Oregon Watershed Enhancement Board

Meeting Materials

for

July 24-26, 2017
Board Meeting

Boardman, Oregon

Oregon Watershed Enhancement Board
Meeting Agenda
July 24-26

Monday, July 24, 2017

Port of Morrow, Riverfront Center
Riverfront Room
2 Marine Drive
Boardman, OR 97818
Directions: http://www.portofmorrow.com/general/custom-contact-page/port-morrow-contact-information

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Business Meeting – 4:00 p.m.

For each agenda item, the time listed is approximate. The board may also elect to take an item out of order in certain circumstances. During the public comment periods (Agenda Items A, E, F, G, I, J and K), anyone wishing to speak to the board on specific agenda items is asked to fill out a comment request sheet (available at the information table). This helps the board know how many individuals would like to speak and to schedule accordingly. At the discretion of the board co-chairs, public comment for agenda items on which the board is taking action may be invited during that agenda item. ***The board encourages persons to limit comments to three to five minutes.*** Written comments will also be accepted on any item before the board. Written comments should be sent to Eric Hartstein at Eric.Hartstein@oregon.gov. Please note that written comments received after July 20th, 2017 will not be provided to the board in advance of the meeting.

A. OWEB Strategic Plan Update (4:00 p.m.)

NOTE: Public Comment at 4:00 p.m.

This agenda item will begin with time for public comment on the strategic plan, followed by time for comments from the statewide conservation partnership on the plan as well. Executive Director Meta Loftsgaarden and Principal Consultant Steve Patty and Associate Consultant Jessamyn Luiz with Dialogues in Action will engage in a discussion with the board on recent developments to the strategic planning process. As a part of this discussion, the board will be asked to ratify the "Who We Are" section of the draft strategic plan. *Action item*.

Tuesday, July 25, 2017

Business Meeting - 8:00 a.m.

For each agenda item, the time listed is approximate. The board may also elect to take an item out of order in certain circumstances. During the public comment periods (Agenda Items A, E, F, G, I, J and K), anyone wishing to speak to the Board is asked to fill out a comment request sheet (available at the information table). This helps the Board know how many individuals would like to speak and to schedule accordingly. At the discretion of the Board co-chairs, public comment for agenda items on which the Board is taking action may be invited during that agenda item. ***The Board encourages persons to limit comments to three to five minutes.*** Written comments will also be accepted on any item before the board. Written comments should be sent to Eric Hartstein at Eric.Hartstein@oregon.gov. Please note that written comments received after July 20th, 2017 will not be provided to the board in advance of the meeting.

B. Board Member Comments (8:00 a.m.)

Board representatives from state and federal agencies will provide an update on issues related to the natural resource agency they represent. This is also an opportunity for public and tribal board members to report on their recent activities and share information and comments on a variety of watershed enhancement and community conservation-related topics. *Information item*.

C. Review and Approval of Minutes (8:30 a.m.)

The minutes of the April 24-26, 2017 meeting in Salem will be presented for approval. *Action item*.

D. Board Subcommittees Updates (8:35 a.m.)

Representatives from the Executive, Focused Investments, Monitoring, Open Solicitation, and Operating Capacity subcommittees will provide updates on subcommittee topics to the full board. *Information item*.

E. Public Comment (9:00 a.m.)

This time is reserved for general public comment, as well as other matters before the board.

F. 2017-2019 OWEB Spending Plan (9:15 a.m.)

NOTE: Public Comment at approximately 9:30 a.m.

Following an introduction by Executive Director Meta Loftsgaarden on the proposed OWEB spending plan for the 2017-2019 biennium, the board will hear public comment on the spending plan. After hearing public comment, the board will hear presentations on spending plan items from Oregon Department of Forestry Partnership and Planning Program Director Chad Davis on forest collaboratives, and Lower Columbia Estuary Partnership Executive Director Debrah Marriott on the work of the organization. After the presentations, Director Loftsgaarden will lead a discussion with the board on the proposed spending plan before the board deliberates and adopts for the 2017-2019 biennium. *Action item*.

G. 2017-2019 Council Capacity Grants (11:45 a.m.)

NOTE: Public Comment following lunch at approximately 1:00 p.m.

Capacity Grants Coordinator Courtney Shaff will provide the board an update on the 2017-2019 Council Capacity eligibility and merit review process. The board will then hear public comment on the 2017-2019 Council Capacity grant awards. Following public comment, Council Capacity funding recommendations will be discussed and acted on by the board. *Action item.*

H. Focused Investment Partnership (FIP) Update – Partnership Learning Project (1:55 p.m.)

Capacity Programs Coordinator Courtney Shaff and consultant Jennifer Arnold will provide an update on the Partnership Learning Project that is being led by the Bonneville Environmental Foundation. The update will focus on the lessons learned from evaluation of the eight Capacity Building FIPs. *Information item.*

Tour – 3:20 p.m.

The board and OWEB staff will conduct a field tour of the Dillon Dam site on the Umatilla River that is slated for removal this summer. Any person wishing to join the tour should have their own transportation.

Informal Reception – 5:45 p.m. - 6:30 p.m.

The public is invited to join the OWEB Board and staff at a reception sponsored by local partners and stakeholders.

Location:
Port of Morrow, Riverfront Center
Riverfront Room
2 Marine Drive
Boardman, OR 97818

Wednesday, July 26, 2017

Business Meeting - 8:00 a.m.

For each agenda item, the time listed is approximate. The board may also elect to take an item out of order in certain circumstances. During the public comment periods (Agenda Items A, E, F, G, I, J and K), anyone wishing to speak to the board on specific agenda items is asked to fill out a comment request sheet (available at the information table). This helps the board know how many individuals would like to speak and to schedule accordingly. At the discretion of the board co-chairs, public comment for agenda items on which the board is taking action may be invited during that agenda item. ***The board encourages persons to limit comments to three to five minutes.*** Written comments will also be accepted on any item before the board. Written comments should be sent to Eric Hartstein at Eric.Hartstein@oregon.gov. Please note that written comments received after July 20th, 2017 will not be provided to the board in advance of the meeting.

I. Public Comment (8:00 a.m.)

This time is reserved for general public comment, as well as other matters before the board.

J. Focused Investment Partnership (FIP) Update – Implementation (8:15 a.m.)

Deputy Director Renee Davis, Bonneville Environmental Foundation Model Watershed Program Director Robert Warren, and Upper Deschutes Watershed Council Executive Director Ryan Houston will update the board on monitoring efforts associated with the six Implementation FIPs. *Information item.*

K. Outreach/Stakeholder Engagement Administrative Rules (9:00 a.m.)

NOTE: Public Comment at approximately 9:10 a.m.

Grant Program Manager Eric Williams will brief the board on rulemaking associated with Stakeholder Engagement (formerly Education and Outreach) grants. Public comment associated with this item will be heard. However, because this item has already been the subject of formal public hearings and a comment period, further public testimony may not be taken except upon changes made to the item since the original public comment period, or upon the direct request of the board members in order to obtain additional information or to address changes made to proposed rules following a public hearing. Following public comment, the board will be asked to approve the proposed administrative rules. *Action item.*

L. OWEB Technical Assistance and Focused Investment Partnership Rulemaking (10:05 a.m.)

Senior Policy Coordinator Eric Hartstein will request the board authorize rulemaking for Technical Assistance grants and the Focused Investment Partnership program. *Action item.*

M. Conservation Effectiveness Partnership Update (10:20 a.m.)

Deputy Director Renee Davis and Conservation Outcomes Coordinator Audrey Hatch will update on the board on the Conservation Effectiveness Partnership, which brings

together multiple state and federal agencies to evaluate the effects of conservation and restoration investments on water quality and watershed condition. *Information item*.

N. Collaborative Voluntary Measures on Forestlands (10:50 a.m.)

Deputy Director Renee Davis, Conservation Outcomes Coordinator Audrey Hatch, and Oregon Department of Forestry Deputy Chief of Private Forests Program Kyle Abraham will present to the board voluntary actions forest landowners are taking that benefit salmon and watersheds. *Information item*.

O. Executive Director's Update (11:20 a.m.)

Executive Director Meta Loftsgaarden will update the board on agency business and late-breaking issues. *Information item*.

P. Other Business (11:50 a.m.)

This item is reserved for other matters that may come before the board.

Meeting Rules and Procedures

Meeting Procedures

Generally, agenda items will be taken in the order shown. However, in certain circumstances, the board may elect to take an item out of order. To accommodate the scheduling needs of interested parties and the public, the board may also designate a specific time at which an item will be heard. Any such times are indicated on the agenda.

Please be aware that topics not listed on the agenda may be introduced during the Board Comment period, the Executive Director's Update, the Public Comment period, under Other Business, or at other times during the meeting.

Oregon's Public Meetings Law requires disclosure that board members may meet for meals on Monday, Tuesday, and Wednesday.

Voting Rules

The OWEB Board has 17 members. Of these, 11 are voting members and six are ex-officio. For purposes of conducting business, OWEB's voting requirements are divided into two categories – general business and action on grant awards.

General Business

A general business quorum is **six voting members**. General business requires a majority of **all** voting members to pass a resolution (not just those present), so general business resolutions require affirmative votes of **at least six voting members**. Typical resolutions include adopting, amending, or appealing a rule, providing staff direction, etc. These resolutions cannot include a funding decision.

Action on Grant Awards

Per ORS 541.360(4), special requirements apply when OWEB considers action on grant awards. This includes a special **quorum of at least eight voting members** present to take action on grant awards, and affirmative votes of at least six voting members. In addition, regardless of the number of members present, **if three or more voting members** object to an award of funds, the proposal will be rejected.

Public Testimony

The board encourages public comment on any agenda item.

General public comment periods will be held on *Monday, July 24 at 4:00 p.m., Tuesday, July 25 at 9:00 a.m.* and *Wednesday, July 26 at 8:00 a.m*. for any matter before the board. Comments relating to a specific agenda item may be heard by the board as each agenda item is considered. People wishing to speak to the board are asked to fill out a comment request sheet (available at the information table). *The board encourages persons to limit comments to three to five minutes*. Written comments will also be accepted on any item before the board. Written comments should be sent to Eric Hartstein at Eric.Hartstein@oregon.gov. Please note that written comments received after July 20th, 2017 will not be provided to the board in advance of the meeting.

Tour

The board may tour local watershed restoration project sites. The public is invited to attend, however transportation may be limited to board members and OWEB staff. Any person wishing to join the tour should have their own transportation.

Executive Session
The board may also convene in a confidential executive session where, by law, only press members and OWEB staff may attend. Others will be asked to leave the room during these discussions, which usually deal with current or potential litigation. Before convening such a session, the presiding board member will make a public announcement and explain necessary procedures.

More Information
If you have any questions about this agenda or the Board's procedures, please call Darika Barnes, OWEB Board Assistant, at 503-986-0181. If special physical, language, or other accommodations are needed for this meeting, please advise Darika Barnes (503-986-0181) as soon as possible, and at least 48 hours in advance of the meeting.

Oregon Watershed Enhancement Board Membership

Voting Members

Laura Masterson, *Board of Agriculture*
Ed Armstrong, *Environmental Quality Commission*
Bob Webber, *Fish and Wildlife Commission member*
Vacant, *Board of Forestry*
John Roberts, W*ater Resources Commission*
Jason Robison, *Public (tribal)*
Gary Marshall, *Public*
Will Neuhauser, *Board Co-Chair, Public*
Randy Labbe, *Board Co-Chair, Public*
Dan Thorndike, *Public*
Karl Wenner, *Public*

Non-voting Members

Rosemary Furfey, *National Marine Fisheries Service*
Stephen Brandt, *Oregon State University Extension Service*
Debbie Hollen, *U.S. Forest Service*
Kathy Stangl, *U.S. Bureau of Land Management*
Ron Alvarado, *U.S. National Resource Conservation Service*
Alan Henning, *U.S. Environmental Protection Agency*

Contact Information

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Salem, Oregon 97301-1290
503-986-0178
Fax: 503-986-0199
www.oregon.gov/OWEB

OWEB Executive Director – Meta Loftsgaarden
meta.loftsgaarden@oregon.gov

OWEB Assistant to Executive Director and Board – Darika Barnes
darika.barnes@oregon.gov
503-986-0181

2017 Board Meeting Schedule
January 24-25 in Madras
April 24-26 in Salem
July 24-26 in Boardman
October 24-25 in Lebanon

2018 Board Meeting Schedule
January 30-31, in Florence
April 24-25, location TBD
July 24-25, location TBD
October 30-31, location TBD

For online access to staff reports and other OWEB publications, visit our web site: www.oregon.gov/OWEB.

OWEB Strategic Direction and Principles

OWEB's Mission: To help protect and restore healthy watersheds and natural habitats that support thriving communities and strong economies.

Goals

Goals from OWEB's 2010 Strategic Plan

In 2010, the OWEB Board approved a strategic plan with five goals. With the passage of Constitutional Measure 76 and permanent Lottery funding, the Board continues to operate under the strategy.

Goal 1: Adaptive Investment
Restore and sustain resilient ecosystems through program and project investments that enhance watershed and ecosystem functions and processes and support community needs.

Goal 2: Local Infrastructure Development
Support an enduring, high capacity local infrastructure for conducting watershed and habitat restoration and conservation.

Goal 3: Public Awareness and Involvement
Provide information to help Oregonians understand the need for and engage in activities that support healthy watersheds.

Goal 4: Partnership Development
Build and maintain strong partnerships with local, state, tribal, and federal agencies, nonprofit organizations, and private landowners for watershed and habitat restoration and conservation.

Goal 5: Efficient and Accountable Administration
Ensure efficient and accountable administration of all investments.

Long-Term Investment Strategy

OWEB's Framework for Grant Investments

In 2013, the Board adopted a Long-Term Investment Strategy that guides its investments of Lottery, federal and salmon plate funding. All of OWEB's investments in ecological outcomes also help build communities and support the local economy. The Board also approved a direction for the investments outlined below. They will continue operating capacity and open solicitation grants and continue focused investments with a gradual increase over time.

Operating Capacity
Operating Capacity Investments support the operating costs of effective watershed councils and soil and water conservation districts. Councils and districts are specifically identified in OWEB's statutes.

Open Solicitation
OWEB offers responsive grants across the state for competitive proposals based on local ecological priorities.

Focused Investments
OWEB helps landscape-scale collaborative partnerships achieve collaboratively prioritized ecological outcomes.

Effectiveness Monitoring
OWEB evaluates and reports on the progress and outcomes of watershed work it supports.

OWEB

Guiding Principles

Guiding Principles

As the Board developed the Investment Strategy, they did so under established principles for how any changes in OWEB's programs would operate.

Build on accomplishments. The commitment and work of our local partners have resulted in a nationally and internationally recognized approach with unmatched environmental accomplishments. OWEB will build on this foundation.

Effective communication. OWEB is committed to active, two-way communication of ideas, priorities, and results with its staff, partners, potential partners, and the public as a means for developing and maintaining a strong investment strategy and successful cooperative conservation.

Transparency. OWEB values transparency and develops its Long-Term Investment Strategy through an open, transparent process that involves input and dialogue with stakeholders and staff.

Maximize service, minimize disruption. The Board considers how OWEB's grant portfolio impacts partner organizations and staff resources to maximize effectiveness without adversely affecting service delivery.

Responsive. The Long-Term Investment Strategy will adjust to changes in revenue and be responsive to changes in ecological priorities from the Governor, Legislature, the Board, and local partners.

Adapt based on monitoring and evaluation. OWEB's staff and Board monitor and evaluate the effectiveness and implementation of the Long-Term Investment Strategy. The Board shall adapt and modify the strategy as needed to meet its desired goals and outcomes and to improve overall investment success.

Phase-in Change. OWEB's Long-Term Investment Strategy will guide future efforts, is designed to accommodate changes and adjustments made by stakeholders and OWEB staff, and will be periodically revisited.

Operating Principles

Operating Principles to Enhance OWEB Team Work

We will do all we can, individually and as a group, to:

- **Use Good communication--at all levels and in all directions;**
- **Operate with a Team approach;**
- **Follow through on conversations in order to build and maintain needed trust;**
- **Empower staff wherever it is appropriate to do so; and**
- **Have fun while doing important work!**

Oregon
Kate Brown, Governor

Oregon Watershed Enhancement Board
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MEMORANDUM

TO: Oregon Watershed Enhancement Board

FROM: Meta Loftsgaarden, Executive Director

SUBJECT: Agenda Item A – Strategic Plan
July 24-26, 2017 Board Meeting

I. Introduction

OWEB's strategic planning facilitator, Dialogues In Action, will join the board to facilitate a strategic planning discussion building on the April and June board strategic plan discussions, along with board interviews, March listening sessions, and April survey. The board will review the latest draft of the "Who We Are" portion of the strategic plan (Attachment A) and provide direction to proceed with next steps to staff and the facilitators regarding synthesis of information from the June board strategic plan discussion.

II. Background

OWEB approved its last strategic plan in 2010, during a time when the agency and its associated funding were set to sunset in 2015. However, at the same time, a campaign had begun to make the agency's funding permanent through Constitutional Ballot Measure 76. After the strategic plan was completed, Oregon voters overwhelmingly approved Ballot Measure 76.

As a result of the approval of permanent funding, the board then undertook an effort in 2012-13 to develop a Long-Term Investment Strategy (LTIS) for granting. This extensive process engaged stakeholders from across Oregon to set a vision for how the agency's strategic plan would be "operationalized" through its granting investments. The LTIS was approved by the board in 2013 and has become the framing through which the board develops and approves its two-year spending plan in support of the strategic plan.

It has now been seven years since the board approved its last strategic plan and 2018 will be five years after board approval of the LTIS.

III. Board Meeting, Interviews, Listening Sessions and Survey

Who We Are: In January 2017, the board formally initiated its strategic planning process. Under the guidance of Steve Patty, the facilitator with Dialogues In Action, both the board and OWEB staff began developing the "Who We Are" portion of the strategic

plan. This includes work on the agency's Ultimate Aims, Premises, Intended Impact, and Best Means.

Interviews: Also in January, the board began the process of interviewing a range of OWEB stakeholders about their experiences and work with OWEB. Each board member interviewed at least one stakeholder. Staff have established a "Staff Process Team" to coordinate with the board throughout the planning process. Those team members also interviewed stakeholders, resulting in over 30 interviews with individuals across Oregon.

Listening Sessions: In March 2017, OWEB staff traveled with Steve Patty to six locations across Oregon to hold strategic planning listening sessions. These face-to-face meetings were held in Pendleton, Ontario, Bend, Medford, Clackamas and Newport, in addition to one virtual listening session webinar. In total, approximately 80 individuals attended, including grantees, regional review team members and other agency partners, among others.

In addition to working on the "Who We Are" portion of the document, participants were asked to begin identifying innovative actions the board may want to consider over the next ten years, and the challenges OWEB will face. That information will be used later in the planning process after the board determines its strategic direction.

Stakeholder Surveys: In April, surveys were sent broadly stakeholders and partners to identify what is working well in their interactions with OWEB, as well as areas for improvement. That information was finalized for board review at their June strategic plan meeting.

External Advisory Group: In May, the board's established External Advisory Group met to synthesize and expand on information from interviews, listening sessions, and stakeholder surveys for the board to review at its June strategic plan discussion. The External Advisory Group is made up of stakeholders established to provide the board insights and perspectives on the strategic plan. The External Advisory Group membership is found in Attachment B.

Board Strategic Plan Discussion: In June, the board met to vet the ideas proposed through the many processes identified above, developing board-level proposals for the "Who We Are" portion of the plan, as well as to begin developing an overall frame for the plan itself (Attachment C).

IV. Recommendation

Staff recommend the board approve the "Who We Are" portion of the strategic plan.

Attachments

A. Most recent version of "Who We Are"
B. External Advisory Group Member List
C. Strategic Priorities for Impact

OWEB
Who We Are

Draft 6/27/2017

Box A: Ultimate Aims (How we show up)

This section is about your ethos and attitude. This is your ethic. It's how you show up in every situation and with any person or partner. It's the "soft stuff" about how people experience you. To do this box well, we need to think about just a few ideas (3-5). It needs to be the ideas that are not necessarily easy for you, but that make you "lean in" in ways that are difficult, challenging, or counter-intuitive. These should have some consequence and not just be platitudes. These are some options that emerge from the listening sessions and board retreat.

In all things, we will…

Be bold
We believe in pursuing the greatest potential, not the easiest path. To *be bold* means to go be unafraid to listen to and explore new ideas even if they run counter to established processes. It means that we will focus on opportunities and strive to overcome the barriers we face. We will encourage each other and stakeholders as we go through the growing pains of improvement.

Be open and transparent
Being open and transparent means being committed to active, two-way communication internally and externally as a means for developing and maintaining strong partnerships. We will ensure that all decisions are transparently made and their reasoning is clearly communicated. We will consistently check in with partners to make sure they understand what we've communicated.

Consider future Oregonians
Everything we do now will impact the Oregonians of the *future*. We will be thoughtful about helping stakeholders develop sustainable watersheds. We will be informed by Oregon's legacy of watershed restoration and cooperative conservation while developing a vision for cooperative conservation in the *future* that is equitable and inclusive.

Be curious
Being *curious* means not just accepting the status quo but asking "why," "how," and "what if?" We will approach all situations with curiosity, encouraging staff and stakeholders to ask questions as they think about our watersheds and our practices. We will seek to listen, learn, and think about watershed health and cooperative conservation in new ways and through fresh perspectives.

Box B: Premises (What we believe in)

This section should provide the rationale for your work. It should make people sit up and nod in agreement that what you are doing and how you are doing it is critical. The best ideas, if you remember, keep you from responding to the "siren's song," the temptation to take the easy route, change course, follow an ineffective course, cut corners, and miss the kind of impact you could have. These ideas should cost you something to believe. They make you better. They connect with the public. They are provocative and memorable. These are options emerging from the listening session and the board retreat:

Dedicated to the idea that…

Healthy watersheds sustain healthy communities.
The well-being of all Oregonians depends on the health of our watersheds. Communities are nourished and supported by the watershed in which they live, work, and play. The ability to recreate, meditate in quiet next to the water, drink clean water, and swim and fish in those same waters is essential to a vibrant community. We believe Oregonians derive economic, social, and spiritual benefit from our watersheds. People and communities are an integral part of their watershed, just like fish and wildlife. A community's economic and social health comes from the health of the lands that surround them and the ability to draw enjoyment from clean water, open spaces, and natural habitats.

Every Oregonian plays a role in the health of our watersheds.
We are committed to being profoundly inclusive because we believe every person of every background – whether urban or rural, rich or poor; regardless of age, ethnicity, education, beliefs, or politics – has something valuable to contribute to a healthy watershed. When people connect with their watershed, they will care for their watershed. The roles in each watershed are many and overlapping: planner, funder, doer, enjoyer, and communicator, among others. We encourage every citizen, staff, and stakeholder to find their niche and to help others find theirs.

It takes broad partnership to support resilient watersheds.
The Oregon way is unique. In Oregon, no individual landowner or community needs to grapple with watershed challenges alone. Cooperative conservation is built from broad, diverse partnerships that collaborate to develop and implement enduring watershed solutions. It is the Oregon way to invest in the restoring and sustaining healthy, resilient watershed. Public investment in watersheds is a value and commitment of Oregonians.

Future generations need whole and healthy watersheds.
To tackle watershed restoration projects without adopting long-term sustainable practices is short-sighted. We believe that future Oregonians have the right to enjoy the benefits of healthy watersheds without having to start from scratch. Watershed scale change, especially change that addresses the root causes of watershed problems, takes time and crosses generational boundaries. We are engaging in work we might not see the end of; it requires patience, persistence, discipline, and a vision for the future that embraces the long view.

Box C: Intended Impacts (What change we want to achieve)

This is a section that defines the kind of impact and influence OWEB should have in Oregon. In this section, we are trying to define the "buckets" of impact or the areas of influence that you should seek to achieve. As a result of OWEB, these are the changes that should be realized. These are the categories of ideas that emerged from the listening sessions and the board retreat. (Note: The bullet points are taken directly from the listening session and board retreat.)

1. **Healthy, resilient watersheds (Ecological)**

   What we mean: A healthy, resilient watershed provides clean water and a vibrant place to live for people, fish and wildlife, now and in the future. OWEB's investments will result in measurable improvements that lead to healthier streams and upland habitat, while ensuring that the work of our grantees is resilient to long-term impacts to the environment.

   - Plentiful, clean water for all
   - Enhancing, protecting, and restoring watershed process and functions
   - Healthy watersheds that sustain the health of people and their communities
   - Protection and restoration of healthy watersheds and natural habitats
   - Biological – Fish, wildlife, and native plant recovery; biodiversity
   - Strengthened natural ecosystems
   - Greater sustainability of water resources and improved water quality throughout Oregon
   - Measurable improvement toward ecological outcomes

2. **Broad care and stewardship of watersheds by Oregonians (Social)**

   What we mean: Broad care and stewardship of Oregon's natural places can come about only by greater understanding, awareness, and appreciation by each Oregonian of the impact of their everyday actions on the health of their watersheds. Working with partners, OWEB will make special effort to meaningfully engage each Oregonian, based on their unique connection with the land – whether cultural, spiritual, economic or recreational.

   - Greater understanding and awareness of, and appreciation for watersheds
   - People are meaningfully connected to their watersheds
   - Engagement of underserved and under-represented populations around the state
   - Tribal involvement, contribution, and leadership for watershed health
   - People believe in the abundance possible through watershed stewardship
   - Oregonians consider the impact of their everyday actions on watersheds
   - Awareness of watershed issues to become more mainstream
   - Involvement of the next generation in the conservation effort

3. **Adaptive capacity of communities to support resilient watersheds (Community)**

   What we mean: OWEB seeks to ensure all communities are empowered to engage diverse stakeholders to design, implement, and evaluate collaborative conservation actions. Engaged community members are better able to adapt to new ideas, address new challenges and design new approaches to improve their watershed. When landowners, land managers and local citizens are actively involved in shared learning and leadership within local organizations, the capacity of communities to improve the health of their watersheds is expanded.

- Monitoring, evaluation, and learning embedded in watershed work throughout Oregon
- Engaged communities in conservation efforts
- Engaged landowners and land managers
- Greater empowerment of local residents to action
- Farmers and ranchers better able to achieve conservation goals
- Local leaders who endeavor to improve the health of their watershed and communities
- Building social capital in communities around the state (i.e., building blocks for participatory engagement around a shared community vision)
- Empowered communities through partnership and shared knowledge

4. **Strengthened economies emerge from healthy watersheds (Economic)**

   What we mean: Oregon's natural resource industries – agriculture, forestry, fishing, recreation – are dependent on healthy watersheds to be sustainable. The work of restoring natural areas creates jobs in communities, and the impact of a healthy watershed extends to all segments of Oregon's economy and is essential for the economic vitality of the State. When communities understand the link between healthy watersheds and a strong economy, they are more likely to invest in improving both. OWEB will support the capacity of local organizations to engage their community in cooperative conservation while benefiting Oregon's diverse economies.

   - Enhanced benefits for a sustainable economy built on natural resources, restoration, ecosystems, and the broader economies throughout Oregon
   - Healthier, more sustainable opportunities to live off the land
   - People see that watershed health and economies are in alignment
   - Fostering and growing economic opportunities in voluntary restoration
   - Engage communities in a restoration economy
   - Organizational capacity to advance conservation missions
   - Direct benefit to citizens from municipal watersheds that supply drinking water

5. **Strong and diverse partnerships that promote and sustain healthy watersheds (Sectoral)**

   What we mean: Strong and diverse partnerships include the meaningful involvement of local, regional, and statewide organizations, public and private investors, government partners and experts from across Oregon. By understanding the needs of the watershed and community, OWEB is uniquely positioned to help to connect resources with communities. Collaboration allows the opportunity for cross-pollination of ideas, cross-boundary work, adaptive learning, and heightened fidelity to science. OWEB will encourage partners to develop a common vision and objectives to improve their watershed.

   - United conservation efforts throughout Oregon
   - Common vision and objectives shared by stakeholders
   - Cross-sector action to improve watersheds
   - Interconnectivity among watershed enhancement agencies
   - Integrated, interagency efforts
   - Cross-boundary work to maximize the benefits of conservation investments

- More collaboration and cross-pollination of ideas among natural resource agencies
- Advancement of watershed science and practice
- Progress and learning around watershed management practices
- Evidence/science-based practices utilized
- Promotion and education of best practices in watershed management
- Increased knowledge in the field
- Heightened fidelity to science throughout those interacting with watersheds

Box D: Best Means (The approach we take)

This set of ideas is about your principles of change, what you believe should characterize your approach. Remember, this set of ideas is finishing the statement, "Whatever we do will not have the impact we intend unless it (or until it)…." Each of the ideas in this section should inform and characterize the way you go about your work. These should be critical features of your approach.

Whatever we do will not have the impact we intend unless it is (or until it is)...

Involving stakeholders broadly and in partnership

- Involving the whole community
- Promoting community ownership of the project
- Collaborating and authentically communicating
- Bringing together diverse interests
- Building and mobilizing partnerships

Using best available science supported by local knowledge

- Basing approaches on the best available science
- Advancing efficient, science driven operations
- Addressing root sources and causes
- Incorporating local knowledge, experience, and culture
- Catalyzing local energy and investment

Investing with long-term outcomes in mind

- Maintaining progress into the future
- Stewarding for the long term
- Taking the long view on projects and interventions

Demonstrating impact through meaningful measurement

- Providing evidence of watershed change
- Measuring and communicating community impact
- Increasing appropriate accountability

Reaching and involving underserved populations

- Seeking to include the voice and perspectives that are not typically at the table
- Involving the underrepresented
- Specific, targeted engagement
- Doing what we can to make information available to everyone

OWEB Strategic Plan External Advisory Group

Jason Kesling	**Natural Resource Director, Burns Paiute Tribe**
Bruce Taylor	Pacific Birds / Intermountain West Joint Venture
Mark Trenholm	Wild Salmon Center
Cathy McDonald	The Nature Conservancy
Doug Krahmer	Landowner and Former Board Member
Todd Reeve	Bonneville Environmental Foundation
Kelly Timchak	Lower Rogue Watershed Council
Shilah Olson	Wasco Soil and Water Conservation District
Brad Chalfant	Deschutes Land Trust
Jeff Oveson	Grande Ronde Model Watershed
Doug Decker	PSU Executive Seminar Program and Dept. of Forestry Director
Karl Morgenstern	Eugene Water and Electric Board
Eric Quaempts	Former Board member and Confederated Tribes of the Umatilla Indian Reservation

OWEB
Strategic Priorities for Impact
Draft 7/10/17

1. Coordinated monitoring and shared learning to advance watershed restoration effectiveness

What we mean
OWEB will develop greater capacity throughout the system of watershed stakeholders to monitor progress, learn from projects, track effectiveness, gather data, respond to data, and advance the cause of healthy, resilient watersheds through the practice of monitoring and evaluation. OWEB will work with partners to ensure frameworks for information receiving and sharing exist that take advantage of the best scientific thinking and latest methods and technology in and outside the restoration community. OWEB and partners will develop monitoring 'networks' to which organizations in all parts of the state can contribute.

Characteristics of the future
- Seamless interaction of data and learning among broader audiences and agencies
- Information and learning is current, meaningful, accessible, and available
- Loops of learning become habitual throughout the sector
- Understanding of science and science-based practice continues and is elevated
- Insights derived from data and results drive decision making at all levels
- Evaluation of impact, not just effort, is practiced broadly
- Impact on multiple factors—including ecological, economic and social—are considered

2. Strategic partnerships to achieve healthy watersheds

What we mean
OWEB will be a statewide champion for partnerships in watershed health. OWEB will help develop the environment and provide guidance that will allow strong and effective partnerships to grow and flourish. Partnerships that are more inclusive, equitable, effective, consistent, reliable, purposeful, and innovative will amplify the impact of watershed work and develop resilience and capacity in the organizations seeking to improve and sustain healthy watersheds.

