



# LEAD ENTITY REFERENCE GUIDE

## WELCOME!

Welcome to the lead entity program. This reference guide is intended to introduce you to lead entity work and provide you with the contacts and resources to get that work done. We look forward to working with you, both as a lead entity coordinator and as a member of the Washington Salmon Coalition, a network of lead entity coordinators and salmon recovery partners from around the state.

For current Lead Entity Coordinators, this document serves as a reference guide for contact information, meeting calendars, and context for similarities and differences of Lead Entities around the state.

<b>Section 1: Overview for New Lead Entity Coordinators</b> .....	<b>1</b>
What is a Lead Entity? .....	1
Why are Lead Entities Important to Salmon Recovery? .....	2
Lead entities provide an infrastructure to guide investments. ....	2
Lead entities build partnerships and trust.....	2
Lead entities combine local science and social values to identify salmon recovery projects. ....	2
Lead entities prioritize projects to maximize the public’s investment. ....	2
How do Lead Entities Work? .....	3
Strategy/Recovery Plan Implementation .....	3
Project Sponsors .....	3
Technical Advisory Group .....	4
Citizens Committee.....	4
Regional Recovery Plans .....	4
Washington Salmon Recovery Funding Board.....	5
Governor’s Salmon Recovery Office .....	6
SRFB Funding Process .....	6
Resources.....	10
Lead Entity Capacity Funding.....	10
Annual SRFB Grant Round Work Flow .....	11
Databases to Know .....	12
Habitat Work Schedule System (HWS) .....	12

Project Information System (PRISM) .....	12
Washington Salmon Coalition .....	13
History .....	13
Goals .....	13
Membership .....	13
Lead Entity Program Manager .....	14
Meeting Guests and Partners .....	14
Agendas .....	14
2016 WSC Executive Committee .....	15
Legislative Outreach .....	15
Glossary .....	16
<b>Section 2: Contacts and Calendars (to be updated annually) .....</b>	<b>18</b>
2016 Lead Entity Coordinators .....	18
Other Active Members of WSC.....	19
2016 WSC Meetings.....	20
<b>Section 3: Variety in Lead entity and Region Process and Structure .....</b>	<b>22</b>
Regional Context.....	22
Funding.....	23
Lead Entity Fiscal Agents .....	25
Grant Rounds.....	26
Outreach.....	26
Climate Change.....	27
Other Topics to Explore .....	28

## SECTION 1: OVERVIEW FOR NEW LEAD ENTITY COORDINATORS

### WHAT IS A LEAD ENTITY?

Lead entity organizations were created in 1999 and perform an essential role in salmon recovery in Washington State.<sup>1</sup>

Lead entities are watershed-based organizations that solicit, develop, prioritize, and submit habitat protection and restoration projects to the Washington State Salmon Recovery Funding Board (SRFB) for funding. To create a lead entity, the cities, counties, and tribes within a geographic area comprised of one or more watersheds or Water Resource Inventory Areas formed a mutual agreement. Lead entities consist of:

- Lead Entity Coordinator (usually staff from a county, conservation district, tribe, or regional organization)
- Technical Advisory Group
- Citizens Committee

Lead entities establish and support a Citizens Committee and Technical Advisory Group, develop and adapt strategies, and garner community support for salmon recovery. In the salmon recovery regions of the state, lead entity strategies and adopted plan chapters serve as the foundation for implementing recovery at a local level.

Funding for lead entities and their projects is provided by the state Legislature through the SRFB. The Recreation and Conservation Office (RCO) provides staff support to the board. Many lead entities have additional funding sources specific to their area, such as funding from flood control districts and private power companies that operate dams.

An interactive map of the 25 lead entities in the state is available at [http://www.rco.wa.gov/maps/LE\\_contactmap.shtml](http://www.rco.wa.gov/maps/LE_contactmap.shtml). A Lead Entity Directory, updated bi-annually, provides additional detail on each lead entity's geography, structure, committee members, and contact information and is available at [http://www.rco.wa.gov/documents/salmon/lead\\_entities/LeadEntityDirectory.pdf](http://www.rco.wa.gov/documents/salmon/lead_entities/LeadEntityDirectory.pdf). The directory is a public document describing the value of Lead Entities, their role in salmon recovery, and a description of how they function that compliments the more detailed information found in this document. The two pages about each lead entity are modular and can be used as standalone documents in outreach packets about your local lead entity (see Legislative Outreach below).

*Chapter 77.85.040.1(b) of the RCW details the lead entities' structure and project list development*



---

<sup>1</sup>Refer to [Revised Code of Washington 77.85.050 Salmon Recovery \(HB2496\)](#).

## WHY ARE LEAD ENTITIES IMPORTANT TO SALMON RECOVERY?

### LEAD ENTITIES PROVIDE AN INFRASTRUCTURE TO GUIDE INVESTMENTS.

The lead entity infrastructure is built at the watershed level with the involvement of local stakeholders representing diverse interests. Directly involving the communities allows them to understand their watersheds and the needs of fish while providing the opportunity to build consensus on how to best protect and restore habitat. Accountability checkpoints are built in throughout the process of evaluating and ranking projects based on the lead entity strategy and criteria (see details in Process Overview section). This infrastructure helps ensure that the best projects, those that provide the highest certainty of success and greatest benefit to salmon, are funded and implemented.

### LEAD ENTITIES BUILD PARTNERSHIPS AND TRUST.

Lead entities engage a wide range of participants who may act as project sponsors, committee members, agencies providing technical and process support, and on-the-ground volunteers. The partnerships and relationships forged through the lead entity program constitute a sustainable network of individuals and organizations devoted to making salmon recovery a reality within each watershed. Lead entities provide an arena for participants of diverse interests to work toward common solutions for salmon recovery, making difficult decisions possible. Participants have included landowners; tribes; nonprofit organizations; regional fisheries enhancement groups; environmental organizations; neighborhood and other community groups; private businesses and industries; local, state, and federal governments; and local citizens.

### LEAD ENTITIES COMBINE LOCAL SCIENCE AND SOCIAL VALUES TO IDENTIFY SALMON RECOVERY PROJECTS.

The complementary roles of the local Technical Advisory Groups and Citizens Committees are essential to ensure that science and community priorities intersect. In this manner, the highest priorities of the watershed rise to the top, and the salmon habitat protection and restoration projects proposed for funding and implementation are cost-effective and balance technical and socio-economic factors.

Lead entity projects funded by the SRFB leverage substantial funding and volunteers. Since 1999, the SRFB has awarded hundreds of millions of dollars to projects identified by lead entities for salmon recovery activities across the state. Matching funds are leveraged from a variety of sources, including private landowners, industry, nonprofit groups, as well as tribal, federal, state, and local governments. Numerous individuals have been directly involved in the lead entity programs across Washington State. Additionally, each of the projects can attract the efforts of numerous volunteers, extending awareness of salmon recovery efforts to the broader community.

### LEAD ENTITIES PRIORITIZE PROJECTS TO MAXIMIZE THE PUBLIC'S INVESTMENT.

Lead entities use regional recovery plans and habitat strategies to guide habitat project lists. Habitat strategies ensure that salmon habitat projects will be prioritized and implemented in a logical and sequential manner that produces habitat capable of sustaining healthy populations of salmon.

## HOW DO LEAD ENTITIES WORK?

### STRATEGY/RECOVERY PLAN IMPLEMENTATION

Each lead entity uses a salmon recovery strategy or federally-adopted salmon recovery plan to select and rank projects. Ideally, the strategy has prioritized geographic areas, types of restoration and protection activities, salmon species' needs, and local socio-economic and cultural factors to consider. These strategies increase effective decision-making by lead entities as well as define and clarify roles between lead entities and the broader salmon recovery infrastructure.

Regional recovery plans are further discussed below. Links to the regional recovery plans can be found at

[www.rco.wa.gov/salmon\\_recovery/regions/regional\\_orgs.shtml](http://www.rco.wa.gov/salmon_recovery/regions/regional_orgs.shtml)

### PROJECT SPONSORS

Projects are proposed by project sponsors, who use the regional recovery plan, lead entity strategy, and recent research to identify high priority actions. Project sponsors typically are regional fisheries enhancement groups, cities, counties, tribes, state agencies, conservation districts, community groups, nonprofits, or private individuals.

Project sponsors fill out an online application and submit it to the lead entity for consideration. There are eight types of projects that can be considered for funding:

- Acquisition
- In-stream diversion
- In-stream passage
- In-stream habitat
- Riparian habitat
- Upland habitat
- Estuarine and marine nearshore
- Assessments and studies (non-capital projects)

Sponsors must obtain landowner acknowledgement forms from affected landowners to ensure the success of projects. The lead entity then uses its Technical Advisory Group and Citizens Committee to evaluate and prioritize the projects. Each lead entity has a slightly different process to reach the same outcome. See Section 3 for some examples of how the process varies across the state.

