPP is supported by funds from the Environmental Protection Agency (EPA), and aims to protect high-priority, Puget Sound marine shoreline from the impacts of development through land purchases and voluntary land preservation agreements. In a joint management effort, RCO will accept applications and manage the grants once awarded, and Washington Department of Fish and Wildlife (WDFW) and the Washington Department of Natural Resources (DNR) will evaluate the proposals and award the grants. The criteria to guide application prioritization and selection were developed by Recreation and Conservation Section Manager, Marguerite Austin, in consultation with the Puget Sound Partnership, WDFW, DNR, and others. More information can be found on the RCO website.

Director Cottingham also informed the board that RCO staff is currently working on a web-based Public Lands Inventory that is due to the Legislature on July 1, 2014.

Member Bugert commended Chair Troutt and Director Cottingham on their presentation to Governor Inslee on salmon recovery efforts as part of Results Washington. Member Biery seconded the commendation.

Building Safety Evacuation Plan: Scott Robinson, Deputy Director, RCO informed the board of RCO's recent security updates, put in place to protect staff and visitors in case of an emergency. Information regarding the building safety evacuation plan was provided, and the emergency gathering area was identified for board members and meeting attendees. Board members may voluntarily provide contact information to RCO staff in the event of an emergency.

Item 2: Salmon Recovery Report

Salmon Section Report: Tara Galuska, Salmon Section Manager, shared that all projects from the 2013 grant round except ten are now under agreement. The 2014 grant round is under way with staff busy reviewing applications and conducting site visits. These projects will come to the board in December, and some in September.

There is an early action process in which RCO staff anticipates allocating the remaining 2013-2015 Puget Sound Acquisition and Restoration (PSAR) funds. Those "early action" projects will come before the board for funding at the September meeting in Winthrop, WA. Director Cottingham shared that she will work with Ms. Galuska to ensure that all PSAR funds are allocated and secured by September's meeting, prior to the next budget cycle.

Ms. Galuska updated the board on the Family Forest Fish Passage Program (FFFPP). RCO staff is working closely with partner agencies to get the 2014 FFFPP projects underway, including the remaining \$10 million in funding from 2012 and \$2 million from 2013. Staff continues to close out the 42 projects that

were constructed during the 2013 summer. In preparation for construction during the summer 2014, staff is working with 52 new projects that focus on removal of fish passage barriers on small, private forestlands. Even with these new projects, there are still 458 eligible landowners with 678 crossings on the waiting list.

The Washington Department of Fish and Wildlife (WDFW) hired a new staff person, Jay Krienitz, to replace Betsy Lyons as the new Estuary and Salmon Restoration Program (ESRP) Manager. ESRP staff are preparing for the next grant round in fall of 2014. There are 20 active ESRP projects, with six other projects funded with additional funds received from National Estuary Program.

Ms. Galuska reminded the board how to view closed projects (Attachment A of the memo) and where to find project amendments approved by the director (included with board materials).

Project of Note: Ms. Galuska highlighted the Washington Harbor Bridge Project in Clallam County, sponsored by the Jamestown S'Klallam Tribe and funded by SRFB in partnership with the Hood Canal Recovery Council, and the North Olympic Peninsula Lead Entity through the Puget Sound Partnership. Funding sources include PSAR and ESP. Chair Troutt inquired about projects that have been completed through joint funding efforts, and noted that tracking this information over time would be useful.

The project site is an important location along the migratory path of Chinook and Hood Canal summer chum; however, the surrounding area which includes the Dungeness River supports all salmonid and other listed species. Two culverts were removed from the 37 acre site and replaced it with a causeway. The levee removal increased oxygen and sedimentation encouraging saltmarsh and eelgrass restoration. Due to the project significance, the Jamestown S'Klallam Tribe will allocate resources to carefully monitor the project site. Ms. Galuska also shared a short documentary of the project, produced by the Northwest Indian Fisheries Commission (NWIFC).

Director Cottingham mentioned the benefit of job creation through local projects; every \$100,000 invested results in 1.57 jobs.

Governor's Salmon Recovery Office Report: Brian Abbott, Executive Coordinator, Governor's Salmon Recovery Office (GSRO), highlighted the Salmon Recovery Funding Board Monitoring Panel. Eight applicants responded to the Request for Quotes and Qualifications (RFQQ) due April 30, 2014; five were selected with 127 years of combined experience. The panel will fill four important roles:

1. Create a functional adaptive management framework with clearly written expectations and a process for timely implementation;
2. Evaluate, by component, the performance of the board's monitoring program and provide guidance and funding recommendations to the board;
3. Review project effectiveness monitoring and Intensively Monitored Watersheds monitoring results to recommend changes in policy or funding criteria;
4. Compare and share monitoring results to see if lessons learned in other monitoring efforts could be applied to board programs.

Members of the monitoring panel include:

- Dennis Dauble, Environmental Assessment Services
- Jody Lando, Stillwater Sciences
- Micah Wait, Wild Fish Conservancy
- Jim Fisher, Fisher & Associates
- Marnie Tyler, Chair, Ecolution

The first meeting will be held June 6, 2014 to discuss the structure and expectations of the panel. Background on each panel member will be posted to GSRO's website.

Chair Troutt asked if the panel intends to select a chair. Mr. Abbott indicated that the GSRO may select the chair initially, and the panel will assume the responsibility afterwards.

Item 3: Reports from Partners

Council of Regions Report: Jeff Breckel expressed his appreciation for the support of the SRFB in regards to communications and outreach, and is looking forward to statewide expansion efforts. Also, Mr. Breckel commented on the restoration efforts on the Coast, and proposed that returned regional organization funds be used to leverage these projects; the regions are supportive of this effort.

Washington Salmon Coalition (WSC) Report: Darcy Batura, Chair of WSC and Yakima Basin Lead Entity Coordinator, invited Amy Hatch-Winecka, WRIA 13 & 14 Salmon Habitat Recovery Committee Lead Entity Coordinator, to join her for WSC report. Ms. Batura thanked the board for its support of the WSC's action plan through \$50,000 of returned funds for further projects. A consultant team has been selected to review and build upon last year's updated mission, structure, and action plan. During the upcoming WSC meeting in Chelan, they intend to approve the new plan and appoint the chair for next year.

Ms. Hatch-Winecka shared a recently completed project on Goldsborough Creek, submitted for PSAR capacity funds by the Squaxin Tribe and the Capitol Land Trust. Goldsborough Creek is the site of a hydroelectric dam removal where the habitat is now responding well and is the only system where Coho members are trending up.

Ms. Batura additionally highlighted the Eschbach Park Levee Setback & Restoration project currently in progress, a site known for its long history of recreation. The project located west of Yakima on Naches River served as a park for 90 years and Yakima County Public Services decided to protect the park. The man-made levee caused flooding problems downstream, so a setback levee was constructed through 2010 grant funds. This 37-acre project will create dynamic river habitat and dramatically reduce flood risk. NOAA featured this project on how PSAR funds are used.

Regional Fisheries Enhancement Groups (RFEG): Coleen Thompson thanked the board for her warm welcome since becoming the new director in March. RFEGs is preparing for the submission of 43 grant applications totaling over 13 million in requested funds, and looking forward to a productive summer. It appears RFEGs will receive some federal funding for fiscal year 2014 to support local restoration and communities. RFEGs continue to work with Sen. Murray and others to highlight achievements, since there is no guarantee for funding.

Chair Troutt thanked the Regional Fisheries Enhancement Groups for implementing 20 percent of the board's total projects. Member Bugert additionally thanked Regional Fisheries Enhancement Groups for their efforts, specifically in volunteer coordination.

Washington State Conservation Commission (WSCC): Carol Smith briefed the board on the Conservation Reserve Enhancement Program (CREP). Although they are not currently authorized to approve projects, the WSCC is developing formalized training and tracking for technical staff and a state certification process. CREP is coordinating nationally to promote local approaches as a means to global impact; this year several Japanese scientists will visit to assist with effectiveness monitoring. CREP will be enhancing their inspection requirements, increasing the current 7-8 year maintenance obligations to 10-15 years.

A data system similar to PRISM was put in place to track implementation monitoring, with updated platform access to support all common internet browsers and use of iPads in the field. Maps are also integrated into the system, including resources from other agencies. The data system will assist staff in tailoring projects as needed by tracking streams and any changes in impaired watered listings.

Chair Troutt inquired about the increased focus on inspection as it relates to compliance. Ms. Smith communicated that the enhanced inspection process will involve trained staff that assesses each site to ensure its trajectory towards functionality. This process is intended to promote consistency which is proving fruitful; thus far only 3 of 200-250 projects have had issues with effectiveness.

Chair Troutt also asked about riparian buffer issues and WSCC discussions regarding buffer widths. The WSCC board expressed concern for salmon recovery progress, wherein they must follow standards set forth by federal funding, and the rules often contradict local decisions that they would like to implement.

Northwest Power and Conservation Council (NWPPCC): Phil Rockefeller shared that a draft of their proposed fish and wildlife program has been released and the deadline for comments is July 9. Public hearings are scheduled throughout the region. He shared that NWPPCC recently released a report on the state of the Columbia River Basin, and included that impacts of toxins in the Columbia basin are so extensive and ongoing that hydroelectric dams not encouraged where none exist currently.

Department of Natural Resources (DNR): Megan Duffy shared information about the kick-off meeting to develop eelgrass protection and recovery strategies in the Puget Sound. As part of their data collection process recommended by the Blue Ribbon Panel, they will be deploying sensors across the Sound with the intent of monitoring ocean acidification impacts.

Chair Troutt asked if the focus was on native eelgrass or eelgrass species in general. Ms. Duffy affirmed that the goal is to recover native eelgrass.

Department of Fish and Wildlife (WDFW): Jennifer Quan introduced Jay Krienitz, Estuary and Salmon Restoration Program (ESRP) Manager, and described their new online process for Hydraulic Project Approvals (HPA) available at <http://wdfw.wa.gov/licensing/hpa/>. WDFW has been working to update the HPA rules, and they are anticipating a formal draft to be available by the end of June. Rules currently proposed by WDFW are listed on the [Hydraulic Code Rulemaking page](#). Starting July 16, the public will have 30 days to comment on the proposed rules. The Washington Fish and Wildlife Commission will schedule a public hearing before considering adoption of WDFW's proposals later this year. Ms. Quan anticipates presenting on the HPA rules to the board in September.

Additionally, Ms. Quan shared that the draft Hatchery and Genetic Management Plans (HGMP) are available for viewing and the deadline for public comment is July 4, 2014,

Department of Ecology: Bob Cusimano emphasized the importance of inter-agency cooperation to make improvements, specifically coordinating how recovery programs match up from agency to agency. He used an example from the Stillaguamish recovery efforts to highlight why an understanding of how programs overlap is key to creating maximum benefit. He suggested that recording in GIS format might be a way to literally see where things are coming together.

Chair Troutt agreed with Member Cusimano, stating that the priority focus is salmon, and this should be the driving force that brings programs together.

General Public Comment

Jean White, Regional Partnerships Unit Supervisor in King County, expressed concerns on behalf of the

region they do not agree with the riparian buffer width guidelines. Ms. White respectfully asked that the board not pass the Riparian Buffer guidelines. The region believes the guidelines would result in less protection and fewer buffers instated. Within agricultural areas it's already difficult to work with land owners, and with these guidelines in place the region will likely lose the ability to work with private property owners as effectively. They are concerned that the guidelines appear to apply beyond agricultural areas, and are worried that wider buffers may be a barrier to grantees that are doing this work as analysis showed that current projects under Department of Ecology wouldn't qualify.

Break 10:35 - 10:50 a.m.

Briefings

Item 4: Presentation by Washington Coast Sustainable Salmon Partnership

Miles Batchelder and Dana Deets, Washington Coast Sustainable Salmon Partnership, briefed the board on the WCSSP organization history and salmon recovery efforts in partnership with the Salmon Recovery Funding Board. WCSSP includes the North Pacific Coast, Quinalt Indian Nation, Chehalis Basin, and Willapa Basin lead entities, which cover all of Washington's watersheds that drain directly into the Pacific Ocean. He provided an update on the current status of monitored salmon populations. Since 1999, over \$12.6 million in PCSRF funds have been invested in the Coast region. More than 440 fish passage barriers have been removed, opening more than 715 miles of salmon habitat. According to Mr. Batchelder, there are 118 identified salmon and steelhead populations in the Coast region.

Mr. Batchelder presented information on The Washington Coast Sustainable Salmon Plan, a comprehensive ecosystem plan which identifies and ranks goals and critical threats to salmon recovery. Specifics on the plan can be found at <http://www.wcssp.org/SustainableSalmonPlan.html>.

Mr. Batchelder also shared information about the Washington Sustainable Salmon Foundation, a non-profit established to support WSCCP in their efforts, provide fiscal and management services, and to generate funding and resources. The Foundation recently put forth the Washington Coast Restoration Initiative, a collaborative effort by NGOs, tribes, agencies, conservation districts, and counties to seek ongoing legislative funding from the state's capital budget to address high priority habitat restoration projects and bring much-needed jobs to coastal watershed communities.

Mr. Batchelder explained the Habitat Intrinsic Potential Modeling process, and shared several maps of Washington salmon-bearing streams. The IP maps are shared across the region and combined with GIS support to create comprehensive models of anadromous salmonid populations.

Director Cottingham asked if data or maps were available that show successful projects within the region. Mr. Batchelder responded that the timber industry has been very cooperative, investing millions in R-maps, and WCSSP anticipates receiving data in the future. He acknowledged timber companies and their commitment to responsible stewardship. Mr. Batchelder also emphasized the leadership roles that many tribal entities have fulfilled, providing funding and creating strong partnerships.

Chari Troutt inquired about the other ports in the region and their level of participation in salmon recovery efforts. Mr. Batchelder commended the Port of Grays Harbor as a strong partner, but the organization has had difficulty engaging other ports to date.

Member Smith asked a question about WCSSP's review of state and federal level regulatory effectiveness. Mr. Batchelder explained that with regard to forest practices, the WCSSP doesn't have monitoring

capacity, but the tribes do; the important task is to be present when conversations regarding habitats and protections occur to ensure that salmon are considered. Supporting the decision-maker in the process is challenging, as they need to uphold the rules and minimize granting exceptions or variances to prevent oversaturation of the intended policy effect. He related that another challenge is that coastal staff is limited due to geographic span that makes tracking and monitoring efforts difficult.

Member Cusimano thanked Mr. Batchelder for his presentation, and asked a question about whether the sustainable framework of IP modeling (which relies on partnerships and shared resources) limits what can be done for recovery efforts, or if the focus is to balance social and economic needs. Mr. Batchelder confirmed that there is a degree of self-limitation, but in order to maintain support of local communities, they (WCSSP) need to support economic well-being and agree to compromise; the overlapping interests are what drive progress in salmon recovery efforts and WCSSP places great focus on creating common ground.

Member Quan asked a question on the business plan and whether it is bringing focus and prioritization assistance to the Coast partnership. Mr. Batchelder responded that he believes the business plan model can be an effective mechanism for communication.

Item 5: Overview of RCO's PRISM System

RCO IT Strategy: Scott Robinson, Deputy Director, provided an overview of RCO's IT strategy. RCO and the Puget Sound Partnership share IT services and resources, and together they are preparing for the next phase of implementation. Next steps involve hiring a contractor to develop the strategic plan which will guide RCO for three to five years, and a work plan for the next biennium. The strategic plan will center on RCO systems and applications, information and data, websites, project snapshots, hardware, support, and storage. RCO anticipates a completed strategic plan by the end of the year.

PRISM Online: Scott Chapman, PRISM Specialist, presented an online demonstration of the new PRISM workbench for sponsors who can now access the system more easily. The new functionality represents a great time savings for RCO staff as it allows sponsors to map their own projects, check for potential submission errors, and attach their own supporting documents.

Director Cottingham commented that this new development is important to identify and prevent delays in RCO processes, and facilitate smooth progress for the board.

E-Billing System: Mark Jarasitis, Chief Financial Officer, demonstrated the new electronic billing system. E-billing will allow online invoice submission and support RCO in transparent management practices. The project team has successfully completed user acceptance testing (UAT) with positive responses. Further testing will be conducted in September, with a target project completion date of June 2015.