Characteristics of the future
- Consistency in the practice of partnership formation and governance, while recognizing that every partnership should be a reflection of its community
- Resource sharing among and between partners for a common goal
- Leveraging of resources in regions for the benefit of all organizations
- Increase of effective and strategic partnerships throughout the State
- Diversity, equity and inclusion in partnerships
- Coordination among partners to achieve measurable outcomes

3. Increase citizen awareness of the relationship between people and watersheds

What we mean
OWEB will catalyze the influence of partners to carry messages about the importance of watersheds to the health and vitality of all Oregonians. This will include the development of story-telling and community engagement as an intervention with dual goals. First, to help Oregonians recognize their role in the health of their watershed and second, to increase awareness of the role watersheds play in improving the well-being of the people who reside in

them and contributing to economic activities within them. This will result in a growing care and stewardship of local watersheds and a deeper commitment to watershed work throughout the State.

Characteristics of the future

- Populations not typically involved in the care of watersheds become interested and active
- Increase in appreciation throughout the State for the importance of watersheds to all Oregonians results in shared care and concern among Oregonians for their watersheds
- Broad-based understanding of the plight of watersheds
- Recognition that the current investment Oregonians make in the health of their watersheds pays dividends in their community and local economy
- Awareness of OWEB as the steward of measure 76 fund investments in their watersheds

4. Bold and innovative actions to achieve health in Oregon's watersheds

What we mean

OWEB will catalyze, support and encourage the design and implementation of watershed restoration innovations by grant applicants. These innovations can reach beyond project implementation to touch all areas of OWEB's granting that support restoration – from capacity and partnership development to technical assistance and monitoring. OWEB will continually weigh the agency's investment risk to encourage design and experimentation in watershed work while ensuring public benefits from our investments.

Characteristics of the future

- Risk of innovation is shared among diverse partners
- OWEB has an established process for gauging the risk and weighing it against the potential gain of proposed innovative restoration work.
- OWEB has an established process for evaluating the benefit of implemented innovative practices so as to inform decisions about future proposed innovations
- OWEB has increased nimbleness and adaptability as grantees propose and do adaptive restoration work

5. The value of working lands is fully integrated into watershed health

What we mean

OWEB will develop strategies to engage broader participation among those who own and manage working lands. This will include working with partners in both agriculture and conservation communities to develop intentional approaches that fully embrace the value of well-managed working lands to habitat, water quality, and local economies.

Characteristics of the future

- Farmers, ranchers and forestland owners are fully engaged in decisions about the health of their watersheds
- Owners and managers of working lands understand the value of conservation; communities understand the value of working lands
- Working landowners continue to build a culture of conservation
- Landowner involvement includes and extends beyond the agriculture and forestry communities to rural and other landowners
- Oregon has a diverse cohort of engaged working lands opinion-leaders and proven methods to reduce mixed use conflicts

- Funders offer more meaningful incentives to involve broader, more diverse landowner participation

6. Community capacity is enhanced to support resilience in watersheds

What we mean

OWEB will work with partners at all levels to design resources and deploy tools to enhance the capacity of communities to participate in cooperative conservation. As a result of this partnership effort, conservation leaders at all levels will design and implement strategies for broad citizen engagement in watershed health. Local partnerships will have the support they need to develop and implement strategic, science-based approaches to improve watershed health.

Characteristics of the future

- Greater investment in high-performing partnerships of all types
- Shared learning and resources exist for partnerships to assess and improve their effectiveness
- Funding and other technical support is available for planning and implementation of watershed health strategies
- Effective networks exist among local conservation organizations and between those organizations and other community groups for information sharing and awareness
- Communities have the skills needed to adapt and respond the challenges of a changing environment

7. Watershed organizations have access to a diverse and stable funding portfolio

What we mean

OWEB will seek to develop strong and diverse partnerships with traditional (agency/foundation) and non-traditional funding sources. These partnerships will support watershed organizations at all levels in pursuit of a statewide restoration network that is resilient, sustainable, and achieves ecological outcomes. At the same time, OWEB and partners will work to empower grantees to strengthen their capacity to seek and secure more diverse funding sources. This two-pronged approach will provide communities the resources to create more durable conservation and restoration organizations at all levels, allowing them to act more boldly and strategically.

Characteristics of the future

- Locally supported organizations will have access to more diverse funding sources
- Stable, resilient funding for restoration through OWEB, other funders and local watershed practitioners
- Strong local organizations are better resourced to accomplish their mission

8. Leaders at all levels of watershed work reflect the diversity of Oregon

What we mean

OWEB's board and staff will engage with partners and grantees to involve all Oregonians in improving the health of our watersheds. In its own practice, OWEB will actively seek out and develop leaders that reflect the diversity of Oregon to engage them in the rewarding work of watershed restoration. OWEB will strive to serve Oregon's diverse population by adopting practices that support diversity and encourage equity in our grant-making in partnership with our stakeholders. This will shape the culture of the watershed work over time, developing a restoration system that is diverse and inclusive.

Characteristics of the future

- Healthy watersheds are supported by partnerships that reflect the diversity of their communities
- Greater diversity of involvement in all aspects of watershed work
- New, diverse individuals and partnerships elicit more out-of-box thinking
- Increased opportunities exist for all Oregonian's to engage with and contribute to watershed work Better insight for watershed strategy resulting from diverse perspectives representing all aspects of Oregon population and culture

MINUTES ARE NOT FINAL UNTIL APPROVED BY THE BOARD

Oregon Watershed Enhancement Board (OWEB)
April 24, 2017 OWEB Board Meeting
Chemeketa Eola Northwest Viticulture Center
215 Doaks Ferry Road NW
Salem, OR 97304

MINUTES (Audio time stamps on this day reference recording https://youtu.be/CyOXJcuSgnA)

OWEB Members Present	OWEB Staff Present	Others Present
Armstrong, Ed	Barnes, Darika	Klock, Clair
Brandt, Stephen	Davis, Renee	Larson, Kristen
Furfey, Rosemary	Fetcho, Ken	Morford, Shawn
Henning, Alan	Hartstein, Eric	
Labbe, Randy	Loftsgaarden, Meta	
Marshall, Gary	Redon, Liz	
Masterson, Laura	Shaff, Courtney	
Neuhauser, Will	Williams, Eric	
Roberts, John		
Robison, Jason		
Stangl, Kathy		
Thorndike, Dan		

The meeting was called to order at 3:00 p.m. by Co-Chair Dan Thorndike.

A. Board Member Comments (Audio = 0:00:00)
Board members provided updates on issues and activities related to their respective geographic regions and/or from the state and federal natural resource agencies they represent.

B. Review and Approval of Minutes (Audio = 0:35:03)
Minutes of the January 24-26, 2017 board meeting in Madras were presented to the board for approval. It was noted that the meeting minutes should include Karl Wenner as present. Executive Director Loftsgaarden announced that future meeting minutes will be in an audio format with a printed summary to note time stamps for agenda items.

> *Will Neuhauser moved the board approve the minutes from the January 24-26, 2017 meeting in Madras. The motion was seconded by Dan Thorndike. Laura Masterson abstained because she was not present at the January meeting. The motion passed unanimously. (Audio = 0:35:37 – 0:36:00)*

C. Co-Chair Election (Audio = 0:36:10)
Co-Chair Randy Labbe provided background on OWEB's process for electing co-chairs to two-year alternating terms.

> *Bob Webber moved the board elect Will Neuhauser to serve as OWEB Board Co-Chair for a two-year term. The motion was seconded by Dan Thorndike. The motion passed unanimously. (Audio = 0:37:38 – 0:38:45)*

D. Board Subcommittee Updates (Audio = 0:40:15)
Representatives from the Focused Investments, Monitoring, and Open Solicitation subcommittees provided updates to the full board on subcommittee topics and activities.

E. Public Comment (Audio = 0:48:10)
There was no public comment.

F. Outreach Rulemaking Update (Audio = 0:48:37)
Grant Program Manager Eric Williams updated the board on the outreach grant rulemaking and application revision process, including the progress made by the rules advisory committee.

PUBLIC COMMENT (Audio = 1:04:00)
Clair Klock from Klock Farm and Clackamas Soil and Water Conservation District addressed the board to offer his perspective on conservation education and support for outreach.

K-1. Executive Director Update: Budget and Legislative (Audio = 1:07:00)
Deputy Director Renee Davis presented an update to the board on the 2017 legislative session with information about the status of OWEB's 2017-2019 budget. Senior Policy Coordinator Eric Hartstein discussed the progress of policy bills that are relevant to the agency.

K-2. Executive Director Update: Focused Investment Partnership (FIP) Monitoring
(Audio = 1:25:15)
Deputy Director Renee Davis and Capacity Coordinator Courtney Shaff provided a report to the board on FIP Monitoring activities, including development of a progress monitoring framework for the Implementation FIPs.

R-1. Other Business- Revised Coquille Valley Wetlands Protection and Restoration Project
(Audio =1:38:19)
Grant Program Manger Eric Williams provided a history of OWEB board actions taken on the Coquille Valley Wetlands Protection and Restoration Project. He requested the board authorize adjustments to existing grant agreements, as outlined in the staff report.

> *Co-Chair Will Neuhauser moved the board authorize the executive director to amend or consolidate grant scopes and funding amounts for the Coquille Valley Wetlands Protection and Restoration Project, including project numbers 211-115, 215-2000, and 215-8006, as needed by the project partners and as authorized by the US Fish and Wildlife Service, with an effective date of April 28, 2015. The motion was seconded by Dan Thorndike. The motion passed unanimously. (Audio = 1:47:10 – 1:48:06)*

R-2. Other Business – Conservation Reserve and Enhancement Program (CREP) Cost Share
(Audio = 1:48:20)
Eric Williams presented an overview of CREP, and requested additional funds to comply with the terms of state cost-share agreements associated with the program.

> *Dan Thorndike moved the board add $200,000 of recaptured funds to the CREP line item of the 2015-2017 Spending Plan, and delegate to the Executive Director the authority to distribute the funds through appropriate agreements with an award date of July 1, 2015. The motion was seconded by Will Neuhauser. The motion passed unanimously. (Audio = 1:53:15 – 1:54:00)*

The meeting was adjourned for the day by Co-Chair Randy Labbe at 4:55 p.m.

MINUTES ARE NOT FINAL UNTIL APPROVED BY THE BOARD

Oregon Watershed Enhancement Board (OWEB)
April 25, 2017 OWEB Board Meeting
Chemeketa Eola Northwest Viticulture Center
215 Doaks Ferry Road NW
Salem, OR 97304

MINUTES (Audio time stamps on this day reference recording https://youtu.be/9e83SwpKEVw. Please keep in mind that sometimes agenda items are discussed out of order.)

OWEB Members Present	OWEB Staff Present	Others Present
Armstrong, Ed	Barnes, Darika	Aunan, Lauri
Brandt, Stephen	Ciannella, Greg	Beamer, Kelley
Furfey, Rosemary	Davis, Renee	Berg, Tristen
Henning, Alan	Dutterer, Andrew	Bierly, Ken
Labbe, Randy	Duzik, Katie	Butler, Tim
Marshall, Gary	Fetcho, Ken	Faucera, Jason
Masterson, Laura	Hartstein, Eric	Houston, Ryan
Neuhauser, Will	Hatch, Audrey	Larson, Kristen
Roberts, John	Hulst, Miriam	McGinnis, Cheryl
Robison, Jason	Leiendecker, Karen	Morford, Shawn
Stangl, Kathy	Leopold, Kathy	Nicolescu, Jerry
Thorndike, Dan	Loftsgaarden, Meta	Nash, Mary Anne
Wenner, Karl	McCarthy, Jillian	Nye, Brad
	Redon, Liz	
	Shaff, Courtney	
	Williams, Eric	

The meeting was called to reconvene by Co-Chair Will Neuhauser at 8:00 a.m.

Executive Director Meta Loftsgaarden provided follow-up to topics of discussion from April 24, 2017, and logistics information for the day. (Audio = 0:00:00)

G. Spending Plan Discussion (Audio = 0:02:10)
Following an introduction by Executive Director Meta Loftsgaarden, the board heard staff presentations on items in the OWEB spending plan. Presentations featured a brief history of each item, the demand and future need for the item, and recent highlights and accomplishments with each line item.

1. Open Solicitation – Restoration (0:20:05)
2. Open Solicitation – Technical Assistance (0:26:35)
3. Open Solicitation – Outreach (0:38:05)
4. Open Solicitation – Monitoring Grants (0:42:15)
5. Open Solicitation – Programmatic Effectiveness Monitoring (0:55:05)
6. Open Solicitation – Land and Water Acquisitions (1:21:10)
7. Open Solicitation – Oregon Department of Agriculture Weed Grant Program (1:45:12)
8. Open Solicitation – Oregon Plan Governor's Priorities (2:08:48)

PUBLIC COMMENT (Audio = 2:20:13)
The board heard public comment from Jerry Nicolescu from the Oregon Association of Conservation Districts, Kelley Beamer from the Coalition of Oregon Land Trusts, Jason Faucera from the Oregon Conservation Education and Assistance Network, and Shawn Morford from the Network of Oregon Watershed Councils, all of which were representing the Conservation Partnership .

9. Focused Investments – Implementation FIPs (2:31:00)
10. Focused Investments – Capacity-Building FIPs (2:51:53)
11. Focused Investments – FI Effectiveness Monitoring (3:04:58)

PUBLIC COMMENT (Audio = 3:40:58)
The board heard public comment from Clair Klock representing the Clackamas Soil and Water Conservation District and Mary Anne Nash representing the Oregon Farm Bureau.

12. Operating Capacity – District Capacity Grants (3:58:18)
13. Operating Capacity – Statewide Organizational Partnership Support (4:12:48)
14. Operating Capacity – Building Capacity/Organization Collaboration Grants (4:27:18)
15. Special – CREP Technical Assistance/CREP Cost-Shares (4:38:33)
16. Special – Strategic Implementation Areas (4:50:03)
17. Special – Small Grants (5:05:28)

Board discussion of Spending Plan line items (Audio = 6:35:12)

H. Public Comment (Audio = 5:23:13)
The board heard public comment from Kristen Larson representing the Luckiamute Watershed Council, who expressed concern about certain restrictions within the small grant program.

I. CREP Effectiveness Monitoring Update (Audio = 5:48:20**)**
Deputy Director Renee Davis and Effectiveness Monitoring Coordinator Ken Fetcho presented to the board the final CREP Effectiveness Monitoring Report.

J. OWEB Grant Program and Restoration Grant Rule Amendments (Audio = 3:23:48 and (5:24:46)
Senior Policy Coordinator Eric Hartstein provided the board an update on the rulemaking process for amending the OWEB Grant Program and Restoration Grant rules, and requested board approval of the amendments.

> *Dan Thorndike moved the board approve the amendments to the Division 5 OWEB Grant Program administrative rules as specified in Attachment C to the staff report including appropriate renumbering. Will Neuhauser seconded the motion. The motion passed unanimously. (Audio = 3:40:03 – 3:40:53)*

> *Dan Thorndike moved the board approve the amendments to the Division 10 Restoration Grants administrative rules as specified in Attachment C to the staff report including appropriate renumbering and the discussed modifications to the language of 695-010-0060. The motion was seconded by Randy Labbe. The motion passed unanimously. (Audio = 5:47:06 – 5:47:50)*

The meeting was adjourned for the day by Co-Chair Will Neuhauser at 4:42 p.m. (Audio = 7:10:40)

MINUTES ARE NOT FINAL UNTIL APPROVED BY THE BOARD

Oregon Watershed Enhancement Board (OWEB)
April 26, 2017 OWEB Board Meeting
Chemeketa Eola Northwest Viticulture Center
215 Doaks Ferry Road NW
Salem, OR 97304

MINUTES (Audio time stamps on this day reference recording https://youtu.be/TsjDveQN8JQ)

OWEB Members Present	OWEB Staff Present	Others Present
Armstrong, Ed	Barnes, Darika	Barnes, Mark
Brandt, Stephen	Chandler, Heather	Bierly, Ken
Furfey, Rosemary	Ciannella, Greg	Bonson, Steph
Henning, Alan	Davis, Rene	Charette, Amy
Labbe, Randy	Dutterer, Andrew	Chase, Nancy
Marshall, Gary	Duzik, Katie	Carleton, Alexa
Masterson, Laura	Fetcho, Ken	Gardner, Nadia
Neuhauser, Will	Greer, Sue	Kee, Jeffrey
Roberts, John	Grenbemer, Mark	Lambert, Chrysten
Robison, Jason	Gunville, Katy	Lofman, Denise
Stangl, Kathy	Hartstein, Eric	Luiz, Jessamyn
Thorndike, Dan	Hulst, Miriam	Moll, Joe
Wenner, Karl	Hungate, Cammi	Patty, Steve
	Kirchner, Gretchen	Roix, Dan
	Leiendecker, Karen	Winters, Herb
	Loftsgaarden, Meta	
	McCarthy, Jillian	
	Redon, Liz	
	Williams, Eric	

The meeting was called to reconvene by Co-Chair Will Neuhauser at 8:00 a.m.

Executive Director Meta Loftsgaarden provided follow-up to topics of discussion from April 24 and 25, 2017 regarding lottery projections. (Audio = 0:00:00)

L. Public Comment (Audio = 0:02:37)
Jeffrey Kee urged the board to require projects that seek to conserve water to use the Oregon Department of Water Resource's Allocation of Conserved Water Program. Ken Bierly, representing the Glenn-Gibson Creek Watershed Council, welcomed the board to the mid-Willamette Valley watershed. Amy Charette, representing the Confederated Tribes of Warm Springs, offered an invitation to the board to attend a May 11 celebration at the Oxbow Conservation Area on the Middle Fork of the John Day River.

M. Water Acquisition Grant Awards (Audio = 0:13:05)
Grant Program Manager Eric Williams and Partnerships Coordinator Jillian McCarthy provided a briefing and requested board action on water acquisition grant applications that were received

during the December 2016 grant cycle. Scott McCullough, Program Director for the Columbia Basin Water Transactions Program with the National Fish and Wildlife Foundation (NFWF), provided additional detail on NFWF's role in the program.

PUBLIC COMMENT (Audio = 0:34:00)

Chrysten Lambert from Trout Unlimited addressed the board to offer support for the Water Acquisitions program.

Dan Thorndike moved the board award funding for water acquisition grants as specified in Table 1 of the Water Acquisition Grant Awards staff report. The motion was seconded by Ed Armstrong. The motion passed unanimously. (0:44:20 – 0:44:45)

N. Coastal Wetlands Grants- Permission to Apply for 2018 Federal Grants
(Audio = 0:44:52)
Grant Program Manager Eric Williams and Partnerships Coordinator Jillian McCarthy requested the board approve receipt of one grant award from the U.S. Fish and Wildlife Service's National Coastal Wetlands Conservation Grant Program, and also requested board approval to submit applications to the grant program on behalf of local partners for funding in 2018.

PUBLIC COMMENT (Audio = 1:09:15)

The board heard public comment from Nadia Gardner and Dan Roix representing the Columbia Land Trust and Denise Lofman representing the Columbia River Estuary Study Taskforce who offered support for the South Tongue Point Conservation Project.

Will Neuhauser moved the board approve receipt of funding in the amount of $161,681 from the U.S. Fish and Wildlife Service under the 2016 National Coastal Wetlands Conservation Grant Program and delegate authority to the Executive Director to distribute funds through the appropriate agreements in support of the Ecola Creek Wetlands Protection and Restoration Project, contingent on the successful award of OWEB state match. The motion was seconded by Dan Thorndike. The motion passed unanimously. (Audio corrupt from 1:30:10)

Bob Webber moved the board approve the submission of applications for the Tillamook River Wetland Project, South Tongue Point Conservation Project, and Coquille Valley Wetland Conservation and Restoration Project-Phase II, to the U.S. Fish and Wildlife Service's 2018 National Coastal Wetlands Conservation Grant Program. The applications for federal funds are contingent on approval by the Legislature. The motion was seconded by John Roberts. The motion passed unanimously. (Audio corrupt from 1:30:10)

O. November 2016 Open Solicitation Grant Cycle (Audio = 1:30:30)
Grant Program Manager Eric Williams requested the Board approve the 2017-2019 Open Solicitation grant schedule.

Randy Labbe moved the board adopt the 2017-2019 schedule of grant application deadlines and board meeting dates, as shown in Attachment A to the staff report. This schedule may be subject to change based on pending and future PCSRF awards. The motion was seconded by Ed Armstrong. The motion passed unanimously. (Audio = 1:32:43 – 1:33:23*)*

Eric Williams and OWEB Regional Program Representatives provided presentations on the November 2016 Open Solicitation grant cycle.

The board considered grant applications submitted in the November 2016 Open Solicitation grant cycle for restoration, technical assistance, monitoring, and outreach grants.

Region 1: Katie Duzik, Regional Program Representative for the North Coast Basin, presented projects from Region 1 with a focus on projects identified in plans. (Audio = 1:41:05)

Region 2: Mark Grenbemer, Regional Program Representative for Southwest Oregon, presented projects from Region 2 with a focus on project readiness. (Audio = 1:52:10)

Region 3: Liz Redon, Regional Program Representative for the Willamette Basin, presented projects from Region 3 with a focus on habitat connectivity and on the role of facilitation in the review team process. (Audio = 2:09:45)

Region 4: Greg Ciannella, Regional Program Representative for Central Oregon, presented Region 4 projects with a focus on technical soundness around five themes. (Audio = 2:22:15)

Region 5: Karen Leiendecker, Regional Program Representative for Eastern Oregon, presented projects from Region 5 with a focus on cost-benefit and leverage. (Audio = 2:34:40)

Region 6: Sue Greer, Regional Program Representative for the Mid-Columba Basin, presented projects from Region 6 with a focus on the value of partnerships. (Audio = 2:55:20)

PUBLIC COMMENT (Audio = 3:13:20)
Steph Bonson from Harney County Weed Management Area addressed the board to offer support for Beaver Tables Medusahead project #217-5038.

Alexa Carleton addressed the board to offer support for Coos Watershed Youth-Led Community Stewardship Program project #217-2061, requesting transition funding until they can locate another funding source.

Herb Winters from Wheeler County SWCD addressed the board to offer support for Circle Bar Ranch Restoration project #217-6059.

There was board discussion and deliberation about projects (Audio = 3:45:25).

> *John Roberts moved the board fund each of the outreach applications for youth education projects below the staff-recommended funding line that have received prior OWEB grants for a total of $290,421. The motion failed for lack of a second. (Audio = 7:20:20 – 7:20:02)*
>
> *Bob Webber moved the board decrease the spending plan line item for land and water acquisitions by $825,000 and increase the restoration line item by $775,000 and the outreach line item by $50,000. The motion was seconded by Dan Thorndike. The motion passed unanimously. (Audio = 7:21:41 – 7:22:37)*
>
> *Randy Labbe moved the board approve the staff funding recommendations as shown in Attachment D to the November 2016 Open Solicitation Grant Cycle staff report. The motion was seconded by Karl Wenner. The motion passed unanimously. (Audio = 4:39:49 – 4:41:00)*

P. Land Acquisition Grant Awards (Audio = 4:43:35)
Grant Program Manager Eric Williams and Acquisitions Coordinator Miriam Hulst requested board action on land acquisition grant applications that were received during the October 2016 grant cycle. The board heard public comment on land acquisition applications.

PUBLIC COMMENT (Audio = 4:55:55)
Ken Bierly and Nancy Chase from Lower Nehalem Community Trust addressed the board to offer support for Botts Marsh Acquisition project #217-9901.

Mark Barnes, City Planner from the City of Cannon Beach, addressed the board to offer support for Ecola Creek Wetlands project #217-9902.

Amy Charette from the Confederated Tribes of Warm Springs and Herb Winters from Wheeler County SWCD addressed the board to offer support for Canyon Creek Ranch Conservation Easement project #217-9903.

Joe Moll from the McKenzie River Trust addressed the board to offer support for North Fork Siuslaw project #217-9904.

> *Will Neuhauser moved the board award funding for land acquisition grants as specified in Attachment A to the Land Acquisition staff report, with the project-specific conditions detailed in Attachment C to the staff report. The motion was seconded by Jason Robison. The motion passed unanimously. (Audio = 5:51:50 – 5:52:24)*
>
> *Laura Masterson moved the board approve funding for Project #217-9904 in Attachment A to the Land Acquisition staff report. The motion was seconded by Gary Marshall. There was board discussion. The motion failed. (Audio = 5:55:06 – 6:13:00)*

Q. OWEB Strategic Plan Update (Audio = 6:13:51)
Executive Director Meta Loftsgaarden and Principal Consultant Steve Patty and Associate Consultant Jessamyn Luiz with Dialogues in Action engaged in a discussion with the board on recent developments to the strategic planning process.

The meeting was adjourned by Co-Chair Randy Labbe at 5:30 p.m. (Audio = 7:23:35)

July 24-26, 2017 OWEB Board Meeting
Focused Investment Subcommittee Update

Background

The Focused Investment Subcommittee is tracking progress of the initial Focused Investment Partnership (FIP) capacity building and implementation grants. The subcommittee met June 9 to discuss FIP capacity building partnership evaluations and FIP implementation partnership progress and anticipated biennium 2 investments.

Summary of Open Solicitation Subcommittee Work this Quarter

Subcommittee Chair

Since past FI Subcommittee Chair Will Neuhauser was elected Co-Chair of the OWEB Board at the April meeting he is no longer a member of the Focused Investment Subcommittee. The subcommittee selected Gary Marshall as Chair.

Implementation FIP Carry-forward

Anticipated carry-forward amounts are similar to what was reported at the April board meeting. The requested amounts are included within the spending plan staff report and are similar to staff expectations for each FIP.

Implementation FIP Solicitation

The next solicitation for Implementation FIPs will be released in January 2018, with applications due June 30, 2018. Similar to last time, consultations will be required prior to application submittal, and the subcommittee will interview applicants to negotiate budgets and develop funding recommendations for board consideration in January 2019. To help prepare, the solicitation staff will convene a FIP Work Group for feedback as well as to serve as the Rulemaking Advisory Committee for development of FIP rules.

Partnership Learning Project

The subcommittee reviewed a draft report on the Partnership Learning Project, which will be presented to the board at the July meeting.

To Be Presented at the July 2017 Board Meeting by:

Gary Marshall, Subcommittee Chair

Staff Contact

Eric Williams, Grant Program Manager
eric.williams@oregon.gov or 503-986-0047.

July 24-26, 2017 OWEB Board Meeting
Monitoring Subcommittee Update

Background

The Monitoring Subcommittee is tracking ongoing work associated with both open solicitation programmatic effectiveness monitoring (EM) and FIP monitoring. They also are overseeing the process to develop improved guidance for applicants submitting monitoring grant applications. Finally, the subcommittee is discussing potential areas of focus for EM investments in the 2017-19 biennium.

Summary of Monitoring Subcommittee Work this Quarter

The subcommittee met on April 4, 2017 and discussed:

1) Status update about the process to develop monitoring application guidance;
2) Bonneville Environmental Foundation (BEF)'s work on the progress monitoring framework for Implementation FIPs; and
3) Review of monitoring line items in the board's 2017-2019 spending plan in preparation for the 2017-2019 spending plan discussion at the April 2017 board meeting.

The subcommittee met again on June 6, 2017 and received updates about several topics, including #1 and #2 above. Below are short descriptions of the topics discussed:

1) Status update about monitoring application guidance development process – Monitoring staff worked with OWEB grant program staff to complete and discuss results of a survey about monitoring applications. Insights from this discussion are being used to refine surveys and plan small-group discussions with two other groups: a) review team members and, b) monitoring grantees, during summer of 2017.
2) Status update about BEF's Implementation FIP monitoring to complete the FIP progress monitoring framework, which will be presented at the July board meeting.
3) Status updates about ongoing programmatic EM – Staff provided brief updates about ongoing efforts focused on tidegate restoration, livestock exclusion, and the Upper Middle Fork John Day Intensively Monitored Watershed (IMW).
4) Brief update about next steps from CREP EM study.
5) Discussion about potential areas of focus for programmatic EM funding in 2017-19 – The subcommittee had a thoughtful discussion of priority topics for which these funds may be used. Ideas raised include:
    - Focus monitoring to address specific questions about "Has x restoration action improved y parameter (e.g., water temperature, amount of spawning gravel, etc.)?"
    - Use this funding to answer "Did OWEB's investment result in effective changes to the ecosystem?" (e.g., similar to the Conservation Effectiveness Partnership work).
    - Tell the story of restoration effects/outcomes in geographically focused locations (i.e., instead of project-level EM, scale up the monitoring to larger geographies).

- Look at areas of significant investment in individual restoration action types in each of the six OWEB regions to help narrow the focus of monitoring.
    - Is there the potential to utilize existing data to compile and analyze these to help tell the story?

Overall, there was strong support for the aforementioned ideas. The subcommittee acknowledged that these concepts need to be better defined (e.g., determine appropriate scale, get clear on if this is implementation monitoring or effectiveness monitoring, articulate the question to be answered with such monitoring investments). As next steps, staff will research largest investment areas by region and begin fleshing out these concepts. The subcommittee will meet again on August 1, 2017.

To Be Presented at the July 2017 Board Meeting by:

Rosemary Furfey, Subcommittee Chair

Staff Contact:

Renee Davis, Deputy Director
renee.davis@oregon.gov or 503-986-0203

July 24-26, 2017 OWEB Board Meeting
Open Solicitation Subcommittee Update

Background

The Open Solicitation Subcommittee is currently addressing its top four priority topics: 1) small grant program evaluation; 2) outreach application revisions; 3) funding line process; and 4) review team composition and process. Since the last board meeting, the subcommittee met on May 31 to continue its work.

Summary of Open Solicitation Subcommittee Work this Quarter

Small Grant Program Evaluation

Having previously determined that the program successfully achieves its goals, the subcommittee discussed two proposed policy changes: 1) the project cap; and 2) reallocation of unspent funds. Staff provided an analysis that found that 64% of projects funded in the current biennium were at or near the $10,000 project cap, and that since July 2013 the average cost per project, including cash match, is $22,189. Based on this analysis, the board will review a proposal to increase the OWEB project cap to $15,000 in the next biennium.

The subcommittee asked staff for recommendations on a reallocation methodology for unspent funds. Staff noted that, during the current biennium, 9 of 28 teams had awarded more than 90% of their funds by January 2017, or ¾ of the way through the biennium. If more funds were made available to these teams, more projects could likely be implemented, particularly with advance notice that a reallocation of funds was possible. The subcommittee discussed bringing to the board a reallocation process where the previous biennium's unspent funds, up to $500,000, would be made available in the subsequent biennium to small grant teams who have allocated 90% of their funds on a "first-come, first-served" basis beginning at the mid-point of the biennium. A monetary amendment would add up to an additional $45,000 to those project teams, which would fund three or more additional projects based on the new project cap.

Outreach Application Revisions

The former outreach offering will be renamed "stakeholder engagement" for the fall solicitation, and will solicit projects that more closely match the Measure 76 language that more narrowly defines eligible outreach projects and precludes funding education programs. The public comment period for the revised rules closed on June 30.

