

July 28-29, 2015 OWEB Board Meeting

Executive Director Update #F-1: Focused Investment Partnership Program

Background

In June of 2013, the Board approved its Long-Term Investment Strategy Framework with four major areas of investment: Operating Capacity, Open Solicitation, Focused Investments, and Effectiveness Monitoring.

In October of 2013, OWEB kicked off a nine-month process to develop the definition, criteria, and program design (including solicitation approach and process) for the Focused Investment category of OWEB funding. The process involved external stakeholder and internal staff work groups that provided input to the Board regarding the design and implementation of the program. Attachment A describes the definition, criteria and solicitation approach the Board adopted in July of 2014. Development of the Focused Investment Partnership program involved a two-stage process: 1) Priority-setting by the Board for Focused Investment Partnerships and 2) Solicitation for Focused Investment Partnerships.

Focused Investment Partnership Priorities

In August of 2014, the Board initiated a nine-month priority-setting process. The Board solicited input from stakeholders around the state about priorities, and received 42 submissions. Following submission of these priority suggestions, staff and the Board Subcommittee on Focused Investments reviewed input and grouped related submissions into priority theme areas. This grouping assisted technical experts convened to answer questions and provide feedback to the Board to inform its deliberations about priorities of significance to the state.

At the January 2015 Board meeting, staff presented these themes and the Board reframed them into seven areas. Following the January Board meeting, staff worked with the Focused Investment Subcommittee and technical experts to refine the themes for six priority categories. Those are available at:

http://www.oregon.gov/OWEB/docs/board/2015/March/2015_Mar_ItemB_Focused_Investments.pdf, and were presented to the Board in March. At that meeting, the Board also instructed staff to develop a draft Priority for estuary habitat for their consideration.

At its April 2015 meeting, the Board adopted seven Focused Investment Partnership Priorities for the 2015-2017 biennium:

- 1) Sagebrush/Sage-steppe Habitat,
- 2) Oregon Closed Lakes Basin Wetlands Habitat,
- 3) Dry-Type Forest Habitat,
- 4) Oak Woodland and Prairie Habitat,
- 5) Coho Habitat and Populations along the Oregon Coast,
- 6) Aquatic Habitat for Native Fish Species, and
- 7) Coastal Estuaries in Oregon.

2015-2017 Solicitation for Focused Investment Partnerships

In October 2014 with revisions in April 2015, the Board approved an outline and schedule of the solicitation process for Focused Investment Partnerships. Attachment B outlines the final Focused Investment Partnerships solicitation process for the 2015-2017 biennium.

OWEB opened solicitation for Focused Investment Partnership funding within the Board-identified Priorities on May 1, 2015. Funding is being offered in two tracks. Under Focused Investment Partnership Capacity-Building funding, partnerships may apply for technical assistance to strength the partnership and/or to develop or enhance a strategic action plan for the partnership/program. If the partnership is already established and has an existing strategic action plan, the partnership may apply for Focused Investment Partnership Implementation funding.

Partnerships applying for Implementation funding were required to complete a pre-application consultation with OWEB staff. Statistics for these consultations are below:

- 27 partnerships/organizations/individuals inquired about setting up consultations;
- 21 partnerships/organizations scheduled consultations;
- Consultations covered six of the seven priorities (no consultations for estuaries); and
- Four of the partnerships/organizations signaled their intent to move to the Capacity-Building track (note that additional partnerships/organizations may choose to shift tracks prior to the submission deadline for Phase I implementation applications).

For the Implementation track, Phase I applications were due on July 1, 2015. Subsequent this deadline, a review process will be completed on the Phase I applications, which will involve consideration of each submission by OWEB staff, expert review teams and the Focused Investment Board subcommittee relative to criteria regarding high-performing partnerships and strategic action planning. By August 17, 2015, staff will provide feedback to all Phase I applicants about the outcome of the review process, and a subset of the applicants will be invited to submit Phase II applications based on the review of their Phase I application and the assessed quality of their proposed Focused Investment Partnership initiative. Note, however, that Phase I applicants not invited to submit Phase II applications can still elect to proceed to Phase II.