*For examples of project selection criteria from different lead entities, see the Habitat Work Schedule library or lead entity Web sites at:*

*<http://hws.ekosystem.us/>*

See RCO's Manuals 8 and 18 for more information regarding eligible projects, the application process, and reimbursements. See Manual 19 for specifics on managing your Lead Entity grant through RCO:

- *Manual 8: Reimbursements* ([www.rco.wa.gov/documents/manuals&forms/Manual\\_8-reimbursement.pdf](http://www.rco.wa.gov/documents/manuals&forms/Manual_8-reimbursement.pdf))
- *Manual 18: Salmon Recovery Grants* ([www.rco.wa.gov/documents/manuals&forms/Manual\\_18.pdf](http://www.rco.wa.gov/documents/manuals&forms/Manual_18.pdf))
- *Manual 19: Regional Organization and Lead Entity Capacity Grant Guidance* ([www.rco.wa.gov/documents/manuals&forms/Manual\\_19.pdf](http://www.rco.wa.gov/documents/manuals&forms/Manual_19.pdf))

---

## TECHNICAL ADVISORY GROUP

The Technical Advisory Group is made up of local, technical experts who rate the projects on their technical merit, benefits to salmon, and the certainty that the expected benefits will develop. Technical Advisory Group members often are the most knowledgeable about the local watershed, habitat, and fish conditions, and their expertise is invaluable to ensure priorities and projects are based on ecological conditions and processes.

---

## CITIZENS COMMITTEE

The Technical Advisory Group submits its evaluation of projects to the Citizens Committee for approval. Citizens Committees may include local residents and representatives of local, state, federal, and tribal governments; community groups; environmental and fisheries groups; conservation districts; and industries.

The Citizens Committee is critical to ensure that priorities and projects have the necessary community support for success. Citizens Committee members often are the best judges of the community's social, cultural, and economic values and of how to increase support for salmon recovery over time through the implementation of projects.

The Citizens Committee ranks the project list, and submits it through the lead entity and/or recovery region for SRFB funding consideration.

---

## REGIONAL RECOVERY PLANS

The Endangered Species Act requires that the federal government develop recovery plans for species at risk of extinction. The federal government measures the health of fish populations based on Evolutionarily Significant Units or Distinct Population Segments and determined that recovery plans should be developed for each unit or segment listed as at risk of extinction under the Act. The agency overseeing recovery plans for anadromous fish, including salmon, is the National Oceanic and Atmospheric Administration (NOAA).<sup>2</sup>

Washington State is divided into eight geographical salmon recovery regions (Hood Canal, Lower Columbia River, Middle Columbia River, Northeast Washington, Puget Sound, Snake River, Upper Columbia River, and Washington Coast), as shown in Figure A below. To coordinate the work of recovery planning and implementation, regional organizations formed in seven of the eight regions, roughly along the lines of the regional recovery areas. Each salmon recovery region works on different species based on what are listed and managed for in the area. Regional

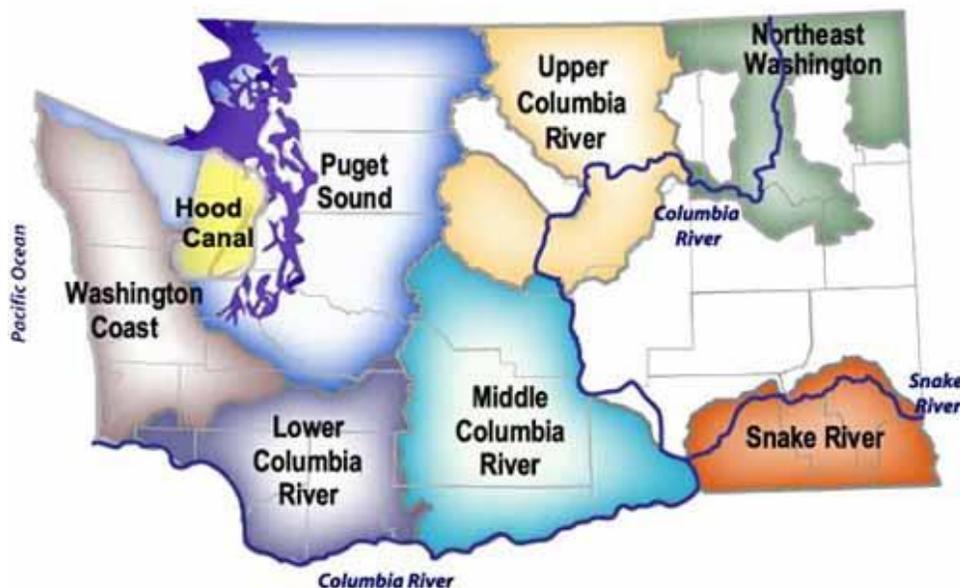
---

<sup>2</sup>The agency overseeing the recovery plan for bull trout is the U.S. Fish and Wildlife Service (USFWS).

organizations relied on lead entities and local watershed groups when writing regional recovery plans and incorporated lead entities' strategies into those plans. The regions work together as the Council of Regions.

Each region is working towards recovery for different species. The State of the Salmon report provides an overview of the species, the context for recovery (human dimensions like population size, number of jurisdictions, etc.), and the major limiting factors to recovery in each region. The report can be found at <http://www.stateofsalmon.wa.gov/regions/>

Figure A. Eight salmon recovery regions in Washington. Seven of the eight regions have a formally recognized regional organization made up of lead entities (Northeast Washington does not have a regional organization). An interactive version of this map is available at [http://www.rco.wa.gov/salmon\\_recovery/regions/regional\\_orgs\\_map.shtml](http://www.rco.wa.gov/salmon_recovery/regions/regional_orgs_map.shtml)



## WASHINGTON SALMON RECOVERY FUNDING BOARD

The Washington State Legislature established the Salmon Recovery Funding Board (SRFB, pronounced “SuRF Board”) in 1991 to administer salmon recovery funds appropriated by the Legislature and Congress, and to assist with a broad range of salmon restoration, protection, and related activities. The SRFB is supported by RCO and is composed of five citizens appointed by the Governor as well as five state agency directors. The SRFB brings together the experiences and viewpoints of Washington’s citizens and major natural resources agencies.

Projects are submitted through the lead entity and/or region for funding consideration. The SRFB evaluation generally occurs in three phases:

1. The local lead entity, coordinating with its regional organization, evaluates and ranks applications in its area. The lead entity and region may use locally developed information and criteria to prioritize projects.
2. The SRFB reviews all projects for eligibility based on current criteria and policies. Decisions about eligibility are reviewed first with the assigned RCO outdoor grants manager.
3. The SRFB Review Panel evaluates each project proposal for technical merits and will identify specific concerns about the benefits to salmon and certainty of success.

## GOVERNOR'S SALMON RECOVERY OFFICE

The Governor's Salmon Recovery Office (GSRO) was established by the Legislature, through the Salmon Recovery Planning Act. Operating out of the RCO, the GSRO is charged with coordinating a statewide salmon recovery strategy. Other tasks include:

- Helping develop and implement regional recovery plans.
- Securing funding for local, regional, and state recovery efforts.
- Helping prepare the biennial State of Salmon in Watersheds report to the Legislature, which can be found at GSRO Web site ([http://www.rco.wa.gov/salmon\\_recovery/gсро.shtml](http://www.rco.wa.gov/salmon_recovery/gсро.shtml)) and Executive Summary ([http://www.rco.wa.gov/doc\\_pages/other\\_pubs.shtml#gsro](http://www.rco.wa.gov/doc_pages/other_pubs.shtml#gsro)).
- Advising the SRFB (<http://www.rco.wa.gov/boards/srfb.shtml>).

## SRFB FUNDING PROCESS

The funding that is available for SRFB to allocate is a combination of state and federal funds. The federal funding is through the Pacific Coastal Salmon Recovery Fund (PCSRF pronounced "PaC SuRF") granted by NOAA to Washington, Oregon, California, Idaho, and Alaska.

The Governor's Salmon Recovery Office, staffed by RCO, applies annually for this federal funding. One reason that Washington State has been so successful competing for this grant is because of the robust local project development and prioritization process by the lead entities. Historically, Washington has received the largest allocation of all of the states. See the box below for an explanation of the "Washington Way."

NOAA reports annually to Congress on the use of the funds, and Washington State legislators play a key role in ensuring that the federal budget includes PCSRF funding. The total funding level for the past several years has been \$65 million, with about \$20 million going to Washington State, which is then matched by state funding.

The following diagrams depict the funding process. Figure B focuses on the overall allocation of salmon recovery funds, tracking the Pacific Coast Salmon Restoration Fund dollars from Congress to Washington State and the lead entities. Figure C focuses on the local lead entity grant process, showing how funding is distributed at the local level.

### *The Washington Way*

*When Washington's salmon populations were listed under the Endangered Species Act in the late 1990s, the Legislature and the Governor empowered watershed groups to work on improving conditions for salmon. Seven regional salmon recovery organizations and 25 lead entities now coordinate the work of thousands of people working across the state to restore our rivers, streams, forests, and shorelines. These groups are working with scientists; local, state, tribal, and federal governments; and agriculture, timber, fisheries, business, and conservation interests to identify and implement local solutions that meet the needs of people and salmon. These groups come together to coordinate their efforts in regional forums, providing a cost-effective and efficient approach to salmon recovery.*

Figure B. The annual funding process for RCO's administration of federal PCSRF to the regions, lead entities, and project sponsors. Arrow size roughly represents the amount of PCSRF dollars distributed. While project sponsors must operate through both lead entities and regions to obtain funds through the local grant process, the actual grant contracts are awarded directly to project sponsors from RCO. Each lead entity has an assigned salmon grants manager. To find yours, go to [www.rco.wa.gov/maps/contact\\_salmon\\_mgr.shtml](http://www.rco.wa.gov/maps/contact_salmon_mgr.shtml).