Funding Line Process

The subcommittee reviewed the funding line process from the April board meeting, where staff proposed funding two additional projects using unspent funds from other spending plan line items. Both projects provided exceptional ecological benefits. The subcommittee was generally comfortable with the process, but had concerns about transparency, given that applicants are not aware of the possibility of additional funds. The subcommittee discussed having an additional pot of funds for the board to select below-the-line projects and concluded that an additional pot is not preferred because it triggers emotional appeals made by applicants, which could result in rewarding those who show up. Staff will analyze recapture funds and present information to the subcommittee about the predictability and typical amount of recapture funds.

May Applications
Staff described the reorganized restoration evaluation criteria that the board adopted in April and how they will be emphasized during regional review team meetings this summer. All board members were encouraged to attend a review team meeting.

To Be Presented at the July 2017 Board Meeting by:
Bob Webber, Subcommittee Chair

Staff Contact
Eric Williams, Grant Program Manager
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July 24-26, 2017 OWEB Board Meeting
Operating Capacity Subcommittee Update

Background

The Operating Capacity Subcommittee focuses on issues related to watershed council and soil and water conservation district operating capacity grants, monitoring of capacity investments, support for the statewide partnership organizations and organizational restructuring grants.

Summary of Subcommittee Work this Quarter

The subcommittee met via phone on June 7 and discussed 2017-2019 Council Capacity grants (agenda item G) and the FIP Partnership Learning Project (agenda item H).

The subcommittee discussed the council capacity evaluation process and the merit criteria and provided feedback to staff in preparation for the July board meeting funding decision. Jennifer Arnold, Reciprocity Consulting and Robert Warren, Bonneville Environmental Foundation also joined the call and provided an overview of the Partnership Learning Project report. The subcommittee discussed the report and provided feedback to staff and the project partners.

To Be Presented at the July 2017 Board Meeting by:

Debbie Hollen, Subcommittee Chair

Staff Contact:

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MEMORANDUM

TO: Oregon Watershed Enhancement Board

FROM: Meta Loftsgaarden, Executive Director

SUBJECT: Agenda Item F-Spending Plan
July 24-26, 2017 Board Meeting

I. Introduction

This report provides the 2017-19 Spending Plan for board review and approval based on both feedback from the April board meeting and using the May revenue forecast for the Oregon Lottery.

II. Background

After the Oregon Legislature approves OWEB's budget at the beginning of each biennium, the board considers and approves a spending plan for the distribution of grant funding. The OWEB Spending Plan guides the agency's grant investments for the biennium. Available funding for the board to distribute includes Measure 76 Lottery, federal, and salmon license plates. The bulk of OWEB's funding comes from two major sources: Measure 76 Lottery and the Pacific Coastal Salmon Recovery Fund (PCSRF).

III. 2017-2019 Spending Plan Development

Based on the May 2017 revenue forecast, it is estimated that a total combined $88 million will be available for grant distribution through Measure 76 Lottery Funds and PCSRF funding over the course of the biennium. For Lottery funding, this amount is dependent on revenues received. For PCSRF funding, Oregon was successful in receiving a 2017 grant similar to the amount received in 2016. Additions to the spending plan in 2018 will be dependent on OWEB's successful receipt of 2018 PCSRF funding through their competitive grant process.

In October 2016, the board was updated on the process and timeline for approving the 2017-2019 Spending Plan. In January 2017, the board discussed spending plan categories and provided feedback on the proposed percentages allotted to each category. In April 2017, the board received a presentation and had the opportunity to provide feedback on all spending plan line items except those that are directly awarded to other agencies and organizations. An update on those items will be provided at the July 2017 board meeting, along with staff-proposed changes to the spending plan between April and July.

IV. Spending Plan 'Other Distributed Funds'

The spending plan contains a range of items, many of which were presented to the board at the April 2017 meeting. Others, listed under the 'Other Distributed Funds' category in the spending plan, will be presented at the July 2017 board meeting. These include:

Lower Columbia Estuary Partnership (LCEP) - LCEP is a two-state, public-private National Estuary Program (NEP) created by the Governors of Oregon and Washington and the Environmental Protection Agency in 1995 to focus on the 146 miles of the lower Columbia River. LCEP needs state matching funds to complement federal funding received through the NEP. OWEB funds will support riparian and habitat restoration in the lower Columbia River watershed.

Forest Collaboratives - Forest Collaborative technical assistance grants fund local forest collaboratives to increase restoration efforts on federal forests statewide. 2017-2019 will be the third biennium in which OWEB has implemented the Forest Collaborative technical assistance grant program on behalf of Oregon Department of Forestry (ODF). OWEB staff work collaboratively with ODF staff to set grant offerings, develop application materials, and review grant applications.

Upper Middle Fork John Day Intensively Monitored Watershed (IMW) - The Upper Middle Fork John Day River IMW is designed to evaluate the implementation of watershed restoration projects over a large geography and extended period of time to describe the collective benefits provided to salmon and steelhead populations, habitat, and water quality. Funders include NOAA Fisheries, via the Pacific States Marine Fisheries Commission (PSMFC), and OWEB. Partners in the IMW have conducted work in a coordinated fashion to evaluate and document watershed restoration actions and ecological conditions since 2008. The IMW partners currently are analyzing and compiling their research results into a comprehensive synthesis report that describes the findings of 10 years of monitoring, lessons learned from the restoration and monitoring, and future monitoring needs in the IMW.

Implementation of New Habitat Assessment Tools for Oregon Coast Coho – A new and late-breaking opportunity exists to receive federal funding from NOAA Fisheries, via PSMFC, that would support work by Oregon Department of Fish and Wildlife (ODFW) related to coast Coho salmon. First, state and federal fisheries agencies, along with the Wild Salmon Center, will coordinate to convene a workshop in fall of 2017. This workshop will bring together fish experts to address the question, 'How can we best measure all coho salmon habitat (i.e., tributaries, main stem, floodplain, and estuarine environments) in order to understand how it correlates and predicts coho salmon population viability over space (at multiple scales) and time in order to support management decisions by NOAA Fisheries, ODFW, OWEB and others?' Results of this workshop will influence how ODFW monitors ESA-listed coho salmon habitat into the future. Potential methods that will be considered include aerial and satellite photo interpretation, LiDAR, hyperspectral imaging, and software to interpret remotely gathered information.

The funding will be used to support an ODFW employee to work with NOAA Fisheries to implement recommendations from the workshop.

Oregon Department of Fish and Wildlife (ODFW) - A portion of the PCSRF funds are legislatively directed to be transferred to ODFW. The amount of funding transferred depends on the State of Oregon's successful receipt of PCSRF funding through NOAA's competitive grant process. Eligible uses of PCSRF funds based on NOAA recovery priorities include restoration, technical assistance, and monitoring. For the 2017-2019 biennium, the following ODFW programs are proposed to receive PCSRF funding: Fish Screening and Passage Program, Lower Columbia River Harvest Management Program, Conservation and Recovery Plan Implementation and Technical Support Program, Chum Reintroduction Program, and the Oregon Plan Fish and Habitat Monitoring Program.

V. Follow-Up from April Board Meeting

Oregon Department of Agriculture (ODA) **Strategic Implementation Areas** – At the April board meeting, board members asked for clarification on two items related to SIA funding: 1) ways to ensure that this is different from base capacity funding for districts and councils, and 2) assurance that funding would be of a limited duration for a specific district or council.

OWEB staff have been working with ODA staff to adjust the Strategic Implementation Area (SIA) grant program from a restoration to a technical assistance (TA) grant program. The program will be structured to allow six SIA's to apply for TA grants in year one of the biennium and six to apply in year two of the biennium. Each SIA will be able to apply for one TA grant for up to $100,000 over four years. An organization can only apply for a new SIA TA grant if they have successfully completed the first TA grant and are working within a completely new area. The TA funds will be eligible for the following uses: developing an implementation strategy, designing projects, recruiting landowners, monitoring, and other coordination activities. Projects developed as a result of these TA grants may apply for funding through OWEB's small grant and open solicitation grant programs. Grantees will report on accomplishments quarterly when submitting payment requests.

Small Grant Program – At the April board meeting, staff and board discussed increasing the cap for the small grant program and determining a method to redistribute funds remaining in the current biennium to high performing small grant teams. Based on analysis conducted by staff and the open solicitation subcommittee, it is recommended that 1) the small grant program cap be increased to $15,000, and 2) up to $500,000 in any biennium may be allocated to small grant teams that have utilized 95% of their allocated funding after the first year of the biennium.

VI. Spending Plan Changes

Changes to the spending plan are outlined in Attachments A-C. Attachment A is the proposed spending plan with increases identified in specific program areas based

on the increased Lottery revenue forecast, as well as an increase in recaptured funds from previously awarded grants. Attachment B describes those increases. Attachment C contains a number of policy changes, as well as requests to delegate authority for distribution of certain funding to the executive director. All attachments will be reviewed with the board during the spending plan presentation.

VII. Recommendation

Staff recommend the board approve requests outlined in the 'Carry forward' and '2017 Spending Plan Requests' columns of Attachment A: Proposed OWEB 2017-19 Spending Plan.

Staff recommend the board approve tables 1-3 of Attachment C to the staff report regarding spending plan policy decisions, carry forward, and delegation authorities for the spending plan.

Attachments

A. Draft 2017-2019 Spending Plan

B. Summary of Increases Proposed from April 2017 Spending Plan Draft

C. 2017-19 Spending Plan Policy, Carry-Forward, and Delegation Recommendations

Proposed OWEB 2017-19 Spending Plan

OWEB SPENDING PLAN	Oct 2016 Spending Plan		Carry Forward	Proposed 2017 Spending Plan	Proposed 2018 Spending Plan	Difference from 2016
Open Solicitation:						
Restoration	25.207			28.550	32.000	6.793
Technical Assistance						
Restoration TA	3.060			3.600	4.000	0.940
CREP TA*	1.050			1.125	1.125	0.075
Stakeholder Engagement	0.600			0.700	0.700	0.100
Monitoring grants	2.120			2.500	2.750	0.630
Land and Water Acquisition						
Acquisition Projects	7.500			6.200	6.900	-0.600
Acquisition Technical Assistance				0.300	0.600	0.600
Weed Grants	2.500			3.000	3.000	0.500
Small Grants **	2.800		0.500	2.800	2.800	0.500
Programmatic Effectiveness Monitoring	0.500		0.287	1.300	1.300	1.087
TOTAL	**45.337**			**50.075**	**55.175**	**10.625**
% of assumed Total Budget	**59.16%**			**59.36%**	**61.65%**	

**NRCS to provide up to $250,000 to support CREP-TA (see other distributed funds)*

Focused Investments:						
Implementation FIPs **	14.058		2.556	15.527	15.527	1.469
Capacity-Building FIPs	1.039			1.150	1.150	0.111
FI Effectiveness Monitoring	0.500		0.300	0.450	0.450	0.250
TOTAL	**15.597**			**17.127**	**17.127**	**1.830**
% of assumed Total Budget	**20.35%**			**20.30%**	**19.14%**	

***Amounts for this item carryforward column were previously awarded by the board.*

Operating Capacity:						
Capacity grants (WC/SWCD)	12.500			13.500	13.500	1.000
Statewide org. partnership support	0.300			0.450	0.500	0.200
Organizational Collaboration Grants	0.400			0.400	0.400	0.000
TOTAL	**13.200**			**14.350**	**14.400**	**1.200**
% of assumed Total Budget	**17.22%**			**17.01%**	**16.09%**	

Other:						
CREP	0.500			0.600	0.600	0.100
Governor Priorities	1.000			1.000	1.000	0.000
Strategic Implementation Areas	1.000			1.200	1.200	0.200
TOTAL	**2.500**			**2.800**	**2.800**	**0.300**
% of assumed Total Budget	**3.26%**			**3.32%**	**3.13%**	

TOTAL OWEB Spending Plan	**76.634**			**84.352**	**89.502**	**13.955**

OTHER DISTRIBUTED FUNDS IN ADDITION TO SPENDING PLAN DISTRIBUTION						
Oregon Department of Fish and Wildlife - PCSRF	9.512			10.450	10.450	
Forest Health Collaboratives from ODF	0.660			0.750	0.750	
Rangeland Fire Protection Assoc from ODF	1.200			0.000	0.000	
PSMFC-IMW	0.591			0.438	0.438	
PSMFC-Coho Habitat Tools	0.000			0.166	0.166	
Lower Columbia Estuary Partnership	0.300			0.309	0.309	
Natural Resources Conservation Service - CREP TA	0.300			0.250	0.250	
ODOT	0.250			0.000	0.000	
TOTAL	**12.813**			**12.363**	**12.363**	**0.000**

TOTAL Including OWEB Spending Plan and Other Distributed Funds	**89.447**			**96.715**	**101.865**	**13.955**

Summary of Increases Proposed from April 2017 Spending Plan Draft

Restoration grants	Increase from $26.8m to $28.55m (+$1.75 million)	Additional funding to meet program demand
Technical Assistance Grants	Increase from $3.25m to $3.6m (+$350k)	Additional funding to meet program demand
CREP Technical Assistance	Increase from $925k to $1.125m (+$200k)	Provide $200,000 of funding to local CREP implementers to complete cultural resource review backlog and reviews for future projects; In addition, under 'other distributed funds' add $250,000 from NRCS for CREP-TA grants and training.
Outreach/ Stakeholder Engagement	Increase from $600k to $700k (+$100k)	Add $100,000 to stakeholder engagement based on analysis of previously funded landowner outreach projects that would now be funded under this category.
Open Solicitation Effectiveness Monitoring	Increase from $500k to $1.3m (+$800k)	Total request includes funding for several potential projects, including pilot projects for 'telling the story with monitoring'; IMW; piloting an approach to have CREP techs assist with CREP monitoring; next steps for tidegate monitoring; SIA monitoring and capacity monitoring.
Focused Investment Implementation	Increase from $15.512m to $15.527m (+$15k)	Technical adjustment to match budgets
Focused Investment Effectiveness Monitoring	Increase from $500k to $750k (+$250k)	Assumes additional monitoring needs for each FIP, as well as additional funding for continued partnership with Bonneville Environmental Foundation
Strategic Implementation Areas	Increase from $1m to $1.2m (+$200k)	Provides up to $100,000 each for 12 four-year grants to local implementers to assist in implementation of Coordinated Streamside Management work in priority areas (Strategic Implementation Areas)
Total increase:	**$3.665 million**	

2017-19 Spending Plan Policy, Carry-Forward and Delegation Recommendations

Table 1. Carry Forward

Carry forward amounts as indicated through June 30, 2019

Program	Carry Forward Amount	Explanation
Small Grants	Carry forward up to $500,000	Using new reallocation methodology, funds will be redistributed to qualified small grant teams in 2018
Focused Investment Implementation	Carry forward a total of not-to-exceed $2,470,928 in the following grant numbers and not-to-exceed amounts: • Harney Basin Wetlands Initiative, 216-8202-12636, $407,384 • Sage Grouse, 216-8203-12637, $95,510 • Willamette, 216-8201-12635, $1,037,724 • Deschutes (FIP), 216-8200-12634, $52,206 • Deschutes (SIP), 214-4999-10631, $878,104	Based on analysis of first-biennium budgets and grants still to be allocated from that funding.
Open Solicitation Effectiveness Monitoring	Carry forward $287,000	Total request includes funding for several potential projects, including pilot projects for 'telling the story with monitoring'; Intensively Monitored Watersheds; piloting an approach to have CREP techs assist with CREP monitoring; next steps with tidegate monitoring, and capacity monitoring.
Focused Investment Effectiveness Monitoring	Carry forward $300,000	Assumes additional monitoring needs for each FIP, as well as additional funding for continued partnership with Bonneville Environmental Foundation
Total carry forward:	**$3,557,928**	

Table 2. Spending Plan Associated Board Approval Requests

Approve policy recommendations and receipt of funds from other sources as outlined.

Program	Policy or Funding Approval Request	Background
Small Grant Program	Increase cap to $15,000 from $10,000 for grants through the small grant program.	Based on staff analysis reviewed through open solicitation subcommittee
Small Grant Program	Authorize staff to carry forward up to $500,000 in any biennium of funds left in the small grant program line item of the spending plan to use as described in Section V of staff report for redistribution to small qualifying small grant teams.	Based on staff and open solicitation subcommittee analysis, this will allow staff to shift remaining funds in one biennium to small grant teams who have utilized 95% of their allocated funding after the first year of the biennium
Technical Assistance Grant Program	Increase cap to $75,000 from $50,000 for grants provided through the open solicitation grant cycle for technical assistance grants.	Based on project analysis developed by staff at request of board and open solicitation subcommittee
Outreach Grant program	Change name from Outreach to Stakeholder Engagement	Reflects changes in rules to be approved by OWEB board at July meeting.
Intensively Monitored Watershed	Accept up to $438,000 of other funding to support the Intensively Monitored Watershed Program	Reflects maximum amount that could be received from Pacific States Marine Fisheries Service in support of the Upper Middle Fork John Day IMW
Implementation of New Habitat Assessment Tools for Oregon Coast Coho	Accept up to $166,000 of other funding to support work by Oregon Department of Fish and Wildlife to implement new habitat assessment tools for Oregon coast coho	Reflects maximum amount that could be received from Pacific States Marine Fisheries Service in support of the implementation of coast coho habitat assessment tools
CREP-TA	Accept up to $250,000 of federal funding to support the CREP Technical Assistance program	Reflects funding made available from the Natural Resources Conservation Service in support of technical assistance for this program.
Acquisition Technical Assistance Grant Program	Authorize pilot for technical assistance grants necessary for acquisition projects in tidal wetlands.	Based on staff and acquisition subcommittee recognition of need for quantifying complex technical issues to help stakeholders better understand the implications of restoration on proposed acquisition projects.

Table 3. Delegation of Authority

Delegate authority to the Director to enter into agreements for the following spending plan line items with award dates as identified. Amounts are as identified on spending plan unless otherwise noted below.

Spending Plan Line Item	Award Date	Background/Description
Small grants	July 1, 2017	Delegation increases timeliness of program implementation. Funds are allocated to small grant teams ($100,000 per team plus additional funding based on new reallocation process) so they can quickly approve and request OWEB funding for small grants.
Soil and Water Conservation District capacity grants	July 1, 2017	Delegation allows for a one-time distribution of funds based on process developed by Oregon Department of Agriculture for implementation of local area plans under the state's agriculture water quality program, including focused implementation in identified areas. Delegation allows for a one-time distribution of funds for the biennium.
FIP Implementation grants	July 1, 2017	The board has already approved the overall funding for each FIP-implementation area. Delegation of funds allows staff to work with grantees on agreed-to timelines, reviewing and approving grants as they are ready within overall budget.
FIP Capacity Building Grants	July 25, 2017	**Staff request the Board approve use of up to $120,000 of the 2017-2019 Capacity Building FIP funds to support development of financial plans by the 2015-2017 Capacity Building FIPs.** Through the Partnership Learning Project, described in agenda item F, OWEB staff have had the opportunity to explore lessons learned from the first biennium of this program. One lesson had been related to the need and value of the partnerships developing fundraising strategies that support and align with the prioritized list of projects developed as part of their plan. Each current grantee will be able to apply for up to $15,000 additional funds, which would be added to the current grant agreement, to develop a financial plan.
Conservation Reserve Enhancement Program (CREP)	July 1, 2017	CREP contracts are directly with landowners and can arrive at any time in the biennium. CREP contracts are fully reviewed by the Farm Service Agency (FSA) and plans approved by the Natural Resources Conservation Service (NRCS).
CREP-technical assistance	July 25, 2017	Grants are approved once per biennium with a technical review completed by all CREP partners: NRCS, FSA, Oregon Department of Forestry (ODF), OWEB and associated statewide organizations.
Statewide Organization Partnership grant	July 25, 2017	The board approves overall funding for this partnership for the biennium; subsequent annual agreements and performance requirements are overseen by the director.
Organizational Collaboration grants	July 25, 2017	**Staff request the board approve delegated funds for $200,000 of the $400,000 spending plan line item to fund continued implementation of the Rogue River Watershed Council (RRWC) Merger Implementation.** This is the final biennium of funding that will be provided for the RRWC program. Additional grants in the spending plan will be brought to the board for approval after submission and review.

Forest Collaboratives	July 25, 2017	These funds are transferred from ODF and are managed on their behalf. Through a partnership with ODF, OWEB manages a review team process to ensure high quality projects are approved.
Strategic Implementation Areas	July 25, 2017	These funds are utilized in support of Oregon Department of Agriculture's (ODA) agriculture water quality program. Grants are reviewed by a technical team that includes OWEB and ODA staff to ensure compliance with statute and quality of proposals. The state's team also includes Oregon Department of Fish and Wildlife (ODFW) and Oregon Department of Environmental Quality (DEQ).
Weed grants	July 25, 2017	OWEB administers these funds on behalf of ODA and the State Weed Board. ODA staff complete a review process for these grants and approval comes through the State Weed Board.
Lower Columbia Estuary Partnership	July 1, 2017	Oregon and Washington both provide funding in support of the cross-state Estuary Partnership. The Governor's office has selected OWEB to be the funding source from which these funds are provided to the program. These funds are then administered as a grant from OWEB.
Governor's Priorities	July 1, 2017	**Staff request $300,000 in delegated funds for tide gate work and $550,000 in delegated funds for the state Sage Grouse Conservation Partnership.** The board receives reports from the Governor's office on overall program priorities. For 2017-19, these include tide gates and sage grouse conservation. Additional priorities proposed by the Governor's office will be vetted with the board prior to funding. Staff then complete the grant application and agreement process with appropriate entities for the selected programs.
Oregon Department of Fish and Wildlife (ODFW)	July 1, 2017	Based on the grant submitted by the State of Oregon through OWEB, ODFW receives a specific funding distribution from PCSRF from the approved grant.
PSMFC-Upper Middle Fork John Intensively Monitored Watershed (IMW)	July 25, 2017	The IMW is designed to evaluate the implementation of watershed restoration projects over a large geography and extended period of time to describe the collective benefits provided to salmon and steelhead populations, habitat, and water quality. Funders include NOAA Fisheries, via the Pacific States Marine Fisheries Commission, and OWEB.
PSMFC- Implementation of New Habitat Assessment Tools for Oregon Coast Coho	July 25, 2017	This new and late-breaking opportunity provides funding from NOAA Fisheries, via PSMFC, to support work by ODFW related to coast coho salmon. Experts will be convened to answer questions about how best to measure coho habitat to predict the viability of coho populations over space and time, in order to inform management decisions. Recommendations for refining monitoring approaches will then be implemented by ODFW.

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MEMORANDUM

TO: Oregon Watershed Enhancement Board

FROM: Courtney Shaff, Capacity Programs Coordinator

SUBJECT: Agenda Item G – Council Capacity Grant Awards
July 24-26, 2017 Board Meeting

I. Introduction

This staff report provides an overview of the 2017-2019 Council Capacity Grant Cycle process and outlines staff recommendations for grant awards. Staff recommend funding 58 watershed councils (councils) for $6.75 million. Two councils are not recommended for funding.

II. Background

For more than 15 years, OWEB has provided capacity grants to councils, which are shown in Attachment A. In July 2014, the Board adopted administrative rules and Guidance for Council Capacity grants, which help support the operating capacity of effective councils. The Council Capacity grant process includes both an eligibility determination and initial and secondary merit review.

III. Eligibility Determination

Eligibility criteria define how OWEB will determine whether a council is eligible to apply for a Council Capacity grant. Councils can operate outside of OWEB funding and eligibility criteria. Neither OWEB nor its funding limit or control the existence or creation of councils.

Sixty councils submitted materials for the Eligibility Review. OWEB staff reviewed the materials for "presence/absence," not for quality. After review one watershed council, Powder Basin WC, was determined to be ineligible. That council appealed and was determined to be eligible based on additional information received within the established process.

IV. Merit Review

All 60 eligible councils submitted Council Capacity grant applications and work plans. Merit criteria (Attachment B) evaluate councils for performance and progress including how the council addresses challenges.

A. **Initial Merit Review.** The initial review panel consisted of OWEB staff. Staff reviewed application materials and considered their knowledge of each council's history when making the initial merit determination. Forty-nine councils met all merit criteria and are recommended for full funding. Eleven councils did not meet all criteria and were referred to the secondary review and interview process.

B. **Secondary Review and Interview.** The secondary review panel consisted of OWEB staff and external reviewers. The secondary reviewers considered: 1) information in the application materials and any supplemental materials provided by the council; 2) reviewers' knowledge of the council; 3) OWEB staff input; and 4) an interview with council staff and board members.

V. Staff Funding Recommendations

Staff funding recommendations are based on the merit evaluation and available funding. Staff recommend three funding levels described in Attachment C: "Full Funding" for councils that meet all merit criteria, "Reduced Funding" for councils that do not meet all merit criteria, and "Do Not Fund" for inadequate performance.

Individual council evaluations of all councils that participated in the secondary review process can be found in Attachment D. All evaluations can be found at http://www.oregon.gov/OWEB/GRANTS/pages/council_capacity_apps.aspx. Staff recommend "Full Funding" for 53 councils at $118,425, "Reduced Funding" for five councils at $94,695, and "Do Not Fund" for two councils.

OWEB staff recommend two councils for the Do Not Fund category, the Seven Basins and Lower Columbia councils. OWEB staff recognize the significance of this recommendation and do not make it lightly. Evaluation summaries are provided for both as attachments to this staff report.

Next Steps. It is important to note that the Do Not Fund recommendation is not permanent, and each council may submit Council Capacity grant eligibility determination documents in future cycles.

VI. Recommendation

Staff recommend the board award Council Capacity grants as described in Attachment C.

Attachments

A. Map of Locally Recognized Watershed Councils
B. Merit Criteria Overview
C. Staff Funding Recommendations
D. Council Capacity Evaluations for all councils that participated in the secondary review process

Attachment A

Oregon Watershed Councils

North Coast Watershed Association

*a. Ecola Creek WC
*b. Nicolai-Wickiup WC
*c. Skipanon WC
*d. Youngs Bay WC

e. Columbia Slough WC
f. Greater Oregon City WC
g. Johnson Creek WC
*h. Lake Oswego WC
*i. N. Clackamas Urban WC
*j. Tryon Creek WC

Salem Keizer Area Watershed Councils

*k. Claggett Creek WC
*l. Pringle Creek WC
*m. Mill Creek WC

*n. Spring Valley WC
*o. Rickreall WC
*p. Glenn-Gibson WC

**The MidCoast Watersheds Council is also locally recognized in the Alsea Basin.

Wasco County Watershed Councils

*Bakeoven WC
*Fifteenmile WC
*Mosier WC
*The Dalles WC
*White River WC

South Coast Watersheds Council

The South Coast Watersheds Council is also locally recognized for the Chetco Basin.

Updated by Troy Wirth January 2015 using ESRI ArcMap 10.2.2 Oregon Lambert Projection, NAD 83 SRID 2992

Z:\oweb\Maps\Grant Program\Watershed_Council_Boundary_Update-2014\Watershed_Council_Boundaries_Jan_2015.mxd

*** Indicates locally recognized watershed councils that have never received their own individual Council Support Grant and are not eligible for a Council Capacity Grant.**

For Purposes of OAR 695-040-0030(2)(a) Geographic Eligibility Criteria: Boundaries of Councils which received a Watershed Council Support Grant Before July 1, 2013.

Area with no watershed council

Oregon Watershed Enhancement Board
775 Summer St. NE Suite 360
Salem, OR 97301-1290
www.oregon.gov/OWEB

Council Capacity Merit Criteria Overview

The goals of the merit review are to:

1. Ensure strategic and accountable investment of public funds;
2. Encourage continuous improvement in watershed councils' organizational management, operating structure, and functions, and the planning and implementation of on-the-ground watershed protection, restoration, enhancement, and community engagement activities; and
3. Ensure watershed councils are working toward strengthening their role in watersheds through activities focusing on council resilience, leadership, collaboration, and representing a balance of interested and affected persons within the watershed as required by ORS 541.910(2).

Merit Criteria

Merit Criteria	Review for performance
Effective Governance	The council: • Has effective bylaws/charter and policies/ procedures, and follows them. • Includes a balance of interested and affected persons on its governing body. • Regularly evaluates and takes action to improve its organization.
Effective Management	The council's governing body acts to: • Ensure the council meets legal obligations and requirements. • Support successful achievement of the council's goals. • Create a structure, policies, and procedures to support good governance. • Provide effective oversight of staff and contractors. • Continuously improve its business practices.
Progress in planning	The council: • Uses planning documents to identify and implement restoration and community engagement projects. • Regularly evaluates and updates its action plan and work plans. • Engages a mix of stakeholders in its planning.
Progress in On-the-Ground Restoration	The council's actions result in progress in completing priority on-the-ground watershed restoration work tied to council-identified watershed limiting factors.
Progress in Community Engagement	The council makes progress in achieving community engagement objectives that address limiting factors identified in the council's 2-year work plan.

2017-2019 COUNCIL CAPACITY STAFF FUNDING RECOMMENDATION

Applicants are listed by merit category and application number					
Staff Recommended Funding Level	**Part of Secondary Review**	**App#**	**Watershed Council**	**17-19 Awards**	**15-17 award**
Full Funding		218-001	North Coast WS Assn	$118,425	$123,508
Full Funding	Y	218-003	MidCoast WC	$118,425	$123,508
Full Funding		218-004	Upper Nehalem WC	$118,425	$110,275
Full Funding		218-005	Nestucca-Neskowin Watersheds Council	$118,425	$110,275
Full Funding		218-006	Siuslaw WC	$118,425	$110,275
Full Funding		218-008	Applegate Partnership & WC	$118,425	$110,275
Full Funding		218-010	Coos Watershed Association	$118,425	$110,275
Full Funding		218-011	Coquille Watershed Association	$118,425	$110,275
Full Funding		218-012	Illinois Valley WC	$118,425	$88,275
Full Funding		218-014	Lower Rogue WC	$118,425	$110,275
Full Funding		218-017	Tenmile Lakes Partnership	$118,425	$110,275
Full Funding	Y	218-018	Partnership for the Umpqua Rivers	$118,425	$116,892
Full Funding		218-019	Rogue River WC	$118,425	$110,275
Full Funding		218-021	Elk Creek WC	$118,425	$88,275
Full Funding		218-022	Calapooia WC	$118,425	$110,275
Full Funding		218-023	Clackamas River Basin Council	$118,425	$110,275
Full Funding		218-024	Coast Fork Willamette WC	$118,425	$110,275
Full Funding	Y	218-025	Columbia Slough WC	$118,425	$110,275
Full Funding		218-026	Johnson Creek WC	$118,425	$110,275
Full Funding		218-027	Long Tom WC	$118,425	$110,275
Full Funding		218-028	Marys River WC	$118,425	$110,275
Full Funding		218-029	Middle Fork Willamette WC	$118,425	$110,275
Full Funding		218-030	North Santiam Watershed Council	$118,425	$110,275
Full Funding		218-034	Sandy River Basin WC	$118,425	$110,275
Full Funding		218-035	Scappoose Bay WC	$118,425	$110,275
Full Funding		218-036	South Santiam WC	$118,425	$88,275
Full Funding		218-037	Tualatin River WC	$118,425	$110,275
Full Funding		218-038	McKenzie WC	$118,425	$110,275
Full Funding		218-040	Klamath Watershed Partnership	$118,425	$116,892
Full Funding		218-041	Crooked River WC	$118,425	$116,892
Full Funding		218-042	Gilliam East John Day WC	$118,425	$116,892
Full Funding		218-043	Hood River Working Group	$118,425	$110,275
Full Funding		218-044	Middle Deschutes WC	$118,425	$88,275
Full Funding		218-045	Lake County Umbrella Watershed Council	$118,425	$126,816
Full Funding		218-046	Sherman Area WC	$118,425	$88,275
Full Funding		218-047	Upper Deschutes WC	$118,425	$110,275
Full Funding		218-048	Wasco Area WC	$118,425	$110,275
Full Funding		218-049	Grande Ronde Model WS Program	$118,425	$110,275
Full Funding		218-050	Harney Watershed Council	$118,425	$88,275
Full Funding		218-051	Malheur WC	$118,425	$88,275
Full Funding	Y	218-052	North Fork John Day WC	$118,425	$110,275
Full Funding		218-053	Umatilla Basin WC	$118,425	$110,275
Full Funding		218-054	Walla Walla Basin WC	$118,425	$110,275
Full Funding		218-055	Mid John Day-Bridge Creek WC	$118,425	$110,275
Full Funding		218-056	Owyhee WC	$118,425	$116,892
Full Funding		218-057	Powder Basin WC	$118,425	$116,892
Full Funding		218-058	Luckiamute WC	$118,425	$110,275
Full Funding		218-059	Greater Oregon City WC	$118,425	$88,275
Full Funding		218-060	Smith River WC	$118,425	$88,275
Full Funding		218-061	Lower Nehalem WC	$118,425	$110,275
Full Funding		218-062	Necanicum WC	$118,425	$110,275
Full Funding		218-063	Upper South Fork John Day Watershed Council	$118,425	$110,275
Full Funding		218-064	Molalla River Watch Inc	$118,425	$88,275
Reduced Funding	Y	218-007	Tillamook Bay WC	$94,695	$110,275
Reduced Funding	Y	218-016	South Coast WC	$94,695	$123,508
Reduced Funding	Y	218-031	Pudding River WC	$94,695	$0
Reduced Funding	Y	218-032	Rickreall & Glenn-Gibson WCs	$94,695	$88,275
Reduced Funding	Y	218-039	Greater Yamhill Watershed Council	$94,695	$110,275
Do Not Fund	Y	218-002	Lower Columbia River WC	$0	$110,275
Do Not Fund	Y	218-020	Seven Basins WC	$0	$0
Total				**$6,750,000**	

Oregon Watershed Enhancement Board
2017-2019 Council Capacity Grant
Secondary Review Evaluations for March 6, 2017 Applications

Application No.: 218-002 **Project Type: Operating Capacity**

Project Name: Lower Columbia River Watershed Council Capacity

Applicant: Columbia SWCD

Application Description

This project seeks to fund a Watershed Council Coordinator for the Lower Columbia River Watershed Council. Council-identified watershed limiting factors include habitat access - impaired access to habitat, hydrograph/water quantity - altered hydrology, knowledge gaps - lack of information, physical habitat quality - altered quality of physical habitat, water quality -altered physical, chemical, or biological water characteristics.