Letters of intent (LOIs) for Capacity-Building funding also were due on July 1, 2015. This submission does not involve a review of the LOIs for substantive content. Rather, the intent of the LOI is to provide an early indication to staff and the Board about the volume of Capacity-Building applications expected to be received at the November deadline so that workload can be planned accordingly.

Attachment C includes information about submissions for both the Phase I Implementation applications and the Capacity-Building LOIs.

Staff Contact

If you have questions or need additional information, please contact Renee Davis at renee.davis@state.or.us or 503-986-0203.

Attachments

- A. Focused Investment Partnerships: Definition, Criteria, and Solicitation Approach
- B. Focused Investment Partnerships: Solicitation Process
- C. List of applicants for Phase I Implementation funding and submitters of Capacity Building Letters of Intent

Focused Investment Partnerships

Definition, Criteria and Solicitation Approach

The OWEB Board will establish a process for identifying and updating a set of Focused Investment Priorities that have clear significance to the state. Within those priorities, the Board will solicit for Focused Investment Partnerships, one of several forms of focused investments.

Focused Investment Partnership Definition

A Focused Investment Partnership is an OWEB investment that:

- Addresses a Board-identified Focused Investment Priority of significance to the state;
- Achieves clear and measurable *ecological outcomes*;
- Uses integrated, results-oriented *approaches* as identified through a *strategic action plan*;
- Is implemented by a high-performing *partnership*.

OWEB's Focused Investment Partnership investments will be made in two categories:

- 1) Focused Investment Partnership Implementation - For an investment with an existing strategic action plan that is ready for implementation, a Focused Investment will be made by OWEB for a defined dollar amount over a limited time. Partnerships may apply subsequently for a different Focused Investment Partnership program in the same or a different Board-identified Focused Investment Priority.
- 2) Focused Investment Partnership Capacity-Building - The Board will also provide two-year funding for partnerships who are prospective FIP applicants to strengthen their capacity and to strengthen strategic action plans for a Focused Investment priority.

Criteria Categories *The definition is further refined by criteria in the following categories that will be used by the OWEB Board to select investments.*

Focused Investment Partnerships will have both limited funding and duration. As such, groups selected for a Focused Investment Partnership will need to demonstrate that their Focused Investment Partnership programs meet a high standard of achievement. Board investments will be determined within the following criteria categories:

- 1) Significant, clear and measurable *ecological outcomes* that address a Board-Identified Focused Investment Priority.
- 2) The partners must have an existing *strategic action plan* that employs integrated, results-oriented *approaches*. The strategic action plan will:
 - a) Clearly define the measurable ecological outcomes as identified above, ensuring they are reasonable given resources and constraints.
 - b) Clearly articulate achievable goals, an identified geography and a realistic scale and time period for the program.
 - c) Identify the metrics, milestones and established benchmarks for success for the outcomes.
 - d) Utilize an adaptive management approach. This includes measuring and monitoring progress including monitoring procedures to evaluate the success of goals and objectives described in the strategic action plan.
 - e) The plan must also include communication strategies with funders and others regarding the plan's progress toward implementation.

The strategic action plan and any associated OWEB requests for funding must be realistic in terms of conservation impact, outcomes, partnerships and effectiveness monitoring.

- 3) The applicants must clearly demonstrate the *Partners* involved are necessary and sufficient to implement the program outlined in the strategic action plan. Partners must have formed a productive partnership that includes:
- a) Defined relationships that clearly describes the roles and responsibilities of each partner.
 - b) Demonstrated capacity to:
 1. Take on their identified roles and operate under a common vision;
 2. Implement conservation work at a scale larger than a single project;
 3. Realistically accomplish the identified ecological outcomes.
 - c) A clear link that shows the outcomes are within each organization's mission and scope
 - d) A demonstrated strong record of conservation achievement by the partners individually and collectively.