### Flow of Federal Pacific Coast Salmon Recovery Funding (PCSRF) to Local Level

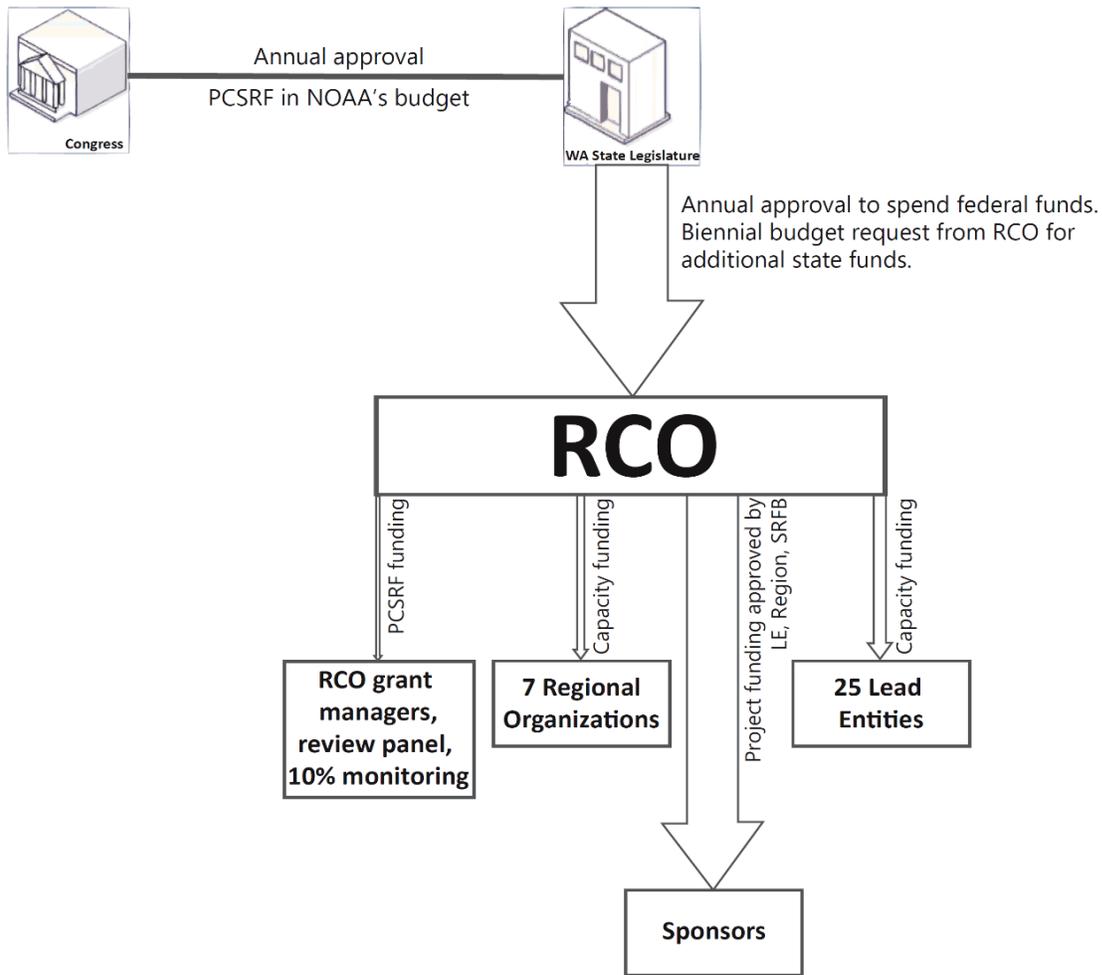
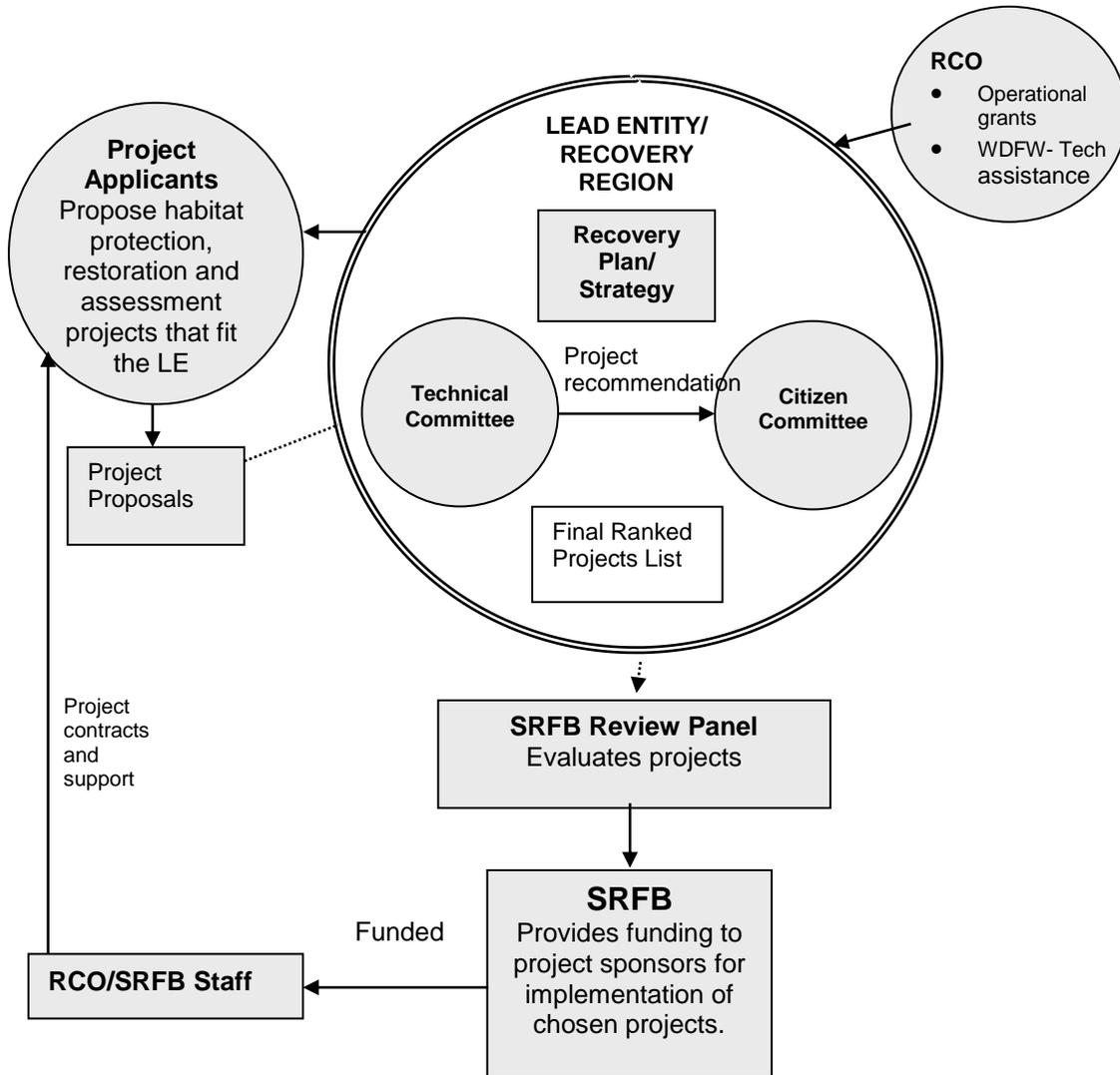


Figure C. Diagram of the project funding process at the local level.



PCSRF and state salmon recovery funds are administered by the SRFB and are the basis for all lead entity grants and RCO contracts. These funds are annually allocated to salmon recovery regions according to the following percents:

SALMON RECOVERY REGION	SRFB ALLOCATION
Hood Canal	2.35%
Lower Columbia	15%
Middle Columbia	9.87%
Northeast Washington	2%
Puget Sound	42.04%
Snake River	8.88%
Upper Columbia	10.85%
Washington Coast	9%

The salmon recovery regions allocate these funds locally for lead entities. The lead entities then run competitive grant rounds to provide funds to eligible salmon recovery projects. The lead entities, in conjunction with regional organizations, play a pivotal role in the SRFB process. While the grant round traditionally has spanned from early spring through early winter, the lead entities are involved in the process all year. See *Manual 18, Salmon Recovery Grants* for more detailed information on RCO’s process and support of regions and lead entities.

Applicants must submit their project proposals to the local lead entity rather than directly to the SRFB. The lead entity is responsible for assembling a ranked list of projects from its area. The lead entity, working with regional organizations as appropriate, establishes its own deadlines for applications to accommodate its review process. Lead entities within regions are responsible for complying with the region’s application process. It is desired, but not required, that regions create one prioritized project list. At a minimum, the region must provide a recommendation for funding its component lead entity lists.

The lead entities (coordinating with their regional organizations) evaluate and rank project proposals from their area. Lead entities and regions may use locally-developed information and criteria to prioritize projects, including criteria that address social, economic, and cultural values. SRFB will review all projects for eligibility. Project applicants and their lead entities are encouraged to consult with SRFB staff early in the application process to determine any questions of eligibility. Decisions regarding eligibility are reviewed first with the assigned SRFB grants manager and then confirmed with the salmon section manager. When eligibility continues to be questioned, the director shall provide a final review. The director may request assistance from the SRFB Review Panel as well.