REVIEW PROCESS

Evaluation

Merit Criteria #1: Effective Governance

OWEB staff found the council did not demonstrate effective governance. Lack of effective governance was demonstrated through:

- The council did not demonstrate it is using or has in place effective board governance procedures separate and distinct from the SWCD, the council's fiscal sponsor.
- During the secondary review and interview the council did not demonstrate any awareness of the value of taking organizational improvement and development actions and had no plans to work in these areas during the 2017-2019 biennium.

Merit Criterion #2: Effective Management

OWEB staff found the council did not demonstrate effective management. Lack of effective management was demonstrated through:

- The council did not demonstrate effective management of the organization or of the council coordinator. It is unclear how the council board provides feedback to the SWCD on coordinator activities and performance or managing or allocating the time of the council coordinator.
- The council board appointed the new council coordinator, who was a current SWCD employee at the time of appointment. During the secondary review and interview the council indicated the decision was based on the SWCD staff resource and not based on the council's organizational needs and priorities.
- The council did not demonstrate it is tracking the work and accomplishments of the council coordinator's work for the council separate from the work for the SWCD.

Merit Criterion #3: Progress in Planning

OWEB staff found the council did not demonstrate progress in planning. Lack of progress was demonstrated through:

- The council did not demonstrate it used a planning process, such as engaging watershed stakeholders to plan and prioritize the work of the council separate from the work of the SWCD.
- The council did not demonstrate it has a clear and separate niche within the watershed separate and distinct from the role of the SWCD. The work plan and work priorities of the council are the same as the work priorities of the SWCD.

Merit Criterion #4: Progress in On-the-Ground Watershed Restoration

OWEB staff found the council did not demonstrate progress in on-the-ground watershed restoration. Lack of progress was demonstrated through:

- The council 2015-2017 and 2017-2019 work plans did not demonstrate the council, separate from the SWCD, works to actively engage its watershed stakeholders for watershed restoration purposes. The council's proposed and accomplished work plan tasks were the same as the work plan tasks proposed and accomplished by the SWCD during the same time period.
- The council did not demonstrate it has a clear niche within the watershed separate and distinct form the SWCD in relation to on-the-ground restoration work.

Merit Criterion #5: Progress in Community Engagement for Watershed Restoration Purposes

OWEB staff found the council did not demonstrate progress in community engagement for watershed restoration purposes. Lack of progress was demonstrated through:

- The council 2015-2017 and 2017-2019 work plans did not demonstrate the council, separate from the SWCD, works toward community engagement for watershed restoration purposes. The council's proposed and accomplished work plan tasks were the same as the work plan tasks proposed and accomplished by the SWCD during the same time period.
- The council did not demonstrate it has a clear niche within the watershed separate and distinct form the SWCD in relation to community engagement for the purposes of on-the-ground restoration work.

Initial Merit Evaluation Panel Recommendation

Questions and concerns were raised and the council might not meet all merit criteria.

Secondary Review Panel Recommendation

Agrees with the Initial Merit Evaluation Panel Recommendation

Staff Recommendation to the Board

Do Not Fund

Staff Recommended Award

$0.00

Oregon Watershed Enhancement Board
2017-2019 Council Capacity Grant
Secondary Review Evaluations for March 6, 2017 Applications

Application No.: 218-020 **Project Type: Operating Capacity**

Project Name: Seven Basins Watershed Council

Applicant: Seven Basins Watershed Council

Application Description

This project seeks to fund a Watershed Council Coordinator for the Seven Basins Watershed Council. Council-identified watershed limiting factors include habitat access - impaired access to habitat, hydrograph/water quantity - altered hydrology, knowledge gaps - lack of information, physical habitat quality - altered quality of physical habitat, water quality -altered physical, chemical, or biological water characteristics.

REVIEW PROCESS

Evaluation

Merit Criteria #1: Effective Governance

OWEB staff found the council did not demonstrate effective governance. Lack of effective governance was demonstrated through:

- The council did not demonstrate it has made progress to develop an effective governance framework between the council officers and the contracted council coordinator. It remains unclear who drives the work of the council and how decisions are made.
- The council did not demonstrate it has made progress to recruit and maintain a mix of interested and affected persons on the board.

Merit Criterion #2: Effective Management

OWEB staff found the council did not demonstrate effective management. Lack of effective management was demonstrated through:

- The council did not demonstrate effective management of the contracted council coordinator. Project completion reports continue to be late and the council coordinator continues to be slow to respond to OWEB communication.

Merit Criterion #3: Progress in Planning

OWEB staff found the council did not demonstrate progress in planning. Lack of progress was demonstrated through:

- The council did not demonstrate it used a planning process that includes the engagement of watershed stakeholders to plan and prioritize the work of the council.

Merit Criterion #4: Progress in On-the-Ground Watershed Restoration

OWEB staff found the council did not demonstrate progress in on-the-ground watershed restoration. Lack of progress was demonstrated through:

- The council work plans, application questions, and interview did not demonstrate the council either implements or partners to implement on-the-ground watershed restoration projects.

Merit Criterion #5: Progress in Community Engagement for Watershed Restoration Purposes

OWEB staff found the council to demonstrate some progress in community engagement for watershed restoration purposes. Evidence demonstrated through the council's work plans demonstrating its actions result in progress in completing specific community engagement objectives that address limiting factors identified in the 2-year work plan.

Initial Merit Evaluation Panel Recommendation

Questions and concerns were raised and the council might not meet all merit criteria.

Secondary Review Panel Recommendation

Agrees with the Initial Merit Evaluation Panel Recommendation.

Staff Recommendation to the Board

Do Not Fund

Staff Recommended Award

$0.00

Oregon Watershed Enhancement Board
2017-2019 Council Capacity Grant
Secondary Review Evaluations for March 6, 2017 Applications

Application No.: 218-003 **Project Type: Operating Capacity**

Project Name: MidCoast Watershed Council Capacity

Applicant: MidCoast Watersheds Council

Application Description

This project seeks to fund a Watershed Council Coordinator for the MidCoast Watersheds Council including the Yaquina Group and the Siletz Watershed Council, which are Basin Planning Teams, and the Salmon-Drift Watershed Council. Council-identified watershed limiting factors include habitat access - impaired access to habitat, hydrograph/water quantity - altered hydrology, knowledge gaps - lack of information, physical habitat quality - altered quality of physical habitat, water quality -altered physical, chemical, or biological water characteristics.

REVIEW PROCESS

Evaluation

Merit Criteria #1: Effective Governance

OWEB staff found the council did not demonstrate effective governance. Lack of effective governance was demonstrated through:

- The council work plan and application materials did not demonstrate the council was successfully engaging a balance of interests on the board.

However, during the Secondary Review, OWEB staff found that the council demonstrated effective governance and that it is effectively working to engage a balance of interest on the board and within the watershed.

Merit Criterion #2: Effective Management

OWEB staff found the council did not demonstrate effective management. Lack of effective management was demonstrated through:

- The council work plan and application materials did not demonstrate how the council staff positions interacted with the council board and how the board provided staff management, supervision, and oversight.

However, during the Secondary Review, OWEB staff found the council demonstrated effective management of the council staff through clear job descriptions and interactions with the board.

Merit Criterion #3: Progress in Planning

OWEB staff found the council to demonstrate progress in planning. Evidence is demonstrated through the council using its planning documents, such as the action plan, strategic plan, and other relevant documents, to identify and implement on-the-ground watershed restoration and community engagement projects. The council regularly evaluates its work plan, action plan, and/or strategic plan and makes adjustments to respond to challenges and opportunities.

Merit Criterion #4: Progress in On-the-Ground Watershed Restoration

OWEB staff found the council to demonstrate progress in on-the-ground watershed restoration. Evidence of progress is demonstrated through the council's work plans demonstrating its actions result in progress in completing priority on-the-ground watershed restoration work tied to council-identified watershed limiting factors.

Merit Criterion #5: Progress in Community Engagement for Watershed Restoration Purposes

OWEB staff found the council to demonstrate progress in community engagement for watershed restoration purposes. Evidence demonstrated through the council's work plans demonstrating its actions result in progress in completing specific community engagement objectives that address limiting factors identified in the 2-year work plan.

Initial Merit Evaluation Panel Recommendation

Questions and concerns were raised and the council might not meet all merit criteria.

Secondary Review Panel Recommendation

Does not agree with the Initial Merit Evaluation Panel Recommendation.

Staff Recommendation to the Board

Full base funding: meet all merit criteria

Staff Recommended Award

$118,425.00

Oregon Watershed Enhancement Board
2017-2019 Council Capacity Grant
Secondary Review Evaluations for March 6, 2017 Applications

Application No.: 218-007 **Project Type: Operating Capacity**

Project Name: Tillamook Bay Watershed Council

Applicant: Tillamook Bay Watershed Council

Application Description

This project seeks to fund a Watershed Council Coordinator for the Tillamook Bay Watershed Council. Council-identified watershed limiting factors include habitat access - impaired access to habitat, physical habitat quality - altered quailty of physical habitat, water quality -altered physical, chemical, or biological water characteristics.

REVIEW PROCESS

Evaluation

Merit Criteria #1: Effective Governance

OWEB staff found the council did not demonstrate effective governance. Lack of effective governance was demonstrated through:

- The council did not demonstrate it was taking actions to improve the effectiveness of the board and council governance.

However, during the Secondary Review, OWEB staff found that the council has implemented appropriate measures to improve council governance.

Merit Criterion #2: Effective Management

OWEB staff found the council did not demonstrate effective management. Lack of effective management was demonstrated through:

- The council capacity application was submitted after the deadline.
- The council work plan, application materials, and OWEB's knowledge of the council did not demonstrate the council was effectively managing the council's financial resources.

During the Secondary Review, OWEB staff found that the council has implemented some measures to improve the management of the council's coordinator and financial resources. Some steps included holding additional meetings between the coordinator and council board chair and additional programs to help with deadline and project management. However, due to the lateness of submittal of documents to OWEB, staff feels the council is still not meeting this merit criterion.

Merit Criterion #3: Progress in Planning

OWEB staff found the council did not demonstrate progress in planning. Lack of progress was demonstrated through:

- The council's work plan did not demonstrate progress in planning due to a lack of a clear council process for reviewing and adopting the work plan and seeking stakeholder engagement in planning the work of the council.

Merit Criterion #4: Progress in On-the-Ground Watershed Restoration

OWEB staff found the council to demonstrate progress in on-the-ground watershed restoration. Evidence of progress is demonstrated through the council's work plans demonstrating its actions result in progress in completing priority on-the-ground watershed restoration work.

Merit Criterion #5: Progress in Community Engagement for Watershed Restoration Purposes

OWEB staff found the council to demonstrate progress in community engagement for watershed restoration purposes. Evidence demonstrated through the council's work plans demonstrating its actions result in progress in completing specific community engagement objectives that address limiting factors identified in the 2-year work plan.

Initial Merit Evaluation Panel Recommendation

Questions and concerns were raised and the council might not meet all merit criteria.

Secondary Review Panel Recommendation

Agrees with the Initial Merit Evaluation Panel Recommendation.

Staff Recommendation to the Board

Reduced base funding

Staff Recommended Award

$94,695.00

Oregon Watershed Enhancement Board
2017-2019 Council Capacity Grant
Secondary Review Evaluations for March 6, 2017 Applications

Application No.: 218-016 **Project Type: Operating Capacity**

Project Name: South Coast Coordinating Watershed Council

Applicant: Curry SWCD

Application Description

This project seeks to fund the South Coast Watershed Council. Council-identified watershed limiting factors include habitat access, hydrograph/water quantity, lack of information, physical habitat quality, and water quality.

REVIEW PROCESS

Evaluation

Merit Criteria #1: Effective Governance

OWEB staff found the council did not demonstrate effective governance. Lack of effective governance was demonstrated through:

- The council work plan and application materials did not demonstrate the governing body meets at least four times a year and keeps adequate meeting minutes and agendas on file.

However, during the secondary review, the council demonstrated they have begun meeting on a regular basis, as evidenced through meeting minutes and agendas. In addition, the council clearly recognized the challenge and is fully committed to continuing work on board governance and management.

Merit Criterion #2: Effective Management

OWEB staff found the council did not demonstrate effective management. Lack of effective management was demonstrated through:

- The council did not effectively manage the contracted council coordinator during the 2015-2017 biennium. This was demonstrated by the council board not appropriately supervising the contractor, ensuring completion of contract deliverables including ensuring council management and governance responsibilities were fulfilled.

Merit Criterion #3: Progress in Planning

OWEB staff found the council did not demonstrate progress in planning. Lack of progress was demonstrated through:

- The council did not demonstrate it used a planning process that includes the engagement of watershed stakeholders to plan and prioritize the work of the council.

Merit Criterion #4: Progress in On-the-Ground Watershed Restoration

OWEB staff found the council to demonstrate progress in completing on-the-ground watershed restoration. Evidence of progress is demonstrated through information provided in the council's work plan, which demonstrates the council is working on multiple restoration projects and making progress on the proposed deliverables of those projects.

Merit Criterion #5: Progress in Community Engagement for Watershed Restoration Purposes

OWEB staff found the council did not demonstrate progress in community engagement for watershed restoration purposes. Lack of progress was demonstrated through:

- The council's work plan did not demonstrate the council works to actively engage its watershed stakeholders for watershed restoration purposes.

However, during the secondary review, the council demonstrated they have made some progress in community engagement by working with local partners to engage local stakeholders.

Initial Merit Evaluation Panel Recommendation

Questions and concerns were raised and the council might not meet all merit criteria.

Secondary Review Panel Recommendation

Agrees with the Initial Merit Evaluation Panel Recommendation.

Staff Recommendation to the Board

Reduced base funding with conditions. Based on the items described above OWEB will require that the following are completed by June 30, 2018, or the council capacity grant will be terminated and the remaining unspent funds will be recaptured.

1. The council must complete the development of the job description for the new employee council coordinator.
2. The council must begin recruitment for a new council coordinator.
3. The council board and contracted council coordinator must meet with OWEB staff to discuss progress and challenges.

Staff Recommended Award

$94,695.00

Oregon Watershed Enhancement Board
2017-2019 Council Capacity Grant
Secondary Review Evaluations for March 6, 2017 Applications

Application No.: 218-018 **Project Type: Operating Capacity**

Project Name: Partnership for the Umpqua Rivers

Applicant: Partnership for the Umpqua Rivers

Application Description

This project seeks to fund a Watershed Council Coordinator for the Partnership for the Umpqua Rivers Watershed Council-identified watershed limiting factors include habitat access - impaired access to habitat, physical habitat quality - altered quailty of physical habitat, water quality -altered physical, chemical, or biological water characteristics.

REVIEW PROCESS

Evaluation

Merit Criteria #1: Effective Governance

OWEB staff found the council did not demonstrate effective governance. Lack of effective governance was demonstrated through:

- The application materials and work plan did not demonstrate the board had effective procedures in place to manage board decision making and management.

However, during the Secondary Review, OWEB staff found the board to have implemented many measures to improve board governance and the board decision making process.

Merit Criterion #2: Effective Management

OWEB staff found the council to demonstrate effective management. Evidence is demonstrated through the council having and following council governing body and officer roles and responsibilities. The council having on file a position description executive director and having and following personnel policies.

Merit Criterion #3: Progress in Planning

OWEB staff found the council to demonstrate progress in planning. Evidence is demonstrated through the council using its planning documents, such as the action plan, strategic plan, and other relevant documents, to identify and implement on-the-ground watershed restoration and community engagement projects. The council regularly evaluates its work plan, action plan, and/or strategic plan and makes adjustments to respond to challenges and opportunities.

Merit Criterion #4: Progress in On-the-Ground Watershed Restoration

OWEB staff found the council to demonstrate progress in on-the-ground watershed restoration. Evidence of progress is demonstrated through the council's work plans demonstrating its actions result in progress in completing priority on-the-ground watershed restoration work tied to council-identified watershed limiting factors.

Merit Criterion #5: Progress in Community Engagement for Watershed Restoration Purposes

OWEB staff found the council to demonstrate progress in community engagement for watershed restoration purposes. Evidence demonstrated through the council's work plans demonstrating its actions result in progress in completing specific community engagement objectives that address limiting factors identified in the 2-year work plan.

Initial Merit Evaluation Panel Recommendation

Questions and concerns were raised and the council might not meet all merit criteria.

Secondary Review Panel Recommendation

Does not agree with the Initial Merit Evaluation Panel Recommendation.

Staff Recommendation to the Board

Full base funding: meet all merit criteria

Staff Recommended Award

$118,425.00

Oregon Watershed Enhancement Board
2017-2019 Council Capacity Grant
Secondary Review Evaluations for March 6, 2017 Applications

Application No.: 218-025 **Project Type: Operating Capacity**

Project Name: Columbia Slough Watershed Council

Applicant: Columbia Slough Watershed Council

Application Description

This project seeks to fund a Watershed Council Coordinator for the Columbia Slough Watershed Council. Council-identified watershed limiting factors include habitat access - impaired access to habitat, hydrograph/water quantity - altered hydrology, knowledge gaps - lack of information, physical habitat quality - altered quality of physical habitat, water quality -altered physical, chemical, or biological water characteristics.

REVIEW PROCESS

Evaluation

Merit Criteria #1: Effective Governance

OWEB staff found the council to demonstrate effective governance. Evidence is demonstrated through the council having effective bylaws or charter and policies and procedures, and following them. The council includes a balance of interested and affected persons from the watershed on its governing body, meets at least four times a year and takes action to improve its organization including operations and policies.

Merit Criterion #2: Effective Management

OWEB staff found the council to demonstrate effective management. Evidence is demonstrated through the council having and following council governing body and officer roles and responsibilities. The council having on file a position description for the council's executive director and having and following personnel policies.

Merit Criterion #3: Progress in Planning

OWEB staff found the council to demonstrate progress in planning. Evidence is demonstrated through the council using its planning documents, such as the action plan, strategic plan, and other relevant documents, to identify and implement on-the-ground watershed restoration and community engagement projects. The council regularly evaluates its work plan, action plan, and/or strategic plan and makes adjustments to respond to challenges and opportunities.

Merit Criterion #4: Progress in On-the-Ground Watershed Restoration

OWEB staff found the council did not demonstrate progress in on-the-ground watershed restoration. Lack of progress was demonstrated through:

- The council's work plans did not demonstrate the council either implements or partners to implement on-the-ground watershed restoration projects.

However, during the Secondary Review, OWEB staff found the council to demonstrate it is making progress in on-the-ground restoration projects.

Merit Criterion #5: Progress in Community Engagement for Watershed Restoration Purposes

OWEB staff found the council to demonstrate progress in community engagement for watershed restoration purposes. Evidence demonstrated through the council's work plans demonstrating its actions result in progress in completing specific community engagement objectives that address limiting factors identified in the 2-year work plan.

Initial Merit Evaluation Panel Recommendation

Questions and concerns were raised and the council might not meet all merit criteria.

Secondary Review Panel Recommendation

Does not agree with the Initial Merit Evaluation Panel Recommendation.

Staff Recommendation to the Board

Full base funding: meet all merit criteria

Staff Recommended Award

$118,425.00

Oregon Watershed Enhancement Board
2017-2019 Council Capacity Grant
Secondary Review Evaluations for March 6, 2017 Applications

Application No.: 218-031 **Project Type: Operating Capacity**

Project Name: Pudding River Watershed Council

Applicant: Cascade Pacific RC&D

Application Description

This project will enable the council to continue partnership support to various state and federal agencies currently relying on the Council for their role in organizing the grassroots in an otherwise difficult to access demographic area. Limiting factors include high stream temperatures due to a lack of riparian vegetation, over-appropriation of stream flow in the summer, numerous fish passage barriers, erosion and sedimentation, invasive plant species, wetland degradation, lack of floodplain connectivity and low public engagement. The Council's 2016 Strategic Action Plan focuses on habitat and water quality assessment, riparian restoration and furthering its organizational capacity.

REVIEW PROCESS

Evaluation

Merit Criteria #1: Effective Governance

OWEB staff found the council did not demonstrate effective governance. Lack of effective governance was demonstrated through:

- The application materials and work plan did not demonstrate the council has made progress to recruit and maintain a mix of interested and affected persons on the board.

However, during the Secondary Review, OWEB staff found the council has developed a diverse board that includes a mix of affected persons in the watershed.

Merit Criterion #2: Effective Management

OWEB staff found the council to demonstrate effective management. Evidence is demonstrated through the council having and following council governing body and officer roles and responsibilities. The council having on file, through its fiscal sponsor, a position description for the council's coordinator and having and following personnel policies.

Merit Criterion #3: Progress in Planning

OWEB staff found the council did not demonstrate progress in planning. Lack of progress was demonstrated through:

- The application materials and work plan did not demonstrate the council is working with stakeholders to prioritize the work of the council.

However, during the Secondary Review, OWEB staff found the council is moving from opportunistic to strategic implementation of projects.

Merit Criterion #4: Progress in On-the-Ground Watershed Restoration

OWEB staff found the council did not demonstrate progress in on-the-ground watershed restoration. Lack of progress was demonstrated through:

- The council work plans, answers to application questions, and interview did not demonstrate the council currently implements or partners to implement on-the-ground watershed restoration projects.

Merit Criterion #5: Progress in Community Engagement for Watershed Restoration Purposes

OWEB staff found the council to demonstrate progress in community engagement for watershed restoration purposes. Evidence demonstrated through the council's work plans demonstrating its actions result in progress in completing specific community engagement objectives that address limiting factors identified in the 2-year work plan.

Initial Merit Evaluation Panel Recommendation

Questions and concerns were raised and the council might not meet all merit criteria.

Secondary Review Panel Recommendation

Agrees with the Initial Merit Evaluation Panel Recommendation.

Staff Recommendation to the Board

Reduced base funding

Staff Recommended Award

$94,695.00

Oregon Watershed Enhancement Board
2017-2019 Council Capacity Grant
Evaluation for March 6, 2017 Applications

Application No.: 218-032 **Project Type: Operating Capacity**

Project Name: Rickreall & Glenn-Gibson Watershed Councils

Applicant: Cascade Pacific RC&D

Application Description

This project seeks to fund Watershed Council Coordinators for the Rickreall and Glenn-Gibson watershed councils. The collective council identified watershed limiting factors include habitat access - impaired access to habitat, hydrograph/water quantity - altered hydrology, knowledge gaps - lack of information, physical habitat quality - altered quality of physical habitat, water quality -altered physical, chemical, or biological water characteristics

REVIEW PROCESS

Evaluation

Merit Criteria #1: Effective Governance

OWEB staff found that neither council demonstrated effective governance. Lack of effective governance was demonstrated through:

- Both councils demonstrated minimal progress to either recruit or elect new officers.

Merit Criterion #2: Effective Management

OWEB staff found that neither council demonstrated effective management. Lack of effective management was demonstrated through:

- Both councils continue to struggle with the development of an effective and efficient system to manage the shared staff and fiscal resources. As an example the councils continue to use two different fiscal agents and split the reduced funding resources for one staff person between two separate councils.

Merit Criterion #3: Progress in Planning

OWEB staff found that neither council demonstrated progress in planning. Lack of progress was demonstrated through:

- Both councils did not demonstrate they used a planning process that includes the engagement of watershed stakeholders to plan and prioritize the work of the councils.

Merit Criterion #4: Progress in On-the-Ground Watershed Restoration

OWEB staff found that both councils demonstrated some progress in on-the-ground watershed restoration. Evidence of progress is demonstrated through each councils' work plans demonstrating its actions result in progress in completing priority on-the-ground watershed restoration work tied to council-identified watershed limiting factors.

Merit Criterion #5: Progress in Community Engagement for Watershed Restoration Purposes

OWEB staff found that both councils demonstrated progress in community engagement for watershed restoration purposes. Evidence demonstrated through the each councils' work plans demonstrating its actions result in progress in completing specific community engagement objectives that address limiting factors identified in the 2-year work plan.

Initial Merit Evaluation Panel Recommendation

Questions and concerns were raised and the council might not meet all merit criteria.

Secondary Review Panel Recommendation

Agrees with the Initial Merit Evaluation Panel Recommendation.

Staff Recommendation to the Board

Reduced base funding with conditions.

This is the second biennium in a row the councils have been placed in the reduced funding category. If the councils fall in this category again next biennium they will be automatically placed in the "do not fund" category (page 18 Guidance Document). The following is a condition of funding to ensure the councils work with OWEB staff during the biennium to address concerns raised in the merit review.

Condition: The shared council coordinator and both council boards must meet with the OWEB Capacity Programs Coordinator and the Regional Program Representative by June 30, 2018 to discuss steps the councils are taking to address the council capacity merit review concerns.

Staff Recommended Award
$94,695.00

Oregon Watershed Enhancement Board
2017-2019 Council Capacity Grant
Secondary Review Evaluations for March 6, 2017 Applications

Application No.: 218-039 **Project Type: Operating Capacity**

Project Name: Greater Yamhill Watershed Council

Applicant: Greater Yamhill Watershed Council

Application Description

This project seeks to fund a Watershed Council Coordinator for the Greater Yamhill Watershed Council. Council-identified watershed limiting factors includehabitat access - impaired access to habitat, hydrograph/water quantity - altered hydrologyknowledge gaps - lack of information, physical habitat quality - altered quailty of physical habitat, water quality -altered physical, chemical, or biological water characteristics.

REVIEW PROCESS

Evaluation

Merit Criteria #1: Effective Governance

OWEB staff found the council to demonstrate effective governance. Evidence is demonstrated through the council having effective bylaws or charter and policies and procedures, and following them. The council includes a balance of interested and affected persons from the watershed on its governing body, meets at least four times a year and takes action to improve its organization including operations and policies.

Merit Criterion #2: Effective Management

OWEB staff found the council did not demonstrate effective management. Lack of effective management was demonstrated through:

- The council continues to struggle with effective management of staff leading to continued missed deadlines which impacts the council's ability to effectively plan and make progress toward implementation of on-the-ground restoration projects.

Merit Criterion #3: Progress in Planning

OWEB staff found the council to demonstrate progress in planning. Evidence is demonstrated through the council using its planning documents, such as the action plan, strategic plan, and other relevant documents, to identify and implement on-the-ground watershed restoration and community engagement projects. The council regularly evaluates its work plan, action plan, and/or strategic plan and makes adjustments to respond to challenges and opportunities.

Merit Criterion #4: Progress in On-the-Ground Watershed Restoration

OWEB staff found the council did not demonstrate progress in on-the-ground watershed restoration. Lack of progress was demonstrated through:

- The council's work plans did not demonstrate effective management of the work load of council staff to identify the council's restoration niche and make progress toward the implement of on-the-ground watershed restoration projects.

Merit Criterion #5: Progress in Community Engagement for Watershed Restoration Purposes

OWEB staff found the council to demonstrate progress in community engagement for watershed restoration purposes. Evidence demonstrated through the council's work plans demonstrating its actions result in progress in completing specific community engagement objectives that address limiting factors identified in the 2-year work plan.

Initial Merit Evaluation Panel Recommendation

Questions and concerns were raised and the council might not meet all merit criteria.

Secondary Review Panel Recommendation

Agrees with the Initial Merit Evaluation Panel Recommendation.

Staff Recommendation to the Board

Reduced base funding

Staff Recommended Award

$94,695.00

Oregon Watershed Enhancement Board
2017-2019 Council Capacity Grant
Secondary Review Evaluations for March 6, 2017 Applications

Application No.: 218-052 **Project Type: Operating Capacity**

Project Name: North Fork John Day Watershed Council

Applicant: North Fork John Day Watershed Council

Application Description

This project seeks to fund a Watershed Council Coordinator for the North Fork John Day Watershed Council. Council-identified watershed limiting factors include habitat access - impaired access to habitat, hydrograph/water quantity - altered hydrology, knowledge gaps - lack of information, physical habitat quality - altered quality of physical habitat, water quality -altered physical, chemical, or biological water characteristics.

REVIEW PROCESS

Evaluation

Merit Criteria #1: Effective Governance

OWEB staff found the council did not demonstrate effective governance. Lack of effective governance was demonstrated through:

- The council's work plan did not contain any Organizational Development and Management items so OWEB staff were not able to evaluate the council's progress toward effective governance and management.

However, during the Secondary Review, OWEB staff found the council to demonstrate it is effectively working towards improved and effective organizational development and management.

Merit Criterion #2: Effective Management

OWEB staff found the council to demonstrate effective management. Evidence is demonstrated through the council having and following council governing body and officer roles and responsibilities. The council having on file a position description for the council's executive director and having and following personnel policies.

Merit Criterion #3: Progress in Planning

OWEB staff found the council to demonstrate progress in planning. Evidence is demonstrated through the council using its planning documents, such as the action plan, strategic plan, and other relevant documents, to identify and implement on-the-ground watershed restoration and community engagement projects. The council regularly evaluates its work plan, action plan, and/or strategic plan and makes adjustments to respond to challenges and opportunities.