Member Bugert inquired about the electronic signature protocol. Mr. Jarasitis explained that the Office of Financial Management (OFM) has approved of the electronic signature process for e-billing as the system requires a secure login and credential authentication. These requirements meet the A-19 processes as well, and are in line with RCO's long-term goal of becoming a paperless agency.

Member Smith asked about changes to the review and approval process and the expected turn-around time for payment. Mr. Jarasitis confirmed that both the fiscal staff and grant managers will conduct a review and approve the invoices; the performance measure for payment is to issue within thirty days of the invoice receipt.

Compliance Workbench: Myra Baker, Compliance Specialist, briefed the board on the new compliance workbench feature in PRISM. The workbench is used by RCO staff to more efficiently conduct project compliance inspections, to track project compliance concerns and conversions, and to provide reports to sponsors quickly. A total of 46 inspections have been completed using the new tool since its implementation in January.

Member Bugert requested to know how many conversions are among the pending compliance issues. Ms. Baker responded that at this time it is difficult to know, but the new system will help staff identify these in the future.

Director Cottingham stated that RCO strives to be ahead of the game in terms of technology and cutting-edge grant management practices in order to streamline processes for sponsors.

Item 6: Communication Plan Update

Brian Abbott, GSRO, and Barbara Cairns, Pyramid Communications, presented recommendations for the board to consider regarding salmon recovery communications and potential next steps. The attached meeting materials include the communication plan (Attachment A), a communication framework specific to salmon recovery (Attachment B), and a summary of findings and recommendations prepared by Pyramid Communications (Attachment C). The board was encouraged to consider building upon the role of a funding entity by strategically planning coordination efforts with other organizations in the salmon recovery family and creating partnerships with one consistent voice.

Pyramid Communications Recommendations: Barbara Cairns and John Hoyt, Pyramid Communications, extended their thanks to Mr. Abbott and Member Biery, in addition to others for their assistance in the process of creating a communications plan. They summarized their strategy, findings and recommendations, and the highlights of the communications plan. They found that previous messaging had a lot about the “what” and not the “why” of salmon recovery. Pyramid is suggesting regional-scale changes to communication. Their summarized recommendations are in the board materials, including a common list of design standards for salmon recovery written materials.

Ms. Cairns shared two goals that were well-received by the board, including the purpose of a communication plan—to amplify the voice of the mission in the absence of funding and target essential decision makers—and to tell a common story visually—make the message immediately apparent and do not assume relevance in the eyes of the general public.

Director Cottingham asked clarifying questions regarding the RCO website and links to other salmon recovery sites. Ms. Cairns explained that users may be getting lost when navigating from one site to another and a common framework would alleviate this issue.

Member Biery asked how much money RCO and the SRFB has allocated to communications (the percentage), and what would be a reasonable amount to dedicate in the future. Director Cottingham explained fiscal restrictions and requirements pertaining to administrative budgets. In general, the board agreed that common messaging through an aligned framework is necessary and requested that recommendations on this subject including specific metrics be presented at the August board meeting.

Lunch 12:55 - 1:15 p.m.

Item 7: Habitat Work Schedule and How it's Being Used to Tell the Salmon Recovery Story

Jennifer Johnson and Kiri Kreamer, GSRO staff, shared the developmental history and a demonstration of the Habitat Work Schedule (HWS), an online database that stores and displays data related to salmon recovery actions and goals. HWS is a planning and prioritization tool that tracks salmon recovery projects from conception to completion, tracks habitat changes, and tracks a variety of funding sources used to support these projects. HWS provides custom reports, mapping tools, and outreach activities which are helpful with monitoring, communication, and tracking goal completion.

Ms. Kreamer highlighted the Hood Canal and San Juan Lead Entities and shared the ways in which each is uniquely using the strengths of the system to support their work. Ms. Kreamer explained how Hood Canal is using the system as a central repository for all data within the region, and then gave an online demonstration to display how San Juan is using the mapping tool to prioritize projects. HWS has the ability to track progress on several scales, allowing the user to view habitat, project, or watershed/county level goals and accomplishments. HWS will inform the Puget Sound adaptive management process and future recovery plan updates by providing long-term project data.

Member Bugert asked if the two case studies were typical examples of HSW users, or if they are ahead of the curve. Ms. Kreamer responded that both are above average in terms of utilizing the system; however, other lead entities are also keeping pace.

Member Smith asked if there will be guidance for lead entities using this tool to promote consistency. Ms. Johnson and Ms. Kreamer both confirmed that streamlined metrics are being defined by a Habitat Work Schedule Action Committee.

Member Bugert inquired about potential efficiencies or economies of scale in using PRISM and HWS together. Ms. Johnson explained that the IT strategic plan described earlier in the agenda will inform this work further. The goal is to improve system alignment.

Member Quan asked if NOAA is using this data for their five year status review, and whether RCO anticipates future collaboration. Ms. Johnson is unsure, but there are reporting structure similarities between NOAA and RCO, and HWS that could inform the status review with project information at various scales.

Member Cusimano asked a question about funders, and Ms. Johnson confirmed that HWS tracks multiple funding sources for each project.

Members Bugert and Biery agreed that HWS should be part of the future communication plan.

Item 8: Invasive Species

Invasive Species Council Overview: Wendy Brown, Executive Coordinator, Washington Invasive Species Council (WISC), described the structure of the council and its role in preventing and responding to invasive species in Washington State. The council provides policy-level direction, planning, and coordination efforts for the state and is implementing a statewide plan of action with a focus on prevention, early detection, and rapid response. Ms. Brown also shared information about the recent release of the "WA Invasives" mobile app, now fully functional and available for download from the Apple Store and iTunes.

Threats to Salmon Recovery: Ms. Brown highlighted the following species as a significant threat to salmon habitat and populations.

- Zebra and quagga mussels (most significant)
- New Zealand mudsnails
- Brazilian elodea and Eurasian watermilfoil
- Invasive knotweed complex
- Introduced non-native fish species

In response to a question about county participation on the council, Ms. Brown explained that the council's enabling legislation outlines that there is to be one westside and one eastside county representative. Over the years, however, it has proven challenging to retain westside county-level participation. She further added that the Washington State Noxious Weed Control Board is another member of the council that represents county-level interests. Member Biery offered to help Ms. Brown find a representative to fill the needed positions.

Member Cierebiej asked about plans for the mobile app and the type of usage statistics that are collected. Ms. Brown indicated that the app allows individuals to report invasive species sightings using their mobile phone. Experts then verify and map the sighting, recording accurate information with easy access for interested parties.

Types of Projects the Board Funds: Tara Galuska, Salmon Section Manager, provided information on the Salmon Recovery Funding Board and invasive species removal. Ms. Galuska stated that invasive species removal is eligible for funding as a component of a larger project or as a stand-alone project, and she provided some statistics on projects that include invasive removal as a project element. Twenty-seven percent of board-funded project applications have some portion of the grant dedicated to the removal of invasive species infestations to improve salmon habitat. Ms. Galuska emphasized that a majority of the projects are knotweed removal projects and that they provide enough information to ensure the projects adequately use the funds.

Alice Rubin, Outdoor Grant Manager, presented a project on knotweed removal from the Quinault Tribe. Ms. Rubin highlighted how the Quinault work with other groups in the region to track, remove, and monitor knotweed populations. To address the knotweed population as early as possible and prevent the spread of the species, the project plan involved starting from the top and progressing down the watershed. Ms. Rubin emphasized the importance of continued funding to control the knotweed through 7-10 years of constant maintenance.

Ms. Brown shared information about the newly formed advisory group that will provide input on WISC actions. The group is comprised of industry leaders from shellfish, public utility, irrigation, boating, and agricultural interests.

Member Rockefeller asked about the chemicals used to control knotweed. Ms. Brown responded that the primary products used, glyphosphate (Roundup) and Imazapyr, are relatively benign. Both products are permitted through the Department of Ecology and require field crews to have a licensed supervisor onsite.

Member Duffy asked about RCO's 529 projects to date and the existing requirements for long-term monitoring or tracking of eradication results, stating that one treatment doesn't seem sufficient. Ms. Galuska responded that a site-monitoring plan for sponsor-owned properties is required, and private lands have an agreement with the sponsor to maintain the site for 10 years.

Member Rockefeller shared the NWPC's concern that the aggregate impact of invasive species in the Columbia Basin makes it harder to protect healthy salmon populations. He stressed the importance of preventing the spread of invasive species by aggressively and assertively working collectively on removal.

Member Rockefeller expressed his appreciation of Ms. Brown's work, and asked her to review the invasive species components of the NWPCCC's draft Fish and Wildlife Program proposal and provide comments.

Item 9: Preview of the Salmon-Related Budget for 2015-2017

Capital Budget: Kaleen Cottingham, Director, Washington Recreation and Conservation Office (RCO), presented information on the 2015-17 biennial budget request that will be submitted to the Office of Financial Management (OFM) in early September. The SRFB will be asked to make decisions in August regarding the amount of state funds related to salmon activities and programs that RCO should include in its operating and capital budget requests.

Director Cottingham described the challenges involved in planning for the 2015-17 budget. Some of the impacts include historically low state revenue levels, mandatory and one-time budget balancing solutions, the McCleary decision on increased education funding, teacher cost-of-living adjustments (COLAs), and constitutional and federal budget obligations. In the next biennium the state is anticipating that the budget will be \$1 billion to \$3 billion short of expenses. State agencies are required to create budget reduction package based on OFM's initial estimates for maintenance, and identify priorities for added back enhancements. RCO could be required to plan for a 15-25% budget cut, with the largest impact to the vulnerable areas such as GSRO and the lead entities. In the past, the board has made decisions to shift federal funds to support lead entities, reducing other areas in the budget instead of limiting capacity in order to maintain the "Washington way" of bottom-up approaches to salmon recovery.

To support salmon work, three funding sources were identified – state general obligation bonds, the federal Pacific Coastal Salmon Recovery Fund (PCSRF), and the state general fund – each limited in scope as to the priorities for which funds can be used (in limited cases grant money is used to support projects such as the Habitat Work Schedule).

Region Delisting Monitoring, Lead Entity Capacity, and Habitat Work Schedule: Brian Abbott presented a follow-up to Director Cottingham's budget preview, describing RCO's proposals for the operating budget related to salmon activities and programs. RCO is exploring four salmon-related requests to fund: 1) monitoring for regional recovery plans, necessary to achieve delisting requirements of certain salmon populations; 2) lead entity capacity funds, so as to improve our competitiveness for federal funds; 3) the Habitat Work Schedule data system in the event federal funds should be reduced or eliminated; 4) the salmon capital budget request which outlines RCO's match to PCSRF federal funds. Mr. Abbott requested the board provide feedback on the proposals, specifically whether the identified priorities are appropriate, whether they are reasonable, how much funding should be dedicated to each one, and what should be the priority order of the requests.

Mr. Abbott described the first request concerning monitoring and the regional recovery plans. Currently, there is insufficient monitoring data to reach the NOAA thresholds for delisting. Regional organizations are working hard to identify and fill monitoring gaps in order to meet NOAA's requirements. This effort includes identifying responsible parties for implementing regional monitoring activities, identifying the gaps in current monitoring efforts, and detailing overall monitoring needs for the next 10 years in biennial increments. Mr. Abbott encouraged early action with regards to supporting monitoring efforts, as NOAA reviews the history of each request when considering delisting a species. Funds to support this work will be part of the general fund budget request, as monitoring efforts cannot draw from the capital budget or PCSRF funds.

Mr. Abbott described the second request regarding lead entity capacity. With federal funds becoming more competitive and limited state resources, Washington is at a disadvantage for the annual request to support lead entities and capacity. RCO will refer to the RCW establishing the lead entities when drafting

the budget request. Currently, the lead entities are supported by about 70% PCSRF funds and about 30% state funds (Mr. Abbott estimated the funding to be around \$990,000 for this work). This budget request will focus on centering funding support in a more balanced approach, ideally with 50/50 match funding to be more competitive on a federal level.

Mr. Abbott described the third request regarding the Habitat Work Schedule (HWS), noting a similar request was submitted last biennium. There is uncertainty around RCO continuing to receive USFWS funds to support HWS, which is the basis for this budget request. The high estimate for supporting this work is 1.3 million dollars, and the low estimate is near \$25-50,000 for exploring other options, such as data transfers or building a new system. A non-proprietary approach may reduce operating and maintenance costs, but a deeper assessment on the impacts of this proposal is necessary. Part of the budget request will focus on exploring such planning and transitional measures, and the second part will focus on actual implementation of the conversion to in-house system maintenance. Maintaining the software license to operate HWS is about \$305,000 annually. A strategic plan for continuing work should include ongoing training and support, enhancements to the system for lead entities and other improvements, and PRISM integration.

Finally, Mr. Abbott described the fourth request for the state salmon match to PCSRF funds. In past years, RCO has not received the full requested amount (receiving 15 million out of the requested 40 million), but has managed to cover established priorities, including the 18 million dollar grant round. Mr. Abbott is proposing a similar request where RCO would submit a 40 million dollar PCSRF match, and anticipate receiving 15 million dollars in general obligation bond funds.

Mr. Abbott opened the discussion for the board to comment on the presented proposals. Director Cottingham explained that RCO has four grant programs affecting salmon recovery; only one is within the purview of the SRFB, and the board will be able to provide feedback on this component at the August meeting.

The board discussed options and recommendations for the draft budget request. Suggestions included aligned efforts across partnering organizations to reduce financial burden, i.e. regional coordination with NOAA, asking NOAA for additional support in general, and the possibility of evaluating the general fund for potential reductions.

Member Bugert expressed his concern regarding lead entity capacity, and identified maintaining current capacity this as the most pressing priority for the board to consider. Considering the budget challenges ahead, it may be beneficial for regions and lead entities to explore efficiencies, economies of scale, mergers between entities, etc. that may strengthen capacity but reduce costs. Mr. Abbott agreed to bring this to the capacity workgroup, and to discuss opportunities for re-organization and distribution of resources while remaining effective.

Chair Troutt shared concerns from tribes on how NOAA uses PCSRF funds, emphasizing that monitoring and delisting should receive federal funds and should not affect state funding. Direct Cottingham indicated that discussions are ongoing, but little is being accomplished in terms of reaching a solution for funding and it is doubtful that NOAA would provide funding for delisting. There are issues with the federal budget that trickle down to local levels, and may impact how decisions are made regarding the state budget.

Member Bugert stated that these budget concerns are high priority along with the outreach strategies discussed earlier in the day. It was determined that more information is needed to provide feedback, and RCO staff committed to preparing recommendations for the board at the August meeting. Presentations from the Washington Salmon Coalition and regional organizations were requested as well, specifically in

regards to how the Habitat Work Schedule would be impacted by severe budget reductions. Member Quan requested that options be presented for potential reductions, and what options exist within the limiting restrictions from each funding source.

To summarize the discussion, Director Cottingham briefly confirmed the stated concerns and priorities identified by the board as guidance back to staff: 1) identifying budget priorities and potential reductions; 2) requesting input from NOAA and the regions on monitoring for delisting priorities; 3) identifying where budget cuts will occur and determining which enhancements will move forward. Member Troutt added the state salmon capital budget request as a high priority. He also stated that the lead entity and capacity support should be included first and the last to be cut from the operating budget, and that delisting monitoring should be a federal obligation. Finally, the Habitat Work Schedule needs to move forward without impacting the support to lead entities.

The board agreed to change the August 26 meeting from a conference call to an in-person meeting. RCO staff will provide options in greater detail for the board's consideration.

Break 2:30-2:45 p.m.

Decisions

Item 10: Lead Entity and Regional Organization Allocation of Year Two Capacity Funds

Brian Abbott presented information about RCO's application to NOAA for Pacific Coastal Salmon Recovery Fund (PCSRF) grant funding. Capacity funding is requested and approved annually as of September 2012, and comprised about 32 percent of the application for PCSRF funding for the current biennium. The proposal moving forward is 16 percent for capacity funding to avoid competition pitfalls. He confirmed that funding is available for an 18 million dollar grant round for 2014, as well as RCO's funding commitment for IMWs up to 2 million dollars, and funding capacity for lead entities and regions. RCO will know the 2014 PCSRF award amount by the end of June or early July, and expects at least 20 million dollars to support work in the next year. Pending approval from the board, contract amendments will be prepared and ready on July 1.