Often lead entities are well through a grant round before knowing how much is available to award to projects. This is due to the timing of the federal funding approvals by Congress as displayed in Figure B above. Lead entities take different approaches to partially funding projects when the approved project costs exceed the funding available for a grant round. This decision at the local level often depends on the project type and amount available. Depending on the region, there are additional funding sources for some projects, and lead entities can approach the allocation of funding to different types of projects strategically based on the funding requirements. Examples of these additional funding sources are Bonneville Power Administration, Puget Sound Acquisition and Restoration Fund, Washington Wildlife and Recreation Program, Estuary and Salmon Recovery Program, Floodplains by Design, and local funds like that available to King County via its Flood Control District. Talk to your regional organization to learn more about additional funding sources in your area.

---

## RESOURCES

- For more on PCSRF: Go to [http://www.westcoast.fisheries.noaa.gov/protected\\_species/salmon\\_steelhead/recovery\\_planning\\_and\\_implementation/pacific\\_coastal\\_salmon\\_recovery\\_fund.html](http://www.westcoast.fisheries.noaa.gov/protected_species/salmon_steelhead/recovery_planning_and_implementation/pacific_coastal_salmon_recovery_fund.html)
- For more on SRFB: Go to <http://www.rco.wa.gov/boards/srfb.shtml>
- For more on regions and tracking progress: See the State of Salmon in Watersheds Report at <http://www.stateofsalmon.wa.gov>
- For more information on regional salmon recovery organizations: Go to [http://www.rco.wa.gov/salmon\\_recovery/regions/regional\\_orgs.shtml](http://www.rco.wa.gov/salmon_recovery/regions/regional_orgs.shtml)
- For *Manual 18, Salmon Recovery Grants*: Go to [http://www.rco.wa.gov/documents/manuals&forms/Manual\\_18.pdf](http://www.rco.wa.gov/documents/manuals&forms/Manual_18.pdf)
- For *Manual 19, Regional Organization and Lead Entity Capacity Grant Guidance*: Go to [http://www.rco.wa.gov/documents/manuals&forms/Manual\\_19.pdf](http://www.rco.wa.gov/documents/manuals&forms/Manual_19.pdf)
- For all recent RCO manuals: Go to [http://www.rco.wa.gov/doc\\_pages/manuals\\_by\\_number.shtml](http://www.rco.wa.gov/doc_pages/manuals_by_number.shtml)
- For the Statewide Strategy to Recover Salmon: Go to <http://www.rco.wa.gov/documents/gsro/2006StatewideStrategy.pdf>
- For other documents related to Salmon Recovery: Go to [http://www.rco.wa.gov/doc\\_pages/other\\_pubs.shtml#salmon](http://www.rco.wa.gov/doc_pages/other_pubs.shtml#salmon)
- RCO Salmon Grant Project Staff Contacts: Go to [http://www.rco.wa.gov/about/contact\\_by\\_program.shtml#salmon](http://www.rco.wa.gov/about/contact_by_program.shtml#salmon)

## LEAD ENTITY CAPACITY FUNDING

Lead entities receive their operational (also known as capacity) funds from a grant distributed by RCO and managed by the lead entity program manager in the Governor’s Salmon Recovery Office. Grants are awarded biennially; however contracts are written or amended annually to correspond with the state fiscal year (July 1-June 30).

Contracts are written for the first year of a state fiscal biennium allocating each lead entity half of their biennial grant amount. Upon close of the fiscal year, unspent funds are no longer available to the lead entity.

At the end of the biennium, funds cannot be reallocated. For this reason, if you expect to have any unspent funds at the end of a biennium, please notify RCO by the end of April so that funds can be reallocated before the close of the biennium on June 30.

*Capacity funding = the funding for planning and program implementation (i.e. salaries, outreach materials, etc.)*

*Capital funding = the funding that pays for project implementation (design, construction, etc.)*

RCO expects invoices to be submitted at least quarterly and no more than monthly.

Progress reports documenting the tasks completed to date are due to RCO April 1 and October 31. Refer to the current lead entity operational grants policy and procedures in Manual 19 for more detailed contracting information [www.rco.wa.gov/documents/manuals&forms/Manual\\_19.pdf](http://www.rco.wa.gov/documents/manuals&forms/Manual_19.pdf).

## ANNUAL SRFB GRANT ROUND WORK FLOW

Each lead entity has a slightly different process and timeline. Below is a generalized flow chart for what a new lead entity coordinator can expect during the annual grant round. Each year, the specific dates for the grant cycle are published in *Manual 18, Salmon Recovery Grants*. Note that your region may have its own deadlines in addition to those in the manual. Check with your region before finalizing your grant round schedule.

<u>ANNUAL WORK FLOW OF GRANT ROUND</u>		
TASKS	NOTES	
Create timeline for local grant round	Use dates in Manual 18 as a starting point; this is referred to as annual work plan by RCO	Jan-Mar
Schedule site visits for SRFB Review Panel	Submit request online. Some LEs schedule combined site visits for their TAG and Review Panel; others keep them separate.	Apr - Jun
Review project sponsor's pre-application materials in PRISM	Due 3 weeks prior to site visit	
Coordinate site visit	Some LEs combine SRFB review panel and local technical review.	
Distribute SRFB Review Panel pre-application comments	2 weeks after the site visit	
Work with sponsors on application materials including budget & proposal		Jul-Sept
Local scoring and project approval – TAG and Citizen's Committee	Some Lead Entities combine these groups; others have separate processes.	
Applications submitted in PRISM		
Grant materials due to regions	Grant materials include those identified in Manual 18 appendices; work with your region for details	
Distribute SRFB Review Panel final application comments to project sponsors		
If response needed, work with sponsors to develop	Responses are submitted via PRISM	
Attend SRFB regional area meeting with sponsor to address any projects of concerns	(LE Progress reports due to RCO in October)	Oct-Dec
Submit signed copy of ranked list		
SRFB awards grants at funding meeting	Final approval at December SRFB meeting	

## DATABASES TO KNOW

### HABITAT WORK SCHEDULE SYSTEM (HWS)

The Habitat Work Schedule (HWS) (<http://hws.ekosystem.us/>) system is a centralized Web-based tool that helps lead entities and others interested in salmon recovery map habitat restoration projects and track the progress of recovery plan implementation. Each lead entity has a slightly different structure to its HWS site and uses the information differently. Also note that Lower Columbia uses Salmon Port rather than HWS.

HWS can include more than projects funded by SRFB, unlike PRISM, discussed below. It may include projects that have yet to be proposed for funding or those that have received funding outside of the methods overseen by SRFB (e.g. Conservation Reserve Enhancement Program (CREP), Floodplains by Design, National Estuary Program, etc.). Information can be made public or private in this system.

The HWS system aims to reduce data entry and data duplication. It also will transfer project information to the RCO PRISM database for those projects that receive funding through SRFB grants. The HWS also will have the ability to interface with more specialized project monitoring databases as they come online.

The public portal of HWS also has a document library, which houses important information for Lead Entities to share and learn from each other. Only certain users can upload documents; please contact the Washington Salmon Coalition Chair or Kiri Kreamer at GSRO if you would like more information or would like to post your local grant round or outreach documents.

### PROJECT INFORMATION SYSTEM (PRISM)

PRISM is RCO's accounting and project management database. It is used for all the recreation, conservation, and salmon recovery grant programs and contracts administered by RCO. These include the Washington Wildlife and Recreation Program (WWRP), the Nonhighway and Off-road Vehicle Access Program (NOVA), the Aquatic Lands Enhancement Account (ALEA), and many others.

PRISM is open to the public for applying for grants, reviewing information on funded projects, and producing reports about projects. [www.rco.wa.gov/prism\\_app/about\\_prism.shtml](http://www.rco.wa.gov/prism_app/about_prism.shtml)

Each project in PRISM has a Web-based snapshot page, and the database can be searched on a number of parameters at: <https://secure.rco.wa.gov/PRISM/search/ProjectSearch.aspx>

Functions and uses of HWS and PRISM are as follows:

PRISM	HWS
Tracks RCO grants, billings, funding, and contracts in great detail.	Salmon and habitat focus
RCO grants include salmon habitat and recreation program funding (as well as all other grant programs administered by RCO)	Helps plan and prioritize work in each watershed
Tracks and reports salmon PCSRF metrics to NOAA	Tracks conceptual projects
Shares data with HWS and Salmon Port (Lower	Builds work plan documents

PRISM	HWS
Columbia)	
	Tracks changes in habitat
	Shows progress towards goals at many scales
	Tracks statewide funding sources (beyond RCO)
	Stores monitoring information

## WASHINGTON SALMON COALITION

The Washington Salmon Coalition (WSC) is the advisory body and association for lead entity coordinators from around the state. The mission of WSC is “to support and strengthen the 25 lead entities in Washington State in their endeavor to restore, enhance, and protect salmonids and their habitats in a scientifically-sound manner than engages local communities and supports our economy.” The WSC Web site provides links to helpful resources and can be found at [http://www.rco.wa.gov/salmon\\_recovery/WashingtonSalmonCoalition.shtml](http://www.rco.wa.gov/salmon_recovery/WashingtonSalmonCoalition.shtml).

WSC meets in person and through conference calls about five times a year. These meetings rotate between the west side of the state (generally the Seattle/Tacoma area) and the east side (generally the Central Washington/Interstate 90 corridor area). All Lead Entities are welcome and encouraged to participate in WSC meetings, as are other salmon recovery partner organizations such as the Washington Department of Fish and Wildlife, Governor’s Salmon Recovery Office, RCO, Council of Regions, Puget Sound Partnership, and others.