Merit Criterion #4: Progress in On-the-Ground Watershed Restoration

OWEB staff found the council to demonstrate progress in on-the-ground watershed restoration. Evidence of progress is demonstrated through the council's work plans demonstrating its actions result in progress in completing priority on-the-ground watershed restoration work tied to council-identified watershed limiting factors.

Merit Criterion #5: Progress in Community Engagement for Watershed Restoration Purposes

OWEB staff found the council to demonstrate progress in community engagement for watershed restoration purposes. Evidence demonstrated through the council's work plans demonstrating its actions result in progress in completing specific community engagement objectives that address limiting factors identified in the 2-year work plan.

Initial Merit Evaluation Panel Recommendation

Questions and concerns were raised and the council might not meet all merit criteria.

Secondary Review Panel Recommendation

Does not agree with the Initial Merit Evaluation Panel Recommendation.

Staff Recommendation to the Board

Full base funding: meet all merit criteria

Staff Recommended Award

$118,425.00

Oregon
Kate Brown, Governor

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MEMORANDUM

TO: Oregon Watershed Enhancement Board

FROM: Courtney Shaff, Capacity Programs Coordinator

SUBJECT: Agenda Item H – Focused Investment Partnership (FIP) Monitoring Update – Partnership Learning Project
July 24-26, 2017 Board Meeting

I. Introduction

This report introduces the Partnership Learning Project. The full report is available as Attachment A to the staff report.

II. Background

OWEB's FIP program was initiated in the 2015-2017 biennium to invest in a partnership approach that strategically prioritizes activities at a large scale to accelerate progress toward restoration of priority species and habitats. In January 2016, the board awarded $13.7 million for both Implementation and Capacity Building FIPs. Eight partnerships were awarded two-year Capacity Building FIP grants to build resilient, sustainable partnerships capable of implementing effective restoration programs. Six partnerships were awarded Implementation FIP grants to support large-scale on-the-ground restoration for up to six years. The board awarded funds to the Bonneville Environmental Foundation for FIP effectiveness monitoring, including the Partnership Learning Project at the April 2016 Board meeting.

III. Partnership Learning Project

The purpose of the Partnership Learning Project is to better understand what partnerships need to be resilient and maintain a high level of performance, and how OWEB can improve the FIP program to support these partnerships to achieve desired ecological outcomes. The attached report represents findings from part one of the evaluation project involving the eight partnerships that received Capacity Building grants.

The information in the report is rolled up as to prevent linking comments or findings directly to any one Capacity Building grantee. Information was collected through the consultant, Jennifer Arnold of Reciprocity Consulting, while attending meetings of all eight Capacity Building partnerships, conducting in-depth interviews with 17 partners,

and evaluating survey responses from 80 partners. Starting in fall 2017, the same methods will be used to encourage reflection among the six partnerships that received Implementation FIP grants, and those findings will be presented to the board in April, 2018.

IV. Recommendation

This is an information item only. OWEB staff and project partners will be at the July board meeting to present the report and answer questions about the Partnership Learning Project.

Attachments

A. Partnership Learning Project Report

Partnership Learning Project

Part 1 – Findings from the Capacity Building Partnerships

A Report for the Oregon Watershed Enhancement Board

In collaboration with Bonneville Environmental Foundation

Prepared by Jennifer S. Arnold, Ph.D., Reciprocity Consulting, LLC

July 2017

Robert Warren, Crooked River

Jennifer S. Arnold, Ph.D.
Reciprocity Consulting LLC
Tacoma, WA | Reciprocityconsulting.com

Acknowledgments

This project was funded by the Oregon Watershed Enhancement Board in coordination with Bonneville Environmental Foundation. The findings presented here were made possible through the generous and thoughtful reflections of participating partners. Thank you to all who shared your experiences and insights. It is our hope that this report will support your continued success.

About Reciprocity Consulting, LLC

Reciprocity Consulting, LLC is a women-owned small business based in Tacoma, Washington that provides customized support to build partnerships and engage diverse stakeholders.

Owner **Jennifer S. Arnold, Ph.D.** has 15 years of experience in research, facilitation, and training focused on collaborative approaches to conservation and community development. She specializes in launching new collaborative efforts, growing existing partnerships, managing conflicts productively, and effectively engaging diverse stakeholders to have a lasting positive impact in our communities and our environment.

Common Terms

Oregon Watershed Enhancement Board (OWEB)
The Oregon Watershed Enhancement Board is a state agency that provides grants to help Oregonians take care of local streams, rivers, wetlands and natural areas. OWEB grants are funded from the Oregon Lottery, federal dollars, and salmon license plate revenue. The agency is led by a 17 member citizen board drawn from the public at large, tribes, and federal and state natural resource agency boards and commissions.

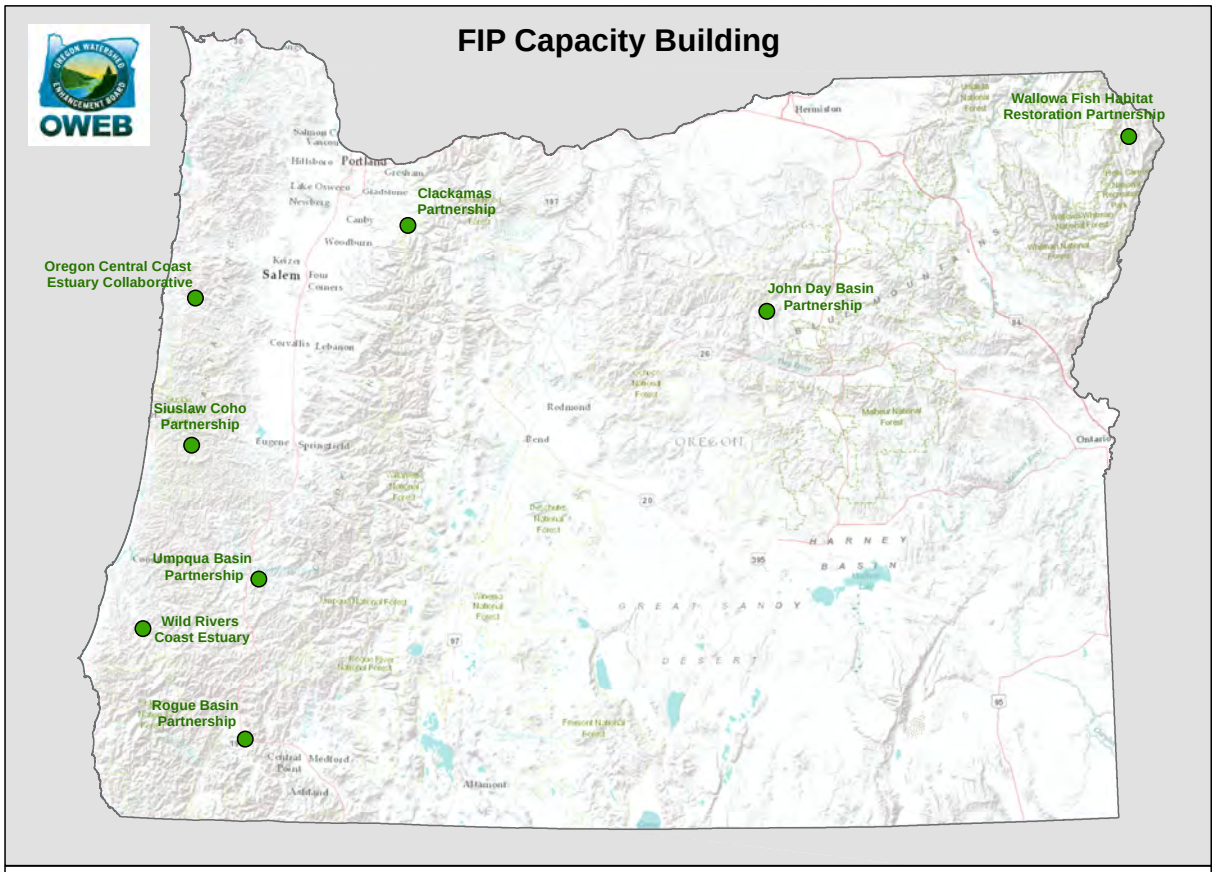
Focused Investment Partnership (FIP)
A Focused Investment Partnership is an OWEB investment that:

- addresses a Board-identified priority of significance to the state;
- achieves clear and measurable ecological outcomes;
- uses integrated, results-oriented approaches as identified through a strategic action plan; and
- is implemented by a high-performing partnership.

Capacity Building FIP Grant
Two-year grants, which are part of OWEB's Focus Investment Partnership Program, that are awarded to partnerships to develop a strategic action plan and build capacity to perform at a higher level.

Implementation FIP Grant
Six-year grants, which are part of OWEB's Focused Investment Partnership Program, that are awarded to high performing partnerships to implement on-the-ground restoration projects.

Map of Partnerships



Funded Capacity Building Applications 2016

Executive Summary

OWEB, South Coast Region, Sweet Ranch

Executive Summary

OWEB's Focused Investment Partnership (FIP) Program was initiated in the 2015-2016 biennium to make multi-year investments in partnerships, which demonstrated strong potential to accelerate the restoration of priority species and habitats. In January 2016, the OWEB Board awarded $13.7 million to fourteen partnerships – eight received two-year Capacity Building FIP grants to support the continued growth and development of their partnerships and six received six-year Implementation FIP grants to support large-scale on-the-ground restoration.

By encouraging reflection among grantees, this Partnership Learning Project aims to better understand:

> **1) What do partnerships need to be resilient and maintain a high level of performance?** and
>
> **2) How can OWEB improve and innovate the Focused Investment Partnership (FIP) program to support high performing, resilient partnerships that can make progress toward desired ecological outcomes?**

This report presents findings from the eight partnerships that received Capacity Building grants – **Clackamas Basin Partnership, John Day Basin Partnership, Oregon Central Coast Estuaries, Rogue Basin Partnership, Siuslaw Coho Partnership, Umpqua Basin Partnership, Wallowa Habitat Restoration Partnership**, and the **Wild Rivers Estuary Partnership**. These findings were produced from attending meetings of all eight Capacity Building partnerships from October 2016 to April 2017, in-depth interviews with 17 partners, and online survey responses from 80 partners across the partnerships.

Starting in Fall 2017, the same methods will be used to encourage reflection among the six partnerships that received Implementation FIP grants. Those findings will be presented in a separate report anticipated in Spring 2018.

Understanding the Value Proposition of a Partnership

Drawing from the public administration literature, it is helpful to think about partnerships on a continuum from **more autonomous partnerships**, where partners are loosely linked and periodically come together for information sharing or project-based collaboration, to **more collaborative partnerships**, where partners are committed to collective goals, complementary roles, and an integrated work plan.

Continuum of Partnerships

More collaborative partnerships require greater investments in planning, governance, conflict management, and communications, but the promise is that this increased investment will strategically leverage the strengths of diverse partners to tackle more complex restoration goals more effectively (Arnold and Bartels 2014, Warren, Reeve and Arnold 2016). When organizations align and focus their efforts, they also tend to be more attractive to funders, which has been prominent in partners' motivation for participating in the Capacity Building FIP grant.

> *"A big part of the motivation was working together in a more strategic way so that we could attract larger funding into the basin. The message was loud and clear that funders didn't want to fund single entities focused on single actions. If we wanted to get the work done that we wanted, then we had to work in a different way."*

What do partnerships need to be resilient, high performers?

Most partnerships in this study have been collaborating on specific projects for many years. Through OWEB's Capacity Building FIP grant, they have had the opportunity to build on that foundation through the development of 1) a strategic action plan that includes a prioritization framework for restoration activities, 2) governance documents that describe how partners will work together, and 3) an outreach plan that describes coordinated outreach to new partners and external stakeholders.

Reflecting on their history and how far they have come, many partners realized that one to three years of relationship building and internal organizational development were needed to solidify commitment to a collaborative effort before technical planning even began. Those groups that began strategic planning before talking about how partners would work together seemed to experience more internal skepticism and challenging group dynamics.

Throughout this early phase and even beyond, most partnerships experienced a cyclical process of addressing doubts and fears and reassuring partners of the value of working

together. Leaders who practiced good listening skills, diplomacy, and patience were able to effectively address doubts and keep the partnership unified. Partners felt stretched both within their own organization and by the partnership itself to understand how their internal goals aligned (or not) with the emerging focus, goals, geography, and funding opportunities of the larger partnership. Organizations that had recently gone through strategic planning found it easier to demonstrate overlapping interests and alignment with the broader partnership and justify their participation, for some a leadership role.

Tribal Engagement

Tribes played an important role in most partnerships – taking on various roles from leaders to core partners to promising new partners. Non-tribal partners described the learning curve of understanding the complexities of tribal interests, geography, internal organization, etc. Although non-tribal partners often assumed tribes had substantial capacity to participate, the geographic scale and breadth of tribal interests were significantly greater than most partners. With a little extra support, tribes with limited capacity could more fully participate, for example commenting on planning documents, participating in joint fundraising, or getting technical training to more fully participate in project implementation. Also, the complexities of intertribal relations were difficult for non-tribal partners to understand. Developing governance documents, such as an MOU, was seen as a valuable opportunity to respectfully learn about and address partner needs, including tribal perspectives.

Capacity to Partner

A common theme among small groups, such as watershed councils, soil and water conservation districts, land owner associations, and in some cases tribes, was limited capacity to participate. These groups expressed sincere appreciation for the capacity support provided by OWEB, while acknowledging that the collaborative work has taken more time than anticipated. If more capacity support were available, these small groups could more fully engage in the partnership's work.

Stakeholder Engagement

In general, it was difficult for partnerships to involve land owners, agricultural interests, and industrial forest interests at least during development of the strategic action plan. In a few cases, this was possible where well-organized land owner associations existed or where ranchers or farmers participated directly, for example as soil and water conservation district board members. In other cases, core partners worked diligently to reach out through personal networks to get some level of input from these interest groups. Most partnerships anticipated more success with engaging these interest groups once the plan was completed and the work shifted toward implementation.

Centralized Resources

GIS and IT are critical technical resources, most importantly for data analysis and planning, for example to integrate climate scenarios into prioritization frameworks, but also creating maps for outreach. GIS services are difficult for small organizations and even some partnerships to provide, and consultants are expensive. Some partnerships have had success with fee-for-service agreements, where the services of a GIS specialist could be shared among partners. Others relied on federal agency partners to provide GIS services. A few partners suggested that it would be extremely valuable if OWEB could provide GIS services at a regional level that could be broadly accessed.

Transitioning from Planning to Implementation

As partnerships anticipated the transition from planning to implementation, partners described feeling nervous, awkward, and excited. A common sentiment was expressed that if planning moves too slowly or if implementation funding lags too much after the plan is complete, partners may stop showing up, and the collective effort may lose momentum. Part of the awkwardness of transitioning to implementation is that partners are expected to "put their project ideas in the hopper" and accept that the list of prioritized projects may not include their own at the top of the list.

> *"Once we start having implementation money and ranking projects, it will take a different tone for the partnership. That will be challenging as the partnership changes."*

Many people felt this shift toward broad-scale collaboration wouldn't have been possible without funding for facilitators who can encourage a diversity of partners to feel comfortable participating, especially smaller organizations and younger professionals who at times have felt overpowered by well-funded organizations and senior professionals. Some partnerships selected internal facilitators, while others hired external facilitators – benefits and risks to both approaches were discussed.

Partners also found themselves caught in the transition between planning and implementation and faced with new decisions that represented uncharted territory, for example hiring a partnership coordinator or launching a partnership website before long-term funding was secured. A modest funding commitment could go far to bridge the gap between an intensive planning effort that creates the scaffolding for collaboration and the ability to attract long-term implementation funding to build out the partnership in earnest.

Diversified Fundraising

Diversifying fundraising strategies was highlighted as a critical path to get more capacity for continued partnership coordination and also larger grants to more effectively advance restoration at a large scale. Strategies to diversify funding were discussed by some

partnerships, but many smaller organizations haven't had the capacity to explore other options or invest in fundraising beyond what they already do. The promise of a collaborative model of watershed restoration is that there would be centralized leadership and resources to do fundraising on behalf of the whole to distribute to partners. However, partners expressed uncertainties, concerns, and fears about how this would affect individual fundraising and how funds might be distributed. Concerns were also expressed that there are only so many potential funding opportunities for this type of work, and over time, more funding may be concentrated in partnerships and high capacity organizations.

How can OWEB improve and innovate the Focused Investment Partnership (FIP) program to support high performing, resilient partnerships?

Funders have played a prominent role in how these partnerships have come together, including the focus and scope of the partnership. In many cases, partners cited the Capacity Building FIP grants, which supported facilitators, staff capacity, and consultants, as the tipping point that made the shift toward collaboration possible. In other cases, partners leveraged funding from other "anchor funders" and were able to deliver a "higher quality, seamless product" because of the Capacity Building FIP grants. Partners expressed universal appreciation for OWEB's flexibility allowing modifications to the timeline, scope, and strategic action plan template relative to partner needs.

> *"So far this grant has worked very well. I think the secret to this success is flexibility at OWEB. Had OWEB led these grants with hard and fast prescriptions, I think success would be much lower."*

Suggested Four Phases of Partnership Support

As partners reflected on their progress with planning and looked ahead to their goals for implementation, several interesting suggestions surfaced across the partnerships that together paint the picture of how the FIP program could better support resilient partnerships through four phases of partnership support. Specifically, suggestions emphasized the need for more relationship building and organizational development upfront before technical planning began and more capacity to refine the prioritized project list and diversify fundraising strategies to more fully prepare for implementation.

> *"FIP or no FIP we're going to use our plan to leverage more money. The leverage is the plan. The better the plan the better the leverage. We don't have our plan fleshed out to the level that I would like. I would like to say, 'We have these anchor habitats. Here's what your money will buy you, and this is what we can do. Here is why it matters, and here are the projects you can be involved in.'"*

Suggested Four Phases of Partnership Support

Start-up Phase

- Relationship building to begin engaging potential partners
- Exploring the value proposition of forming a partnership
- Investing in organizational development, if needed, for core partners
- Defining partner roles and initiating the start of a partnership manual
- Developing shared messaging to frame the partnership's work for the public

Planning Phase

- Establishing governance documents
- Creating a strategic action plan
- Developing a stakeholder outreach plan linked to the planning process

Pre-implementation Phase

- Business planning to identify funding strategies for proposed projects and partnership activities
- Refining the prioritized list of projects and packaging projects in strategic ways to meet different funding opportunities
- Launching collaborative fundraising
- Launching public outreach

Implementation Phase

- Designing and building on-the-ground restoration projects
- Monitoring effectiveness and adapting the strategic action plan as needed
- Coordinating partnership activities, communications and fundraising
- *More feedback for this phase is expected in Spring 2018 from Implementation FIP grantees*

The pre-implementation phase in particular seems to be a missing link in the current structure of the Focused Investment Partnership Program. Once the partnerships complete the Capacity Building FIP grants, they are eager to find substantial enough implementation funding to justify continued investment of time and effort in the partnership. Most partnerships are strategically focused on developing a competitive Implementation FIP proposal, despite the reality that the Implementation FIP grant is highly competitive and open to all partnerships in the state.

> *"We would definitely continue on and look for other funding if we didn't get an Implementation FIP grant. But it would definitely help! Since we are investing a lot of our time and effort in defining what our FIP proposal would look like, it would be a shame if we didn't get that funding source."*

Most partnerships will not be able to get an Implementation FIP grant because of the small number of grants open to all partnerships in the state, and so a key step in supporting the resiliency of these partnerships is to provide support for them to develop a business plan that would identify a mix of potential private and public funding sources. This would allow

a partnership to layout their work plans along different timelines and pace themselves according to the potential sources of available funds.

A question that requires more discussion is whether these newly strengthened collaborative partnerships will attract new investment for restoration in the state – potentially yes especially if restoration goals are linked more broadly with economic development – or whether this approach will simply concentrate existing investments in more focused geographies and activities. If there is a chance that funding in the state will stay the same or decrease, a measure of caution is wise to avoid encouraging the growth of too many collaborative partnerships if implementation funds are not likely.

Communications and Outreach Investments Linked to Strategic Action Planning

Several partners acknowledged the limitations of a highly technical strategic action plan relative to their goals for stakeholder outreach and the community support needed for project implementation. Suggestions for future investments in communications and outreach linked to the strategic action plan included: **studies on the economic value of restoration and why it should matter to people**, **clear messaging from these studies to launch a state-wide campaign** that could be tailored at the local level, and **general capacity for relationship building**, particularly local leaders and influencers with a history of skepticism toward government.

More Than One Way to Be Strategic in "Moving the Needle" for Restoration

OWEB's two restoration funding programs – the Focused Investment Partnership (FIP) program and the open solicitation program – can be used strategically to respond to different types of opportunities. They have the potential to be complementary if they are appropriately linked and the details are clearly explained to potential grantees.

Similarly, within partnerships, there are different views about what's most strategic to "move the needle" for watershed restoration. Partners that push for the biggest environmental win tend to rely on a purely scientific approach to prioritization that makes a clear case for specific geographies and restoration activities, which is a good match for the FIP program. Partners that operate with a "restoration through relationships" approach, which some refer to as opportunistic, tend to fit well with the open solicitation program. The latter approach may have more modest environmental wins initially, but this can build trust among potentially skeptical land owners. Through a "neighbor-to-neighbor approach," one private land owner may turn from a restoration skeptic to a champion, and as a result, an initially modest environmental win can create positive waves of opportunity throughout a basin that can lead to increasingly strategic environmental wins over the long-term.

More discussion is needed to understand how best to link the Implementation FIP and open solicitation programs – or not – to support different paths to long-term restoration. Also, more support within the partnerships to navigate these differences could facilitate the development of prioritization frameworks that better reflect the diverse partners and constituencies represented by the strategic action plans. The value of respecting these differences and working to find common ground for long-term restoration cannot be underestimated.

Appreciation for Learning

From across the partnerships, people expressed appreciation for OWEB's investment in this Partnership Learning Project to invite early feedback from grantees with a willingness to apply learning to the next evolution of the Focused Investment Partnership Program. Most partnerships also expressed an interest in repeating the survey, interviews, and observations at some point in the future to highlight their progress and any additional feedback that might emerge after more experience as a partnership. They also expressed an interest in future opportunities for peer-to-peer sharing across partnerships.

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Introduction

Robert Warren, Harney Wetlands

Introduction

OWEB's Focused Investment Partnership (FIP) Program was initiated in the 2015-2016 biennium to make multi-year investments in partnerships, which demonstrated strong potential to accelerate the restoration of priority species and habitats. In January 2016, the OWEB Board awarded $13.7 million to fourteen partnerships – eight received two-year Capacity Building FIP grants to support the continued growth and development of their partnerships and six received six-year Implementation FIP grants to support large-scale on-the-ground restoration.

By encouraging reflection among funded partners, this Partnership Learning Project aims to better understand:

> **1) What do partnerships need to be resilient and maintain a high level of performance?**
>
> **2) How can OWEB improve and innovate the Focused Investment Partnership (FIP) program to support high performing, resilient partnerships that can make progress toward desired ecological outcomes?**

This report presents findings from the eight partnerships that received Capacity Building FIP grants in January 2016, including insights expected to benefit the partnerships and suggestions to adapt and evolve the FIP Program. In Fall 2017, the six partnerships that received Implementation FIP grants will be invited to share their reflections. Those findings will be presented a separate report anticipated in Spring 2018.

Partnerships are dynamic and experience normal ups and downs in performance depending on both group dynamics and external events. This project aims to consolidate insights across partnerships with the idea that learning at any point in a partnership's evolution will help paint the picture of what is needed for partnerships to be successful and resilient over the long-term.

Methods

Robert Warren, Monitoring Juvenile Salmon Use of Estuarine Wetlands in the Columbia River Estuary

Methods

From October 2016 to April 2017, each of the eight partnerships that received Capacity Building FIP grants were visited to observe their process and informally talk with partners. A confidential online survey was developed and sent out to the partnerships using a mix of ranking and open-ended questions asking about people's experience with their partnership and the support needed to build their performance and resiliency (See Appendix). Phone interviews were conducted to understand the history, vision, and current activities of each partnership, including expected benefits and costs and how they managed challenges and risks. Altogether, this effort included:

- 8 partnership meetings, which lasted 3-8 hours,
- 17 confidential phone interviews, which lasted 30-90 minutes, and
- 80 confidential survey responses, including quantitative and qualitative responses.

Interview transcripts, survey responses, and meeting notes were analyzed using a qualitative approach called grounded theory, which builds theory from emergent themes (Charmaz 2006).

Partnerships (Capacity Building FIP Grantees)

- Clackamas Basin Partnership
- John Day Basin Partnership
- Oregon Central Coast Estuaries
- Rogue Basin Partnership
- Siuslaw Coho Partnership
- Umpqua Basin Partnership
- Wallowa Habitat Restoration Partnership
- Wild Rivers Estuary Partnership

Diversity of Partnerships

The eight partnerships have different histories and context, which influence the culture of the group, how they work together, their ability to attract key partners, their potential for fundraising, and their outlook for large-scale implementation. Aspects of diversity include:

- **Time that partners have worked together and known each other.** When partnerships overlap with personal friendships, past mentor relationships, and community ties, they tend to operate very well on an informal basis even with moderate levels of complexity.
- **Number and size of watershed councils and soil and water conservation districts**. Complexities and competitive tensions tend to emerge when there are multiple watershed councils and soil and watershed conservation districts, especially when one organization operates at a much higher capacity in terms of staffing and success in fundraising.

- **Tribal involvement and potential for competing tribal interests**. Tribes can be a powerful ally in long-term restoration and can often help access specific funding sources. Complexities emerge with multiple participating tribes who have competing interests or a history of past conflicts, which may not be apparent to non-tribal partners, especially when intertribal relations are too sensitive to for discussion.
- **Agency involvement (state and federal) and the longevity of staff in key positions working in the focus geography**. When government staff were in key positions for many years, they acquired extensive knowledge of local geography and the institutional knowledge to mobilize resources and support for collaborative efforts. In some partnerships, they were long-standing members and key partners. Yet when agency staff were newer in their positions, they tended to lean toward a more peripheral role in the partnership, hesitant to over-commit scarce resources.
- **Regional and national environmental non-profit involvement**. Regional and national environmental non-profits tended to be able to pull in significant resources when the partnership goals overlapped with their internal priorities, specifically technical, fundraising and general capacity support.
- **Mix of urban and rural communities and proximity to large urban areas.** Partners based in urban and rural areas discussed the challenges of engaging local residents and leaders. Urban residents tended to be too busy for one more activity or commitment, while rural residents may limit their full engagement due to geographic distance or concerns about privacy. Attracting potential funders and local champions with the capacity to rally others seemed to be associated with being somewhat close to urban areas and more diverse economies. Although within large metro areas, watershed groups found higher competition for funding.
- **"Anchor" funders with an interest in the focus area**. Partnerships that had one or more large anchor funders seemed to have more capacity and flexibility to build relationships and fully engage in strategic action planning since they had some level of certainty in significant funding for implementation. These anchor funders tended to invest in specific geographies or habitats aligned with their mission and goals.
- **Mix of younger and experienced professionals.** Some partnerships notably had a broader age range, which was seen as an advantage when the full range of partners actively participated. Younger professionals offered fresh perspectives and an ability to connect with younger constituencies, while senior professionals provided valuable institutional and content knowledge.

- **Prior experience with strategic planning and/or collaborative groups**. Partnerships benefited when one or more partners with a leadership role had past experience with strategic planning and/or leading collaborative groups.
- **Prior experience contributing to the development of OWEB's Focused Investment Partnership Program**. Many partnerships had one or more people who actively participated in the development of the FIP program or submitted comments during the public process. These partners described how their early involvement inspired them to see how they could operate in a different way and have impact at a different scale. This inspiration created a sense of vision and persistence to counter the tedious pace of planning and the sometimes challenging work of partner engagement.
- **Geographic scope and breadth of activities covered in the strategic action plan**. Partnerships with a more focused geography and scope tended to have a smaller set of partners that were used to working together and comfortable with the scope. However, most partnerships expanded their geography and/or scope to some degree from previous planning efforts.
- **Rules defining "membership."** Some partnerships intentionally started with a small, well-defined group of partners, while others sought the full range of potential partners from the beginning, which created more work but also more energy and new ideas. Some partnerships struggled with the slower pace of working with a bigger group in scheduling meetings and working through complex topics, and these worked to define representatives and tiers of participation. Tiers of participation, including working groups defined by geography or interest area, were also adopted by many groups to provide opportunities for engagement that matched partners' interests and ability to participate.
- **Degree of formalization of the partnership structure.** Smaller partnerships where most people had a long history of working together tended to operate more informally relying on contract terms and letters of agreement to define roles and expectations among partners. Groups that were larger or tackling more complex issues or scope tended to invest time early in their process to formally define roles and expectations for decision-making and communication, for example in MOUs or partnership manuals.

Robert Warren, Snow Geese Near Burns, Oregon

How Partnerships Work

Partnerships are networks of people and organizations working together to advance shared interests. They operate on the fundamental belief that partners can achieve more collectively than individually. Partnerships require a great deal of upfront investment in relationship building, and once a partnership is established, there are inherent costs and challenges related to communication, decision-making, and coordinated action (Brouwer and others 2015).

Partners and funders commit time and resources based on their perception that the expected value of the partnership outweighs the costs, challenges, and risks. Various internal or external events, such as changes in leadership, funding, or policies, may influence people's perceptions of the value and costs of the partnership, and thus partners' commitment and the overall performance of the partnership. A resilient partnership emphasizes learning and feedback to continually build confidence in the value of the partnership and actively manage the inherent costs, challenges, and risks to maintain a strong value proposition that can maintain engagement despite crisis and change (Arnold and Bartels 2014, Warren, Reeve and Arnold 2016).

For partnership champions and funders, understanding the range of partnership types can help guide the group strategically toward the structure that best fits the history, context, and value proposition for partners. From the Public Administration literature, partnerships are described along a continuum where partners are more autonomous at one end and more interdependent at the other (Cigler 1999; Mandell 2001).

The key distinction is the degree to which individual partners remain separate and autonomous or form new combined organizational structures for long-term change and interaction (Mandell 2001). They also represent different purposes and structural characteristics that require different levels of trust, depth of communication, investment in partnership operations, and length of time to develop.

A Continuum of Partnership Types

- **Information networks** – Partners come together to share information but may have little formal connection or shared work together.
- **Cooperative partnerships** – Partners remain autonomous, while sharing responsibilities for specific projects, such as a contractual relationship or task force.
- **Coordinated partnerships** – Partners retain most of their autonomy, but actively work with each other to align their missions and activities to strategically advance mutual goals.
- **Collaborative partnerships –** Partners commit to a long-term shared vision and take on complementary roles and responsibilities to achieve that vision, sometimes referred to as the collective impact model (Kania and Kramer 2011, Christen and Inzeo 2015).

As you move from left to right on the continuum, you find increasing:

- Complexity of purpose,
- Intensity of linkages,
- Formality of agreements,
- Commitment to each other and greater whole,
- Interdependence of purpose and operations,
- Risk to individual organizations,
- Capacity to achieve systems change, and
- Investment in governance and communications.

Notably it may seem counterintuitive that as partnerships become more collaborative, individual organizations may experience greater risk since the ideal of a collaborative model is that "all boats rise on a rising tide." However, as individual organizations commit to each other and the greater whole, the success of the partnership's vision may require that individual organizations change their internal operations and priorities to benefit the

greater whole. In some cases, organizations may be ready and willing to make these changes, while in other cases, such changes may represent a risk that the organization is asked to fundamentally shift or in some cases even dissolve or merge with others to realize the larger vision of the partnership. In these cases, individual organizations risk losing their self-determination, possibly even their identity as an organization.