The partnership must also leverage OWEB funding with other resources. This may be achieved by recruiting funding partners, or by accessing other resources critical to implementation.

Solicitation Approach

OWEB is developing three processes for Focused Investment Prioritization, Partnership Capacity and Implementation solicitation. The priority selection process will be completed before solicitation for programs can begin. The program selections (2&3 below) will run simultaneously.

- 1) A Board process for identifying and updating a set of Focused Investment Priorities that have clear significance to the state, drawing from proposals by groups, organizations, state and federal agencies, individuals, OWEB, the Governor's office, Oregon Tribes, and others. Proposed priorities should be based on sources such as the state's Conservation Strategy, the Oregon Plan for Salmon and Watersheds, Governor's priorities, the Agricultural Water Quality Program, the Integrated Water Resources Strategy, recovery plans, etc. The Board will review priorities each biennium to consider adding new priorities and ensure the existing priorities continue to be important.

Process for selecting each of the OWEB Focused Investment Partnership types:

- 2) Capacity-Building - A process for selecting among proposals for investments up to two years that support existing partnerships within Board-identified priorities to:
 - a) Enhance or strengthen a strategic action plan for a Focused Investment Priority; and/or
 - b) Strengthen the capacity of existing partnerships. Applications must:
 - Demonstrate a strong commitment of the partners to meet the Focused Investment criteria in the future, and
 - Clearly identify how this funding will help them achieve the steps to meet Focused Investment Partnership criteria.

NOTE: Receipt of Capacity funding does not guarantee Focused Investment Implementation funding from OWEB.
- 3) Implementation - A process for selecting applications for Focused Investment Partnerships funding as outlined in the criteria, in which applicants must:
 - Identify the Focused Investment Priority the proposal addresses
 - Provide a strategic action plan
 - Demonstrate partnership capacity

Focused Investment Partnerships: Solicitation Process

Updated April 2015

CAPACITY-BUILDING FUNDING	IMPLEMENTATION FUNDING
May 1-July 1, 2015	May 1-July 1, 2015
Letters of Intent submission period. Due date: July 1, 2015	Phase I application submission period <ul style="list-style-type: none"> • Required pre-application consultation with OWEB staff – Must be completed by May 20, 2015 • Required attachment – completed draft of strategic action plan Due date: July 1, 2015
July 1-August 17, 2015	July 1-August 17, 2015
Staff receives Letters of Intent. Upon receipt, staff will inform applicants of next steps in the process. This stage is not intended to be a pre-screening for applications and will not include any evaluative action.	Staff convenes technical teams designated for each priority area for review of Phase I applications. Subcommittee takes information from staff and technical teams, and invites select partners to submit Phase II applications materials, including work plan and budget. Other applicants not invited can submit if they choose, though it will be noted there is limited funding available.
July 28-29 Board Meeting	July 28-29 Board Meeting
Staff updates Board on the Letters of Intent received July 1.	Staff updates Board on Phase I applications received July 1, and provides an update on the status of the review process, including the May pre-application consultations with staff.
August 17-November 2, 2015	August 17-November 2, 2015
Capacity-Building full application submission period. Due date: November 2, 2015	Application Phase II submission period. Due date: November 2, 2015
November 2, 2015-January 8, 2016	November 2, 2015-January 8, 2016
RPRs review Capacity-Building applications and provide feedback to capacity review team and subcommittee for their consideration.	RPRs review applications and provide feedback to technical review teams and subcommittee for their consideration.
Staff convenes state capacity review team to make recommendations to subcommittee through staff.	Staff convenes technical review teams designated for each priority area to complete a technical review of applications in their area and provide feedback.
Subcommittee reviews feedback from RPRs and recommendations from the state capacity review team. Provides final recommendations for funding to Board based on available funds.	Subcommittee receives applications, technical teams and RPRs feedback, and asks any follow-up questions of RPRs and/or technical teams. Subcommittee interviews all applicants, negotiates budgets, and recommends Implementation grants for funding based on available funds.
January 2016 Board Meeting	January 2016 Board Meeting
Board reviews subcommittee recommendations and selects Capacity-Building programs for funding. There will be an opportunity for public comment at this time.	Board reviews subcommittee recommendations and selects Implementation programs for funding. There will be an opportunity for public comment at this time.