## HISTORY

Until December 2013, the WSC was called the Lead Entity Advisory Group (LEAG), which was created to provide advice to the Department of Fish and Wildlife on salmon recovery policies when the department, rather than RCO, managed the lead entity program. Over time, the advisory group evolved to support the lead entity program by serving as a forum for discussing issues and improving communication with SRFB, RCO, Department of Fish and Wildlife, Governor’s Salmon Recovery Office, other state agencies, the Council of Regions, and other interested groups. Education and coordination in general are a central focus and theme. The roles of lead entities and the WSC should evolve with the needs of salmon recovery and the changing landscape of Washington State’s economy.

## GOALS

The WSC seeks to communicate effectively as a unified voice for lead entities and their communities statewide and provide a forum for discussing issues and developing strategies for addressing these issues. The WSC seeks to foster relationships and share best practices amongst colleagues and provide educational opportunities for the lead entities in Washington State. The WSC communicates as a collective voice that salmon recovery as the “Washington Way” is yielding statewide results. See [http://www.rco.wa.gov/salmon\\_recovery/efforts.shtml](http://www.rco.wa.gov/salmon_recovery/efforts.shtml).

## MEMBERSHIP

The WSC is made up of one representative from each of the lead entities. Each lead entity shall appoint a representative and an alternate. Lead entity representatives and alternates can be, but are not limited to, lead

entity coordinators, Citizen Committee members, and Technical Advisory Group members. Coalition positions will be filled as vacancies arise with names provided to the coalition chair as requested.

The Washington Salmon Coalition mission, structure, and action plan can be found in the HWS library, on the WSC page of the RCO Web site at [http://www.rco.wa.gov/salmon\\_recovery/WashingtonSalmonCoalition.shtml](http://www.rco.wa.gov/salmon_recovery/WashingtonSalmonCoalition.shtml), or by contacting the chair or vice chair.

Members are encouraged to participate in one of the committees that execute the action plan: Communications and Outreach Committee, Funding Committee, and Habitat Work Schedule Action Team. The meeting schedule for each committee is presented in Section 2 of this document.

---

## LEAD ENTITY PROGRAM MANAGER

The lead entity program manager is a RCO or Governor's Salmon Recovery Office employee whose main responsibility is managing the lead entity program and lead entity contracts. The program manager is available to provide input on the development of WSC agendas. The program manager may provide agency perspective on WSC topics and assist with communication between individual lead entities, the WSC, and Governor's Salmon Recovery Office and RCO leadership.

Sarah Gage is the lead entity program manager: (360) 902-2217; [sarah.gage@rco.wa.gov](mailto:sarah.gage@rco.wa.gov)

---

## MEETING GUESTS AND PARTNERS

SRFB staff, as well as the Department of Ecology, Department of Natural Resources, Department of Fish and Wildlife, Governor's Salmon Recovery Office, Puget Sound Partnership, Council of Regions, Department of Transportation, regional fisheries enhancement groups, Department of Agriculture, Conservation Commission, and other partners are encouraged to participate in WSC meetings and activities. SRFB requests for WSC comments or input have a high priority in the agenda setting process. WSC functions are open meetings. Guests are welcome to attend and to participate in discussions.

---

## AGENDAS

The chair, in consultation with WSC members and the lead entity program manager, decides upon the agenda items for meetings. The WSC chair develops and distributes the draft agenda to all coalition members and other interested people. Requests for the agenda of a particular committee meeting should be given at least 2 weeks in advance of the meeting, and more than a month for in-person all WSC meetings. Documents requiring review before the meeting must be submitted to the WSC chair at least 2 weeks before the meeting as well. WSC agendas shall designate between action, decision, and discussion items. Draft agendas shall be approved by WSC consensus at the beginning of each meeting.

## 2016 WSC EXECUTIVE COMMITTEE

MEMBER	LEAD ENTITY	SEAT	EMAIL	TELEPHONE
Amy Hatch-Winecka	WRIA 13 and WRIA 14 Salmon Habitat Recovery Committee	Chair	<a href="mailto:amyhw@thurstoncd.com">amyhw@thurstoncd.com</a>	(360) 754-3588 x103
John Foltz	Snake River Salmon Recovery Board	Vice chair	<a href="mailto:john@snakeriverboard.org">john@snakeriverboard.org</a>	(509) 382-4115
Darcy Batura	Yakima Basin Fish and Wildlife Recovery Board	Past chair	<a href="mailto:dbatura@ybfwrp.org">dbatura@ybfwrp.org</a>	(509) 453-4104
William (Bill) Armstrong	Quinault Indian Nation	Coast representative	<a href="mailto:barmstro@quinault.org">barmstro@quinault.org</a>	(360) 276-8215 x240
Jacob Anderson	Klickitat County	Columbia representative	<a href="mailto:jacoba@klickitatcounty.org">jacoba@klickitatcounty.org</a>	(509) 773-2410
Dawn Pucci	Island County	Puget Sound representative	<a href="mailto:d.pucci@co.island.wa.us">d.pucci@co.island.wa.us</a>	(360) 678-7916
Jason Wilkinson	Lake Washington/ Cedar/ Sammamish Watershed (WRIA 8)	Puget Sound representative	<a href="mailto:jason.wilkinson@kingcounty.gov">jason.wilkinson@kingcounty.gov</a>	(206) 477-4786
Richard Brocksmith	Skagit Watershed Council	Puget Sound representative	<a href="mailto:rbrocksmith@skagitwatershed.org">rbrocksmith@skagitwatershed.org</a>	(360) 419-9326

## LEGISLATIVE OUTREACH

Each year, lead entity staff and Citizens Committee members conduct an educational outreach day to state legislators and their staffs in Olympia. During this event, lead entities meet with legislators from their areas and discuss lead entity work in general, as well as projects being conducted in their districts. In addition to the specific outreach day, lead entity staff and their committees interact with local, state, and federal elected officials through tours, meetings, and other opportunities. Consistent materials and messages are made available so that lead entities are describing their role in salmon recovery in a similar way. These materials include a fact sheet on each lead entity available as part of the Lead Entity Directory available at [http://www.rco.wa.gov/documents/salmon/lead\\_entities/LeadEntityDirectory.pdf](http://www.rco.wa.gov/documents/salmon/lead_entities/LeadEntityDirectory.pdf), and an updated Restoration Works fact sheet at <http://wacnect.paladinpanoramic.com/file/10/14550>. Additional materials may be developed by lead entities for use with legislators or for use on project tours held in your local watershed.

In 2014, the WSC developed an Advocacy Handbook that explains the important distinction between education and lobbying with state funding for lead entity staff. The handbook can be found at <http://wacnect.paladinpanoramic.com/file/10/24700>. In addition, a regional communication plan is being tailored to the regions and will serve as an excellent resource for telling the complete story of salmon recovery and its importance.

## GLOSSARY

CC	Citizens Committee – a legislatively mandated component of a salmon recovery lead entity that provides local input in salmon recovery.
COR	Council of Regions – advisory body to the eight salmon recovery regions in the state of Washington [Coast, Hood Canal, Puget Sound, Lower Columbia, Middle Columbia, Northeast, Upper Columbia, and Snake]
C&O	Communications & Outreach – committee of the Washington Salmon Coalition
EC or Ex Comm	Executive Committee (as in, WSC EC) – a nine member committee comprised of representatives from across the state of Washington that serves as a decision-making body for WSC
ERC	Ecosystem Recovery Coordinator – liaison from the Puget Sound Partnership (region) to the Puget Sound LEs.
GSRO	Governor’s Salmon Recovery Office – established by the Legislature to coordinate and produce a statewide salmon strategy; assists in the development of regional recovery plans; secures current and future funding for local, regional, and state recovery efforts; and provides the <i>Biennial State of Salmon in Watersheds</i> report to the Legislature.
HWS	Habitat Work Schedule – a centralized Web-based tool that will help lead entities and others interested in salmon recovery map habitat restoration projects and track the progress of recovery plan implementation
HWSAC	Habitat Work Schedule Action Team – committee of the Washington Salmon Coalition
LCSRB	Lower Columbia Salmon Recovery Board
LE	Lead Entity – watershed-based, salmon recovery organization that generally consists of a coordinator, a Technical Advisory Group, and a Citizens Committee
LEAG	Lead Entity Advisory Group – the previous name of the Washington Salmon Coalition, the advisory body to the 25 lead entities for salmon recovery across the state of Washington
LEC	Lead Entity Coordinator – coordinator of a lead entity’s operations
PSAR	Puget Sound Acquisition and Restoration Fund – a funding source for Puget Sound lead entities organized by the Puget Sound Partnership and administered through the SRFB
PRISM	Project Information System – an automated, grant management system that can be used over the Internet by applicants, sponsors, agencies, legislators, and the public, administered by RCO
PSNERP	Puget Sound Nearshore Ecosystem Restoration Program – An Army Corps of Engineers and Washington Department of Fish and Wildlife program focused on restoring key nearshore sites in Puget Sound