Partnerships are dynamic and may shift along this continuum over time, for example in response to changes in leadership, a crisis, or opportunity. Common challenges frequently encountered by even the most successful partnerships include:

- High staff turnover,
- Personality clashes, including institutional and cultural differences,
- Coping with high expectations,
- Reducing transaction costs, for example to maintain a high level of communication and coordination given costs for travel, meeting time, etc., and
- Maintaining the interest of the private business sector considering that businesses often prefer to maintain independence and restrict sharing proprietary information to protect their economic bottom-line and competitive advantage in the market place (Sanginga and others 2007).

Often new partnerships establish first as a coordinated network and may evolve to a collaborative network with pooled resources and a combined organizational structure as trust and commitment build over time (Raine and Watt 2013). Conversely, some partnerships operate quite effectively as an information network or cooperative partnership, and the expected value of a more complex, collaborative structure does not offset the greater costs. Some partnerships are established for a specific purpose and time period, which again may not warrant a more resource-intensive collaborative structure. Partnerships are highly dynamic and do not necessarily follow linear trajectories of development (Mandell and Keast 2008).

Findings

Robert Warren, Crooked River

Findings

Making the Shift toward Coordination and Collaboration

Most of the partnerships included in this study have had a long history of successfully operating project-based cooperative partnerships that have now evolved into a broader interest in working together more formally, collaboratively, and over a longer timeframe.

> *"Our partnership has evolved over time, not quite sure why it's been successful. For some reason, we're just better together than we are apart. The FIP process is very timely to help us work at a higher level – almost like we've graduated from high school, and now we get to be an adult."*

> *"It's easy to end up in silos of excellence. We've had great partnerships between organizations, agencies, and the tribe, but it's individuals working in silos. This is new that we're all getting together and talking about the basin as a whole."*

> *"I said, 'Hey, would everyone like to get together to form a partnership? A basin partnership would be helpful for the resource.' They said, 'We don't know what it means yet, but yes, we're interested.'"*

Looking at the events leading up to a group's decision to shift toward collaborative work at a broader scale, several themes emerged relative to the timing and conditions or "readiness" of partners to move in this direction. This "readiness" was complemented by a good dose of serendipity such as the opportunity to leverage multiple funding sources just at the right time.

"Readiness" to shift toward collaborative restoration:

- **A history of strong relationships among partners and local leaders**, most commonly project-based cooperation, where partners contractually agree to different tasks to complete a project, and sometimes coordination between organizations, where they align their missions and jointly agree to take on complementary roles,
- **Leadership**, most commonly one or more people who see a strong value proposition in collaboration, who can persuasively share that vision, and who have the organizational capacity and personal interest to try this new way of working,
- **Internal strategic planning** completed by partner organizations that points to broader goals than what their organization can accomplish alone and recognition of how those goals overlap strategically with other potential partners,

- Past positive **experiences with collaboration**, especially among the leadership of partner organizations who can share wisdom and provide support,
- A **personal affinity** expressed by leaders for relationship building, listening, serving as a liaison among partners, managing tough conversations, and strategic planning,
- **Foundational planning documents, watershed data, and analysis tools** that provide a launching point for more comprehensive, integrated restoration planning,
- **Unique funding opportunities** that provide flexible support for facilitation, partner capacity, and consultants as needed to work in this way, for example from OWEB, National Oceanic and Atmospheric Administration, Oregon Water Resources Department, Bonneville Power Administration, The Nature Conservancy, etc., and
- **Inspiration** from personal contact with potential funders or successful collaborative groups that planted the seed for how this approach could lead to greater funding, effectiveness, and impact.

Value Proposition – Weighing the Benefits and Costs of Participation

As conveners brought potential partners together to envision what this new way of working together would look like and to explore the potential benefits and costs, they often used the "carrot" of attracting more, stable, long-term funding.

> *"A big part of the motivation was working together in a more strategic way so that we could attract larger funding into the basin. The message was loud and clear that funders didn't want to fund single entities focused on single actions. If we wanted to get the work done that we wanted, then we had to work in a different way."*

Yet this potential for funding speaks to different partners in different ways – not all partners feel they will be able to access funds leveraged by the partnership and they feel the strength and strategic focus of the partnership may outcompete or eclipse their priorities.

> *"The challenge is to create opportunity without trumping somebody's ability to compete for funds."*

For some, the partnership approach creates uncertainty and risk that if their organization's mission, goals and activities do not align with the larger partnership then they may be less competitive for funding or even cut out of some opportunities like OWEB's open solicitation grant program.

> *"This partnership approach stretches people. It really does."*

As partners considered the potential benefits and costs, people felt stretched both within their own organization and within the partnership itself. Each partner organization was stretched to understand how their internal goals aligned (or not) with the emerging focus, goals, geography and funding opportunities of the larger partnership. Organizations that had recently gone through strategic planning found it easier to demonstrate overlapping interests and alignment with the broader partnership and justify participation or even a leadership role. As the scope and focus of the partnerships evolve through the planning process, many partners struggled with where their organization fit in and how much time they should invest, especially when a partner might be involved in multiple collaborative planning efforts.

> *"It is a risk how the partnership defines projects and how they are prioritized. I have to ask – Is this worth my very limited time and funding? I am not going to be able to justify being a part of this collaborative if [our geographic area] isn't prioritized until many years later, which is hard. I totally see the value in it and the value of all of our ideas and expertise contributing to it. The reality is I don't think that will work for [small organizations]."*

Many core partners whose organizations closely align with the partnership have found themselves investing considerable energy to engage their leadership and boards, especially over the first few years of a broader collaborative partnership. They have had to continually reassure and remind board members of the expected value and how it aligns with their internal mission and goals. They have also regularly addressed fears, such as "mission creep" and the potential for reduced funding opportunities if their organization does not align well with the partnership's priorities or if the partnership does not attract additional funds.

To help the partners stretch into the partnership, leaders and conveners have invested considerable time to reach out to potential new partners and keep skeptics on-board. Many people described this as a cyclical process that comes in waves of doubt or fear and that requires continual patience to remind and reassure people of the added value of working together and steps taken to manage risks. People taking on this leadership role in the partnership or their organization must have the capacity to feed and nurture those relationships and align expectations.

> *"We have had a lot of bumps in the road where member organizations aren't happy about a particular decision. We have to navigate those little flare ups from time to time."*

Participation has required an investment of time and capacity to attend meetings, follow up on action items, and review and comment on collaborative documents, which has often taken far more time and capacity than people initially realized. For organizations with limited capacity or with interests in multiple partnerships, this has meant that they may only attend meetings or track progress through email. The value they get from the partnership is limited if they do not have the capacity or technical background to review and comment on partnership documents and assert their own internal priorities. Yet without participating, they risk being left out of potential opportunities.

> *"I come from a watershed council, and with a staff of one, I do everything. Taking the time to be there is really hard for me. The only reason I continue to do so is that the decisions will continue to affect me whether I am there or not, and also it's so well run that it's worth my time."*

> *"It would be helpful to have more funds for the councils to support their time and expenses. There may be other partners, groups that may be better able to participate if there was greater funding – in recognition of what it takes. And soon, we'll be able to report out what it did take."*

Some of the partnerships have actually considered whether they may eventually function as an information network at a large scale including the full range of partners, while a smaller sub-group of partners, who have more tightly aligned missions, goals, and geographical focus, may operate as a coordinated or collaborative partnership seeking out funds for focused work in a particular portion of their focus area. This speaks to the value proposition associated with a lower level of investment as an information network that can still yield significant value in terms of sharing expertise, influencing restoration approaches, and reporting on activities and effectiveness.

> *"From my perspective, [the partnership] brings a lot of interest from agencies and outside that we might not have if we were just at the sub-watershed level, a lot more expertise and support. I feel like I have more people I can go to for advice. I know they are there, but being part of the group, I feel like they are more accessible to me."*

> *"Just the expertise in the room is incredibly valuable, to hear and learn about what worked and didn't is hugely valuable. Surprisingly, we don't have a lot of forums where we sit down and talk about those things."*

Trade-offs Between Efficiency and Complexity

Some partners viewed this shift toward broad-scale strategic planning as a step toward efficiency, especially those partners who had experience doing this type of planning in other geographies. However, in most cases, partnerships took on more complexity, which was beyond what they had done previously and ended up extending their timelines and budgets. This extra effort was considered reasonable as it was expected to yield results.

Dimensions of increased complexity beyond past planning efforts:

- Expanding to include **new partners** such as additional watershed councils, soil and water conservation districts, tribes, or government agencies who may see the issues and strategic focus differently,
- Broadening the focus to include **multiple fish species**,
- Broadening the focus to include **uplands in addition to in-stream habitat**,
- Focusing on **complex habitats**, such as estuaries, that require specialized technical expertise,
- **Expanding the geography** to include areas that have not been the focus of restoration activities in the recent past,
- **Combining multiple basins**, in some cases with different geology and hydrology, and
- **Expanding prioritization frameworks** to include social and economic considerations in addition to ecological factors.

Engaging and Sustaining Core Partners

The diversity of core partners has contributed greatly to the strength and resilience of the partnerships.

> *"Each partner has different strengths, different ways of doing things, and different abilities…. The partnership tries to play to everyone's strengths."*

Core partners have included:

- Watershed groups,
- Soil and water conservation districts (SWCDs),
- State and federal agencies, including land managers, regulatory entities, researchers, and funders),
- Environmental advocacy groups,
- Tribes,
- Power utilities,
- Funders,
- Local government entities, and to a lesser degree
- Land owner associations,
- Agricultural interests, and
- Industrial forest interests.

Some patterns emerged across partnerships related to how these different types of partners participated and engaged. In general, it was difficult for partnerships to involve land owners, agricultural interests, and industrial forest interests at least during development of the strategic action plan. In a few cases, this was possible where well-organized land owner associations existed or where ranchers or farmers on Soil and Water Conservation District boards participated directly. In other cases, core partners worked diligently to reach out through personal networks to get at least high-level input from colleagues. Most partnerships anticipated more success with engaging these interest groups once planning efforts were complete and the work shifted toward implementation.

A common theme among small groups, such as watershed councils, soil and water conservation districts, land owner associations, and in some cases tribes, was limited capacity to participate. Modest capacity funds from the Capacity Building FIP grant were greatly appreciated and allowed these smaller groups to participate.

> *"We need capacity for sure, and that's hard to come by. It's really been helpful that we've had some reimbursement for our participation, especially for a small organization like ours. More of that would be helpful."*

In a few cases, it seemed that processing travel reimbursements and stipends might be more time-consuming than expected, which kept people from submitting invoices for various reasons. Perhaps this could be an area that partnerships could share best practices to streamline internal processes.

Agency staff took on a breadth of different roles depending on agency priorities, the longevity of specific staff in an area, and the flexibility staff had in their work schedule to dedicate to partnership activities. In some partnerships, agency staff took a lead technical role or had the longest personal experience working in a partnership. In other partnerships, agency staff only felt comfortable playing a supporting role and explicitly did not want to be a decision-maker or "member."

Another common theme was tension between organizations with a tightly focused environmental mission and funding sources dedicated to that mission, such as environmental advocacy groups and some government agencies, and soft-money organizations with broader missions reflecting diverse constituencies, such as watershed councils and soil and water conservation districts.

> *"[The SWCD] faces constant pressure to do more from others, and we are really limited on funding. We have managed to avoid being pulled into a lot of the politics, while still getting funding to do our work. It is important to not take a super hard stand on any one issue as nothing is black and white."*

These two types of organizations often had different ideas of what they considered "strategic restoration" based on their missions, their constituencies, and their funders. Tensions, discomfort, and competitiveness came to the surface when developing a shared vision for restoration and a shared framework for prioritizing projects. To maintain a broad partnership that has the core partners needed for implementation, some partners recognized the importance of respectfully working through these differences to maintain engagement.

Most partnerships recognized stronger relationships with core partners as one of the early accomplishments of their collaborative planning efforts, in some cases yielding new joint fundraising opportunities or other near-term benefits. In other cases, core partners have felt unsure or skeptical about their future involvement, which is expected especially during this early planning phase as each partner considers their value proposition relative to the evolving scope and focus of the plan and related funding opportunities.

Tribal Engagement

Most partnerships value tribes as strategic partners and seek their full engagement, yet most non-tribal partners experience a learning curve to working with tribes, which is why this section of the findings is expanded.

> *"Historically, the tribes have not been key partners. In fact, the tribes have been so opaque to so many of us in terms of an organization and an entity to work with. Now, in the last year, there has been an incredible growth in their engagement. We have really tried to bring them in. Now all of a sudden, they are pushing from their end as well."*

In these eight partnerships, tribes take on the full range of roles:

- A **convening or leadership role** because of the tribe's deep interest in natural and cultural resources,
- An **intermediary role** bridging perspectives and building relationships because of their triple bottom line approach to social, environmental, and economic sustainability that resonates in different ways with conservationists, resource users, and forest industry,
- A **core partner** actively engaged, making comments, and taking on responsibilities,
- A **new or peripheral partner**, learning about the partnership, tracking progress, and waiting for opportunities where partnership activities intersect with tribal priorities and merit more involvement.

Many non-tribal partners unintentionally underestimate the sensitivities and complexities of working with tribes. However, they are open to learning and changing as they gain more appreciation, which can have a huge impact on promoting fuller engagement. Yet it can also be draining for tribal partners who are regularly placed in the role of explaining the full breadth of tribal perspectives, often in a short amount of time.

> *"What I learned, in the future, we need to sit down with the tribe when we get a draft and make sure the wording and the content is going to be satisfactory so they're not going to be surprised."*

> *"The general understanding of the partners – understanding the tribe's role – is an interesting concept. Not many people understand how the tribe manages their resources. And all tribes are different. Out of everyone in the room, the tribe has been there the longest and probably will be there the longest. The impacts will be seen and heard the longest. Having people understand our role is a challenge sometimes. And people don't understand the tremendous landscape that we cover – multiple counties and millions of acres – as opposed to a single watershed or jurisdiction."*

Tribal partners discussed a range of complexities that are often not well-understood by non-tribal partners, but that heavily influence their interest and ability to engage in broader partnerships.

Complexities of tribal participation not often understood by non-tribal partners:

- The **vast geography of aboriginal territories** relative to their capacity and staffing and how that may overlap or touch on aboriginal territories or reservations of other tribes,
- **A broad range of tribal interests in natural resources** from protection of culturally important sites and restoration of fish populations to specific issues of accessing natural resources for cultural uses or managing tribal industrial forest operations,
- **Legal standing in resource management**, including concepts of treaty rights, co-management, sovereignty, and government-to-government relationships with federal entities,
- **The structure of tribal government** and the process needed to gain approval or feedback from tribal leadership, and
- **Conflicting interests between tribes**, which may complicate communications and the ability to participate together in a collaborative partnership.

The opportunity with these partnerships is to reach out genuinely to tribal partners and take the time to ask and learn about their interests.

> *"We do a lot of outreach to talk about our history, who we are, our culture, and what my department does so that people really understand where we're coming from. I think there needs to be more of an introduction like that for the partnership. Maybe it would be helpful to have set-aside time for each partner to discuss what their priorities are in general and talk about their organization. I know we say, 'Oh we already know all of that.' But there's always new staff. For the tribe, it is a regular recurring problem. People don't know what we do, where our land base is, what we care about. They just don't get it. I just did a presentation again for the National Forest. They are a federal agency so you would think they would understand what we do, but they were so happy to have this presentation. I don't know exactly what this would look like. It would definitely be valuable for the tribes to have that opportunity in this partnership."*

Partners highlighted the value of getting to know other partners' interests as a key step in the early formation of the partnership. The process of developing partnership governance documents, such as a charter or MOU, and inviting tribes to comment and sign on can be an extremely valuable opportunity to listen and reframe partner roles in ways that respect tribal culture, history, and legal standing. Defining the scope and setting goals can also be an important time to draw out those interests, for example several partnerships included lamprey when defining their scope, which is a non-listed native fish of particular cultural significance to tribes. These opportunities for learning may come up at any point in planning or implementation when key decisions are made or when new partners come to the table. By taking tribal interests seriously and incorporating them into the partnership's activities, non-tribal partners can make great progress with tribes building trust, learning how to work together effectively, and building momentum for long-term engagement.

> *"One tribe had some reps participating in our meetings, but maybe not the right ones. When they took the MOU and [partnership documents] in front of their tribal council, the council said, "What is going on?" They sent a letter with detailed questions and asked for representation from all the tribes on the steering committee. The steering committee got together in what I thought was a very thoughtful process and agreed to make those changes. Then the tribe was fine with it, and they signed the MOU. It was a very successful route to deal with those concerns."*

On a final note, tribal and non-tribal partners reflected on the tribe's capacity to do this work. Although tribes often have multiple staff in their natural resources department, the geography and breadth of issues they cover is often far greater than that of other partner organizations and the partnership itself.

> *"If I'm participating in this I can't participate in something else or do something that is maybe more culturally relevant. The mission of our department is really diverse. It includes artifact protection, cultural events, and camps. I always have to ask myself what am I gaining through this participation."*

This point is often not fully explored relative to the mismatch between the desire to have tribes fully engaged in partnerships and the capacity for them to do so. One tribal partner suggested that if OWEB was willing to extend capacity funding to tribes similar to what they do for watershed councils, they could greatly increase their ability to participate more fully in partnership activities – from commenting on planning documents to joint fundraising to getting technical training for staff to more fully participate in implementation of projects.

Stakeholder Outreach

Most partners felt public awareness and support are important or very important to achieving restoration goals, especially on private lands and arguably less so on federal lands. Many partners commented on the risk of "surprising people down the road" referring to the fear that people will push back against the plan if the first time they hear about it is when they are faced with a project proposal that they don't like. Yet people also recognized that the planning process is too slow and detailed for most land owners and community members to participate.

> *"It's really tough to engage land owners in this strategic action planning process (laughing). That's where you lose them. It's so detailed. They don't have time to come to meetings like that. Once you get past planning, that's when you get the land owners engaged. When you have some specific tangible things you can offer them, whether educational workshops or funding for projects, or getting them involved in community meetings that actually get them toward them something. In the planning process, you lose them."*

Some partnerships developed an outreach plan early in their planning process identifying the objectives, timing and approaches to engage and communicate with key audiences, while others have put more time into technical planning before getting into the details of an outreach and communications plan. In some cases, partners have conducted their own

stakeholder analysis and outreach planning, and in others, communications consultants have developed outreach plans and even facilitated some stakeholder engagement.

Some partnerships have focused first on broad education and relationship building, while others sought high-level input on the action plan from key stakeholder groups. At the time of this report, partnerships are at varying points in implementing their outreach activities.

Planned Outreach Activities

- **Personal outreach** to individuals to let them know about the plan and get feedback,
- **Public gatherings** to get high level input on the partnership's vision,
- An open invitation for the **public to attend partnership meetings**,
- Development of **shared talking points** so that partner organizations can speak to different audiences with a coordinated message, for example in their board meetings, newsletters, county commission meetings, etc.,
- **Listening sessions** with community leaders and influencers to understand interests, potential misperceptions, and opportunities for messaging,
- **A land owner survey** to get input and inform people of the planning effort,
- **A public website** for the partnership,
- **A public campaign** including short compelling videos and information displays,
- **Science summits** open to the public,
- **Townhall meetings** to get feedback from land owners on the draft action plan, and
- **Presentations on the final plan** for the public, county commissioners, funders, etc.

The most challenging stakeholder groups for partners to engage and the ones that are most important for implementing restoration projects on private land are private business interests, such as farmers, ranchers and industrial forest operations. Several partnerships described diligent efforts to thoughtfully reach out, but still with limited success. The most promising touch points to some of these important groups include:

- Reaching the **farming and ranching community** through Soil and Water Conservation District board members,
- Reaching **private land owners** through land owner associations where they exist to address issues, such as fuels reduction, riparian restoration, and weed management,
- Reaching **rural residents** through Forest Protection Associations and the potential for generating support through local jobs created by restoration projects, and
- Reaching **industrial forestry companies** through tribal forest enterprises.

Where these personal connections exist, there is a far greater potential for engagement. However, in most cases, the value proposition for private land owners and businesses may still not be great enough to warrant their involvement in planning. Those partners emphasized that valuable input can still be gained by speaking individually with key stakeholders and bringing their interests back to the partnership.

As a final note, in many watersheds, a contentious history has created especially challenging circumstances to engage people in a collective discussion about priorities for restoration and build trust in a shared strategy. In some cases, partners at the table are currently involved in litigation, for example between tribes and agencies. People in these situations remarked that they tend to work well together at the staff level even when things are tense among upper management. In other cases, private land owners have long-standing "problems with the G word," specifically the role of government, misperceptions about watershed councils as governmental entities, and concern about losing private property rights in the name of restoration. Some partners talked about strategies to address this "negativity" and prevent it from spilling over into the partnership's work, including field trips to unpack assumptions about land management, personal outreach to explain and accept responsibility for projects that weren't successful, and neighbor-to-neighbor approaches that highlight the multiple benefits possible with restoration projects developed in collaboration with private land owners. Several partners also suggested that OWEB and the state could play a larger role communicating the economic contribution of restoration, for example job creation, improvements to farms and ranches and clean water.

> *"At the end of the day, we can only be successful with WILLING landowners, and there are pockets of resistance due to anti-state, anti-federal lands, and anti-conservation sentiments. If OWEB and the State could help craft better economic studies regarding the economic value of conservation and communicate those for us, that would be helpful. We need CLEAR messaging on the economic value...that's the most effective way to turn peoples' minds toward conservation."*

Transition from Planning to Implementation

As partnerships anticipated the transition from planning to implementation, "where the rubber meets the road," partners described feeling nervous, awkward, and excited about implementation. A common sentiment was expressed that if planning moves too slowly or if implementation funding lags too much after the plan is complete, partners may stop showing up, and the collective effort may lose momentum. Thus, decisions about the desired complexity, scope, and level of detail in the plan are all critical considerations to increasing the chances for effective implementation.

> *"Once we start having implementation money and ranking projects, it will take a different tone for the partnership. That will be challenging as the partnership changes."*

> *"I'm excited about it. I look forward to the implementation money. Planning is tough for folks. We've been meeting for almost two years now. We keep going without funding. I'm looking forward to moving through to implementing projects."*

Part of the awkwardness of transitioning to implementation is that partners are expected to "put their project ideas in the hopper" and accept that the list of prioritized projects may not include their own at the top of the list. The success of this process requires that partners buy-in to the prioritization framework, which establishes alignment and emphasizes transparency as a means to build trust. In practice, it brings competition for funding and power dynamics to the surface. Some partnerships slowed down when they got to the step of requesting project proposals for the list.

> *"We're still working on the list of projects. Yeah, that's awkward. We work in such a crazy, weird competitive environment and in really small communities. Talking about projects and people you work with is not something we normally do a lot of for various reasons. There might be potential push-back from other organizations who think we shouldn't receive funding because our projects don't have enough of an environmental win – even though those are the projects that work in our area. Some of those people sit on review teams. You don't want to have all your cards on the table in this competitive environment."*

Many people acknowledged that it is critical to have a facilitator at this step – either an internal partner or an external consultant – someone that has the trust of all the partners and can help navigate challenging conversations and power dynamics. Some partners proudly commented on the effectiveness of their internal facilitator, while others were greatly appreciative of an outside consultant.

> *"It is helpful to have a consultant work with all of us as partners because no one of us has the time or what would appear to be the objectivity. It's good to have an outside source be able to balance the interests and feed it back to us so we can agree."*

> *"[Our internal facilitator] communicates expectations really well and follows up with people – makes us realize that our time is worth it, and we follow through. We are all incredibly busy and so contributing to this is a big deal. The way we walk through this planning exercise is really regimented and so well organized. That makes it strategic and focused. I've also been a part of collaboratives that have a contractor as a facilitator. It is really helpful that [our facilitator] is in the know. It's to our advantage."*

Many people felt this shift toward broad-scale collaboration wouldn't have been possible without funding for facilitators who can encourage a diversity of partners to feel comfortable participating, especially smaller organizations and younger professionals who at times have felt overpowered by well-funded organizations and senior professionals.

> *"[Our facilitator] pulls people back when we need to stay focused. It's frustrating, in collaborative groups like this, to have someone not acknowledge your statements and restate them in their own words. As a young female in this field, it is hard to be taken seriously. I've worked really hard, and I have the experience and education to get where I am. [Our facilitator] sees that and has class in how to deal with it."*

Other people emphasized the value of a facilitator to advance the work in between meetings by following up on action items and incorporating people's comments into collaborative documents.

> *"When you're doing strategic planning, it's just hard to find the time to do it in between all of the other work that has to get done."*

It is challenging to find time to dedicate to a strategic planning effort or management change within an organization. Within a partnership, it is all the more difficult for organizations to prioritize their staff time and limited capacity to a strategic planning effort that may or may not have significant overlap with their organizational mission and goals. It is even more critical to dedicate resources to facilitation for a collaborative planning effort. This goes back to the value proposition that each partner considers as they decide the extent of their participation. Having the funds for a facilitator can provide that valuable glue to hold people together long enough to solidify the partnership's focus and commitment from partners who can then contribute more fully to effective implementation.

> *"Having that person, your facilitator, hand-holding your partnership before they can walk on their own is extremely important."*

Internal facilitators can be extremely effective, especially when they are self-aware of their role and their influence on the group. Several internal facilitators noted that a culture of professional dialog and open channels for feedback can go far in minimizing the risks associated with internal facilitation.

Risks Associated with Internal Facilitation:

- An internal facilitator could be seen as **favoring one partner or sub-set of partners** over another that could create division and strife, potentially limiting the partnership's ability to work at a broader scale,
- An internal facilitator could assert their professional expertise or knowledge of the planning tools to **steer the prioritization framework** in a certain way that aligned with their priorities but not necessarily those of other core partners, and
- An internal facilitator could facilitate a process with such a strong leadership style and vision that the process becomes **unwelcome to different points of view or new partners**, called "founder's disease" when the internal facilitator is also the group's founder, which limits the resilience of the effort after the founder can no longer play a leadership role.

In contrast, external facilitators may be more easily seen as an advocate for all partners, but they may not understand the local context or technical content as well as an internal facilitator. There are also different types of consultants that could serve different facilitation roles depending on the partnership's needs, for example, technical planners, organizational development consultants, and communications specialists. Partners described the importance of managing risks associated with an external facilitator by providing opportunities for group feedback and providing oversight and guidance through a sub-committee or leadership team that includes multiple partners with different perspectives.

Risks Associated with External Facilitation:

- A partnership could **"fast track" the selection of an external facilitator** due to lack of time to research options or set up a selection process, which may lead to contracting with someone who is not a good match for the partnership's needs,
- An external facilitator could **impose their own planning tools or approaches** that may take the plan in a specific direction that does not reflect the interests or buy-in of all core partners, and
- Partners could **rely too much on an external facilitator to write the plan**, which may result in a technically sound plan that has very limited input or buy-in from partners.

Overall, partners acknowledged there is still much to learn as they proceed toward implementation. For those skeptics of the collaborative planning process, many felt the list of prioritized projects may not look that different from the projects people would have proposed without a plan. Each partnership has been navigating the challenges unique to their planning process to build that clarity, confidence and commitment among core partners and funders. Partners appreciated the opportunity to learn from each other and the partnerships awarded Implementation FIP grants so that they may better prepare to attract funding and shift toward implementing their strategic action plan.

Centralized Resources and Coordination

Referring back to the continuum of partnership types, partnerships structured as information networks typically come together informally with limited centralized support. For cooperating partnerships, partners come together according to specific roles and responsibilities for a specific time period, for example defined contractually in terms of projects, deliverables, and timelines. In these cases, it can be fairly straightforward for one organization to take the lead convening and coordinating the effort, or even to switch off from one organization to another depending on the terms of each project. However, as partners move toward aligning their priorities and coordinating their activities over the long-term, they gradually require more centralized support, for example to manage internal and external communications, partnership governance, joint fundraising, fiscal management, and shared accountability. As partner organizations become more interdependent, centralized resources can help build transparency, coordination and trust that everyone is moving forward together and following through on what was agreed.

> *"Getting projects on the ground to benefit fish is what's most important, but everyone is going after the same small pot of money. Better oversight and coordination would be beneficial to ensure consistency and fairness."*

For those partnerships gearing up to operate in this more coordinated or collaborative way, they found themselves faced with new decisions that represented uncharted territory. In two cases, partnerships felt caught in the transition between planning and implementation. In one case, the desire to hire a partnership coordinator was put on hold until long-term funding was secured to support that position. Despite the role that a coordinator could play to move the group closer to implementation, some partners didn't feel comfortable hiring without first securing implementation funding. In another case, the desire to launch a partnership website to increase public awareness stalled out after initial web design. None of the partners felt comfortable, at least initially, stepping forward to invest in a multi-year domain name without long-term funding in place to support this expense. Both of these examples demonstrate the growing pains associated with this shift toward a collaborative partnership and the required investment in centralized coordination. A modest funding commitment could go far to bridge the gap between an intensive planning effort that creates the scaffolding for collaboration and the ability to attract long-term implementation funding to build out the partnership in earnest. Without capacity dedicated to coordination and external communications, fundraising at the partnership level for a collaborative effort is a heavy lift for individual partners.

Another aspect of centralized support discussed across several partnerships is the need for technical services like GIS to provide basic mapping capabilities and more sophisticated modeling, for example climate change predictions and scenarios. GIS services are difficult for small organizations and even some partnerships to provide, and consultants are expensive. Some partnerships had success with fee-for-service agreements where the services of a GIS specialist could be used by multiple partners. Some relied on federal agency partners to provide GIS services. A few partners suggested perhaps OWEB could invest in GIS services at a regional level that would be available to help small organizations and partnerships increase the analytic power of their strategic action plans.

Governance

As partnerships transition from more autonomous to more interdependent, another common gap is a mismatch between the vision of how partners work together collaboratively and how collaboration is practiced, referring to the governance structure and culture of decision-making. The governance structure refers to how "membership" in a partnership is defined, how decisions are made, and how work gets done, for example in committees or work groups. Whatever the decision-making model that is adopted from consensus to modified consensus to majority vote, the importance lies in discussing how decisions will be made and which decisions will be made by the full partnership versus a leadership team or work group.

For groups that have a long history operating as informal networks or according to the terms in a contract, these aspects of governance may seem unnecessary, even annoying. Yet these are the democratic tools that can help diverse partners work through differences, make decisions that have broad support, and build momentum and influence for effective implementation. Without intentional conversations about decision-making and governance, a collaborative effort is far more vulnerable to destabilizing power dynamics or subtle undercurrents of resistance that lead to either missed opportunities for greater impact or problems with implementation.

> *"We all come together and talk about working together, but there is no direction. I feel a lot of the shortcomings of the strategic action plan can be attributed to the fact that the 'goals' of the plan were not adequately resolved, especially in the context of the actual capacity of the 'Partnership' members to implement it. Perhaps an effort to define a vision for how the partners could actually work together as a group, a vision that would reflect the contributions and organizational needs of each, should have taken precedence over developing a plan. That way the final plan, and its goals, would be a reflection of the capacity of the partnership."*

> *"I'm not aware of any governance documents. Right now, implementation is a big black box. I don't know what's intended in terms of implementation. I don't know who is going to be involved, the technical people reviewing the projects. I think we need to have those discussions about what's coming next."*

Despite the heaviness of skepticism in the above quotes, both indicated a desire to talk about governance and make the partnership work. These are examples of the subtle undercurrents of resistance that are common in groups when roles, responsibilities, and decision-making are not openly discussed. Yet in many cases, these concerns can be alleviated relatively quickly with productive conversations about roles, responsibilities, and expectations.