FOCUSED INVESTMENT PARTNERSHIP PROGRAM -- 2015-2017
Phase I Implementation Applications

Partnership Name	Priority(ies) Addressed	OWEB Region(s)*	\$ Requested	Project Duration
Ashland Forest All-lands Restoration Partnership	Dry Type, Native Fish, Oaks	2	\$ 12,000,000	5 yr, 6mo
Coos Watershed Association	Coho, Native Fish, Estuaries	2	\$ 6,150,000	5 yr, 4mo
Grande Ronde Restoration Partnership	Native Fish	5	\$ 6,922,500	5 years
Harney Basin Wetlands Initiative Partnership	Closed Lakes	5	\$ 5,500,000	6 years
McKenzie Collaborative	Native Fish	3	\$ 4,525,000	6 years
Oregon All Counties CCAA Steering Committee	Sage	4, 5, 6	\$ 5,900,000	5 years
Rogue Basin Partnership	Native Fish, Coho	2	\$ 4,200,000	6 yr, 7 mo
Sandy River Basin Partners	Native Fish	3	\$ 11,450,000	6 years
The Deschutes Partnership	Native Fish	4	\$ 12,000,000	5 yr, 5mo
Upper Klamath Comprehensive Agreement Partnership	Native Fish	4	\$ 6,000,000	6 years
Upper North Fork John Day Partnership	Native Fish, Dry Type	6	\$ 7,320,000	6 years
Willamette Anchor Habitat Working Group	Native Fish	3	\$ 9,390,000	6 years

* OWEB Regions: 1 - North Coast; 2 - Southwest; 3 - Willamette Valley; 4 - Central; 5 - Eastern; 6 - Mid-Columbia

FOCUSED INVESTMENT PARTNERSHIP PROGRAM -- 2015-2017
Capacity Building Letters of Intent

Partnership Name	Priority(ies) Addressed	Region(s)
Central Coast Coho Collaborative	Coho, Estuaries, Native Fish	1
Clackamas Partnership	Native Fish	3
Clatskanie Water Quality & Habitat	Native Fish	1
Family Forests & Farms	Coho	1
John Day Basin Partnership	Native Fish	6
Klamath Lake Forest Health Partnership	Dry Type	4
Klamath Siskiyou Oak Network	Oak	2
Klamath Watershed Health Team	?	4
Lake County Partnership	Closed Lakes	4
Lower Columbia Chum Recovery Partnership	Native Fish	1
Lower John Day Conservation Workgroup	Native Fish, Dry Type	6
Nehalem Coho Strategic Partnership	Coho	1
North Coast Collaborative (Ocean Acidification)	Estuaries, Native Fish	1 & 2
North Coast Collaborative (Riparian)	Coho, Native Fish, Estuaries	1
Northern Malheur Watershed Resource Partnership	Sagebrush	5
Oregon Central Coast Estuary Collaborative	Estuaries, Coho, Native Fish	1
Partners of the North Santiam Watershed	Native Fish	3
Siuslaw Coho Partnership	Coho, Native Fish, Estuaries	1
Umpqua Basin Partnership	Oak, Coho, Native Fish, Estuaries	2
Upper Crooked River Watershed Working Group	Dry Type	4
Wallowa Fish Habitat Restoration Partnership	Native Fish	5
Warner Basin Aquatic Habitat Partnership	Native Fish	4
Wasco County Oak Woodland Partnership	Oak	4
Wild Rivers Coast Estuaries	Estuaries, Coho	2
Willamette Oak Prairie Cooperative	Oak	3

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