PSP	Puget Sound Partnership – the regional organization for the Puget Sound LEs. A state agency established to lead efforts to protect and restore Puget Sound and its diversity of life
RCO	Washington State Recreation and Conservation Office – established by Citizen Initiative 215 to help finance recreation and conservation projects throughout the state. RCO houses several funding boards including the Salmon Recovery Funding Board.
Review Panel	An independent panel of experts administered by SRFB that conducts final technical review of all projects proposed for SRFB funding in order to ensure statewide consistency in technical review (which is initially performed by a local or regional Technical Advisory Group). The Review Panel also evaluates the quality of salmon recovery strategies and project lists for those lead entities not participating in a regional salmon recovery plan.
Salmon Recovery Regions	State law directed development of a statewide strategy to recover salmon on an Evolutionary Significant Unit (ESU) basis. NOAA-Fisheries have designated ESUs for different salmon species and areas. Based on this, seven regional organizations have formed to coordinate development of draft ESU-level recovery plans.
SRFB	Salmon Recovery Funding Board – a legislatively created body that supports salmon recovery by funding habitat protection and restoration projects
TAG	Technical Advisory Group – a legislatively mandated component of a salmon recovery lead entity that provides technical input in salmon recovery
TRT	Technical Review Team – a NOAA appointed advisory group for Chinook and summer Chum recovery
UCSRB	Upper Columbia Salmon Recovery Board
WCSSP	Washington Coast Sustainable Salmon Partnership – the regional organization for the outer coast LEs.
WDFW	Washington State Department of Fish and Wildlife – a state agency that provides sound stewardship of fish and wildlife
WRIA	Water Resource Inventory Area – one of 62 areas designated by the State of Washington to delineate watershed basins within the state for management purposes
WSC	Washington Salmon Coalition
YBFWFB	Yakima Basin Fish and Wildlife Recovery Board
3YWP	Three-Year Workplan – the sequenced list of projects that Puget Sound LEs plan to achieve over the next 3 years.

## SECTION 2: CONTACTS AND CALENDARS (TO BE UPDATED ANNUALLY)

### 2016 LEAD ENTITY COORDINATORS

FIRST NAME	LAST NAME	E-MAIL	LEAD ENTITY
Alan	Chapman	<a href="mailto:alanc@lummi-nsn.gov">alanc@lummi-nsn.gov</a>	WRIA 1 Salmon Recovery Board Lead Entity
Alicia	Olivas	<a href="mailto:aolivas@hccc.wa.gov">aolivas@hccc.wa.gov</a>	Hood Canal Coordinating Council Lead Entity
Amy	Hatch-Winecka	<a href="mailto:amyhw@thurstoncd.com">amyhw@thurstoncd.com</a>	WRIAs 13 and 14 Salmon Habitat Recovery Committee Lead Entities
Ashley	Von Essen	<a href="mailto:vonessen.ashley@nisqually-nsn.gov">vonessen.ashley@nisqually-nsn.gov</a>	Nisqually River Salmon Recovery Lead Entity
Becky	Peterson	<a href="mailto:Genevaconsulting@comcast.net">Genevaconsulting@comcast.net</a>	WRIA 1 Salmon Recovery Board Lead Entity
Bill	Armstrong	<a href="mailto:BARMSTRO@quinault.org">BARMSTRO@quinault.org</a>	Quinault Indian Nation Lead Entity
Byron	Rot	<a href="mailto:byronr@sanjuanco.com">byronr@sanjuanco.com</a>	San Juan County Community Development Lead Entity
Cheryl	Baumann	<a href="mailto:cbaumann@co.clallam.wa.us">cbaumann@co.clallam.wa.us</a>	North Olympic Peninsula Lead Entity for Salmon
Darcy	Batura	<a href="mailto:dbatura@ybfwrp.org">dbatura@ybfwrp.org</a>	Yakima Basin Fish and Wildlife Recovery Board Lead Entity
Dawn	Pucci	<a href="mailto:d.pucci@co.island.wa.us">d.pucci@co.island.wa.us</a>	Island County Lead Entity
Vacant			Snohomish County Lead Entity
Doug	Osterman	<a href="mailto:doug.osterman@kingcounty.gov">doug.osterman@kingcounty.gov</a>	Green, Duwamish, and Central Puget Sound Watershed (WRIA 9) Lead Entity
Frank	Hanson	<a href="mailto:fsh2@uw.edu">fsh2@uw.edu</a>	North Pacific Coast Lead Entity
Jacob	Andersen	<a href="mailto:jacoba@klickitatcounty.org">jacoba@klickitatcounty.org</a>	Klickitat County Lead Entity
Jason	Wilkinson	<a href="mailto:jason.wilkinson@kingcounty.gov">jason.wilkinson@kingcounty.gov</a>	Lake Washington/Cedar/Sammamish Watershed (WRIA 8) Lead Entity
Jason	Mulvihill-Kuntz	<a href="mailto:Jason.Mulvihill-Kuntz@kingcounty.gov">Jason.Mulvihill-Kuntz@kingcounty.gov</a>	Lake Washington/Cedar/Sammamish Watershed (WRIA 8) Lead Entity
John	Foltz	<a href="mailto:John@snakeriverboard.org">John@snakeriverboard.org</a>	Snake River Salmon Recovery Board Lead Entity
Joy	Juelson	<a href="mailto:Joy.Juelson@ucsrp.com">Joy.Juelson@ucsrp.com</a>	Upper Columbia Salmon Recovery Board Lead Entity
Karen	Bergeron	<a href="mailto:karen.bergeron@kingcounty.gov">karen.bergeron@kingcounty.gov</a>	Green, Duwamish, and Central Puget Sound Watershed (WRIA 9) Lead Entity
Kirsten	Harma	<a href="mailto:kharma@chehalis tribe.org">kharma@chehalis tribe.org</a>	Chehalis Basin Lead Entity
Kit	Crump	<a href="mailto:Donald.Crump@co.snohomish.wa.us">Donald.Crump@co.snohomish.wa.us</a>	Stillaguamish County Lead Entity
Lisa	Spurrier	<a href="mailto:lspurri@co.pierce.wa.us">lspurri@co.pierce.wa.us</a>	Pierce County Lead Entity

FIRST NAME	LAST NAME	E-MAIL	LEAD ENTITY
Marian	Berejikian	<a href="mailto:mberejikian@co.kitsap.wa.us">mberejikian@co.kitsap.wa.us</a>	West Sound Watersheds Council Lead Entity y
Melody	Tereski	<a href="mailto:mtereski@lcfwb.gen.wa.us">mtereski@lcfwb.gen.wa.us</a>	Lower Columbia Fish Recovery Board Lead Entity
Tom	Kollasch	<a href="mailto:tkollasch@willapabay.org">tkollasch@willapabay.org</a>	Pacific County Lead Entity
Pat	Stevenson	<a href="mailto:pstevenson@stillaguamish.com">pstevenson@stillaguamish.com</a>	Stillaguamish River Salmon Recovery Co-Lead Entity
Richard	Brocksmith	<a href="mailto:rbrocksmith@skagitwatershed.org">rbrocksmith@skagitwatershed.org</a>	Skagit Watershed Council Lead Entity
Todd	Andersen	<a href="mailto:tandersen@knrd.org">tandersen@knrd.org</a>	Kalispel Tribe Lead Entity

#### OTHER ACTIVE PARTICIPANTS OF WSC

FIRST NAME	LAST NAME	E-MAIL	LEAD ENTITY/ORGANIZATION
Alex	Conley	<a href="mailto:aconley@ybfwrc.org">aconley@ybfwrc.org</a>	Yakima Basin Fish & Wildlife Recovery Board
Chris	Vondrasek	<a href="mailto:cvondrasek@skagitwatershed.org">cvondrasek@skagitwatershed.org</a>	Skagit Watershed Council Lead Entity
Jeff	Breckel	<a href="mailto:jbreckel@lcfwb.gen.wa.us">jbreckel@lcfwb.gen.wa.us</a>	Lower Columbia Fish Recovery Board Lead Entity
Kathy	Peters	<a href="mailto:kpeters@co.kitsap.wa.us">kpeters@co.kitsap.wa.us</a>	West Sound Watersheds Council Lead Entity
Morgan	Ruff	<a href="mailto:mruff@tulaliptribes-nsn.gov">mruff@tulaliptribes-nsn.gov</a>	Snohomish County Lead Entity/Tulalip Tribes
Mike	Nordin	<a href="mailto:plutroll@willapabay.org">plutroll@willapabay.org</a>	Pacific Lead Entity/Pacific Conservation District
Rich	Osborne	<a href="mailto:osborner@uw.edu">osborner@uw.edu</a>	North Pacific Coast Lead Entity
Steve	Martin	<a href="mailto:steve@snakeriverboard.org">steve@snakeriverboard.org</a>	Snake River Salmon Recovery Board Lead Entity
Tristan	Peter-Contesse	<a href="mailto:tristan.peter-contesse@psp.wa.gov">tristan.peter-contesse@psp.wa.gov</a>	Puget Sound Partnership
Sarah	Gage	<a href="mailto:Sarah.Gage@rco.wa.gov">Sarah.Gage@rco.wa.gov</a>	RCO

## 2016 WSC MEETINGS

Meeting dates for 2015-2016 WSC and SRFB are shown below. Meetings in bold are for all WSC members.