Mr. Abbott provided information about two additional considerations for the board. He reminded the board of an additional \$100,000 for regional capacity approved last year, with \$50,000 going to Coastal Washington and the other half to Lower Columbia. Coastal Washington's addition was a one-time request, though Lower Columbia's request was intended to be a permanent allocation adjustment.

Mr. Abbott shared information about the request from the Washington Coast Sustainable Salmon Partnership for an additional \$50,000 to develop a business plan. If approved, this amount would be matched with \$100,000 from the National Fish and Wildlife Foundation (NFWF), private donations, and other supplemental funding sources.

Mr. Abbott posed the staff recommendation that the board delegate authority to Director Cottingham to enter in to contracts once RCO has been notified of the 2014 PCSRF funding amount. He also recommended approval for Lower Columbia's request for a permanent \$50,000 allocation adjustment, and approval for WCSSP's additional \$50,000 for business plan development.

Member Bugert moved to delegate authority Director Cottingham to enter into contract once the 2014 PCSRF notice of awarded funds is received. Member Biery seconded; motion approved.

Member Rockefeller moved to add \$50,000 to the Lower Columbia lead entity annual allotment, correcting a GSRO error. Member Biery seconded; motion approved.

Member Bugert moved to add \$50,000 in funds for the Washington Coast Regional contract to develop a business plan. Member Biery seconded; motion approved.

Item 11: Monitoring Funding

IMW Contract Extension - Bridge Funding for Remainder of Federal Fiscal Year: Keith Dublanica, Governor's Salmon Recovery Office (GSRO), requested the board pass an amendment to extend the current IMW monitoring contract from June 30, 2014 to September 30, 2014, to align with the 2015 federal fiscal year, and to add \$463,000 of funding (from returned funds). Staff will present new monitoring contracts for each IMW to the board for approval in September, with an anticipated effective date of October 1, 2014. Mr. Dublanica reported that the Governor's Salmon Recovery Office is recruiting the board's monitoring panel, which staff expects to have in place by early summer. The monitoring panel will make recommendations on new monitoring contracts to take effect October 1, 2014.

Member Rockefeller moved that the board approve a contract time extension for the IMW contract, and the associated cost increase of \$463,000 from return funds to align this contract with the federal fiscal year. Member Biery seconded; motion approved.

Update to the 2003 Monitoring Evaluation Strategy: Keith Dublanica provided an update on the SRFB Monitoring Evaluation Strategy, in draft form since 2003. Updates to the Monitoring Evaluation Strategy will provide clarification on monitoring funding activities, reporting requirements, information exchange, and adaptive management. Mr. Dublanica indicated that updates to draft were originally going to be completed by the monitoring panel, set for their initial meeting this coming Friday, June 6, but several RFQQ respondents have expressed interest in completing this work. Mr. Dublanica stated the subcommittee's intention to present a final draft for board approval at the September meeting.

Mr. Dublanica presented the staff recommendation that the board approve up to \$10,000 in PCSRF returned funds to hire an independent contractor to update and finalize the board's monitoring and evaluation strategy. Upon approval, the request also includes delegated authority to enter into a personal services contract with timing consistent with the tasks and timeline of monitoring panel. The panel will then review the draft and provide feedback to the contractor, and the panel chair will present a final draft for approval at the September board meeting.

Member Rockefeller moved to approve the use of \$10,000 of PCSRF funds return funds to hire a contractor via personal service contract to update and finalize the monitoring and evaluation strategy. Member Biery seconded; motion approved.

Item 12: Adoption of Washington Administrative Code (WAC) Changes

Leslie Connelly, Policy Specialist, RCO, presented information regarding the official name change of the Recreation and Conservation Office name in the Title 420 WAC. Ms. Connelly reported the suspension of all non-critical rule-making from October 11, 2011 through December 31, 2012 by Governor's Executive Order 11-03. Ms. Connelly indicated the board could not update the administrative rules to reflect the name change because the agency name change was considered non-critical rule-making. Since the order expired at the end of 2012, non-critical rule-making may now be filed with the Office of the Code Reviser. The proposed Title 420 WAC changes reflect the board's value for citizen oversight and accountability of the expenditure of public funds and to conduct its work with openness and integrity.

Ms. Connelly provided information regarding the process RCO used to inform the public of this change. Ms. Connelly stated that prior to the board meeting the public was made aware of the expedited rule-making on the following occasions:

- Notice of Expedited Rule-making (CR-105, Attachment B) filed April 1, 2014 and published in issue #14-08-087 of the Washington State Register on April 16, 2014,
- Agenda item at the June 2014 board meeting posted on RCO's Web site,
- Posting of proposed rule-making on RCO's Web site, and
- Email notification sent to interested persons.

Ms. Connelly stated the deadline for the public to file an objection was June 3, 2014, and no objections to the expedited rule-making process were received. Ms. Connelly stated that staff recommend adoption of the expedited rule-making filed April 1, 2014 and published in issue #14-08-087 of the Washington State Register on April 16, 2014. Ms. Connelly indicated that should the board adopt the expedited rule making, staff will prepare a Concise Explanatory Statement and file a permanent rule notice for publication in the next available Washington State Register. Adopted rules are effective 31 days after they are filed with the Office of the Code Reviser. Ms. Connelly provided resolution 2014-01 for the board's consideration.

Member Biery moved to approve resolution to adopt the name change and to amend Title 420 of the Washington Administrative Code. Member Rockefeller seconded; motion approved.

Item 13: Riparian Buffer Guidelines

Leslie Connelly, Policy Specialist, RCO, updated the board on the recommendations from the National Oceanic and Atmospheric Administration (NOAA) for minimum riparian habitat widths on Puget Sound agricultural lowlands.

At the March meeting, the board asked RCO staff to collect public comment on whether the board should adopt statewide guidelines for the width of a riparian restoration project. To solicit public response staff prepared four questions for the public's consideration and comment:

Question 1 - *Should the board adopt guidelines for minimum buffer widths for projects with a specific objective to improve riparian habitat? If yes, should the guidelines apply to Puget Sound only, western Washington only, or statewide?*

Question 2 - *What constraints would be reasonable justification for smaller riparian habitat buffers that are less than the guidelines?*

Question 3 - *What types of conservation incentives should be offered to landowners who allow salmon recovery projects on their property? Which types of incentives should be eligible for salmon recovery funding through the Salmon Recovery Funding Board?*

Question 4 - *Should the board encourage prioritizing funding for riparian habitat projects that meet the guidelines? If so, how could the board encourage such prioritization at the local, regional or state level?*

Ms. Connelly reported that RCO staff posted the public comment notice on RCO's Web site and sent an e-mail notification to over 1,800 individuals. Comments were accepted from April 10-30, 2014.

Ms. Connelly reported that 57 individuals and organizations provided feedback on the proposal to adopt guidelines for a minimum riparian width for riparian restoration projects. The Northwest Indian Fisheries

Commission, U. S. Fish and Wildlife Service, Department of Ecology, and three citizens supported the guidelines. The remaining comments expressed a lack of support or had concerns about the guidelines including concerns over landowner participation, the need for flexibility to design and implement riparian restoration projects, and a desire to maintain the current local review process to prioritize applications.

Ms. Connelly stated that based on the comments received, the board should consider the following options:

1. Defer adopting any minimum riparian restoration widths pending the Washington Department of Fish and Wildlife (WDFW)'s update to its management recommendations for riparian habitat.
2. Continue to use the 2012 WDFW Stream Habitat Restoration Guidelines as the board's preferred guidelines for all of the board's restoration projects.
3. Collect riparian restoration width information in the application to better understand the scope of the riparian restoration project.
4. Remind lead entity organizations of their critical role in evaluating riparian restoration projects to ensure riparian habitat area widths are appropriate for the site and represent a clear benefit to salmon recovery as articulated in the regional recovery plans.
5. Provide generic guidance to the board's technical review panel that they must evaluate riparian restoration projects for salmon benefit and certainty as appropriate for the site and as articulated in the regional recovery plans.
6. Incorporate the guidelines in the local prioritization process conducted by the regional organizations.
7. Adopt riparian restoration width guidelines for projects on agricultural land in the Puget Sound region only.
8. Adopt riparian restoration width guidelines for projects on any land use type in the Puget Sound region only.
9. Adopt riparian restoration width guidelines for projects in western Washington.
10. Adopt riparian restoration width guidelines for projects statewide.
11. Apply site-specific riparian restoration widths based on soil type and potential vegetation height.
12. Allow funding for additional types of incentives to encourage landowner participation such as temporary construction easements, short-term conservation easements, and leases.

Ms. Connelly indicated that after extensive review, staff recommends that the board adopt options one through five and option twelve. Ms. Connelly emphasized that the recommendations maintain the practice of using the 2012 WDFW Stream Habitat Restoration Guidelines as the preferred guidelines for all of the board's restoration projects until new or revised best management practices are available. In addition to the riparian restoration area length along a stream, RCO would collect riparian restoration area width as part of the application data to accurately capture the scope of a project. Lead entities would maintain their responsibilities as the local evaluation teams responsible for ensuring riparian restoration projects clearly provide a net benefit to meeting salmon recovery goals as outlined in the regional recovery plans. The board's technical review panel would be instructed to evaluate each riparian restoration project for benefits to salmon recovery.

Finally, to encourage the participation of private landowners in salmon recovery, staff recommends the board explore option twelve to allow additional types of financial incentives for the use of private land for salmon recovery projects. Staff will implement the direction provided by the board for new grant applications starting in 2015 and will bring back to the board any additional action items for future discussion and decision.

Member Cusimano indicated that the Department of Ecology (DOE) supports the minimum buffer. He brought up the issue of sustainability and balancing all interests with limited available funds, asking how one should recover salmon given the scientific information and riparian needs for integrity. He agreed that RCO staff recommendations to adopt one through five and explore twelve are good, but DOE still supports original proposal.

Member Quan agrees with the recommendation to adopt the limited number of options, but stated that she views option five more as general guidance and less a new requirement. Since the original proposal was only riparian projects and the review panel should use the best available science, she questioned whether it was necessary to provide more guidance on the evaluation process. Ms. Connelly explained that applying the best available science is within the existing duties of the review panel, but the option is meant to highlight and focus on the riparian width as part of the criteria to determine long-term ecosystem benefits. Member Quan stated the need to explore the language in option twelve and refocus on "recovery" efforts.

Member Bugert feels comfortable with the presented options and asked about requirements for incentives, acknowledging that the public involvement process has been conducted well. Ms. Connelly responded that a handful of ideas were presented as incentives, however minimal public feedback was received on the subject.

Member Cierebiej stated that she would support the recommendations and added that buffer width, composition, and context within the watershed are all important and should be under protection.

Member Rockefeller agreed with options one through five; however, option twelve was a concern. He asked whether the incentives would be instituted as a formal practice and documented in Manual 18, stating that salmon recovery projects may only occur if participants are paid. He expressed concern that salmon recovery would go from a volunteer process, to one in which RCO pays for participation. Member Rockefeller asked to adopt the first five and explore option 12. Chair Troutt indicated anything adopted by the board would be added to Manual 18. Member Bugert suggested the board look at the exact language in Manual 18.

Member Bugert moved to adopt recommendations one through five on buffer guidelines and to explore option 12. Member Rockefeller seconded; motion approved.

Item 14: Department of Fish and Wildlife's 21st Century Salmon

This item was postponed until a later meeting due to time limitations.

Closing

Meeting adjourned at 4:33 p.m.

Minutes approved by:

David Troutt, Chair

Date

WASHINGTON STATE'S REGIONAL SALMON RECOVERY ORGANIZATIONS



August 12, 2014

David Troutt, Chairman
Salmon Recovery Funding Board

Director Kaleen Cottingham
Recreation and Conservation Office



P.O. Box 40917
Olympia WA 98504-0917



Dear Chairman Troutt and Director Cottingham:

The Council of Regions appreciates the willingness of the SRFB and RCO to consider a 2015-17 biennial budget request to fund high priority salmon recovery monitoring needs. However, given the funding outlook for the upcoming biennium and the magnitude of our monitoring needs, the regional organizations question whether a budget request would be viable or effective. Instead of pursuing a monitoring budget request, we believe that priority should be given to the funding needed to sustain the capacity of the Governor's Salmon Recovery Office and Lead Entities.



This is not to say there are no significant monitoring needs. Each region faces important, if not critical, unmet needs. In working with GSRO to prepare a budget package, the regions identified monitoring needs totaling more than \$2.8 million. These are only the highest priority unmet needs, and do not represent what would be required to fully achieve an effective basic monitoring program within each region. The regions' monitoring needs span the full range of actions called for in our recovery plans. These needs extend far beyond the scope of the current SRFB monitoring program.



Effective monitoring programs are essential for making sound, well informed decisions and assessing our progress in returning Washington's salmon and steelhead to healthy, harvestable levels. Each region has or is developing a Research, Monitoring, and Evaluation (RME) program that lays out the key monitoring elements needed to support salmon recovery or enhancement efforts. We are working with federal and state agencies, tribes and local governments to implement those programs. While progress has been made, no region has a monitoring program in place that would satisfy the basic NOAA guidelines for salmon recovery monitoring and support a robust future evaluation of whether or not we can delist an ESU or DPS. Moreover, the progress made varies considerably among regions given differences in available resources.



Clearly, much needs to be done to ensure that monitoring programs can answer basic management questions and support adaptive management. The regions will continue to work with the GSRO, SRFB, and our federal, state, tribal and local partners to address monitoring needs. As an initial step in helping to meet high priority short-term needs, we ask the SRFB, again, to make monitoring projects eligible for funding from the SRFB habitat project funds. We initially proposed this change in our letter of August 9, 2013 and discussed it with the SRFB at its meeting on August 22, 2013.

TO: Chairman Troutt
RE: COR Monitoring Needs
8/12/2014, page 2

To ensure consistency with monitoring priorities identified in salmon recovery and RME plans, we recommend that such projects be sponsored only by a regional organization or in partnership with a regional organization. We know that this recommendation raises the issue of maintaining an appropriate balance between funding for habitat projects and monitoring. While this approach may not be appropriate in all regions, we believe that regional organizations in consultation with their lead entities are in the best position to identify the right funding balance in their regions to address the most important regional monitoring needs.

We look forward to continuing to work with you in the future on this important issue.

Sincerely,

A handwritten signature in blue ink that reads "Jeff P. Breckel". The signature is written in a cursive, flowing style.

Jeff Breckel, Chairman
Executive Director, Lower Columbia Fish Recovery Board

Cc: Brian Abbott
Tara Galuska

Salmon Recovery Funding Board Briefing Memo

APPROVED BY RCO DIRECTOR KALEEN COTTINGHAM

Meeting Date: August 2014
Title: Salmon-Related Budget for 2015-2017
Prepared By: Brian Abbott, Governor's Salmon Recovery Office Executive Coordinator

Summary

The Recreation and Conservation Office must submit its 2015-17 biennial budget (operating and capital) to the Office of Financial Management on September 12, 2014. Staff is asking the Salmon Recovery Funding Board (board) to approve several budget requests in both the capital and operating budgets.

Board Action Requested

This item will be a:

- Request for Decision
- Request for Direction
- Briefing

Background

State Budget Process

Washington State enacts budgets on a two-year cycle, beginning on July 1 of each odd-numbered year. The budget approved for the 2015-17 biennium will be effective from July 1, 2015 through June 30, 2017.

The Recreation and Conservation Office (RCO) must submit its 2015-17 biennial budget proposal to the Office of Financial Management (OFM) by September 12. OFM will then analyze the proposal and work with the Governor to develop his budget recommendation. By law, the Governor must propose a biennial budget in December. The following diagram shows the process.



Budget Outlook for 2015-17: Operating Budget

The financial outlook for the next biennium continues to be uncertain. The current estimate – based solely on the need to provide increased funding for basic education to comply with court rulings – is that the operating budget will face a shortfall of close to \$2 billion. Even though it is projected there will be additional revenue collections, there are also greater projected increases in pension costs, debt service, health care, policy, carry forward, and maintenance enhancements. The most recent update to the revenue

forecast was flat; further updates are scheduled in September and November. The November forecast will be used by the Governor as he makes his final budget decisions.