There is a learning curve to having these discussions as well as understanding the pros and cons of different approaches to structuring the group and defining decision-making. In the best cases, some partners have had experience with different collaborative decision-making models and can share experiences to help the group make an informed choice. When that is not an option, it can be useful to invite someone with experience to the group, for example peer-to-peer learning with someone from a well-established collaborative partnership or a consultant who can provide training or guidance in collaborative decision-making. Once decision-making rules are adopted, it usually takes some practice to get comfortable with them and make them a part of the partnership's culture.

> *"We identified that we would use modified consensus. We didn't discuss it in much detail. It was introduced by a partner, everyone just nodded, and it got recorded as the prevailing interest of the group. No other suggested decision tool was given. It was identified with those present, but it may evolve, especially as we get into it."*

Equally important, decision-making rules should be regularly revisited and refined. If they aren't working for a partnership, it is important to adapt them so that they do – or else the risk is sinking confidence, lack of participation, frustration, or division within the group (Hanson 2005). As an example of this, one partnership reflected on previous challenges with modified consensus and made a carefully considered decision to operate by majority vote. In general, some type of consensus is typically recommended in a diverse collaborative group that desires broad-scale impact. However, if the group decides consensus doesn't work, it is extremely valuable for partners to collectively decide what *does* work, invite feedback, and adapt as needed.

Strategies for Success

In summary, the following are strategies highlighted by multiple partnerships as keys to success:

- **Facilitators are critical to having productive conversations.** Whether internal partners or external consultants, it is important to have resources to support good facilitation, especially in the context of goal setting, clarifying partner roles, project prioritization, and funding for implementation.
- **It is critical that leadership is seen as inclusive and fair** leading to greater trust and commitment in the partnership. Collaborative leaders communicate evenly with partners so everyone is working from the same information. They bring partners in early on collaborative funding opportunities to review applications and provide comments. Good organization, focus and follow-through build a sense of accountability, teamwork, and momentum. Effective leadership allows flexibility to discuss important topics as they come up, while managing the process to meet budget and timeline goals.
- **GIS and IT are critical technical resources**. They are the "lynchpin" that hold it all together, most importantly data analysis for planning but also creating maps for outreach. Some watersheds or organizations may not have access to GIS and IT, while others have had success sharing staff or creating a fee-for-service agreement.
- **Strengthen partner organizations**. Stronger organizations with engaged boards and empowered staff can create forward momentum, activate local organizers, and identify opportunities where the value proposition for collaboration is high. It is challenging for grant-based organizations to carve out internal time to review and comment on collaborative documents, but also critically important to represent an organization's interests in the broader partnership. In remote, rural areas it may be challenging to develop a strong board due to lack of potential board members. In urban areas, potential board members may be too busy to commit time.
- **Create organizational commitments**, for example through governance documents, so that as individuals transition out, the partnership maintains its culture, purpose, and stability.
- **Seek anchor funding**. It is easier to attract more funding if you have a large anchor funder. Some geographic areas or habitat types may be more attractive to large funders, while other areas may have fewer options.
- **Diversify fundraising strategies** to get more capacity funding for coordination and planning. With 100% grant funded positions, common among small organizations, there is very little flexibility to invest staff time in organizational development or

partnership activities outside of implementation. Coordinated or collaborative partnerships hope to get more creative about fundraising, but there is also concern that there are only so many potential funding opportunities.

- **Receive feedback and comments with grace.** Understanding, trust, and relationships grow when challenges are handled well within the partnership and with external stakeholders. Feed and nurture relationships at all levels.
- **Partners meet in person periodically and communicate regularly through many channels.** Face-to-face meetings are still important in building trust, understanding, and relationships, but drive times make it difficult to find meeting locations that are central for everyone. Technology such as Go-To meeting and conference calling can help partners use their time more efficiently, for example meeting in person less frequently or for shorter meetings and following up with smaller work teams that are geographically closer together. However, partners from across the partnerships felt that some amount of in-person meeting time was needed, especially for important discussion topics.
- **Streamline internal processes** for managing tasks, timelines, and documents, for example using Basecamp for assigning tasks or DropBox for sharing documents. Peer-to-peer sharing creates opportunities for improvement, for example with processing stipends and travel reimbursement. A few partners expressed some potential bureaucratic hurdles to invoice capacity funds and cited the lack of time as a reason why they hadn't followed up to resolve these issues.
- **Offer tiers of participation.** Create options for organizations to participate in the partnership with less time commitment such as work groups, which give people an opportunity to focus their time on the topics or geographies where they are most interested.
- **Communicate openly and proactively with stakeholders** to avoid surprises. Interviews, listening sessions and surveys were appreciated by different partnerships as methods to better understand stakeholder interests and create opportunities to better connect with key audiences, such as land owners and community residents.
- **Track land owner contacts, projects, and outputs** to share knowledge, coordinate, and avoid redundant or duplicative work. A project tracker can be used to raise public awareness, get feedback early, and prevent surprises as one piece of a broader communications strategy.

Influence of the Funder

As discussed relative to the shift toward collaboration, funders have played a prominent role in how partnerships come together, including the focus and scope of their work. The Capacity Building FIP grants, which supported facilitators, staff capacity, and consultants, were cited as the tipping point that made the shift toward collaboration possible in many cases. In other cases, partners leveraged funding from other "anchor funders" and were able to deliver a "higher quality, seamless product" because of the Capacity Building FIP grants. The Implementation FIP grants also had significant influence on the formation of these partnerships not because partners received funding from this program but because partners wanted to do what they could to increase their competitive edge for a future Implementation FIP grant.

Partners talked about the risk of funders setting overly prescriptive requirements that would have undue influence on the quality of the plan, potentially on the prioritization framework itself. In the context of the Capacity Building FIP grant, partners expressed universal appreciation for OWEB's flexibility allowing modifications to the timeline, scope, and strategic action plan template relative to partner needs.

> *"So far this grant has worked very well. I think the secret to this success is flexibility at OWEB. Had OWEB led these grants with hard and fast prescriptions, I think success would be much lower."*

Yet referring back to the value proposition for partners, the primary motivating factor for partners coming together and formalizing their work with a strategic action plan and governance documents is the expectation that they will attract greater funding. Without long-term funding for implementation, the partnership will be stuck in limbo having invested significant time in planning, yet without the resources to launch implementation or a more cohesive fundraising effort, for example hiring a coordinator, creating a partnership webpage, writing grants, and building relationships with potential funders.

> *"We would definitely continue on and look for other funding if we didn't get an Implementation FIP grant. But it would definitely help! Since we are investing a lot of our time and effort in defining what our FIP proposal would look like, it would be a shame if we didn't get that funding source."*

OWEB guidance encouraged partners to focus first on developing a high-quality strategic action plan, which could be used to seek grants from different funders, and then later to separately develop their Implementation FIP proposal. However, the reality for partners is that developing a high quality strategic action plan and developing a competitive Implementation FIP proposal are closely intertwined, arguably inseparable, in the value proposition of the partnership.

> *"We have gotten some mixed messages about the intended scope of our plan. We have historically worked in a very large area and through this process are realizing that more focus is needed. Yet we have been highly encouraged by some OWEB staff to 'go ahead and do it all,' while at the same time hearing it's up to us to decide where to take it."*

Without a good chance for attracting significant funding, partners may have to reduce their time commitment to a partnership. For example, in some cases organizations have had the opportunity to participate in more than one partnership. When they have had limited capacity to participate in both equally, they have had to select which one to prioritize, and the likelihood of getting significant funding for implementation has weighed heavily in their decision. With this in mind, despite the flexibility of the Capacity Building FIP program, partnerships were still greatly influenced by OWEB relative to the structure, expectations, and constraints of the Implementation FIP program due to their desire to be as competitive as possible for an Implementation FIP grant.

> *"I'm trying to fit what they're asking for in the strategic action plan template. Maybe I need to let go of that and say this is what's working for our group. I think it's worthwhile considering what OWEB is asking for. The group is cognizant that we want to present OWEB with what they expect so that we have a better chance at Implementation FIP funding – but we also want to keep in mind there is flexibility."*

With this in mind, many partners across the partnerships expressed frustration with the lack of clarity or guidance regarding expectations for a successful Implementation FIP application. The top concerns across partnerships related to how they would define the geography and activities in their Implementation FIP proposal to maximize the potential for impact over the six-year timeframe and minimize limitations on other funding opportunities.

> *"There is some difficulty in tailoring your effort to an uncertain target."*

The potential limitation most often discussed was OWEB's guidance that projects included in the scope of an Implementation FIP grant would not be eligible for their open solicitation grant program. The meaning of this guidance and its implications were discussed at many partnership meetings at different points in their planning process.

The timing of the Implementation FIP application process was another common question relative to the goal of keeping up the partnership's momentum until implementation funds would be available. For many partnerships, an Implementation FIP grant provides the best chances for the partnership to fully launch into implementation and operate as a coordinated or collaborative partnership.

Although partners recognized that OWEB was still learning and developing the program and so they might not be able to provide that level of desired clarity, there was consistent feedback across the partnerships that more clarity would be better. Specific suggestions included a presentation and Q&A session from OWEB along with clearly written guidance. Without direct guidance, partners spent considerable time speculating in meetings and side conversations.

> *"I think we oddly circulate lots of questions about what is a FIP and spend a lot of time rehashing, people saying 'my experience is this' and 'mine is this.' It's possible this happened, and I just didn't hear about it, but having some kind of really clear orientation from OWEB would be helpful. This is what a planning FIP is, and this what an implementation FIP is. I know part of the challenge is OWEB is still figuring it out. I wasn't involved from day one. Everyone has different backgrounds and conversations with different people. It ends up being confusing and a big waste of time."*

Some speculation and confusion is natural with any competitive funding opportunity. However, partnership comments suggest there is an opportunity for OWEB to provide more guidance to help ease those anxieties and get groups through the difficult decision points related to scope, prioritization, and positioning for future funding opportunities – whether Implementation FIP, open solicitation grants, or opportunities with other funders.

Although it will be tough news for partnerships who are not able to attract significant funding for implementation, partners have received considerable value from the Capacity Building FIP opportunity in large part due to OWEB's flexibility.

> *"The Capacity Building FIP grant was the catalyst, why we took this deeper look and came up with this operational manual. It's pretty historical for us. Hopefully, positioning us to function as a partnership will make us more efficient and effective."*

OWEB, Imnaha River

Topics for Discussion

More Than One Way to Be Strategic in "Moving The Needle" for Restoration

OWEB's two restoration funding programs – the Focused Investment Partnership (FIP) program and the open solicitation program – can be used strategically to respond to different types of opportunities. The FIP program aims to focus investments in specific geographies and restoration activities to have a greater ecological impact in a relatively short timeframe, which follows a broader trend in grantmaking, for example the National Fish and Wildlife Foundation's Save Our Great Lakes Program (See also the literature on collective impact, Kania and Kramer 2011, Pearson 2014). In addition to direct ecological benefits, the advantages to this approach when successful are that impacts can be demonstrated more clearly to the public, funders, and decision-makers to build further support for restoration. In contrast, flexible funding programs, such as OWEB's open solicitation grant program, can respond to a range of opportunities as they come up and can distribute funding more evenly across the state, which is often important for public grant programs.

These two types of funding programs can be complementary, yet depending on how they are linked, or not, they can also undermine each other's effectiveness. For example, if there are no restrictions on applying for both Implementation FIP and open solicitation programs and the Implementation FIP grantees can put together very competitive proposals for the open solicitation program, then it is possible that the open solicitation program could begin to function much like the FIP program without providing opportunities for a broader range of project types. On the other hand, if partners associated with a successful Implementation FIP are not allowed to apply for open solicitation funding, then project proposals that are not ranked high by the partnership may not be eligible for either Implementation FIP funding or open solicitation funding, again restricting the effectiveness of the open solicitation program to fund a broader range of project types.

Similarly, within partnerships there are different views about what's most strategic to "move the needle" for watershed restoration. Partners broadly acknowledged the power of a scientifically based prioritization process to achieve ecological restoration. However, there were differences of opinion about how to integrate social and political factors into prioritization frameworks or whether it is most strategic to focus solely on ecological criteria.

Partners broadly agreed that willing land owners are necessary in the context of private land restoration. However, according to some views of strategic restoration, activities should only take place when particular areas and project proposals indicate the potential for a strong environmental win. These views were more often held by partners from national or regional environmental organizations or government programs with a strong focus on environmental protection. These approaches are typically easier to implement on public lands although when private land owners are willing, these approaches can be extremely impactful in the private lands context. Approaches that emphasize strong environmental wins are most attractive to environmental funders.

Other partners representing broader constituencies, such as watershed councils and soil and water conservation districts, tended to emphasize the strategic value of doing restoration projects that have additional social and economic benefits, for example farm improvements that also benefit aquatic habitat. These approaches may have more modest environmental wins initially, but they can build trust among potentially skeptical land owners. Through a "neighbor-to-neighbor approach," one private land owner may turn from a restoration skeptic to a champion, and as a result, an initially modest environmental win can create positive waves of opportunity throughout a basin that can lead to increasingly strategic environmental wins over the long-term, for example as multiple land owners along a stream become receptive to restoration projects. This "restoration through relationships" approach is the approach that tends to get the most traction in landscapes managed by private land owners and potentially industrial forestry operations. Funding opportunities that blend environmental, social, and economic benefits like the USDA Natural Resource Conservation Service programs are a good fit for these opportunities.

While these two strategic approaches to prioritizing restoration can be complimentary, they can also be viewed as opposites. As partnerships have put together their prioritization frameworks and proposed project lists, some have struggled with tensions between large, well-funded groups pushing for the biggest environmental win and smaller organizations with broad-based constituencies who can only operate using the "restoration through relationships" approach. Conflicting missions among partners are an inherent challenge of broad-based partnerships (Hanson 2005). Common strategies to manage these challenges are to respect differences broadly and navigate the issues as they come up to try to make decisions that everyone can support even if they do not fully agree.

The crux of the problem is that these two approaches to strategically prioritize restoration tend to align with the two different types of grant programs. Partners that push for the biggest environmental win tend to rely on a purely scientific approach to prioritization that makes a clear case for specific geographies and restoration activities, which is a good match for the FIP program. Partners that operate with a "restoration through relationships" approach, which some refer to as opportunistic, tend to fit well with the open solicitation

program. The risk that many partnerships have discussed openly is that the partnership may prioritize projects with the highest environmental win, especially if their prioritization frameworks focus strictly on ecological factors, while projects with more modest environmental wins may not rank very high on the list, potentially limiting future funding opportunities.

> *"What does research tell us is most limiting? What is the data telling us what we need to do? That is the strategy to move away from opportunistic to strategic restoration. It is important to have willing landowners, but if that [stream] reach doesn't matter, then why are we there?"*

> *"There are partners around the table who all work in different ways. Coming from a watershed council, my organization is enacted by The Oregon Plan, and I report to the county commissioners and state. Our goal is to meet people in the middle and get environmental work done, while some other organizations have the luxury of choosing just environmental win projects. It has started to get to me as we start to identify project areas. I can't be against farm practices and push full dike removals. I can convince people to breach their dike, but if that is not one of the practices that is chosen by the partnership then that is limiting – we cannot participate like that in our county with our working landscape. It will potentially push me out of getting funding for the type of work that I could get done. The understanding that we all come from different ways of working – we need to find a way to make that work, and I worry we might not find a way to make that happen."*

The risk lies in the connection between the two funding programs. If the partnership is awarded an Implementation FIP grant and it has prioritized projects with the biggest environmental win, more modest projects in working landscapes may be excluded from both Implementation FIP and open solicitation funding because of the current limitation that projects within the scope of a funded Implementation FIP are not eligible for the open solicitation program. More discussion is needed to understand if there are other options for how the Implementation FIP and open solicitation programs are linked or not. Also, more discussion and support within the partnerships could potentially help ease these tensions and facilitate prioritization frameworks that more broadly reflect the diverse partners and constituencies represented by the strategic action plans. Some partnerships sought to bridge these different perspectives by including social and ecological factors into their articulation of goals and values, their prioritization framework, and their situational diagram or results chains. The value of respecting these differences and working to find common ground for long-term restoration cannot be underestimated.

Communications and Outreach Investments Linked to Strategic Action Planning

Similarly, as we think about the next frontier for strategic action planning, several partners acknowledged the limitations of a highly technical plan relative to their goals for stakeholder outreach and the community support needed for project implementation.

> *"The plan was basically built by scientists, but it wasn't really built at a second level with the thought of community engagement – not to dumb it down, but to put it in a different light. Although it was created with a gee whiz of limiting factors and basin geography, it also has to be put into a different light. What's the benefit of doing these things? What's the need to do this? Fisheries are crashing. Forget the scientific explanation, tell us in different terms why this is important."*

> *"In general, the FIP is a tremendous opportunity for us to take funding and focus on areas with a broad partnership – we need to continue to increase our messaging and find ways to better frame the strategic process that makes sense at different scales."*

As OWEB provided direction for this study, they were interested to understand what types of support might be helpful for partnerships to more proactively and meaningfully engage stakeholders through outreach.

Suggestions for future investments in outreach:

- Studies on the **economic value of restoration and why it should matter** to people paired with **clear messaging in a state-level campaign** that could be tailored for local outreach efforts,
- Funds to support **more extensive land owner surveys** that could be used to gauge awareness, potential misperceptions, and opportunities for engagement, and
- **General capacity for relationship building** with local businesses, community leaders, land owners, and residents, particularly those with a history of skepticism toward government and restoration.

The insights, messaging tools, and relationships developed through these types of investments could help re-orient the planning framework to include social and political factors and more effectively connect the goals, prioritization framework, and monitoring methods with the interests and needs of constituents.

What is Needed to Support Highly Performing, Resilient Watershed Partnerships?

As partners reflected on their progress with planning and looked ahead to their goals for implementation, several interesting suggestions surfaced across the partnerships that together paint the picture of how the FIP program could better support resilient partnerships through four phases of support.

Suggested Four Phases of Partnership Support

Start-up Phase

- Relationship building to begin engaging potential partners
- Exploring the value proposition of forming a partnership
- Investing in organizational development, if needed, for core partners
- Defining partner roles and initiating the start of a partnership manual
- Developing shared messaging to frame the partnership's work for the public

Planning Phase

- Establishing governance documents
- Creating a strategic action plan
- Developing a stakeholder outreach plan linked to the planning process

Pre-implementation Phase

- Business planning to identify funding strategies for proposed projects and partnership activities
- Refining the prioritized list of projects and packaging projects in strategic ways to meet different funding opportunities
- Launching collaborative fundraising
- Launching public outreach

Implementation Phase

- Designing and building on-the-ground restoration projects
- Monitoring effectiveness and adapting the strategic action plan as needed
- Coordinating partnership activities, communications and fundraising
- *More feedback for this phase is expected in Spring 2018 from Implementation FIP grantees*

Partner suggestions related to the need for a pre-planning phase centered around the reality that one to three years of internal organizational development work and relationship building often helps to catalyze these types of collaborative efforts before technical planning even begins. In other cases, 10 or more years of relationship building created an opportunity to put together a Capacity Building FIP application when the call for proposals went out. In some cases, this long-term relationship building was possible due to significant anchor funders. One partner raised the question, what if there is a strategically significant part of the state or a resource issue that warrants investment, but there is not a history of collaboration or partnership? Perhaps having a start-up phase of support would help groups come together and explore the potential for collaboration.

> *"I'm thinking back on the process of applying – I was just so pleased, our partnership too, that we already had experience with one another and recognized our complementary roles. It would be interesting if an area needed groups to come together and they didn't have that history. They wouldn't have been able to pull something together. As OWEB identified the 7 focal areas, there may be an area they would like addressed, it may require some support to get a group started."*

Relative to the planning phase, there was consistent feedback that capacity support was greatly appreciated and more support would help bring additional partners more fully to the conversation, especially watershed councils, soil and water conservation districts, smaller organizations, and in some cases tribes. Support for facilitation, GIS analysis and consultants to write the plan and develop a communications and outreach plan was strongly emphasized.

The suggestion for a pre-implementation phase came from several different partnerships. People explained that from their years of experience with project management, they recognized the significant work required to take a list of projects on paper that were only roughly sketched out and develop fleshed out descriptions that could be more persuasively taken to funders.

> *"FIP or no FIP we're going to use our plan to leverage more money. The leverage is the plan. The better the plan the better the leverage. We don't have our plan fleshed out to the level that I would like. I would like to say, 'We have these anchor habitats. Here's what your money will buy you, and this is what we can do. Here is why it matters, and here are the projects you can be involved in.'"*

Along these lines, one partnership had already completed their strategic action plan prior to being awarded the Capacity Building FIP grant. Reflecting on their experience, partners explained that they used Capacity Building FIP funds to convene work groups, build out their work plans in more detail, and position themselves for stronger funding proposals. The grant funds also allowed the partnership to focus more capacity on fundraising and external communications, which has already led to near-term funding with the potential for longer term opportunities. As a result, they are gradually transitioning from planning into implementation.

> *"Obviously, the FIP capacity grant was huge. It got us over the hump in terms of capacity and was instrumental to our development. We leveraged it to bring in more foundation support. We always wanted to stay lean and mean in staff, but now we're up to 2 FTE. Now we are working on transitioning my role to champion fundraiser."*

Most partners in this study couldn't speak directly to suggestions about the implementation phase since they have not gotten to that point yet. This section will be further explored with Implementation FIP grantees for Part 2 of this report.

A central theme that ran throughout people's comments was the limited capacity and limited flexibility in staff time to commit to building a resilient partnership.

> *"Funding for capacity is the thing that could make or break watershed-wide efforts. We can't 'move the dial' and get the right people on-board without the flexibility of staff not being attached to a certain project. If you really want that long-term success, there has to be attention to the work that isn't clearly associated with just one project. That's what this grant allows. It is wonderful thinking ahead to provide that. The next step is how can we support the success and continuation of this effort in a way that is not project specific, but still feeding that goal of on the ground restoration?"*

Strategies to diversify funding were discussed by some partnerships, but many smaller organizations haven't had the capacity to invest in fundraising beyond what they already do. The promise of a collaborative model of watershed restoration is that there would be centralized leadership and resources to do fundraising on behalf of the whole to distribute to partners. Again, this points to uncertainties, concerns, and fears about how this would affect individual fundraising by partners and how funds might be distributed.

> *"What we're really trying to get people to do is to jump boundaries and look for money."*

In the most successful scenario, realizing this vision would take time and investment to establish a centralized structure to be effective at long-term fundraising at that scale, and depending on the value proposition for potential partners, funders, and stakeholders, that level of greater investment may not be warranted in many places. Because of the phenomenon of "anchor funders" attracting other big funders, there is the potential that funders will end up further concentrating their funds in these partnerships where centralized infrastructure exists. This topic deserves more discussion and careful consideration. Perhaps over time, if large funders continue to place emphasis on collaborative partnerships, they may create a larger gap between "haves" and "have nots" among watersheds and restoration organizations. Going back to the continuum of participation from the introduction of this document, a lower level of partnership may be more cost-effective and produce significant value. It is too easy to fall into the popular ideal that more collaboration is better. It is worth more discussion.

For capacity building grantees, perhaps there are different "on-ramps," such that they aim for the point in the partnership continuum that they feel has the greatest value proposition for their partners and funders. What would that look like? Perhaps the start-up phase would be the broadest opportunity for many potential partnerships to explore partner roles and their value proposition for different partnership types. From there, some partnerships could operate as an information network or cooperative partnership with relatively little additional investment, while others could decide to further invest in building a strategic action plan and governance documents to move toward a collaborative partnership. As more partnerships take this step toward implementation, there is a possibility that the number of partnerships and the scale of the investment required to keep their partnership going is not feasible at the statewide scale given the general trends in environmental grantmaking.

It may be useful to map out the known funding sources, recognizing that these will change over time, to estimate roughly how many collaborative partnerships could potentially be supported in the state through various funders. This number could be used to inform how many collaborative partnerships OWEB would like to catalyze through the Capacity Building FIP program. This number could also potentially inform a more accurate value proposition for newly forming collaborative partnerships. Reflecting on the awkward transition between planning and implementation, partnerships risk falling apart if they are not able to secure relatively stable implementation funding relatively soon after completing their plan. Although partners appreciated the near-term value of relationship building and information sharing, they likely would not have chosen to invest so much time and energy in strategic planning, governance, and outreach if they did not feel they have a good chance at long-term funding.

Robert Warren, Sagebrush

Appreciation for Learning

From across the partnerships, people expressed appreciation for OWEB's investment in this project to obtain feedback early in the process to inform and adapt the Focused Investment Partnership program. Partners also appreciated the opportunity to learn across partnerships through the conference calls and informally sharing of planning tools and resources. Yet there was a touch of frustration that it was too early in their collaborative effort to have more in-depth feedback. Most partnerships expressed an interest in repeating the survey, interviews, and observations at some point in the future to see how they have progressed and what feedback they may have after more experience as a partnership. They also expressed an interest in future opportunities for peer-to-peer sharing across partnerships.

> *"I was so excited to see that this [Partnership Learning Project] was part of this effort. It shows that OWEB wants to make this something that works. That is nice. And then there is less griping when something doesn't work. I am very appreciative."*

> *"Thank you for taking time to get feedback from the tribes."*

> *"Thank you for the opportunity to read and offer comments on this report prior to it being finalized. It was fascinating to learn of the similarities between these 8 partnerships."*

Conclusion

Robert Warren, Juvenile Coastal Cutthroat Trout

Conclusion

The strategic vision of this style of focused investments is that a cohesive, strategically-oriented body of work with the buy-in of diverse partners and stakeholders will have greater impact and attract more funding. The purpose of this report was to learn from the experiences of 8 partnerships that received Capacity Building FIP grants to understand what is needed to support resilient, highly performing partnerships. Drawing from the public administration literature, it is helpful to think about partnerships on a continuum from information networks, where partners remain mostly autonomous to collaborative partnerships where partners become interdependent and oriented toward collective goals. Moving toward more collaborative partnerships requires greater investment in planning, governance, conflict management, and communication, but the promise is that this increased investment will strategically use the strengths of different partners to tackle more complex restoration goals more effectively.

Considering how partners made the shift toward working more collaboratively, several themes emerged as common to several partnerships, such as a history of positive working relationships, a personal affinity to working with groups on the part of partnership leaders and conveners, and the serendipity of multiple funding sources coming together at the right time. Although many partners approached strategic action planning with a desire to be more efficient, especially those who had past experience with planning, most groups added new layers of complexity that extended timelines and budgets, for example new partners with different views, multiple watersheds, or multiple habitat types. Several common themes emerged relative to tensions between some partners and challenges to engage others. Tribes are engaged in most partnerships, in some they take a prominent leadership role. Throughout there was recognition of the learning curve to working with tribes and the value of taking adequate time to talk about partner roles and interests, including tribes along with all other partners, for example during the development of governance documents. Although some partnerships waited to develop governance documents until after the strategic planning process, some of these partnerships experienced more difficulty getting buy-in from some skeptical partners. Stakeholder outreach was challenging for everyone, especially engaging private land owners, farmers and ranchers, and industrial forest interests. In general, partners felt outreach would be more effective once the strategic action plan was complete. However, there was still an overall interest in having more communication tools and messaging ready to communicate broadly about the partnership and the goals of the plan early in the process.

As partnerships transitioned from planning to implementation, there was a nervousness, anxiousness, and excitement. Most partnerships were focused on being as competitive as possible for Implementation FIP funding and struggled somewhat to keep up momentum

through the planning process, eager to move into implementation and more tangible results. Some partnerships also had promising leads to other funding sources. As groups anticipated implementation, they began to feel the tensions of competition rise to the surface and the influence of the funder, in this case OWEB, became stronger. Partnerships broadly praised OWEB's Capacity Building FIP program for its flexibility and its lack of restrictions. Ironically although partnerships weren't funded through the Implementation FIP program, they were greatly influenced by it because it represented for most if not all partnerships the clearest path toward somewhat stable implementation funding. The Implementation FIP structure and link to other funding opportunities, such as OWEB's open solicitation program, has created lots of concern, speculation, and to some degree perhaps unintended influence on the scope and focus of the strategic action plans. Some of this perhaps is unavoidable because of the nature of competitive grantmaking, but there appears to be an opportunity for OWEB to provide more clarity in messaging and perhaps more careful consideration of how the different grant programs are related.

Returning to the purpose of this report, it appears that four phases of support may be more appropriate – start-up, planning, pre-implementation, and implementation. The early start-up phase would allow partners the space to build relationships, explore the value proposition for working together, and begin defining partner roles early on in the process. A partnership may decide to operate at a lower level of investment, for example as an information network if that feels right for their value proposition. If partnerships felt there was value in moving toward a more collaborative partnership type, they would begin the planning phase similar to the current Capacity Building FIP program. The pre-implementation phase would provide extra support to ground-truth initial project ideas and package them more persuasively for funders. Suggestions for the implementation phase will be further developed in Part 2 of this report drawing from the experiences of Implementation FIP grantees. Overall, there was recognition that working collaboratively takes more capacity and the FIP grants provide some flexibility to support that capacity. Realistically partners reflected that it probably takes more capacity than was funded, and they can provide that retrospective information about how much it did take once their plan is complete.

Potentially refining the Capacity Building FIP program to emphasize development of a business plan could uncouple the formation of new partnerships through the Capacity Building FIP program with the expectation of implementation funds through the Implementation FIP program by providing alternative pathways to fund newly formed collaborative partnerships through a mix of private and public sources. With a roadmap of potential funding sources, a partnership could adjust their pace, shift their timeline, and set realistic expectations based on available funds.

A question that requires more discussion is whether these new collaborative partnerships will attract new investment for restoration in the state – potentially yes especially if restoration goals are linked more broadly with economic development – or whether this approach will simply concentrate existing investments in more focused geographies and activities. If there is a chance that funding in the state will stay the same or decrease, a measure of caution is wise to avoid encouraging the formation of new collaborative partnerships if implementation funds are not likely.

Overall, partners greatly appreciated being a part of this exciting program and looked forward to learning from each other, current Implementation FIP grantees, and the next cycle of Capacity Building FIP grantees. They greatly appreciated OWEB's genuine interest in getting feedback from partners in this way, and many hoped there would be an opportunity to continue learning together and providing feedback over the next few years as their work takes off.