MONTH	MEETING
<b>January 2016</b>	
12	WSC Communications & Outreach Committee
18	WSC Executive Committee/GSRO WebEx, 10 – 12
<b>February 2016</b>	
<b>9-11</b>	<b>WSC In-Person Retreat, La Conner, WA</b>
15	WSC Executive Committee/GSRO WebEx, 10 – 12
22	WSC Communications & Outreach Committee
<b>March 2016</b>	
16-17	Salmon Recovery Funding Board, Olympia
21	WSC Executive Committee/GSRO WebEx, 10 – 12
28	WSC Communications & Outreach Committee 10:30 – 12
<b>April 2016</b>	
18	WSC Executive Committee/GSRO WebEx, 10 –12
25	WSC Communications & Outreach Committee 10:30 – 12
<b>May 2016</b>	
16	WSC Executive Committee/GSRO WebEx, 10 – 12
23	WSC Communications & Outreach Committee 10:30 – 12
<b>June 2016</b>	
<b>8-9</b>	<b>WSC In-Person Annual Meeting, Chelan, WA</b>
20	WSC Executive Committee/GSRO WebEx, 10 – 12
22-23	Salmon Recovery Funding Board, Olympia
27	WSC Communications & Outreach Committee 10:30 – 12
<b>July 2016</b>	
18	WSC Executive Committee/GSRO WebEx, 10 – 12
25	WSC Communications & Outreach Committee 10:30 – 12
<b>August 2016</b>	
<b>2</b>	<b>WSC WebEx, if needed</b>
11	Salmon Recovery Funding Board, Olympia
15	WSC Executive Committee/GSRO WebEx, 10 – 12
22	WSC Communications & Outreach Committee 10:30 – 12
<b>September 2016</b>	
<b>6 or 8</b>	<b>WSC WebEx</b>
15-16	Salmon Recovery Funding Board, TBD
16?	WSC Communications & Outreach Committee
19	WSC Executive Committee/GSRO WebEx, 10 – 12
<b>October 2016</b>	
<b>X</b>	<b>In-Person Funding Meeting - TBD</b>
17	WSC Executive Committee/GSRO WebEx, 10 – 12
24	WSC Communications & Outreach Committee 10:30 – 12

<p><b>November 2016</b></p> <p>21</p> <p>28</p>	<p>WSC Executive Committee/GSRO WebEx, 10 – 12</p> <p>WSC Communications &amp; Outreach Committee 10:30 – 12</p>
<p><b>December 2016</b></p> <p><b>6</b></p> <p>7-8</p> <p>19</p> <p>X</p>	<p><b>In-Person Outreach Meeting – Olympia</b></p> <p>Salmon Recovery Funding Board, Olympia</p> <p>WSC Executive Committee/GSRO WebEx, 10 – 12</p> <p>WSC Communications &amp; Outreach Committee 10:30 – 12</p>

Note: This list does not include regional meetings, such as Puget Sound Watershed Leads, which normally take place on the second Tuesday of the month.

### SECTION 3: VARIETY IN LEAD ENTITY AND REGION PROCESS AND STRUCTURE

The intent of this section is to provide new Washington Salmon Coalition members with background information on the rich texture of the lead entity program across the state. While all lead entity coordinators administer grant rounds with the same basic structure, approach, and statewide deadlines, there are distinctions in the execution of these basics. In addition, the geographic area, political realities, regional structure, and many other factors play a big role in the similarities and differences seen across the state. One of the purposes of the coalition’s meetings is to provide a place for professionals to share best practices and contrast and compare program elements as they evolve. This often is referred to as the “sharing and stealing” sessions at the meetings. As the group shares information, it is beneficial to have some understanding of these similarities and differences. What follows is a summary of some of these similarities and differences collected during recent meetings, surveys, and discussions.

#### REGIONAL CONTEXT

All lead entities are in one of eight geographical regions and all but two are housed within one regional organization. In some areas, the lead entity and region organization are the same body. In other areas, numerous lead entities are under one regional organization. Note that the Klickitat County Lead Entity spans two regions, the Hood Canal regional organization operates as a region for one species and is a lead entity under another regional organization (Puget Sound) for another species. And there is no regional organization for the Northeast lead entities. See Figure A in this document for a map of these regions.

Seven of the eight regions have a formal regional organization. These range from state agencies to quasi-governmental organizations with nonprofits or foundations that raise private funding and, in some cases, lobby. The regional organization priorities also influence the range of activities that a lead entity executes. In some cases, the lead entity is expected only to run the grant round for habitat restoration; in others, there are many policy and hatchery, harvest, and habitat integration issues that the lead entity may participate in or lead.

The following table lists the lead entities and regional organizations.

SALMON RECOVERY REGION	REGIONAL STRUCTURE	REGIONAL ORGANIZATION NAME	LEAD ENTITIES
Hood Canal	Quasi-government, established in statute with non-profit status	Hood Canal Coordinating Council (HCCC)	Hood Canal Coordinating Council
Lower Columbia River	Quasi-government, established in statute	Lower Columbia Fish Recovery Board (LCFRB)	<ul style="list-style-type: none"> <li>Klickitat County</li> <li>Lower Columbia Fish Recovery Board</li> </ul>
Middle Columbia River	Quasi-government, non-profit	Yakima Basin Fish and Wildlife Recovery Board (YBFWRB)	<ul style="list-style-type: none"> <li>Yakima Basin Fish and Wildlife Recovery Board</li> <li>Klickitat County</li> </ul>
Northeast Washington	None	No regional organization	Kalispel Tribe-Pend Oreille

SALMON RECOVERY REGION	REGIONAL STRUCTURE	REGIONAL ORGANIZATION NAME	LEAD ENTITIES
Puget Sound	State agency, established in statute	Puget Sound Partnership (PSP)	<ul style="list-style-type: none"> <li>• Green/Duwamish/Central Puget Sound (WRIA 9)</li> <li>• Island County</li> <li>• Lake Washington/Cedar/Sammamish Watershed (WRIA 8)</li> <li>• Nisqually River Salmon Recovery</li> <li>• North Olympic Peninsula</li> <li>• Pierce County</li> <li>• San Juan County Community Development</li> <li>• Skagit Watershed Council</li> <li>• Snohomish Basin</li> <li>• Stillaguamish River Salmon Recovery</li> <li>• West Sound Watersheds Council</li> <li>• WRIA 1 Salmon Recovery Board</li> <li>• WRIA 13 Salmon Habitat Recovery Committee</li> <li>• WRIA 14 Salmon Habitat Recovery Committee</li> <li>• Hood Canal Coordinating Council</li> </ul>
Snake River	Quasi-government/inter-local agreement; University fiscal agent	Snake River Recovery Board	Snake River Salmon Recovery Board
Upper Columbia River	Quasi-government, non-profit	Upper Columbia Salmon Recovery Board (UCSRB)	Upper Columbia Salmon Recovery Board
Washington Coast	Quasi-government with associated foundation	Washington Coast Sustainable Salmon Partnership	<ul style="list-style-type: none"> <li>• Chehalis Basin</li> <li>• North Pacific Coast</li> <li>• Pacific County</li> <li>• Quinault Indian Nation</li> </ul>

## FUNDING

In addition to the federal and state salmon recovery funds, regions have access to or responsibility for distributing additional funds. This regional funding can be local, state, federal, or private. In some cases, the funds are distributed via the SRFB in the same grant round process as SRFB dollars (such as the Puget Sound Acquisition and Restoration Funds). In other cases, the lead entity executes a separate process to distribute funds (King County Flood Control Zone District WRIA funds). Within each region, lead entities also receive capacity funding from a

variety of sources. The table below highlights some of the major funding sources by region that have been used or are being used.<sup>3</sup>

SALMON RECOVERY REGION	CAPITAL FUNDING SOURCES	CAPACITY FUNDING SOURCES
Hood Canal	<ul style="list-style-type: none"> <li>• Puget Sound Acquisition and Restoration (PSAR) Fund</li> <li>• Navy Mitigation</li> </ul>	PSAR
Lower Columbia River	<ul style="list-style-type: none"> <li>• Bonneville Power Administration (BPA)</li> <li>• Private Funding</li> </ul>	Information not available
Middle Columbia River	<ul style="list-style-type: none"> <li>• Bureau of Reclamation</li> <li>• BPA</li> </ul>	<ul style="list-style-type: none"> <li>• BPA</li> <li>• Regional Funds</li> <li>• Tribal Funds</li> </ul>
Northeast Washington	<ul style="list-style-type: none"> <li>• BPA</li> </ul>	<ul style="list-style-type: none"> <li>• BPA</li> </ul>
Puget Sound	<ul style="list-style-type: none"> <li>• PSAR</li> <li>• Local Governments</li> </ul>	<ul style="list-style-type: none"> <li>• PSAR</li> <li>• Interlocal Agreements</li> <li>• Local Governments</li> <li>• Regional Funds</li> <li>• Other Federal Funds</li> <li>• Other Grants</li> <li>• Tribal Funds</li> </ul>
Snake River	<ul style="list-style-type: none"> <li>• Tribal Accords</li> <li>• BPA</li> </ul>	<ul style="list-style-type: none"> <li>• BPA</li> <li>• Regional Funds</li> <li>• Other Grants</li> </ul>
Upper Columbia River	<ul style="list-style-type: none"> <li>• Tribal Accords</li> <li>• Public Utility Districts</li> <li>• BPA</li> <li>• Bureau of Reclamation</li> </ul>	<ul style="list-style-type: none"> <li>• BPA</li> <li>• Public Utility Districts</li> <li>• Tribal Accords</li> </ul>
Washington Coast	<ul style="list-style-type: none"> <li>• Department of Ecology</li> <li>• United States Department of Agriculture</li> <li>• Foundations</li> </ul>	State Grants

According to a September 2015 survey of lead entities, capacity funds are used by each lead entity to serve a variety of purposes, including staffing and operations, consultants and contracted services, project development, supplies and equipment, communications and outreach, travel, Habitat Work Schedule, fish recovery strategy, monitoring and adaptive management planning, education, meetings and events, training, and organizational development. This survey also showed tremendous variation in the number and type of staff in each lead entity. Some lead entities are staffed by one, part-time coordinator and others have multiple, full- and part-time staff in addition to the coordinator with titles that include watershed coordinator, habitat projects coordinator, project implementation and stewardship coordinator, communications and outreach coordinator, administrative coordinator, technical and grants coordinator, science and reporting project manager, and fiscal representative. Services provided by staff include project support, stewardship, coordination, local and regional participation,

<sup>3</sup>Based on March 2011 report from Evergreen Funding Consultants and a September 2015 survey of lead entities

research, recovery strategy, monitoring, fiscal duties, grant writing, and assistance to project sponsors, including funding information and technical, permitting, and monitoring resources.