OFM is requiring agencies to submit their general fund budgets with a reduction 15 percent below current levels. This applies to the state operating budget programs not protected by the state constitutional provisions or by federal law (only one-third of the operating budget is not required by the state constitution or federal law). RCO must prioritize the budget reductions and submit budget requests building off of this lower budget base. OFM has directed agencies to “severely limit requests for new or expanded programs or for new policy initiatives.”

The general fund reduction could have a significant impact on the Salmon recovery programs which includes the Governor’s Salmon Recovery Office, Lead Entities, the Board, and a portion of the administration of the RCO.

Table 1. RCO Current Operating Budget and budget with 15% Reduction

Budget Item	2013-2015 Current Budget	2015-2017 Budget Reduction Exercise 15% reduction	Difference
Lead Entity	\$907,229	\$757,942	\$149,287
Governor’s Salmon Recovery Office	\$506,473	\$430,502	\$75,971
RCO Salmon Administration/Board	\$265,298	\$238,706	\$26,592
Total	\$1,679,000	\$1,427,150	\$251,850

Budget Outlook for 2015-17: Capital Budget

The outlook for the upcoming capital budget is directly related to the operating budget. At this point the outlook is uncertain. The projected available bond capacity for the entire 2015-17 capital budget is \$1.9 billion. This is an increase from the last biennium; however the 2015-17 biennium will include new challenges due to the school funding lawsuit. There is the potential for a significant amount of bonds to be appropriated for smaller class sizes and all-day kindergarten. The final decision will likely not be known until the end of the 2015 legislative session.

Requests Overview

In developing recommendations for the operating budget related to salmon activities and programs, RCO has developed the required 15% reduction, as well as three “decision packages” to provide state general funds to support discrete salmon recovery efforts. Those “decision packages” are: 1) Add back the dollars reduced from lead entities in the 15% reduction exercise; 2) Add general fund dollars to return to earlier state-federal funding ratios for lead entity capacity so as to improve our competitiveness for federal funds; 3) Add general fund dollars for an assessment of how to manage the Habitat Work Schedule data system in the event federal funds are reduced or eliminated.

In addition, RCO is recommending several capital budget requests related to salmon, including the funding to continue providing match for the Pacific Coastal Salmon Recovery Fund (PCSRF).

Operating Budget Requests

Lead Entity Capacity

There are 25 lead entities that perform an essential role in salmon recovery in Washington State. The lead entities are integral to the "Washington Way" of empowering local communities' participation in salmon recovery. The lead entities are responsible for recruiting, reviewing, and prioritizing projects funded by the board. They are responsible for making sure local communities are engaged and supportive of these projects. They are also responsible for developing the three year work plans for future projects consistent with the approved regional recovery plans.

Established in law (RCW 77.85), lead entities consist of:

- A lead entity coordinator (staff person)
- A committee of local, technical experts (technical committee)
- A committee of local citizens representing a variety of interests (citizen committee)
- A lead entity grant administrator (the fiscal agent)

One of the board's objectives is to enhance the current capacity for lead entities. However, since the lead entity program was first created in 1999, the board has not been able to significantly increase funding for the program.

The first RCO recommended "decision package" is to add back the funds for lead entities reduced in the 15% budget exercise. This equates to a request to add \$149,287 of general funds back into RCO's budget.

The second RCO recommended "decision package" is to add \$770,000 of general funds to RCO's budget to rebalance the state-federal funding for lead entities, reaching the historically approved level of a \$1.67 million state match to federal funds.

Lead entities are funded by a combination of state and federal funds awarded by contract approved by the board. Originally, when the lead entities were administered by WDFW, they were supported 48% with state funds and 52% with federal PCSRF funds. Beginning in 2009, state funds were reduced and the board agreed to offset that reduction with federal funds. The proportion of state and federal funds has changed over time, with state funding increasingly a smaller piece of the total as Washington weathered the economic downturn.

Overall funding for lead entity capacity has not kept pace with inflation and several lead entities struggle to maintain effectiveness. In the current biennium (2013-15) the lead entity basic capacity funding is made up of 27% from state general fund and 73% from federal funds.

In 2012, NOAA changed the application requirements and now applicants must separate their request into three priority categories:

1. Projects that address factors limiting the productivity of Pacific salmon listed under the Endangered Species Act or those populations necessary for the exercise of tribal treaty fishing rights or native subsistence fishing.
2. Effectiveness monitoring of habitat restoration actions at a watershed or larger scale for ESA listed salmon, status of monitoring projects that directly contribute to the population viability assessment for ESA-listed salmon, or monitoring necessary for the exercise of tribal-treaty rights or native-subsistence fishing on salmon.

3. Other projects consistent with the Congressional authorization with demonstrated need for PCSRF funding.

Capacity funding falls in the third priority category. Our competitive position with the other five states that compete for these federal funds is at a disadvantage because we use federal funds to support these capacity expenses. The other states load a majority of their PCSRF requests into the first priority. RCO's budget proposal is intended to rebalance state and federal funding in order to regain our competitive edge for these federal funds.

The continued downturn in federal funding and pressures on the state budget could have a significant impact on the future capacity of lead entities. At this critical juncture, RCO is proposing to request state funding on behalf of the lead entities in the amount of approximately \$1.67 million to regain our competitive edge for federal project funds and to continue the lead entities' important work in community-based salmon restoration.

Table 2. Historic Funding Levels Lead Entity Program

Biennium	State Appropriation	Federal Funds	Total	Percent of State Funding
2005-2007	\$1,625,000	\$1,697,000	\$3,322,000	48.92%
2007-2009	\$1,625,000	\$1,787,598	\$3,412,598	47.62%
2009-2011	\$1,213,972	\$2,036,028	\$3,250,000	37.35%
2011-2013	\$1,010,061	\$2,140,939	\$3,151,000	32.11%
2013-2015	\$907,229	\$2,440,772	\$3,348,000	27.09%
2015-2017	\$1,677,000*	\$1,677,000*	\$3,354,000*	50%*

*Proposed for 2015-17 biennium

Habitat Work Schedule

The third RCO recommended "decision package" is to ask for \$55,000 in general funds to assess the Habitat Work schedule looking at its potential benefits, logistics, ease of moving to a non-proprietary software program, and whether to make sure a change in the event that federal funding is eliminated or significantly reduced.

The Habitat Work Schedule (HWS) is a data system administered by RCO. All 25 lead entities and seven salmon recovery regions use HWS to track, sequence, and report their salmon recovery projects. These groups have invested significant time and resources into the data system, as has the state, in order to monitor and report the progress of salmon recovery efforts (e.g., the State of Salmon Report).

HWS is funded exclusively by a grant from the US Fish and Wildlife Service (USFWS). This funding has been reduced from \$643,000 in 2012 to \$609,130 in 2014. In recent years, USFWS indicated that this funding was not intended as long-term operational funding and that we should expect it will be reduced or eliminated.

A further complication is that the HWS system is a proprietary program owned by a private vendor. RCO uses the USFWS grant to pay for the right to use the software (the licensing agreement), maintenance, training, software improvements or enhancements, user support, and data quality assurance.

During a 2011 review, the state’s Chief Information Officer noted several areas where RCO should improve this contractor/vendor arrangement. They questioned the cost of HWS and whether the state was best served by a proprietary system. Others have questioned the platform on which HWS is built and whether it could be better integrated with RCO’s PRISM data system for grant management. HWS is not currently a duplication of PRISM, as it tracks more than just RCO-funded projects including data for projects funded by others, conceptual future projects, data about fish and habitat changes related to projects, and progress towards meeting salmon recovery goals.

Given the uncertainty of future federal funds, it is prudent to further strategize how to address the need for this or a similar database for salmon recovery projects. RCO is aimed at being prepared for the potential loss of federal funding for HWS (Table 3). RCO recommends submitting a budget request in the amount of \$55,000 to assess the potential benefits, logistics, ease of moving to a non-proprietary software program, and whether to make such a change in the event that federal funding is eliminated or significantly reduced.

Table 3. Historic Funding Levels for HWS

Biennium	Amount Requested	Governor’s Budget	Appropriation	Federally Funded
----- <i>Figures in Millions</i> -----				
2009-11	\$0	\$0	\$0	\$1.2 (FFY10-11)
2011-13	\$0	\$0	\$0	\$1.2 (FFY12-13)
2013-15	\$1.3	\$0	\$0	\$1.2 (FFY14-15)

Capital Budget Request

Bond Funding Capacity

The capital budget bond capacity is expected to remain similar to the current biennium (\$1.9 billion) because it is based on the stabilized revenue and interest costs. Some additional capacity is available because a 2014 supplemental capital budget was not adopted. However, pressures from K-12 educational needs (class size and all-day kindergarten) and the operating budget deficit may decrease the amount of bonds available for regularly funded programs such as the RCO’s Washington Wildlife and Recreation Program (WWRP) and salmon grant programs.

RCO administers four salmon recovery related grant programs: Salmon Recovery Funding Board grant program (SRFB), Estuary and Salmon Restoration Program (ESRP), Puget Sound Acquisition and Restoration Program (PSAR), and the Family Forest Fish Passage Program (FFFPP). The board has exclusive authority over the SRFB grant program and shares authority over the PSAR Program with the Puget Sound Partnership (PSP). RCO jointly manages the ESRP program with WDFW and PSP and jointly manages FFFPP with DNR and WDFW. This memo will focus on the SRFB grant program. Budget requests for the other grant programs will be set in consultation with the other managing agencies.

Salmon Recovery Funding Board Grant Program

Several factors influence the amount of funding RCO requests for the state portion of the SRFB grant program:

1. The amount needed to match federal Pacific Coastal Salmon Recovery Funds (PCSRF);

2. Lower PCSRF award in recent years;
3. The number of project applications and their requested funding amounts;
4. Commitment to fund projects within the Intensively Monitored Watershed (IMW), and;
5. The amount of available bond funding.

Federal Pacific Coastal Salmon Recovery Funds Match

PCSRF provides a significant portion of the funds necessary for salmon recovery in Washington and requires a minimum 33 percent match from the state. The state bond funds appropriated for the SRFB grant program are used for this match and, on occasion, a portion of the bonds appropriated for the PSAR and FFFPP programs.

If the PCSRF awards received during the 2015-17 biennium are the same as the current biennium, we would receive \$42 million in federal funds, which would require a minimum state match of \$13.86 million.

Given the current NOAA guidelines, which have an annual grant maximum of \$25 million, the highest PCSRF award would be \$50 million, which would require a minimum match of \$16.5 million. The historical average biennial federal award to Washington State has been \$51.2 million (Table 4). The PCSRF grant amount is announced annually in August.

Table 4. Historic Funding Levels for Salmon Projects

Biennium	State Request	State Appropriation	Federal Award	State Match Required
----- <i>Figures in Millions</i> -----				
2003-05	\$36.0	\$12.0	\$53.4	\$17.6
2005-07	\$30.0	\$18.0	\$47.9	\$15.8
2007-09	\$42.0	\$18.0	\$46.9	\$15.5
2009-11	\$24.0	\$10.0	\$56.5	\$18.6
2011-13	\$19.8	\$10.0	\$45	\$14.9
2013-15	\$40.0	\$15.0	Estimate: \$45	\$14.9

Requests for Grant Funding

The number and amount of grant requests for salmon recovery projects is a factor in determining the amount of money that should be requested for the next biennium.

In total the salmon grant programs only fund about one-third of the salmon recovery habitat projects needed, according to a study commissioned by regional recovery organizations in March 2011. Also, project design and construction costs have risen significantly over the last decade due to inflation and increases in project complexity and size.

Staff Recommendations

Staff is recommending the Board approve the following budget requests for submittal to the Office of Financial Management and Governor's Office for inclusion in the Governor's budget:

1. **Lead Entity Capacity:** Request to add back \$149,287 of state general funds reduced for lead entities in the 15% reduction exercise and request up to \$770,000 in state general funds in the operating budget to support and continue the role of the lead entities' in recruiting, reviewing and prioritizing community-based salmon restoration projects for submittal to the board for funding. This will return the funding to a 50-50 ratio of state to federal funds.
2. **Habitat Work Schedule:** Request up to \$55,000 in state general funds in the operating budget to assess and strategize the future of the Habitat Work Schedule data system in the event that federal funding is eliminated or significantly reduced.
3. **Salmon Recovery Funding Board Grant Program:** Request up to \$40 million in general obligation bonds in the capital budget for the state portion of the Salmon Recovery Funding Board grant program to protect or restore salmon habitat.
4. **Other Salmon Grant Funds:** Work with the Puget Sound Partnership, the Department of Natural Resources, and the Department of Fish and Wildlife to include their recommended levels of funding in RCO's budget request for the three jointly-managed grant programs: Puget Sound Acquisition and Restoration Program, the Estuary and Salmon Restoration Program, and the Family Forest Fish Passage Programs.

Next Steps

Based on the decision of the board, RCO staff will prepare operating and capital budget requests for submittal OFM in early September.

Salmon Recovery Funding Board Briefing Memo

APPROVED BY RCO DIRECTOR KALEEN COTTINGHAM

Meeting Date: August 26, 2014
Title: Communications Strategy Proposal
Prepared By: Brian Abbott, Governor's Salmon Recovery Office Executive Coordinator

Summary

The communication plan funded by the Salmon Recovery Funding Board was completed in early May. Staff from the Governor's Salmon Recovery Office will provide the SRFB a series of recommendations laying out next steps for implementing a communications strategy.

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

Pyramid Communications was selected after a competitive procurement process to provide recommendations regarding salmon recovery communications and messaging. They met twice with a workgroup representing various parts of the salmon recovery network including the board, the Washington Department of Fish and Wildlife (WDFW), regions, lead entities, the Governor's Salmon Recovery Office (GSRO), and the Recreation and Conservation Office (RCO).

The final communication plan was delivered in May. GSRO extended Pyramid's contract and asked them to explore the other communication plan concepts for which the board had expressed interest. At the June board meeting, Pyramid Communications staff Barbara Cairns and John Hoyt summarized the communications strategy, its findings and recommendations, and suggested actions.

Pyramid identified two primary goals: 1) tell a common story visually and make the message immediately apparent and relevant to the general public; 2) Recognize that the funding landscape and cast of champions has changed since 1999, and amplify the voice of salmon recovery by targeting essential decision makers. The plan suggests regional-scale changes to communications including common messaging and an aligned design standard.

The board directed GSRO to prepare funding options for aligned communications, marketing, and outreach for discussion at the August board meeting.

Recommendations and Implementation Strategy

Proposed Recommendations

GSRO convened members of the workgroup and other interested parties to prioritize the plan's recommendations and provide input for a proposal to the board. The proposed priority recommendations are shown in Table 1 and are considered to be the first steps in implementing a comprehensive communications strategy. The board will need to decide whether to fund all the proposed activities now, to phase them over a longer period of time, or to select just a few to implement at this time.