## LEAD ENTITY FISCAL AGENTS

Lead entities are housed in a number of different entities, including tribes, special use districts, regional organizations, counties, and nonprofits. These entities typically are referred to as the fiscal agent, who signs the contract for the lead entity agreement each year. The fiscal agent can play a profound role in shaping the functions and approach of an individual lead entity. In the future, we may explore the different issues and benefits that arise from the different types of fiscal agents. The table below lists each lead entity alphabetically with the fiscal agent and type. In a couple of instances, there is a joint agreement between more than one entity and the Governor’s Salmon Recovery Office (co-lead entity).

LEAD ENTITY	FISCAL AGENT	TYPE
Chehalis Basin	Grays Harbor County	County
Green/Duwamish/Central Puget Sound (WRIA 9)	King County	County
Hood Canal Coordinating Council	Hood Canal Coordinating Council	Non-profit, regional organization
Island County	Island County	County
Kalispel Tribe-Pend Oreille	Kalispel Tribe	Tribe
Klickitat County	Klickitat County	County
Lake Washington/Cedar/ Sammamish Watershed (WRIA 8)	King County	County
Lower Columbia Fish Recovery Board	Lower Columbia Fish Recovery Board	Regional organization
Nisqually River Salmon Recovery	Nisqually Indian Tribe	Tribe
North Olympic Peninsula	Clallam County	County
North Pacific Coast	University of Washington	University
Pacific County	Pacific Conservation District	Special purpose district
Pierce County	Pierce County	County
Quinalt Indian Nation	Quinalt Indian Nation	Tribe
San Juan County Community Development	San Juan County	County
Skagit Watershed Council	Skagit Watershed Council	Non-profit
Snake River Salmon Recovery Board	Snake River Salmon Recovery Board	Regional organization
Snohomish Basin	Snohomish County	County
Stillaguamish River Salmon Recovery	Snohomish County and Stillaguamish	Co-lead entity (tribe and

LEAD ENTITY	FISCAL AGENT	TYPE
	Tribe of Indians	county)
Upper Columbia Salmon Recovery Board	Upper Columbia Salmon Recovery Board	Regional organization
West Sound Watersheds Council	Kitsap County	County
WRIA 1 Salmon Recovery Board	Whatcom County, Nooksack Indian Tribe, Lummi Nation	Co-lead entity (tribes and county)
WRIA 13 Salmon Habitat Recovery Committee	Thurston Conservation District	Special purpose district
WRIA 14 Salmon Habitat Recovery Committee	Mason Conservation District	Special purpose district
Yakima Basin Fish and Wildlife Recovery Board	Yakima Basin Fish and Wildlife Recovery Board	Regional organization

## GRANT ROUNDS

Each lead entity must execute defined elements of the grant round, highlighted in previous sections and updated with deadlines annually in *Manual 18, Salmon Recovery Grants*. Within these defined elements and deadlines, there are numerous differences between the lead entities with regard to timing, additional steps, process for prioritization and ranking, and approval of the project list. In early 2014, the Washington Salmon Coalition’s Communications and Outreach Subcommittee developed a survey to identify and highlight some of the differences across the state with regard to grant rounds. A summary of the findings is provided in this section.

The number of applications processed by each lead entity per year varies. Roughly two-thirds of the lead entities process less than ten applications. About half of the lead entities have a pre-proposal process that is separate from the RCO draft proposal process.

All lead entities have a Technical Advisory Group and Citizens Committee that review proposals. The majority of these technical teams execute other work for the lead entity. Some technical groups work closely with the Citizens Committees to make decisions, even joint meetings in some lead entities. Committees use different criteria to review and score projects. These generally include benefit, cost, certainty of success, quality and quantity, longevity of benefits, organizational capacity, and landowner commitment. Lead entities document the committee process and decisions in varying ways, including taking notes and retaining all scores, recording meetings and posting online, and having reviewers score proposals on Survey Monkey and noting any changes to scores and decisions during the meetings.

## OUTREACH

Each lead entity contract with the Governor’s Salmon Recovery Office includes a task for conducting outreach activities, and all lead entities use some amount of their base grant to fund outreach activities. This is a broad category that is interpreted and executed in many ways across the state. In late 2014, the Washington Salmon Coalition’s Communications and Outreach Subcommittee and the Governor’s Salmon Recovery Office developed a survey to explore how the lead entities define and conduct outreach activities. The responses to this survey were higher than usual because it also served as part of the progress report for RCO. A summary of the findings is provided in this section.

Half of all lead entities have a current outreach plan or marketing and communications strategy and have at least some coordination with their regions on outreach efforts. Goals for outreach efforts include educating and building awareness among private landowners, state and federal legislators, and local government officials, and moving them to action; protecting existing funding; finding partners; and meeting outreach requirements. Survey respondents indicated lower success in reaching legislators and local government officials and felt certain outreach activities or materials are vital to lead entity success but currently are not happening or available, including capacity to engage target audiences, social media, common statewide messaging, specific direction about what is acceptable outreach to legislators and elected officials, prioritization of outreach efforts at local and state level, consistent design for outreach materials, leave behinds, and materials for potential funders. Note that since this survey was conducted, the Washington Salmon Coalition developed an Advocacy Handbook that explains the important distinction between education and lobbying for lead entity staff with state funding. The handbook is available on the coalition's Web site at [http://www.rco.wa.gov/salmon\\_recovery/WashingtonSalmonCoalition.shtml](http://www.rco.wa.gov/salmon_recovery/WashingtonSalmonCoalition.shtml).

## CLIMATE CHANGE

At the May 2015 SRFB meeting, the lead entities and regions were directed to respond to several questions on climate change and how climate change issues are integrated into local salmon recovery plans, annual project selection, and community engagement. The Washington Salmon Coalition surveyed lead entities to address the questions, and a summary of the responses is below.

With regard to how SRFB-funded projects simultaneously benefit salmon and resiliency of ecosystems and populations to adapt to climate change, respondents felt that projects that restore natural stream processes also inherently address the impacts of climate change. The priority areas for protection and restoration and the types of actions being implemented are driven by the needs of fish species and limiting factors, and these actions also support and promote resiliency. This is especially true as the cumulative benefits of multiple projects on a corridor or sub-basin scale are realized.

Project location may become even more important when specifically considering climate change to focus more on stronghold populations rather than struggling populations and their respective habitat locations. In terms of evaluating projects using criteria related to climate change adaptation and resiliency, most lead entities do not do this. However, climate change is addressed indirectly through the prioritization of habitat-forming, ecosystem processes. Some lead entity salmon recovery strategies identify priority areas based at least in part on climate change resiliency, while others intend to do so through a strategy update. Overall, lead entities feel that projects are being identified, funded, and implemented to address climate change but not as a primary driver of funding or evaluation. Given the funding source, this is likely the correct approach.

With regard to how lead entities are engaging communities and elected officials to support climate change resiliency actions, many communicate the multiple benefit nature of salmon recovery, including flood risk reduction, reduced erosion, improved sediment transport, and community benefits such as job creation. However, not all lead entities directly reference climate change when discussing the multiple benefit nature of salmon recovery, and the majority of lead entities responding to the survey do not discuss the relationship between salmon recovery implementation and climate change with their local elected officials. This is in large measure due to the specifics of the local political climate in certain areas where climate change remains controversial, which forces those lead entities to maintain a focus on the more direct benefits of their projects.

Moving forward, lead entities identified numerous needs that could support a more direct integration of climate change into local activities. These include:

- Technical information and guidance about which strategies are most effective for dealing with climate change impacts, especially from a regional perspective.
- Better technical information about the potential effects of climate change on a local scale, i.e., areas of greatest potential impact within a watershed.
- Support from SRFB and regions to encourage local decision-makers to support climate change as part of the larger salmon recovery picture.

## OTHER TOPICS TO EXPLORE

Section 3 of this document will be revised and built on as additional information is gathered through discussions, surveys, and examples added from certain areas. Some possible additional similarities and differences to discuss and share include the following:

- What are the opportunities and challenges of the lead entity being housed at:
  - Region/nonprofit?
  - County?
  - Tribe?
  - Conservation district?
- What is the relationship of your citizen's committee and fiscal agent? How do they communicate and interact?
- How do you prepare for and conduct site visits? Do you debrief with the review panel?
- Who has robust prioritization process documents or examples to share? Incorporate climate change?
- How do you solicit for projects? Request for Proposals?
- How do you maintain your citizen's committee membership and participation?
- Who is currently on your citizen's committee and how do you engage others?

Please contact the Executive Committee if you have suggestions of other topics to explore with the group.