Table 1: Proposed Recommendations

Proposed Recommendation	Desired Outcomes	Proposed Activities
1. Improve Internal Network Communications		
a. Facilitated work group of leaders representing partners (regions, lead entities, RFEs, WDFW, GSRO/RCO et al.)	<ul style="list-style-type: none">• Forum to understand issues and perspectives and to build trust• Well-articulated purpose, structure and commitments	Fund a neutral third-party facilitator to convene and manage this group.
b. Annual progress meeting on salmon recovery with WDFW Executive Managers, Regional Recovery Organizations, and NOAA	<ul style="list-style-type: none">• Understanding of WDFW priorities for salmon recovery, to inform communications with funders• Regional conversation on how habitat recovery investments can work with hatchery and harvest decisions	Fund a neutral third-party facilitator to convene this annual meeting and manage the conversations.
2. Strengthen Capacity of Regions to Lead		
a. Recovery Board briefings on how to use the communications plan and message framework	<ul style="list-style-type: none">• Get buy-in and commitment from regional recovery boards and partners to move forward with a locally driven and developed communication strategy that complements a statewide state wide message.	Conduct up to seven briefings for regional recovery boards (including lead entities and other interested parties) to explain utility and importance of communications strategy
b. Region-specific communications plan	<ul style="list-style-type: none">• Communications tools and training that are specific to each region's unique needs	Cost-share development of region-specific communications strategy and training

Proposed Recommendation	Desired Outcomes	Proposed Activities
<p>c. Training on how to use the communications plan and message framework</p>	<ul style="list-style-type: none"> Participants throughout the state empowered as ambassadors for salmon recovery and carry consistent messages 	<p>Fund communications implementation training for staff of regional organizations, lead entities, agencies, and RFEGs</p>
<p>3. Branding and Creating a Visual Framework</p>		
<p>a. Short-term: info-graphic that illustrates the world of salmon recovery in Washington</p>	<ul style="list-style-type: none"> Inclusive and useful tool for communicating about salmon recovery in Washington 	<p>Fund graphic design of info-graphic</p>
<p>b. Longer-term: clearly recognizable visual identity for salmon recovery in Washington</p>	<ul style="list-style-type: none"> Facilitated work group recognition of benefits and agreement on branding and visual framework 	<p>Designate as desired outcome of facilitated workgroup</p>
<p>4. Update the Lead Entity Directory</p>		
<p>a. Short term: basic update with additional information on regions, tribes, RFEGs, roles of WDFW, GSRO, SRFB, et al.</p>	<ul style="list-style-type: none"> Inclusive and useful document for communicating about salmon recovery in Washington 	<p>RCO and GSRO staff works with lead entities and other partners to update existing document.</p>
<p>b. Longer term: determine needs and develop tools, case statements, or documents to illustrate how salmon recovery works in Washington</p>	<ul style="list-style-type: none"> Salmon recovery community has the documents and tools needed for communications 	<p>Designate as desired outcome of facilitated work group</p>

Implementation Proposal

GSRO, members of the work group and other interested parties recommend the timeline and funding shown in Table 2 to implement the proposed recommendations. As noted above, the board will need to decide whether to fund all the proposed activities now, to phase them over a longer period of time, or to select just a few to implement at this time.

Table 2: Implementation of Proposed Recommendations

Proposed Recommendation	Service and Tasks	Timeline	Cost Estimate
1. Improve Internal Network Communications			
a. Facilitated workgroup of leaders	<u>Facilitator/Consultant</u> <ul style="list-style-type: none"> Facilitate, organize, develop structure, articulate purpose, secure commitments, provide logistical support 	Through December 2015 (minimum)	\$65,000
b. Annual progress meeting	<u>Facilitator/Consultant</u> <ul style="list-style-type: none"> Develop agenda, arrange logistics, facilitate annual meeting(s) 	Annually (funding for 2 meetings)	\$15,000
2. Strengthen Capacity of Regions to Lead			
a. Briefings on how to use the communications plan and message framework	<u>Consultant</u> <ul style="list-style-type: none"> Conduct up to seven briefings for regional recovery boards (including lead entities and other interested parties) Explain utility and importance of communications strategy and how a region specific approach would be extremely beneficial 	Through April 2015	\$21,000
b. Region-specific communications plans	<u>Consultant(s) selected by regional organizations</u> <ul style="list-style-type: none"> Build out and implement region-specific communications strategy. Must be in partnership with lead entity and other local partners. Regions show commitment via matching funds and 	By December 2015	\$80,000 ¹

¹ Up to \$20,000 per region matching funds; assumes a staggered implementation as some regions may not be ready to proceed right away.

Proposed Recommendation	Service and Tasks	Timeline	Cost Estimate
	implementation schedule.		
c. Region-specific training	<u>Consultant/Trainer</u> <ul style="list-style-type: none"> Develop region-specific trainings once regional communications strategies completed 	By June 2016	\$50,000
3. Branding and Creating a Visual Framework			
a. Short-term: info-graphic that illustrates the world of salmon recovery in Washington	<u>Consultant/expert graphic artist</u> <ul style="list-style-type: none"> Develop the salmon recovery network diagram that is innovative and useful in both electronic and hard copy formats 	By December 2014	\$8,000
b. Longer-term: clearly recognizable visual identity for salmon recovery in Washington	<ul style="list-style-type: none"> May be one of the outcomes of the facilitated work group 	TBD	TBD
4. Update the Lead Entity Directory			
a. Short term: basic update with additional information	<u>In-house plus graphic support</u> <ul style="list-style-type: none"> Mostly data-gathering, writing, and editing by RCO and GSRO staff with external graphic design support. 	By December 2014	\$5,000 ²
b. Longer term: determine needs and develop tools, case statements, or documents to illustrate how salmon recovery works in Washington	<u>TBD</u> <ul style="list-style-type: none"> May be one of the outcomes of the facilitated work group 	TBD	TBD

² Depends on size of print run.

Board Decision Requested

The board is being asked to approve up to \$244,000 in project return funds to carry out the four recommendations outlined in this memo. The board will need to decide whether to fund all the proposed activities now, to phase them over a longer period of time, or to select just a few to implement at this time.

Analysis

The board's primary mission is to provide and develop funding programs for salmon recovery. Several times over the last decade, the board has discussed its role and purpose in salmon recovery. The communication plan provides a broad framework for the board, regional organizations, and lead entities to build on.

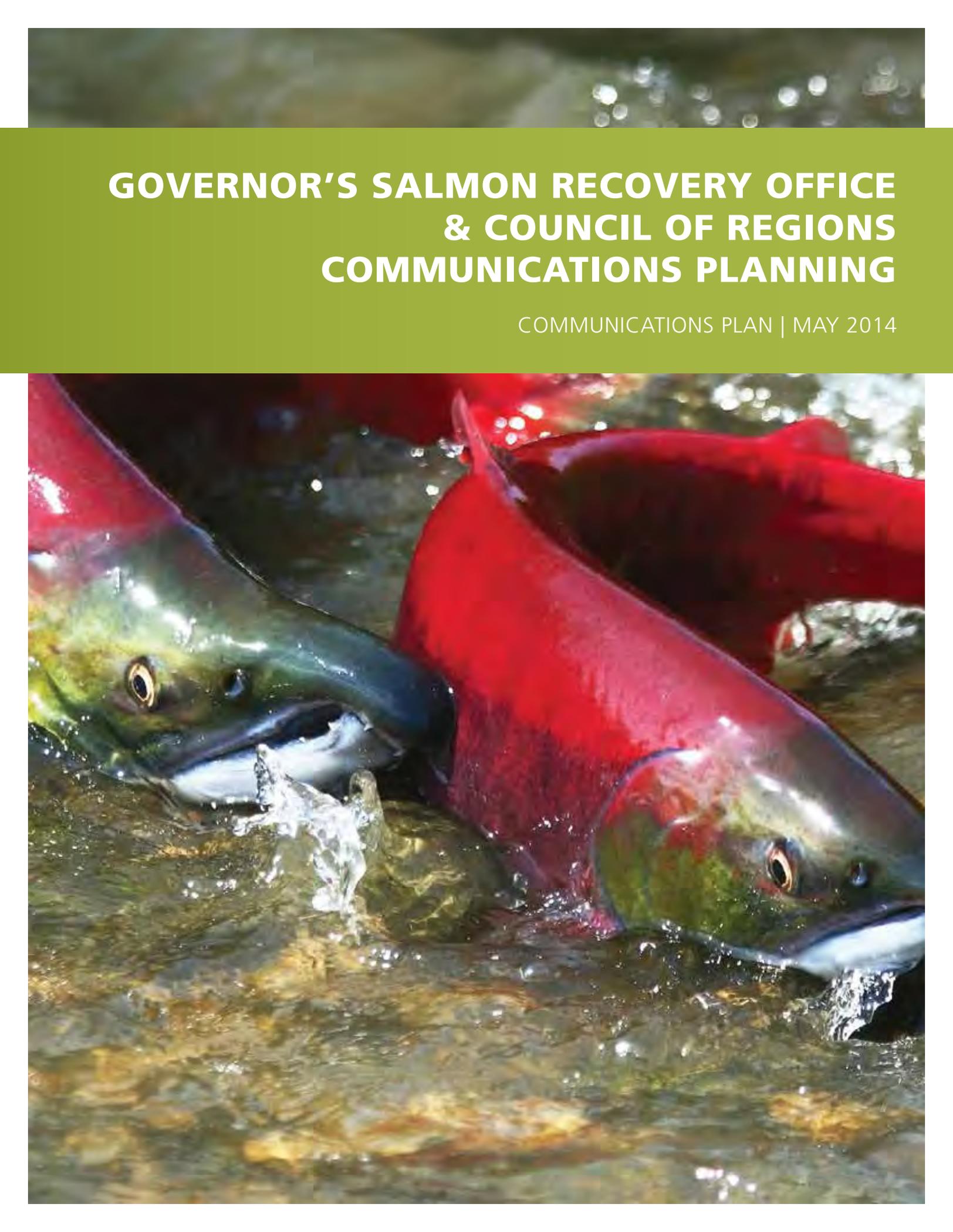
Based on the recommendations in the communications plan and in cooperation with the work group, GSRO has developed a proposal with four recommendations for the SRFB to consider funding. Fully implementing these recommendations will create a structure that will help salmon recovery partners speak with one voice, and create an environment of cooperation and innovation to address strategic salmon recovery priorities.

Next Steps

The communication plan is included as Attachment A. Also attached is a salmon recovery message framework and a summary of findings and recommendations prepared by Pyramid Communications (Attachments B and C).

Attachments

- A. Communications Plan
- B. Salmon Recovery Message Framework
- C. Summary of Findings and Recommendations



GOVERNOR'S SALMON RECOVERY OFFICE & COUNCIL OF REGIONS COMMUNICATIONS PLANNING

COMMUNICATIONS PLAN | MAY 2014

INTRODUCTION

The purpose of this communications plan is to assist Washington State's seven regional salmon recovery organizations to continue to build support for and coordinate the implementation of locally-written, federally approved, scientifically credible recovery and sustainability plans for at-risk salmon and steelhead (six of them for ESA-listed salmonids).

This communications plan with message framework, findings, and recommendations report should be of additional assistance to other members of Washington State's infrastructure for regionally-led salmon recovery: the Governor's Salmon Recovery Office (GSRO) and Recreation and Conservation Office (RCO); the Salmon Recovery Funding Board (SRFB); and the Lead Entities, now organized as the Washington Salmon Coalition (WSC), who work within regions to coordinate and implement on the ground salmon recovery projects.

The plan was developed by Pyramid Communications and based on workshops, meetings, interviews, research, and our own experience with salmon recovery in the state of Washington. Our work was guided by a communications working group assembled by the Governor's Salmon Recovery Office: Brian Abbott (GSRO); Jeff Breckel (Lower Columbia Salmon Recovery Board); Derek Van Marter (Upper Columbia Salmon Recovery Board); Alicia Lawver (Puget Sound Partnership); Darcy Batura (WSC); Susan Zemek (RCO); Nancy Biery (SRFB); and Jennifer Quan (WDFW). Additional assistance was provided by Alex Conley (Yakima Fish and Wildlife Recovery Board); Jeanette Dorner (Puget Sound Partnership Salmon Program Manager); Miles Batchelder (Washington Coast Sustainable Salmon Partnership); Scott Brewer (Hood Canal Coordinating Council); and Steve Martin (Snake River Recovery Board). Methodology is described in the attached Findings and Recommendations Report.

OVERVIEW

Robust salmon migrating in healthy rivers connect the marine environment and the communities of our coasts to those of our mountains and high deserts. When the decline of multiple species of salmon caused the federal government to list them as threatened and endangered, the citizens of Washington state got to restore salmon and the rivers, forests, shorelines, and other features of the natural world upon which they and we depend.

This collective and local response to federal ESA listings in the late 1990's was unprecedented. Washington State created a new infrastructure of regional salmon recovery organizations to coordinate the efforts of thousands of local professionals and volunteers working in concert with federal, tribal, and state agency scientists and policy makers to create our own regional salmon recovery and sustainability plans.

With the plans completed, the regional organizations have turned their focus to implementation. They review and make recommendations to the Salmon Recovery Funding Board for projects submitted by Lead Entities that will help implement recovery. They have created well-respected processes for public participation. They partner with other organizations to conduct necessary science; they coordinate the efforts of multiple government agencies; and they monitor progress and work with the Governor's Salmon Recovery Office to report biennially to the legislature and public. Funding for the regional organizations is sourced from the federal Pacific Coastal Salmon Recovery Fund. Washington State competes with four other states for this funding. Some regions have begun to diversify their sources of financial support.

The story of this unique approach and new infrastructure was widely reported and well-known in the early years when the ESA listings themselves were received as dramatic news, as was the decision to craft our own recovery plans. But in the fifteen years since, as the regions and local leads have been implementing their plans, reporting on the story has shifted and become more about individual projects or threats, fights among interest groups, or questions about how much is being spent and when we'll be done. There's also a lot of confusion inherent in the salmon recovery story. It's difficult to explain how we can continue to allow harvest on listed species; most people don't realize that there are different species of salmon and within those species, different Ecologically Significant Units that were listed. Very few understand the complications surrounding the use of hatchery fish to supplement fisheries and, in some cases, help rebuild naturally spawning populations. The general public also has limited understanding of the co-manager relationship between the treaty tribes and the state of Washington—another unusual government arrangement.

In part, this is because there was little perceived need on the part of the regions to keep telling this complex story. We'd been successful: the lawsuits and economic upheaval that we feared ESA listings would prompt did not come to pass. Federal funding for implementation was all but assured by our federal congressional delegation who understood the necessity of regional coordination to ensure funds were effectively spent. The regions left the storytelling to the partner organizations and individuals who undertook the salmon recovery projects and to the representative state agencies to make the case for continued federal and state funding.

Fifteen years in, it's time to retell the story. Thousands of people across our state are working together to restore salmon that we might recover and protect a Pacific Northwest in which we want to continue to live. We want to be able to explain to county, legislative, state, federal, congressional, and tribal decision makers and their constituents what the past 15 years have bought us, and what multiple benefits will continue to accrue to all of us now and into the future from an investment in the restoration of salmon and the unique landscapes and waterways they inhabit.

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 a Pacific Northwest we recognize into the future.

OBJECTIVES AND STRATEGIES

The recommended activities in this plan are designed to help regional directors and others in Washington's salmon recovery network work toward the following eight objectives and strategies:

OBJECTIVE #1: COMMUNITY MEMBERS KNOW THE MULTIPLE BENEFITS OF INVESTING IN SALMON RECOVERY.

Strategies:

- Articulate the multiple tangible benefits of investment in salmon recovery, locally
- Stay positive and future-oriented, but be clear about the cost of not acting

OBJECTIVE #2: KEY DECISION MAKERS ADVOCATE FOR AND FUND REGIONALLY LED SALMON RECOVERY.

Strategies:

- Provide clear, consistent, usable updates to elected and agency officials and staff and their influencers, primarily those in the local media
- Invite elected officials to salmon recovery projects to witness multiple benefits
- Help regional stakeholders understand who makes decisions that impact recovery

OBJECTIVE #3: LEAD ENTITY STAFF AND VOLUNTEERS REMAIN ENTHUSIASTIC, COMMITTED, AND RELIABLE.

Strategies:

- Ensure lead entity views are well-incorporated in regional decision-making
- Create opportunities for recognition and celebration
- Provide staff and volunteers clear information and relevant communications tools

OBJECTIVE #4: PRIVATE LANDOWNERS CONTINUE TO EMBRACE AND VOLUNTARILY IMPLEMENT SALMON HABITAT RECOVERY STRATEGIES.

Strategies:

- Provide a platform for landowners who undertake recovery projects to tell their stories
- Foster improved conversation and relationship between landowners and agency staff
- Continue to support NGO partners working with private landowners

OBJECTIVE #5: STATE AGENCY ACTIONS RELATED TO SALMON HEALTH ARE FULLY FUNDED AND MORE CLOSELY INTEGRATED WITH APPROVED REGIONAL RECOVERY PLANS.

Strategies:

- Educate all stakeholders on the need for full funding and implementation of Hatchery Reform principles of All-H integration and program change recommendations
- Continue to encourage better integration at the regional scale of DNR, Ecology, and WDFW activities related to hatchery and harvest management, water quality and quantity, forest health, and other actions impacting salmon recovery.

OBJECTIVE #6: FEDERAL AGENCY OBLIGATIONS TO SALMON RECOVERY ARE BEING IMPLEMENTED AND ARE WELL UNDERSTOOD BY AFFECTED COMMUNITIES.

Strategies:

- Provide forum for federal agency staff to update communities on their plans and responsibilities
- Continue to include participation of federal agency staff in regional collaboration

OBJECTIVE #7: RELATIONSHIPS WITH TRIBES AT REGIONAL SCALE ARE BASED ON MUTUAL TRUST AND SHARED ACCOMPLISHMENT.

Strategies:

- Understand and communicate tribal salmon recovery plans and actions
- Help stakeholders better understand the co-manager relationship
- Work with tribes at regional scale to review recommendations for integrating habitat, hatchery, and harvest decisions for greater recovery benefits

OBJECTIVE #8: PROFESSIONALS TASKED WITH SALMON RECOVERY SPEAK WITH ONE VOICE AND WORK TOWARD COMMONLY UNDERSTOOD OBJECTIVES.

Strategies:

- Coalesce as the network of salmon recovery professionals (RCO, GSRO, Regional Boards, SRFB, Lead Entities) created 15 years ago to identify and pursue shared priorities
- Invest in better mutual understanding of roles and responsibilities and opportunities with WDFW Olympia and regional leaders
- Use the Message Framework: Frame the story of salmon recovery with our shared values, identify the multiple benefits of investments in recovery, and then explain the projects and the financial asks

PRIORITY AUDIENCES

Support from the following audiences is essential to achievement of the key objectives and employment of identified strategies above and the priority actions, that follow.

Tier one audiences are foundational. Once these are updated and on message, they can become effective messengers to influence tier two and tier three audiences.

TIER ONE

- The seven regional salmon recovery organizations (with tribal and county representatives)
- Lead Entities (Washington Salmon Coalition)
- Salmon Recovery Funding Board
- GSRO/RCO
- Washington Department of Fish and Wildlife
- Regional Fisheries Enhancement Groups
- Governor's natural resources policy staff

TIER TWO

- Washington legislative leaders relevant to salmon recovery
- Washington Congressional Delegation
- WA Department of Ecology; DNR; and other state agencies impacting salmon recovery
- Fishing and other recreational organizations
- Local media

TIER THREE

- Private landowners
- Federal Agencies, primarily NOAA, USFS, USFWS, EPA, and Army COE
- Potential partners
- Civic and community groups, eg: Rotary, faith, veterans, school

KEY MESSENGERS & MESSAGES

Regional Salmon Recovery Boards, GSRO/RCO, Lead Entities, and the SRFB will need to identify within their own organizations whom is primarily responsible for sharing the story of salmon recovery in Washington State.

It is recommended that all messengers use the attached message framework to introduce the specific content or points they want to convey—whether they be intended as informational or persuasive.

By framing local and regional or organizational messages in the same way, we can amplify the impact of our story. We want multiple messengers to be understood as representing a movement of many, not just many messengers with many different stories or requests.

PRIORITY ACTIONS

The following four sets of actions are recommended to implement the strategies and achieve the outcomes identified above. Individual actions may help implement multiple strategies.

1. IMPROVE INTERNAL NETWORK COMMUNICATIONS

The Council of Regions and the Washington Salmon Coalition are important new elements for coordination and support, but the network as a whole needs and wants better synchronization and internal communication before it can best tell its story to others.

- Create a biennial system to identify and communicate shared statewide priorities—perhaps in tandem with the biennial State of the Salmon report—which would then lead to identifying target decision makers and empowering key messengers and influencers to carry requests and expectations forward.
- Improve WDFW and other state agencies’ understanding of regionally-led salmon recovery and better synchronize with the WDFW regional offices
 - Meet with WDFW to scope a process for regional scale conversations about how habitat recovery investments can work in tandem with hatchery and harvest decisions to recover at-risk salmonids.
 - Help educate legislative and congressional funders and the public about the need for fully funding WDFW salmon recovery programs, as well as regional salmon recovery organizations.
- Train key messengers (RCO, GSRO, SRFB, WSC) in the use of the Message Framework and how to tailor it to their needs.
 - SRFB, GSRO, RCO, and the regions all need to update their communications to make use of unifying language in the message framework.
- Prepare for May 2015 Salmon Recovery Conference.
 - Present message framework and communications plan and conduct message and communications training for interested participants

2. STRENGTHEN CAPACITY FOR REGIONS TO LEAD

Regional organizations are essential as resources and conveners to the community of professionals and volunteers working on recovery, and increasingly are viewed as trusted sources of information and safe places for conversation about natural resource issues of concern to the broader community.

- Regional directors and everyone associated with the organization need to be able to explain the purpose of salmon recovery and its multiple benefits for their communities.
 - Convene lead entities and RFEs, other partners to synchronize regional priorities.
 - Create regional and local messages using the message framework as the foundation.
 - Convene staff to identify communications expectations for the organization and for individual staff for the coming year, and write them into performance contracts.
- When regional board members—tribal leaders and county commissioners—speak with one voice in Washington D.C. or Olympia, the power of their shared voices is unmatched.
 - Look for areas of agreement on regional recovery boards and create opportunities for them to share that with elected officials and other decision makers.
- Identify the top 20 influencers in your region who need to understand the value of what the regional organizations and their partners are doing. Commit to talk to or spend time with two of them each month.
- Provide forums at appropriate level of formality and scale for tribal leaders or staff to share their salmon recovery project work.
- Convene lead entities and other partners at regional scale to understand status of all-H integration (focus of conference) in each region, and develop questions and recommendations to take to the conference.
- Convene or co-host as advisable forums for discussion of recovery-related issues of particular importance to the community.

3. BUILD RELATIONSHIPS THAT EXTEND YOUR REACH

Salmon recovery is a lifetime commitment and will require all of us to make changes. We need the support of relationships and community with all stakeholders to succeed.

- Participate in local recovery-related events in your communities. Create additional opportunities where possible and strategic.
 - Create a calendar of events that mimics the salmon’s life history; organize or join others’ celebration of homecoming, spring planting of refugia, hatchery releases and out-migrations, and fishing.
 - Build alliances with local civic, business, veterans, first-responders, or faith-based organizations.
 - Visit a variety of recovery projects—on tribal, private, public lands, at dams and on farms, take partners with you.
 - Create a forum (on-line, via social media platform, earned media or recognition-event) for partners to tell their stories; share those stories with your network.

- Identify with project partners the best way to keep potentially affected citizens informed consistently and proactively as large projects are being designed and before implementation.
 - Use social media, post card mailers, radio talk show interviews, or other means of communicating that will most likely reach potentially affected stakeholders.

4. CREATE AND USE EFFECTIVE MESSAGES AND TOOLS

Creating the necessary tools that effectively reach key audiences is essential. Tools that articulate agreed upon messages in a simple, concise, and visually effective manner will go a long way to engage audiences we have to reach.

- Use attached Message Framework across all mediums (materials, speeches, media, etc.) to introduce consistently the rationale, benefits, and organizational structure of salmon recovery in Washington State.
- Prepare and share necessary informational tools with partners and key messengers for target audiences including:
 - Update diagram that illustrates the relationships between Lead Entities, Regional Recovery Organizations, GSRO and RCO, and the SRFB;
 - Expand Lead Entities Directory to include all members of the network and explain how the network functions;
 - Prepare infographic fact sheets for easy distribution online or in person;
 - Prepare briefing pages on local priorities that can easily be repurposed for use electronically;
 - Prepare simple maps that identify projects within the regions and highlight the migratory routes of at-risk salmon;
 - Post 1-2 minute video clips or links on regional and lead entity, GSRO websites to enable people to see salmon and the excitement they generate up close;
 - Develop on-line regional media packets with up to date, digestible information and contact information for reporters.
- Design, by region, social and earned media strategies tied to key local priorities.
- Consider new logo, font, color palette, design framework to hold and amplify the story and infrastructure of salmon recovery in Washington State.

TIMELINE

Communications efforts designed to achieve specific outcomes from specific events or decisions are most effective. Recognizing that regional recovery organizations have little capacity at present for communications and that most of the responsibility for this will fall to the directors, the following calendar is designed to help distribute the intensity of the effort over the next year.

Each of these milestones is an opportunity to use the message framework and, if developed in time, new visual aids and print and online collateral.

Recommended new communications activities by regions are presented in bolded italics.

2014

- | | |
|-----------|---|
| May | <ul style="list-style-type: none">▪ Information for Governor's biennial State of the Salmon Report compiled▪ Compile information on monitoring and capacity needs for GSRO▪ Communications Plan delivered to GSRO and Council of Regions |
| June/July | <ul style="list-style-type: none">▪ <i>Regional Recovery Directors meet with staff and identify communications planning targets (audiences, messengers, needed training, events, materials) for their regions</i>▪ <i>ID top 20 people you want to relay salmon recovery message to in the coming year; commit to 1-2 conversations per month</i>▪ <i>Visit recovery projects with key audiences</i> |
| August | <ul style="list-style-type: none">▪ Regional boards make recommendations for project funding to SRFB▪ <i>Regional Recovery Boards visit Congressional Delegation in district</i>▪ <i>Review communications strategies for potentially affected citizens</i> |
| September | <ul style="list-style-type: none">▪ <i>Visit Salmon Homecoming celebrations with key audiences</i>▪ <i>Network meets to determine shared priorities</i>▪ <i>Host regional forums as applicable and immediately impactful (issue- focused, built around release of a new federal agency plan, to highlight the work of a particular partner, or education/update purposed)</i> |
| October | <ul style="list-style-type: none">▪ <i>Host open house or brown bag forum with tribal partner to share tribe's salmon recovery strategies/key projects with community of partners</i> |
| November | <ul style="list-style-type: none">▪ Draft State of the Salmon Report |
| December | <ul style="list-style-type: none">▪ SRFB announces funding decisions▪ Governor's budget released▪ <i>Regions highlight local projects and partners—holiday/year end recognition of new funding awards and project milestones of note</i> |

2015

- January
 - Governor's Biennial State of the Salmon Report (2014) released
 - GSRO & RCO organize state requests for 2015 federal funding
 - State legislative session begins—through April
- February
 - ***Convene working groups by region to review integration of habitat with hatchery and harvest decisions, in anticipation of conference in May: how can we best use this conference to tell our story and get what we need to be successful?***
- March
 - Western Governors and others support of PCSRF delivered to Congress
- April
 - ***Finalize materials, message, presentations for Salmon Recovery Conference***
- May
 - ***Salmon Recovery Conference*** hosted by SRF Board through RCO and GSRO with WDFW and Long Live the Kings: All H Integration is a major theme
 - ***Regional Recovery Boards visit Congressional Reps and agencies in WDC as able***

RECOMMENDED NEXT STEPS

Several of the recommendations in this Communications Plan may require further communications planning and expertise:

- Training the seven regional salmon recovery organizations and RCO, GSRO, SRFB and WSC to use the message framework;
- Assisting the seven regional organizations with building tailored and more detailed outreach and media plans, audience maps, messages, and implementation calendars;
- Assisting the seven regional organizations and/or the SRFB to develop funding strategies that will require more targeted communications strategies and tools;
- Designing a visual framework for the salmon recovery network that would help convey connectivity, unity, organization, professionalism, and instill confidence in partners, funders, critics, and the public;
- Designing and producing collateral materials and on-line content for all members of the network (FAQs; infographic fact sheets; maps; network diagrams; backgrounders; etc.)

CONCLUSION

The advent of salmon recovery and its multiple benefits for our communities and our state may have been imposed upon us by federal ESA listings, but the thousands of citizens who've come together across the state to restore salmon and the natural systems upon which they and we depend are leading an effort to define our own future. This process has been fortunate to have the right leaders for the right tasks at the right times. Today, with the implementation of locally drafted recovery plans underway and requiring sustained support, it is the directors of the regional salmon recovery organizations who must step forward and coordinate a new telling of the salmon recovery story. Supporting them and the other members of the network of salmon recovery professionals and volunteers across Washington state is the aim of this plan.

ATTACHMENTS

- Message Framework
- Findings and Recommendations Summary



GOVERNOR'S SALMON RECOVERY OFFICE & COUNCIL OF REGIONS

MESSAGE FRAMEWORK | APRIL 2014



INTRODUCTION

While the message framework is designed primarily for the regional salmon recovery organizations, all members of the salmon recovery network can use it to introduce their stories or requests, highlight the supporting arguments that best make their case, and fill in with specifics unique to their watersheds or their organizations.

The Framework holds the supporting arguments that best make our case. And it helps ensure that we begin every communication with:

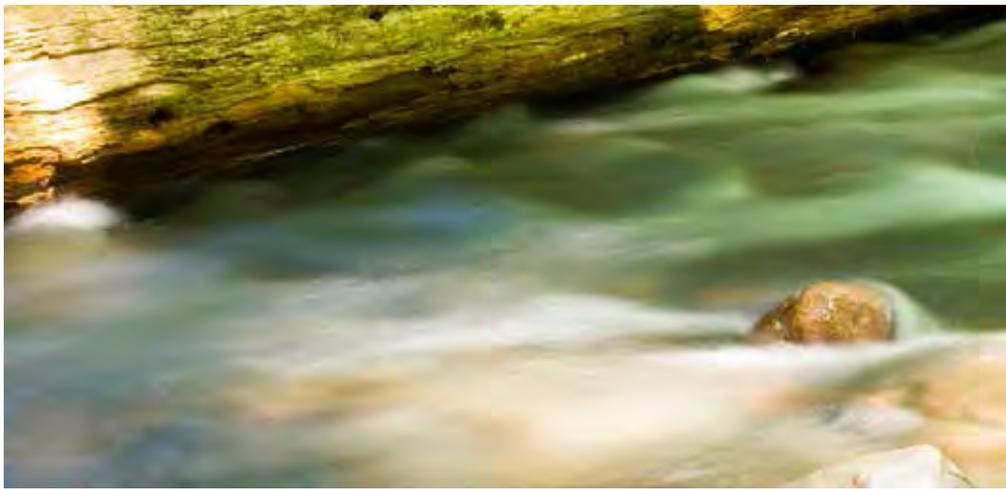
- the values we share
- our identity as Northwesterners
- our fealty to this place and to our communities
- how working together to ensure a future we want to live in connects us
- that this is why we are working to recover salmon

It names the multiple benefits that salmon recovery provides our communities, and it acknowledges that this is a lifetime commitment.



What the organization values in the world that motivates and inspires its work.

- Clean water and air, a healthy Pacific Northwest we can all enjoy
- Our identity as residents of this unique place
- Our connection to one another
- Our commitment to strong and vibrant communities
- Safe and healthy food (salmon)
- Using our resources sustainably so they persist for the future generations
- The independence that allows us to chart our own future



PRIORITY AUDIENCES

VISION

How the world would be different if the organization achieved its mission.

Our rivers would be cleaner and less likely to flood; our forests would be healthier; we'd have more fish and wildlife, generally, with sustainable harvests of salmon. We could take our grandchildren fishing where we used to fish. Our natural systems would provide protection from the excesses of a changing climate. We could continue to live in a Pacific Northwest we recognize.

MISSION

A one-sentence, overarching description of the organization's purpose, what it does, and how. It's the big-picture summary, not a laundry list of activities.

Washington's regional salmon recovery organizations coordinate the work of thousands of volunteers and professionals implementing recovery and sustainability plans to restore salmon to our landscape.

Priority audiences are those groups or individuals with the authority, responsibility and capacity to make decisions that will directly benefit or hinder progress toward key objectives. Targeting outreach, relationship-building, education, and messaging to these audiences is the most effective use of limited resources. Tier One audiences with time and attention become key messengers.

TIER ONE

- The seven regional salmon recovery organizations (with tribal and county representatives)
- Lead Entities (Washington Salmon Coalition)
- Salmon Recovery Funding Board
- GSRO/RCO
- Washington Department of Fish and Wildlife
- Regional Fisheries Enhancement Groups
- Governor's natural resources policy staff

TIER TWO

- Washington legislative leaders relevant to salmon recovery
- Washington and Congressional delegation
- WA Department of Ecology; DNR; and other state agencies impacting salmon recovery
- Fishing and other recreational organizations
- Local media

TIER THREE

- Private Landowners
- Federal agencies, primarily NOAA, USFS, USFWS, EPA, and Army COE
- Potential partners
- Civic and community groups, e.g., Rotary, faith, veterans, school

KEY MESSAGES

SALMON BIND US TO THIS REGION AND TO ONE ANOTHER

Salmon are a symbol of resilience, strength, and survival in the dramatic and changing landscape we share.

For millennia, the annual return of salmon has been revered and celebrated by Native American tribes.

By treaty alone, we are honor-bound to restore salmon to abundance and support sustainable fisheries. In turn, we are helping to ensure a future we all want to live in.

Today, thousands of people gather to witness the salmon's homecoming in rivers across our state.

RESTORING SALMON EASES A STRESSED PACIFIC NORTHWEST

For 100 years, we put salmon at risk: we blocked fish passage with dams, overdrew water from streams and rivers, let runoff carry pollutants into our shorelines, and managed our forests primarily for harvest.

We also managed salmon harvest and hatchery production in ways that kept salmon populations depressed.

The good news is that by correcting the mistakes of our past, we can better prepare ourselves for a whole new set of challenges in our future. Waters and forests, shorelines and riverbanks healthy enough to support salmon also help our communities be more resilient in the face of,

- Fluctuating temperatures
- Shrinking snowpack
- Wetter springs and winters
- Drier summers and falls

- Flood & forest fire risk
- Dead zones in our estuaries (low dissolved oxygen)
- Acidification of our oceans (absorbing excess carbon from the atmosphere)

INVESTMENTS IN SALMON RECOVERY PROVIDE MULTIPLE BENEFITS

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 flood plains 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. They provide economic opportunity for rural communities, and recreation for hikers, packers, hunters, and foragers.

Unarmored 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 salmon safe to eat.

WE ARE SHAPING OUR OWN FUTURES: SALMON RECOVERY IS LOCALLY DESIGNED AND LED

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 flood plains lower flood risk 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. They provide economic opportunity for rural communities, and recreation for hikers, packers, hunters, and foragers.

Unarmored 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 salmon safe to eat.

RESTORING SALMON IS WORKING, BUT THERE IS MUCH MORE TO DO

With the implementation of strong recovery plans, we've lessened the threats to our economy and livelihoods that we feared a federal ESA listing would provoke.

Our goal is ambitious: natural systems that can support healthy, sustainably harvestable salmon populations.

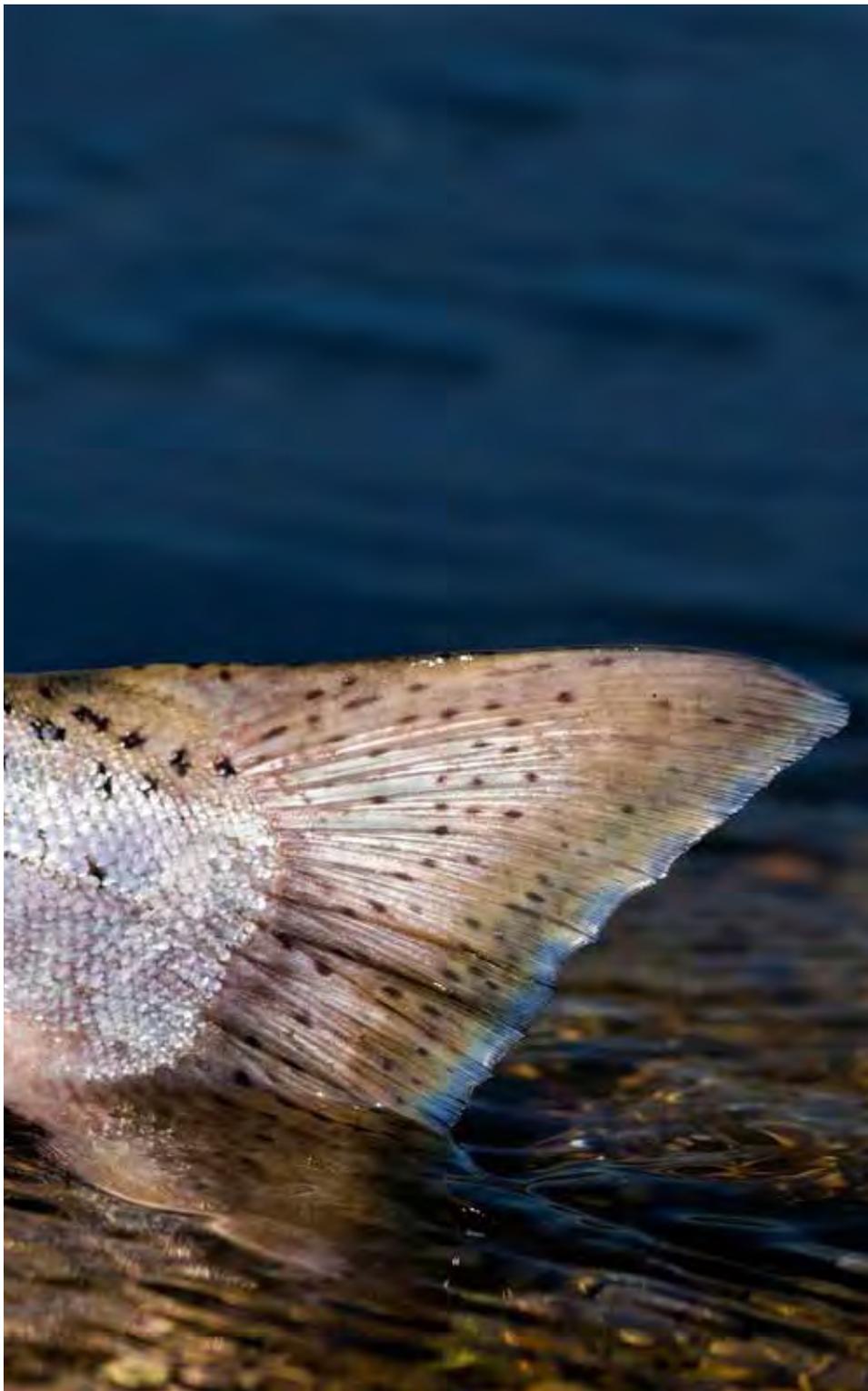
We've recovered a lot of habitat, and returns have increased, but we're still only at a fraction of what we had 100 years ago.

Restoring habitat must be met with equal commitment to protect the best of the rest.

Integrating hatchery and harvest reforms with habitat recovery is essential: WDFW funding must be restored.

It took a human lifetime to bring salmon to the brink of extinction; it will take at least that long to bring them back.

This is a lifetime commitment.



WHERE DOES MY ORGANIZATION'S MESSAGING FIT IN?

You can tailor the messaging in this booklet to show how the work of your organization relates to the larger statewide salmon recovery effort and to frame up specific messages unique to your region. To demonstrate unity and the size of the network, try to stay true to the primary (bolded) messages and tailor or add to second- and third-level messages. To help you think about how your work and messages connect to the larger effort, you might ask:

- Which of our shared values most guide the thinking of my organization or audience?
- What does my organization contribute uniquely to the salmon recovery network?
- What specific results will my organization's work lead to?
- How are we doing that work?
- What can others do to support it?

An elevator statement is a concise and compelling statement about an organization, initiative, or cause, which you would verbally use as a lead in to a conversation. You can revise this elevator statement to feel comfortable in your own words and reflect your organization's work.

When Washington's salmon populations were listed as endangered in the late 1990s, we decided to write our own regionally-specific recovery and sustainability plans. Seven regional salmon recovery organizations now coordinate the work of thousands of people working across our state to restore our rivers, streams, forests, and shorelines. What's good for salmon is good for us all. Investing in this work now helps ensure we'll maintain what we love about the Pacific Northwest into the future.



EXAMPLE NARRATIVE

Salmon are a symbol of what connects us.

Salmon bind together the unique features of our landscape and our communities: the salmon's migration brings the ocean to our mountains and high deserts.

Salmon inspire us: they persist across a dynamic and sometimes cataclysmic geography of landslides, earthquakes, roaring rivers, skyscraper trees; they cross busy ports and highways, heavily populated cities and suburban backyards, and hundreds of miles of farmland.

We need and want our shorelines, rivers, and forests to be as healthy as salmon need them to be.

Our communities are made stronger and our lives enriched by the multiple returns from our investments in salmon recovery: cleaner air and water, less flooding, stronger river banks, fewer forest fires, more refuge from hotter temperatures, healthier shellfish farms, more fishing, better hiking, continued tourism, and salmon safe to eat.

And so we have come together by the thousands across Washington in an unprecedented network of regional recovery organizations coordinating the efforts of volunteers, private landowners, farmers and fishers, scientists and restaurateurs, working with Native American tribes and state and federal agency staff to protect and restore what's good for all of us.

It's working because we are committed to making decisions that allow our natural world to function for the greatest number of shared benefits.

This is a lifetime commitment. We are changing how we live today so that we will all have the Washington we love in the future.



SALMON CONNECT US: We're working together to restore wild salmon and retain the Pacific Northwest we love.

Salmon are a symbol of the abundance and vitality of the Pacific Northwest. Saving them means we must respect and restore our natural environment to a condition that can support them—and us. Thousands of people across Washington are working together through regional recovery organizations to restore our rivers, streams, forests, and shorelines. We are building the future we want to live in.



GOVERNOR'S SALMON RECOVERY OFFICE & COUNCIL OF REGIONS COMMUNICATIONS PLANNING

SUMMARY OF FINDINGS AND RECOMMENDATIONS | MARCH 2014





INTRODUCTION

The Governor's Salmon Recovery Office (GSRO), on behalf of the Council of Regions, contracted with Pyramid Communications to develop a communications plan to help the seven regional salmon recovery organizations, as well as other salmon recovery professionals and advocates, tell the story of salmon recovery and why it matters, more effectively. This document is a draft summary of key findings and recommendations toward that end, including:

- 1** Methodology
- 1** Inquiry
- 6** Recommendations and key audiences
- 11** Conclusion
- 12** Appendix
- 12 List of interviews
- 13 List of collateral reviewed

OVERARCHING GOAL

The state wide recovery and sustainability of salmon species and the habitats upon which they and we depend.

METHODOLOGY

The following summary identifies key findings and recommendations to guide development of a message framework and communications plan for the Council of Regions and Governor's Salmon Recovery Office. This summary is based on information provided to Pyramid Communications by salmon recovery leaders and others through the following:

- Communications workshop with the GSRO & Council of Regions communications working group
- 16 interviews with salmon recovery leaders, funders, and volunteers (see appendix)
- Review of websites, videos, recovery plans, reports, fact sheets, and other existing materials that presently tell the story of regional salmon recovery (see appendix)
- In-house Pyramid Communications expertise

INQUIRY

The inquiry phase of this project was framed by three questions:

- 1) We sought to clarify the ends toward which a communications plan should be constructed: What would success look like to the regional salmon recovery organization directors, primarily, but also to their partners in salmon recovery?
- 2) We also wanted to break those goals into more measurable outcomes toward which to target new strategies: How would we know we were making progress?
- 3) We asked what communications strategies and activities were currently in place: Who needs to know what? Which messages resonate across the regions?

The answers to these questions come primarily from our interviews (see appendix) and a workshop with the communications working group for this project assembled by GSRO, as well as our review of relevant communications collateral.



FINDINGS

Q1: IF THIS COMMUNICATIONS PLAN IS SUCCESSFUL, WHAT WILL IT HAVE HELPED ENABLE YOU TO ACCOMPLISH?

- More Washingtonians would have a shared understanding of why regional salmon recovery is a priority
- Elected officials and others would know the importance of regional salmon recovery and continue to fund it
- Volunteers would remain enthusiastic, committed, and reliable
- Private landowners would continue to embrace and implement voluntary salmon habitat recovery, knowing they were delivering multiple benefits for their property and their community
- Professionals tasked with salmon recovery would speak with one voice and work toward commonly understood objectives
- Relationships between regional organizations, lead entities, and American Indian tribes would be positive and mutually supporting

Q2: WHAT WOULD NEED TO HAPPEN FOR THESE RESULTS TO BE REALIZED?

With this question, we identify some more measurable results toward which to target our communications strategies.

- Washingtonians would make the link between salmon recovery and our quality of life
- We would understand the connection between salmon and our identity as Northwesterners, Washingtonians
- Washingtonians would know in which salmon recovery region and watershed they live, and they'd understand the priority recovery actions for their region and watershed
- Washingtonians would believe it's possible to protect, recover, and restore salmon
- Elected decision makers would feel accountable to thousands of people across the state working toward the same goal: recovering healthy salmon populations and watersheds

- Washington State salmon recovery would remain grounded in local and regionally-led efforts by citizens
- County and other local governments would automatically consider salmon impacts when making decisions related to habitat—from growth management and shoreline master plans to permitting individual activities—and know who to call to get a good assessment of impact
- Federal agencies would be fulfilling their obligations to manage federal lands and implement federal laws in ways that help protect and recover wild salmon
- State agencies (primarily Washington’s Departments of Fish and Wildlife, Ecology, and Natural Resources) would want to integrate their activities at the regional scale more closely with regional salmon recovery organizations
- GSRO would have a closer working relationship with tribal governments and staff
- Tribal governments and staff would continue to work closely with regional organizations and lead entities to coordinate and implement priorities for salmon recovery

Q3: WHAT IS THE STATUS OF PRESENT COMMUNICATIONS EFFORTS BY GSRO, RECREATION AND CONSERVATION OFFICE, AND REGIONS?

We wanted to examine how successful current communications efforts by GSRO, the seven regional recovery organizations, and the lead entities were toward achieving the key outcomes the practitioners had identified as necessary for success. The findings below are based on interviews about current communications activities and capacity, Pyramid’s review of communications materials, and our twenty-plus years of expertise working on salmon and communications in the Pacific Northwest.

- Most communications about salmon recovery provided by the GSRO and Council of Regions reads as if directed to NOAA for the purpose of demonstrating progress on implementing ESA salmon recovery plans. Messaging tends to:
 - Be technical or written in the language of ESA recovery plans (using phrases like, “limiting factors; riparian areas; ecosystem function” without definition)
 - Generally be limited to a description of the specifics of a particular project (the what, but not the why or the so-what)
 - Emphasize statistics (how many river miles restored) without baselines or context
- The media, and by extension general public, but also most non-professionals involved in salmon recovery find the salmon recovery story complex and confusing. Failure to provide context, connect dots, or frame a narrative lends to this.
 - If 1.6 million Chinook are returning to the Columbia River this year, aren’t we done? Why should it matter that they are hatchery Chinook? We need to tell the story of the necessity of wild stocks as brood for hatchery fish as well as critical to functional ecosystems
 - Recreation and Conservation Office (RCO) and GSRO do not generally receive media inquiries about salmon. These are likely going to Washington Department of Fish and Wildlife and individual American Indian tribes
 - General public education provided by GSRO is limited to press releases announcing Salmon Recovery Funding Board grants

- The GSRO video is engaging, high energy, and features lots of different faces intent on salmon recovery but is not yet reinforced by messaging or outreach/engagement activities
- The relationship between GSRO, RCO, and the regional recovery organizations/boards is not lent clarity by the current configuration of websites
 - The RCO has done the most to “brand” salmon recovery by incorporating the titles of GSRO and the Salmon Recovery Funding Board in its logo on some documents related to or used by those organizations
 - The GSRO is housed in the Washington State Recreation and Conservation Office and has a page on the RCO website. The GSRO page serves as a good one-stop-shop for most relevant state-generated reports and policies related to salmon recovery. It provides additional links to:
 - *Region-specific landing pages and to the regions’ individual websites*
 - *The separate website established for the Governor’s State of the Salmon reports.*
 - A separate website hosts the Governor’s State of the Salmon in Watersheds reports, and it offers similar links and information about each of the regions. Recent standardization of reporting is helpful.
- Communications by regional organizations varies
 - The regional organizations each have their own websites. While the websites vary—some regional recovery boards are 501©3 organizations: one is a state agency; others are government entities or public-private partnerships—all appear to be directed primarily toward recovery project implementers and professional salmon managers or volunteers already familiar with this infrastructure of salmon recovery efforts
 - The seven regional salmon recovery organizations are required by the terms of their funding contracts with RCO to engage in communications and outreach activities, but activities are not defined, and they vary widely from region to region
- Capacity to develop and implement communications strategies is low
 - The SRFB is one of many multiple resource-related entities reliant on RCO for communications support; GSRO as an office within RCO is similarly dependent
 - None of the seven regional salmon recovery organizations has a full-time dedicated communications staff person, nor do the lead entities
- The lead entities have come together across regions to self-identify as “The Washington Salmon Coalition” (WSC) and this year have developed limited materials and messaging to enable them to speak as a group of many with a shared language and shared set of measures of success
 - The lead entities feel “The Washington Way” is one of their strongest messages with legislators
 - Language on lead entity printed materials tends to be statistic-heavy and inside-baseball
 - Participation in broader education efforts in Olympia is limited to a small group, including the WSC chair, primarily, though training and support has been offered to entice others

- Native American Tribes' contributions toward salmon recovery receive little mention on the GSRO or regional organization/board websites
 - As co-managers of the salmon resource, the state of Washington might be expected to reference that partnership through all of its agencies' communications
 - Tribes have membership on all of the regional recovery organization/boards; those relationships do not seem to be well understood by the general public

- There has never been a communications plan designed to integrate messaging across the state, among agencies, regional organizations, and lead entities, to generate a shared vocabulary, or to tie messaging and outreach activities to the pursuit and accomplishment of particular outcomes for salmon recovery
 - Because the messaging is so diverse, a legislator hearing from fifty salmon recovery advocates may be less impressed by the size and relative power of that constituency than overwhelmed by having to choose among fifty different requests for assistance
 - This is a relatively new need—we used to have the Chair of the U.S. House of Representatives Committee on Appropriations carrying this for the state at a time when the Congress was making line-item appropriations. We continue to have the leadership support of our senior U.S. Senator, but support is uncoordinated

- Current messages and communications activities among different professionals are not coordinated, consistent, or reinforcing
 - While most Native American tribes in Washington participate in the regional recovery organizations and boards and several are designated as lead entities, their additional communications activities and messaging may complicate these shared endeavors
 - Sport fishing groups are delivering additional sets of messages—from those who self identify as “wild fish advocates” who argue against hatchery fish of any stripe to those who advocate a significant increase in hatchery production and management of hatchery fish for the purpose of increased recreational fishing and its contributions to the economy
 - There is a need to tell the story of how state and tribal co-management of hatchery and harvest improvements is beginning to be integrated with habitat recovery and how it needs to continue



Pyramid offers these draft recommendations as a starting point for conversation. We based them on our understanding of the targets and outcomes our interviewees identified as critical, as well as on our review of communications activities and products currently in use by GSRO and the regional recovery organizations/boards and lead entities. We have also drawn on our collective experience working on communications and salmon recovery in the Pacific Northwest for two decades.

EMPOWER REGIONAL SALMON RECOVERY ORGANIZATIONS/BOARDS AND LEAD ENTITIES TO LEAD US THROUGH THIS PHASE OF SALMON RECOVERY

- While governors, Native American tribal chairs, ambassadors, congressional appropriators, U.S. senators, and county executives were out front and vocal when the task was to get in front of Endangered Species Act listings and develop our own plans for recovery, fifteen years into implementation it will be regional and local leaders who can best tell our shared story and motivate change
- To build a groundswell, educate a new generation, hold local decision-makers accountable for changes necessary to restore our watersheds to levels of health adequate to restore salmon and provide the benefits we expect, we need to support local and regional leaders to communicate the changes that will be made and implemented at the local, municipal, and county scale. They,
 - Embody the Washington Way
 - Provide our best forum for land use negotiations, involving county officials and private landowners
 - Can engage WDFW and Ecology to help them integrate their activities with local habitat recovery efforts for maximum benefit
 - Enjoy tribal membership and support

WE NEED TO UPDATE LOCAL PARTNERS ON REGIONAL SALMON RECOVERY STATUS

- Each region should consider the best way to convene locals and elected officials at that scale to re-frame the story of salmon recovery, share what’s been accomplished to date, and be candid about what needs to be done

MESSAGING NEEDS TO CONNECT THE DOTS BETWEEN SALMON RECOVERY AND MULTIPLE BENEFITS TO OUR COMMUNITIES, OURSELVES

- We hike swim, boat, fish, enjoy the views, rely on the clean air and water that healthy rivers and streams, forests, wetlands, estuaries, and shorelines provide us and which are necessary as well for salmon
- River banks planted for salmon strengthen hillsides, allowing plants and trees to grow alongside streams provides more habitat for birds and insects important to farmers and filters pesticides or street pollutants when it rains. Streams reconnected to flood plains provide flood control; streams cooled by vegetation provide refuge from warm temperatures
- Stable streams increase property values, and the healthy rivers and forests necessary for salmon support robust economic contributions by fish and wildlife-dependent industries (fishing, recreation, tourism, hospitality), particularly benefitting rural communities

MESSAGING NEEDS TO REMIND US OF HOW CENTRAL THE FACT AND IMAGE OF HEALTHY SALMON IN OUR WATERSHEDS IS TO OUR IDENTITY AS NORTHWESTERNERS

- This isn't Kansas. We live in a place marked by big geography, dynamic ecological systems, charismatic animals, big mountains and rivers, ocean and rain forest and high desert. We live in rural areas, farming and fishing communities, and in vibrant urban centers. And salmon swim through all of them
- Most of the Pacific Northwest American Indian tribes are salmon tribes. Honoring, celebrating, and harvesting salmon shapes their religion, culture, and art and in turn shapes that of the entire region. Many of the images, colors, and forms we immediately recognize as "Pacific Northwest" come from salmon-dependent cultures

RECRUIT MESSENGERS WHO ARE NOT SALMON PROFESSIONALS AND HELP THEM TELL THEIR STORIES

- Salmon recovery stories can get stale. Fresh voices from landowners who have seen their property values increase as a result of habitat improvements on their lands; veterans groups who've embraced new fish and wildlife recreational opportunities; faith communities who have embraced salmon habitat as an act of stewardship; rotary members who volunteer for salmon, school kids whose salmon reports can be posted on-line—look for new faces and voices to tell the story

LOOK FOR WAYS TO MAKE SALMON RECOVERY A WAY FOR YOUR COMMUNITY TO CONNECT AND SHARE A POSITIVE EXPERIENCE.

- "Salmon fatigue" may be more of an issue for professional salmon managers who've been at this since the beginning (15 years since first listings) than for the general public. Consider:
 - Hundreds of people fill a theater in downtown Tacoma to watch a salmon film series
 - Issaquah Salmon Days is a premiere tourist attraction—thousands of people shut down a city to visit a hatchery and a bit of restored stream to see and celebrate the return of salmon each fall. Find a way for real-life encounters with salmon for more people

REGIONAL LEADERS NEED TO BE ABLE TO SAY AND PRIORITIZE WHAT HAS YET TO BE ACCOMPLISHED—AS A COUNCIL

- Acknowledge what we've done—created this unique extraordinary infrastructure, created our own recovery plans with scientists and community members, government policy staff and private landowners, tribes, and the dozens of different stakeholder groups who see salmon through one particular lens or another. But we're not done. Make a fair statement about hatchery, harvest, pollution, development, and passage issues. Break it out by region—for Puget Sound and parts of southwest Washington, development is a huge pressure. Not so much in Upper Columbia. There, the issues are...On the coast, we...

TO ACHIEVE RECOVERY GOALS, WASHINGTON'S SALMON PROFESSIONALS MUST IMPROVE COMMUNICATIONS INTERNALLY

- Consider a policy summit similar to what the Washington Environmental Council does once a year, where they pull together across the environmental community and identify what their priorities are. Consider a forum that would include Lead Entities, RFEs, SRF Board, RCO, and GSRO, WDFW
- Coming together around shared objectives and requests for funding will necessitate agreement on priorities and better integrate efforts; it will also provide up-to-date messaging
- The regional recovery organization boards are experiencing turnover—newly elected county commissioners, tribal chairs, etc. New participants bring fresh perspectives and opportunities to refine message

LEAD ENTITIES ARE CRITICAL OUTREACH ENGINES AND NEED SUPPORT

- The lead entities are a potentially significant unified statewide voice. We need lead entities to help regional recovery organizations build relationships across jurisdictions to make tough choices
- Rural areas can feel like they're carrying the burden for urban ones on salmon recovery; less so when they have a lead entity that speaks for them

FEDERAL AND STATE SOURCES OF FUNDING ARE STILL OUR MOST RELIABLE AND GENEROUS SOURCES; WE NEED TO MAINTAIN, STABILIZE, AND INCREASE THEM WHILE DEVELOPING ALTERNATIVES

- We need to better explain the relationship between funding and recovery
 - This is an investment: We're preserving a way of life and building resilience for the future
 - Widespread support across every region of the state and every economic sector
- There's a perception that salmon habitat is well funded, and compared to other species protection, it is; but we are far short of what we need to accomplish what is recommended in our recovery plans
 - Senator Murray leads the fight to secure salmon-related federal funds, but the public doesn't really know about this effort, much less that the money is not guaranteed

- Every region should have the capacity to tell its story to appropriators and other funders, describe its piece of the statewide effort to safeguard our watersheds, preserve ecosystem function, recover endangered species, and build resilience for our communities in the face of a changing climate

DESPITE ENTHUSIASM FOR THE PACIFIC NORTHWEST AND FOR SALMON, THE GENERAL PUBLIC IS INCONSISTENTLY EDUCATED ON THE BASICS OF CONSERVATION BIOLOGY, THE LINK BETWEEN SALMON AND THE HABITAT THAT SUSTAINS THEM AND US

- A consistent, repetitive approach to ecosystem education and conservation biology is needed; partner where possible with local educators
- Most of the messaging right now focuses on listed species—but even the salmonids not on ESA lists are under threat because all of our watersheds are under threat. We need to know what to manage for as much as what to manage against
- Help people understand: We want to restore fully functioning natural systems that will bring back salmon populations on their own
- We want to change behavior, give people ways to live differently on the land, make different choices—understand the connection between taking a bus to work and lessening the diesel runoff into a shoreline where juvenile salmon go to rest and feed
 - Consider a state-wide poll to fully assess the public’s knowledge and perspectives on salmon recovery, watershed health, ecosystem function, climate change resilience
 - Look for opportunities to build identity and ownership at the watershed scale: this is my watershed; where I live, where I get water to drink, water my garden, where I work, where I play
 - A message to the 60% of Washingtonians who have moved here from somewhere else: Washington isn’t trashed yet. You left somewhere else to come here; why?
- To live here you need to engage to preserve the quality of life that drew you here and defines this place
- Salmon recovery is an exercise of citizenship

COLLATERAL MATERIALS SHOULD BE VARIED BUT TARGETED TO SPECIFIC AUDIENCES

- People love seeing fish; video is an effective way to demonstrate before and after, connection, change, excitement; short video clips on line are a good investment and many people can now take them with their phones
- Coordinate messaging between print, web, social media, and video productions to reinforce
- Materials don’t need to be glossy or expensive; let the story and the examples do the work
- More specific recommendations on this topic will be provided in the Communications Plan

A STATEWIDE CAMPAIGN TO EDUCATE THE GENERAL PUBLIC WOULD BE VERY EXPENSIVE TO LAUNCH AND TO MAINTAIN; TARGET MESSAGING TO KEY DECISION MAKERS AND INFLUENCERS



PRIORITY AUDIENCES

Priority audiences are those groups or individuals with the authority and responsibility and capacity to make decisions that will directly benefit or hinder progress toward key objectives. Targeting outreach, relationship-building, education, and messaging to these audiences is the most effective use of limited resources. Tier One audiences with time and attention become key messengers.

TIER ONE

- The seven regional salmon recovery organizations (with tribal and county representatives)
- Lead Entities (Washington Salmon Coalition)
- Salmon Recovery Funding Board
- GSRO/RCO
- Washington Department of Fish and Wildlife
- Regional Fisheries Enhancement Groups
- Governor's natural resources policy staff

TIER TWO

- Washington legislative leaders relevant to salmon recovery
- Washington and Congressional delegation
- WA Department of Ecology; DNR; and other state agencies impacting salmon recovery
- Fishing and other recreational organizations
- Local media

TIER THREE

- Private Landowners
- Federal agencies, primarily NOAA, USFS, USFWS, EPA, and Army COE
- Potential partners
- Civic and community groups, eg: Rotary, faith, veterans, school



CONCLUSION

This findings and recommendations report will serve as the basis for development of a communications plan and message framework. This suite of documents is designed to assist, primarily, the seven regional salmon recovery organizations. It should also serve the other members of Washington's salmon recovery network, chiefly, the Governor's Salmon Recovery Office, the Washington State Recreation and Conservation Office, the Washington Salmon Coalition (Lead Entities), and the Salmon Recovery Funding Board.

This project is guided by a Communications Working Group assembled by the Governor's Salmon Recovery Office,

- Brian Abbott, *Governor's Salmon Recovery Office*
- Jeff Breckel, *Lower Columbia Salmon Recovery Board*
- Derek Van Marter, *Upper Columbia Salmon Recovery Board*
- Nancy Biery, *Salmon Recovery Funding Board*
- Darcy Batura, *Washington Salmon Coalition*
- Alicia Lawver, *Puget Sound Partnership*
- Susan Zemek, *Washington State Recreation and Conservation Office*
- Jennifer Quan, *Washington Department of Fish and Wildlife*

With assistance from,

- Alex Conley, *Yakima Fish and Wildlife Recovery Board*
- Jeanette Dorner, *Puget Sound Partnership, Salmon Program Manager*
- Miles Batchelder, *Washington Coast Sustainable Salmon Partnership*
- Scott Brewer, *Hood Canal Coordinating Council*
- Steve Martin, *Snake River Recovery Board*

INTERVIEWS

Brian Abbott, Executive Coordinator, Governor's Salmon Recovery Office

Phil Anderson, Director, Washington Department of Fish and Wildlife

Miles Batchelder, Executive Director, Washington Coast Sustainable Salmon Partnership

Darcy Batura, Chair, Washington Salmon Coalition

Nancy Biery, member, Salmon Recovery Funding Board

Jeff Breckel, Executive Director, Lower Columbia Salmon Recovery Board

Scott Brewer, Executive Director, Hood Canal Coordinating Council

Alex Conley, Executive Director, Middle Columbia (Yakima Basin) Salmon Recovery Board

Kaleen Cottingham, Director, Washington State Recreation and Conservation Office

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Mike Grayum, Executive Director, Northwest Indian Fisheries Commission

Steve Martin, Snake River Salmon Recovery Board

Jennifer Quan, Lands Division Manager, Washington Department of Fish & Wildlife

Derek Van Marter, Executive Director, Upper Columbia Salmon Recovery Board

Jacques White, Executive Director, Long Live the Kings

James White, Program Manager, Upper Columbia Salmon Recovery Board Program

Susan Zemek, Communications Director, Washington State Recreation and Conservation Office

REFERENCE MATERIALS

WEBSITES

- Recreation and Conservation Office (including GSRO and Regional Organization landing pages)
- State of the Salmon Report
- 7 Regional organizations
 - Hood Canal Coordinating Council website <<http://hccc.wa.gov>>
 - Lower Columbia Fish Recovery Board website <<http://www.lcfrb.gen.wa.us>>
 - Yakima Basin Fish and Wildlife Recovery Board website <<http://www.ybfwrp.org>>
 - Puget Sound Partnership website <<http://www.psp.wa.gov>>
 - Snake River Salmon Recovery website <<http://snakeriverboard.org/wpi/>>
 - Upper Columbia Salmon Recovery Board website <<http://www.ucsrp.com>>
 - Washington Coast Sustainable Salmon Partnership website <<http://www.wcssp.org>>

RECOVERY PLANS:

- Lake Ozette (coast region) Sockeye Recovery Plan
- Lower Columbia River Bull Trout, Chinook, Chum, Coho, and Steelhead Recovery Plan
- Middle Columbia River Bull Trout and Steelhead Recovery Plan
- Upper Columbia River Bull Trout, Chinook, and Steelhead Recovery Plan
- Hood Canal Summer Chum Recovery Plan
- Puget Sound Chinook Recovery Plan
- Snake River Steelhead

OTHER MATERIALS:

- State of Salmon in Watersheds 2012 report
- State of Salmon: Restoring a Washington Icon video
- Millie Judge report to NOAA on Implementation of Puget Sound Chinook Recovery Plan
- Funding for Salmon Recovery in Washington State, Dennis Canty report
- The Washington Way 2006 report
- Extinction is Not an Option 1999 report
- Lead Entity Directory
- Various agency, regional and lead entity briefing documents, fact sheets, hand outs

PREPARED BY PYRAMID COMMUNICATIONS