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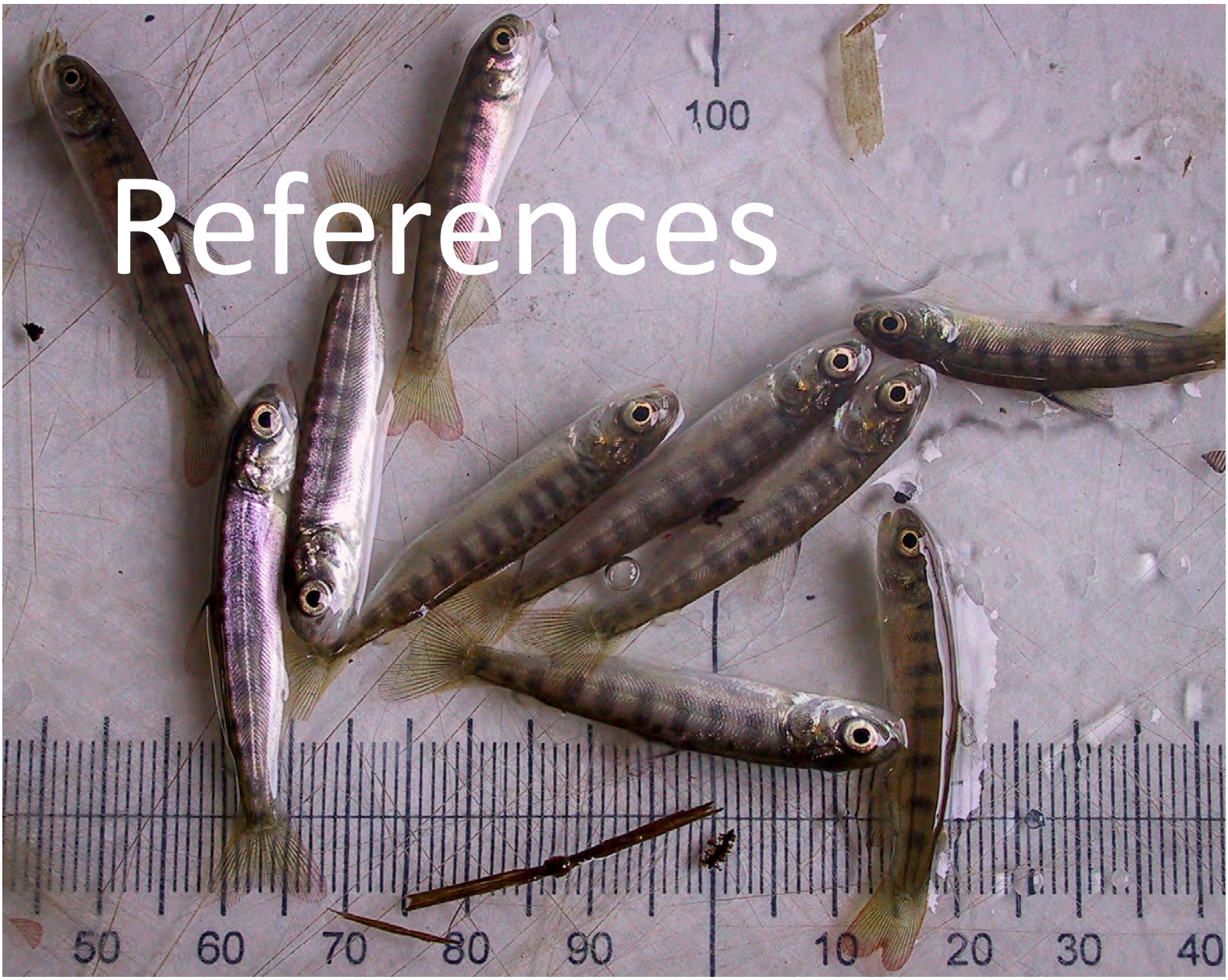

Robert Warren, Chinook and Coho Salmon Fry

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Appendix – Partnership Survey

OWEB's Partnership Learning Project

Thank you for taking the time to share your reflections and feedback!

Even the most successful partnerships face common challenges, such as recruiting key partners and staff turnover. Performance is dynamic, with normal ups and downs expected. This study does not attempt to categorize partnership performance, but collect insights from your experience to understand what partnerships need to be resilient and how OWEB's Focused Investment Partnership (FIP) Program can support your success.

If you are short on time, you can complete the required questions in 8-10 minutes. If you have more time, please add your comments, suggestions and examples to promote learning and sharing.

This survey is confidential. At the end, we ask for your name to keep track of who completed the survey. However, your name will not be connected in any way with your answers in the presentation of results. The summarized survey results for your partnership will be shared with you; however, they will not be shared with OWEB. OWEB will only see results that are generalized across all FIP partnerships, and FIP partnerships will have the chance to review preliminary findings.

Contact Jennifer Arnold at jennifer@reciprocityconsulting.com with any questions.

Partnership

1. To what extent do you feel your partnership is actively changing and evolving or stable and established?

Actively changing and evolving	1	2	3	4	5	6	7	Stable and established

2. To what extent are you satisfied with your partnership's process to develop your strategic action plan?

Not at all satisfied	1	2	3	4	5	6	7	Extremely satisfied

Any comments or reflections on the structure, scope or content of your strategic action plan? Any advice for groups just starting their plan?

Core Partners

3. To what extent do you think the right people, organizations, and stakeholders are actively involved in the partnership, referring to the core partners that will help achieve your goals?

Lacking core partners or not active	1	2	3	4	5	6	7	All core partners involved, active

Are there specific people or organizations you would like to see more involved? If yes, please explain what you hope they would bring to the partnership and your thoughts about why they are not as involved as you would like.

Any comments or suggestions for recruiting core partners? Any advice to share with other groups?

Communication

4. To what extent are you satisfied with the frequency and quality of communication among core partners for planning and coordination?

Not at all satisfied	1	2	3	4	5	6	7	Extremely satisfied

5. To what extent are you satisfied with how the partnership communicates with external stakeholders?

Not at all satisfied	1	2	3	4	5	6	7	Extremely satisfied

Any comments or suggestions to improve communications with core partners or external stakeholders? Any advice for other groups?

6. To what extent do you think core partners hold themselves and each other accountable to follow through on their commitments?

Significant gaps in follow-through and accountability	1	2	3	4	5	6	7	Exceptional follow-through and accountability

Any comments or suggestions to improve follow-through and accountability? Advice that could benefit other groups?

Governance

7. To what extent are you satisfied with the way that core partners work together to make decisions, for example deciding on the scope for the capacity building grant, prioritizing grant funds, or assigning project leads?

Not at all satisfied	1	2	3	4	5	6	7	Extremely satisfied

8. To what extent do you think your governance documents, such as MOU, accurately reflect how partners work together and are useful in supporting your success? If you feel your governance documents are a good start, but would benefit from further development, please note that in the comments below. Skip if you do not have governance documents.

Not accurate, not useful	1	2	3	4	5	6	7	Highly accurate, very useful

Any comments or suggestions about the usefulness of governance documents or how they can be improved to support your success?

Value of the Partnership

9. To what extent do you feel the benefits of participating in the partnership are greater than the costs?

Costs far greater than benefits	1	2	3	4	5	6	7	Benefits far greater than costs

Please tell us about the costs and benefits that matter most to you and your organization.

Challenges and Adaptation

10. To what extent has the partnership faced external challenges that limited what you could achieve, such as changes in laws, policies, land ownership, elected officials, funding, etc.

Few, minimal challenges	1	2	3	4	5	6	7	Continual, extreme Challenges

11. To what extent has the partnership responded well given these limitations?

Struggled to respond	1	2	3	4	5	6	7	Responded extremely well

Please share an example of an external challenge faced and how the partnership responded.

Success

12. To what extent do you feel the partnership has made good progress developing a strategic action plan and the capacity to implement it?

Limited progress with action plan and capacity	1	2	3	4	5	6	7	Exceptional progress with action plan and capacity

Please share your reflections on what have been the key drivers of your success or lack thereof?

13. To what extent do you feel public awareness and support are important to achieving your restoration goals?

Not at all important	1	2	3	4	5	6	7	Extremely important

14. To what extent do you feel the public is aware and supportive of the value of the partnership's work? If the partnership has not yet conducted the public outreach desired, please note in the comments below.

Public not aware or supportive	1	2	3	4	5	6	7	Public very much aware and supportive

Any comments about your success with public outreach or the outreach your partnership plans to do in the future? Suggestions for how OWEB resources could help you achieve your public outreach goals? Advice for other groups?

Feedback for OWEB

15. To what extent were you satisfied with the FIP application and selection process?

Not at all satisfied	1	2	3	4	5	6	7	Extremely satisfied

Any comments or suggestions to improve the FIP application and selection process in the future?

16. To what extent have you been satisfied with the frequency and quality of communication with OWEB staff?

    Not at all satisfied 1 2 3 4 5 6 7 Extremely satisfied

    Any comments or suggestions for OWEB to improve communication?

17. To what extent are you satisfied with the FIP program as an approach to support resilient partnerships and implement ecological restoration?

    Not at all satisfied 1 2 3 4 5 6 7 Extremely satisfied

    Please share any specific feedback for how OWEB can better structure the FIP program and associated funding to support your partnership's success.

Oregon
Kate Brown, Governor

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MEMORANDUM

TO: Oregon Watershed Enhancement Board

FROM: Renee Davis, Deputy Director

SUBJECT: Agenda Item J– FIP Implementation Monitoring Update
July 24-26, 2017 Board Meeting

I. Introduction

The team from Bonneville Environmental Foundation (BEF) will join OWEB staff to provide the first of two presentations (one in July, the second in October) about the initial steps in the Implementation Focused Investment Partnership (FIP) work. BEF will report on development of a progress monitoring framework for Implementation FIPs, and will describe progress-to-date.

II. Background

OWEB's investments in FIP Implementation and Capacity Building support restoration at a strategic scale and build resilient, sustainable partnerships able to plan and implement effective restoration strategies.

In April 2016, the board awarded $302,823 to BEF for FIP monitoring, including a progress monitoring framework for Implementation FIPs and the Partnership Learning Project (see staff report for Item H). The FIP monitoring approach approved by the board in April 2016 is a unique opportunity to identify effective ways to measure progress toward outcomes under six-year investments in Implementation Partnerships. Information will be used to adaptively manage partnership investments. OWEB staff have met regularly with the BEF team to develop and begin implementation of the progress monitoring framework.

III. Progress Monitoring Framework for Implementation FIPs

BEF's work aims to develop a progress monitoring framework, in collaboration with the Implementation FIP partners. This framework is intended to be applied to all of the Implementation FIPs to establish a practical and consistent approach for measuring and reporting progress toward achieving implementation objectives and predicted ecological outcomes. In addition to tracking and communicating progress, the framework is intended to be an effective tool to facilitate adaptive management of restoration initiatives by FIP partners.

The basic structure of the progress monitoring framework consists of a results chain (a graphical representation or model of the partnership's theory for how strategies are expected to produce long-term ecological impacts) and a cross-walk matrix that details key objectives related to implementation and ecological outcomes and associated indicators to measure progress toward meeting those objectives (see Attachment A for a generic results chain). At the July board meeting, the BEF team will guide the board through the process used to develop the overall framework and an overview of the process by which results chains and crosswalks are developed.

The BEF team constructed unique initial drafts of the frameworks for each FIP using their strategic action plans and FIP application materials, and then presented them to each partnership for discussion and feedback. Members of each FIP were then recruited to participate in workshops where the results chains were further developed or refined to ensure they accurately represent the FIP's restoration efforts. Updated versions of the progress monitoring framework elements produced from these workshops are currently in the process of being presented to partnerships for their feedback and final review. At the October board meeting, the BEF team will share the results of applying the progress monitoring framework with each of the Implementation FIPs.

As part of this process BEF will overlay each partnership's existing monitoring plan and, in collaboration with FIP partners, identify potential monitoring gaps that, if addressed, strengthen their ability to understand and communicate a more holistic and accurate narrative of their work and progress being made. Ultimately, the progress monitoring framework results may lead to refinements to existing monitoring approaches and modest requests for resources from the Implementation FIPs. Any such requests would support additional monitoring and/or reporting that is needed to ensure the Implementation FIPs can accurately measure and communicate their progress, in a quantitative fashion, toward intended ecological impacts.

Next Steps

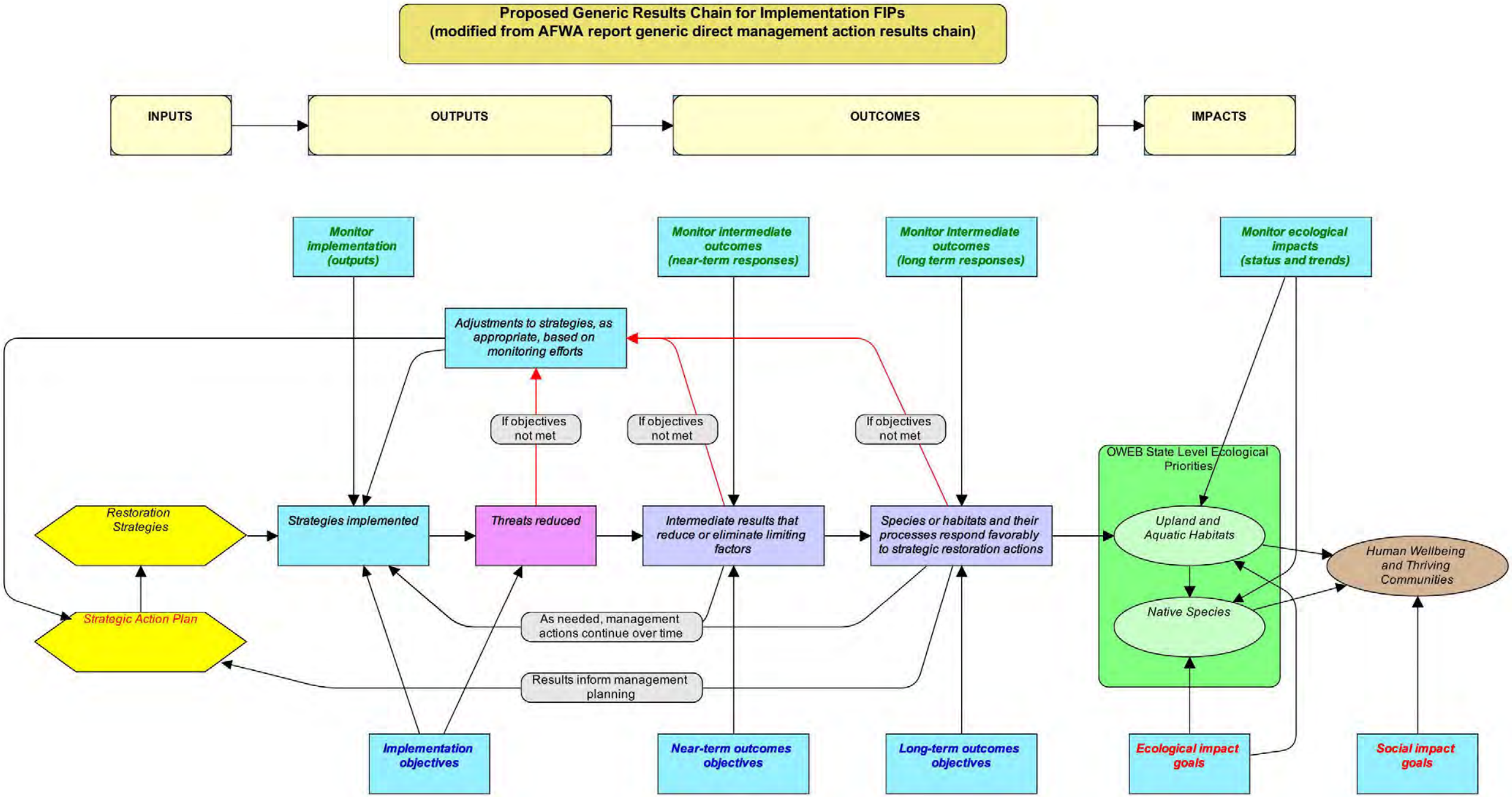
BEF will complete its collaboration with each of the six Implementation FIPs to apply the progress monitoring framework. Between July and October, multiple products (e.g., results chains, crosswalks, and simplified overviews of each FIP's progress monitoring approach) will be completed. The BEF team and OWEB will present information about these products to the board at its October meeting. Finally, OWEB staff from both the monitoring and FIP programs will begin outreach to Implementation FIP partners about potential future funding requests to support implementation of the progress monitoring frameworks.

IV. Recommendation

This is an informational item only.

Attachments

A. Generic Results Chain


Proposed Generic Results Chain for Implementation FIPs
(modified from AFWA report generic direct management action results chain)
INPUTS
OUTPUTS
OUTCOMES
IMPACTS
Monitor implementation (outputs)
Monitor intermediate outcomes (near-term responses)
Monitor intermediate outcomes (long term responses)
Monitor ecological impacts (status and trends)
Adjustments to strategies, as appropriate, based on monitoring efforts
If objectives not met
If objectives not met
If objectives not met
OWEB State Level Ecological Priorities
Restoration Strategies
Strategies implemented
Threats reduced
Intermediate results that reduce or eliminate limiting factors
Species or habitats and their processes respond favorably to strategic restoration actions
Upland and Aquatic Habitats
Native Species
Human Wellbeing and Thriving Communities
Strategic Action Plan
As needed, management actions continue over time
Results inform management planning
Implementation objectives
Near-term outcomes objectives
Long-term outcomes objectives
Ecological impact goals
Social impact goals

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MEMORANDUM

TO: Oregon Watershed Enhancement Board

FROM: Eric Williams, Grant Program Manager

SUBJECT: Agenda Item K – Outreach/Stakeholder Engagement Administrative Rules
July 24-26, 2017 Board Meeting

I. Background

Passage of Measure 76 in 2010 necessitated many changes to OWEB's programs, including outreach grants. Given the breadth of work needed at the time, the board scheduled work on outreach grants for the 2015-17 biennium. Measure 76 changed the eligibility criteria for outreach grants from a broad array of activities, including general education, to grants that are "necessary for carrying out" eligible restoration and acquisition projects. The Open Solicitation Subcommittee expressed preference for a new title for these grants that more clearly expresses their purpose and nature: Stakeholder Engagement grants.

II. Work Group

Staff convened a work group made up of watershed council and soil and water conservation district staff with experience managing outreach grants in each of OWEB's six regions, as well as the Coalition of Oregon Land Trusts and the Network of Oregon Watershed Councils. The work group helped OWEB staff develop a draft application that better solicits projects meeting Measure 76 eligibility criteria.

III. Rules Advisory Committee

In January 2017, the board designated the work group as the Rules Advisory Committee (RAC) for the purpose of assisting in the development of new rules governing stakeholder engagement grants. Attachment A provides a list of RAC members. After meeting three times during winter and spring to help develop a new stakeholder engagement application, the RAC met in May to review draft rules, which were then distributed for public comment.

IV. Public Comment

The public comment period was open from June 1 through June 30. Public hearings were held June 15 in Sisters and June 30 in Eugene. A summary of the written public comments received is provided in Attachment B. Attachment C provides the proposed Stakeholder Engagement Grants rules which were available for public comment and edits made after staff review of public comments. Attachment D is

the final revised version of the Stakeholder Engagement Grants rules. At its July meeting, the board may only receive public comment on the revisions to the proposed rule amendments that have occurred since the close of the public comment period.

V. Recommendation

Staff recommend the board approve the Stakeholder Engagement Grants rules found in Attachment D.

Attachments

A. Rules Advisory Committee members
B. Written public comments received and response
C. Proposed Stakeholder Engagement Grants rules-redline
D. Proposed Stakeholder Engagement Grants rules-clean

ATTACHMENT A

Outreach Rulemaking Advisory Committee Members

Kelley Beamer, Coalition of Oregon Land Trusts, Portland

Bill Buhrig, OSU Malheur County Extension, Ontario

Donna Chickering, Rogue River Watershed Council, Central Point

Elise Delgado, South Fork John Day Watershed Council, Mt Vernon

Katie Duzik, OWEB – North Coast, Newport

Chris Hathaway, Lower Columbia River Estuary Partnership, Portland

Jordan Kim, Hood River SWCD, Hood River

Karen Leiendecker, OWEB – Eastern Oregon, Enterprise

Kathy Leopold, OWEB Small Grants Coordinator, Salem

Shawn Morford, Network of Oregon Watershed Councils, Salem

Courtney Shaff, OWEB Capacity Coordinator, Salem

Jennifer Weber, McKenzie Watershed Council, Springfield

Eric Williams, OWEB Grant Program Manager, Salem

Summary of Public Comments Received: Stakeholder Engagement Grants

Rules: General Comments			
Commenter(s)	**Comments**	**Response**	**Rule Change**
Kristen Larson Luckiamute Watershed Council	Retain "Outreach" grant name.	The Board's Open Solicitation Subcommittee expressed preference for changing the name of the outreach offering to avoid confusion about eligible project types.	No
Kristen Larson Luckiamute Watershed Council	Add "protection" to "restoration and acquisition" when describing eligible project types.	The statutory language does not include "protection" as an eligible project type.	No
Bessie Joyce Calapooia Watershed Council	Incorporate a longer time frame into project eligibility such that youth and community education and fostering a culture of watershed restoration are eligible outreach projects.	The constitutional language requires that outreach projects are necessary for eligible restoration or acquisition projects. The proposed rules provide for stakeholder engagement in support of programmatic restoration or acquisition efforts. Education programs were specifically removed from the constitutional language regarding eligibility for use of Grant Funds.	No
Johnny Sundstrom Siuslaw Institute	Include youth education in eligible project activities.	See response to Bessie Joyce above.	No
Sam Tucker, esq.	Community outreach and engagement is essential to the success of watershed restoration.	Agree. The activities described in the comment, to the extent that they are designed to gain public support for eligible restoration or acquisition	No

		projects, are allowable activities under the proposed rule.	
Larry Six McKenzie Watershed Council	Include youth education programs as eligible for outreach grant funds.	See response to Bessie Joyce above.	No
Kathleen Guillozet Bonneville Environmental Foundation, et. al.	There is value to broad community education and outreach.	See response to Bessie Joyce above.	No
John Zerba, Chair Walla Walla Basin Watershed Council	Outreach to landowners and community members is critical to achieving successful restoration projects. Do not limit access to funds for this purpose.	The proposed rules envision funding the kinds of activities described in the comment letter.	No
Bruce Taylor, Intermountain West Joint Venture – Oregon	Stakeholder engagement should include activities that support programmatic restoration and acquisition efforts, and should not be limited to development of specific projects at specific project sites.	The comment was incorporated into revisions that clearly allow stakeholder engagement activities that support programmatic restoration and acquisition.	Yes
Bruce Taylor, , Intermountain West Joint Venture – Oregon	Education programs are eligible for funding under the Operating Fund established in the Constitution, rather than from the Grant Fund.	Concur.	No
Graham Banks, Outreach Coordinator, Walla Walla Basin Watershed Council	Stakeholder Engagement funds should support generational education efforts to promote understanding of watershed ecology and restoration.	See response to Bessie Joyce above.	No

Rules: 695-015-XXXX Purpose				
Sub-Section	**Commenter(s)**	**Comments**	**Response**	**Rule Change**
N/A	Kristen Larson Luckiamute Watershed Council	Change name to “outreach” grants and add “protection” to “restoration and acquisition” when describing eligible project types.	See response to general comment above.	No
N/A	Kathleen Guillozet, et. al.	Broaden the purpose of stakeholder engagement grants to implement the Oregon Plan and the Oregon Conservation	The purpose statement in ORS 541.956 is further limited to outreach activities necessary for carrying out	No

		Strategy as described in ORS 541.956.	eligible restoration and acquisition projects.	
695-015-XXXX Definitions				
Sub-Section	**Commenter(s)**	**Comments**	**Response**	**Rule Change**
N/A	Kristen Larson Luckiamute Watershed Council	Cite the outcome statements in ORS 541.942 (2) in the definition of outreach grants and delete the proposed language describing eligible restoration or acquisition projects.	ORS 541.942 includes broad outcome statements applicable to the entire Natural Resources Subaccount, whereas the proposed rules cite ORS 541.956, which is specific to the Watershed Conservation Grant Fund. The Natural Resources Subaccount includes both the Watershed Conservation Grant Fund and the Watershed Conservation Operating Fund. The OWEB grant program is operated through the Watershed Conservation Grant Fund.	No
N/A	Kathleen Guillozet Bonneville Environmental Foundation, et. al.	List the 14 stakeholder groups identified in the Oregon Plan's Education and Outreach Team.	The proposed rule lists "landowners, organizations, and the community" as the stakeholders to be engaged. This includes the broad list of specific subsets of the community identified by the Oregon Plan's Education and Outreach Team.	No
N/A	Ken Bierly	Simplify and organize the definition stakeholder engagement project.	This comment improves the proposed rules	Yes
695-015 XXXX Eligible Project Types				
Sub-Section	**Commenter(s)**	**Comments**	**Response**	**Rule Change**
1 & 2	Kristen Larson Luckiamute Watershed	Delineate ineligible project types rather than eligible project types.	The commenter's proposed language would only exclude education	No

	Council		projects from eligibility. The rulemaking proposal provides clarity to prospective applicants regarding the outcomes of proposed stakeholder engagement work.	
1&2	Kathleen Guillozet, et. al.	Consider projects that will deliver conservation benefits identified in the Oregon Plan.	This language is more limiting than the proposed rule since it would require the stakeholder engagement project to specifically achieve conservation benefits, rather than funding the actions that ultimately lead to successful restoration or acquisition projects.	No
2	Ken Bierly	Limit ineligibility to "academic education" rather than just "education" projects.	The term "education" was specifically removed from statute and should be kept here. The remaining sections of the rules make clear that projects leading to eligible projects or programs are eligible for stakeholder engagement funds.	No
1&2	Ken Bierly	Simplify the eligibility statements.	This comment improves the proposed rules.	Yes
695-015-XXXX Application Requirements				
Sub-Section	**Commenter(s)**	**Comments**	**Response**	**Rule Change**
1 & 2	Kristen Larson Luckiamute Watershed Council	Include information about the target audience and specific outreach activities.	These topics are included in the Evaluation Criteria section of the rules.	No
1	Kathleen Guillozet Bonneville Environmental Foundation, et. al.	Broaden the eligible project types to include stakeholder engagement that builds support for eligible projects.	The intent of the proposed rule is to include stakeholder engagement activities that support eligible project types, or that support programs that	Yes

			develop eligible project types.	
2	Ken Bierly	Substitute "connection" for "correlation" with eligible restoration or acquisition projects.	This comment improves the proposed rules.	Yes
695-015-XXXX Evaluation Criteria				
Sub-Section	**Commenter(s)**	**Comments**	**Response**	**Rule Change**
2-5, 7	Kristen Larson Luckiamute Watershed Council	Include a criterion about the rationale for the selected target audience and delete questions about the effectiveness of two-way communication with stakeholders and the timeliness of anticipated restoration or acquisition projects.	The criteria in the proposal already include the rationale for the selected target audience. The criteria relative to multi-directional communications and timeliness of anticipated projects are necessary to implement the statute.	No
1-3, 7	Kathleen Guillozet Bonneville Environmental Foundation, et. al.	Broaden eligible communications activities to "multi-dimensional" communications and incorporate "evidence based strategies" into the evaluation criteria.	These comments improve the proposed rules.	Yes
2	Ken Bierly	It is difficult to evaluate the effectiveness of a communication strategy until it is complete.	The evaluation criteria should include the likely effectiveness of communication.	Yes
695-015-XXXX Technical Review Process				
Sub-Section	**Commenter(s)**	**Comments**	**Response**	**Rule Change**
2(c)(B)	Ken Bierly	Clarify that the technical review team is considering the certainty of success of the stakeholder engagement project, not the resulting restoration or acquisition projects.	This comment improves the proposed rules.	Yes

DIVISION 15
STAKEHOLDER ENGAGEMENT GRANTS

695-015-xxxx

Purpose

The Board shall provide grants, as funds are available, for stakeholder engagement projects that are necessary for carrying out eligible restoration and acquisition projects, or programs that lead to development of eligible projects, as required by ORS 541.956.

695-015-xxxx

Definitions

"Stakeholder Engagement Project" means a project whose purpose is to communicate and engage with landowners, organizations, and the community about the need for, feasibility, and benefits of a specific eligible restoration or acquisition project or program that leads to development of eligible projects within an identified geography~~, or an eligible resource assessment or planning project, in order to successfully plan or implement said restoration or acquisition project~~.

695-015-xxxx

Eligible and Ineligible Project Types

The Board will only consider projects that:

(1) ~~That a~~Are focused on a specific project site or sites, or that support resource assessment and planning that results in identification of a specific project site or sites; and

(2) ~~That w~~Will lead to eligible restoration or acquisition projects within a specific timeframe.

Projects whose primary purpose is education are not eligible.

695-015-xxxx

Application Requirements

Applications must be submitted on the most current form prescribed by the Board. In accordance with Section 4(b)(2) of Article XV of the Oregon Constitution, funds used for outreach activities are required to be necessary for carrying out eligible restoration or acquisition projects. These are described in OAR 695-010 and 695-045. Stakeholder engagement applications must include the following:

(1) The eligible project type, or program that leads to development of eligible project types, that the Stakeholder Engagement project intends to develop:
   (a) Acquiring, from willing owners, interests in land or water that will protect or restore native fish or wildlife habitats;
   (b) Projects to protect or restore native fish or wildlife habitat;
   (c) Projects to protect or restore natural watershed or ecosystem functions in order to improve water quality or streamflow; or
   (d) Resource assessment or planning for the above project types.
(2) A description of the ~~The~~ direct connection~~rrelation~~ the Stakeholder Engagement project has~~will have~~ with future restoration or acquisition projects or programs~~activities~~.

695-015-xxxx

Evaluation Criteria

Stakeholder Engagement projects will be evaluated on:

(1) The ~~basis~~ degree to which ~~they~~ applicants engage with the appropriate stakeholders in the appropriate geography;
(2) The likely effectiveness of ~~two-waymulit~~multi-directional communication ~~between~~ among the applicant and stakeholders;
(3) The proposed evidence base linking ~~correlation between~~ the stakeholder engagement project and the resulting restoration or acquisition projects, or program that leads to development of eligible project types~~resource assessment or planning for such projects~~;
(4) The timeliness of the resulting restoration or acquisition projects, or program that leads to development of eligible project types~~resource assessment or planning for such projects.~~;
(5) Cost effectiveness;
(6) The qualifications and experience of applicant; and
(7) The expected outcomes of the resulting restoration or acquisition project with respect to protecting or restoring fish or wildlife habitat, watershed function, and water quality or quantity.

695-015-xxxx

~~Regional~~Technical Review Process

(1) Prior to the ~~regional~~technical review team meeting, the ~~regional~~ technical review team:

(a) Shall receive each application, past evaluations for projects resubmitted in the current grant cycle, and an evaluation sheet to complete for each application;

(b) Shall evaluate each application based on the information provided. During this process, team members are encouraged to contact the applicants, Board staff, or other agency staff to clarify information in the application or to get expert review.

(2) At the ~~regional~~ technical review team meeting, the team shall:

(a) Review and evaluate each project individually based on how well the proposed project meets the criteria in 695-015-0050;

(b) Recommend the project as:~~;~~

(A) Do fund;

(B) Do fund with conditions;

(C) Do not fund; or

(D) Defer to staff or the Board with an explanation, if there is a policy issue or budget issue that needs to be addressed by the Board prior to a funding decision; and

(c) Rank order all projects recommended for funding based on:

(A) How well the project meets the criteria established in 695-010-0040 and 695-010-0050;

(B) The certainty of success of the stakeholder engagement project, based on the organizational capacity of the applicant and the likelihood the project will meet its stakeholder engagement objectives;

(3) The project description, summary evaluation and funding recommendation for all projects, and the rank order of projects recommended for funding shall be forwarded from the regional review team to Board staff for their consideration. This information will be sent to all applicants within a region for their region and for all regions to the Board.

695-015-xxxx

Staff Funding Recommendation Process

(1) Staff shall review the recommendations from each ~~regional~~ technical review team and make a statewide funding recommendation to the Board based on available resources for the grant period and type. The recommendation shall include any conditions placed on individual projects and may include proposed budget adjustments. The staff recommendation, as represented in the staff report to the Board, shall be sent to applicants and members of the technical~~Regional~~ r~~R~~eview t~~T~~eams at least two weeks before the Board meeting where funding decisions are to be made.

(2) Applicants may provide written or oral comment to the Board on the staff recommendation prior to the Board decision.

695-015-xxxx

Board Funding Decision

(1) The Board may fund a project in whole or in part.

(2) Projects not funded may be resubmitted during application submission periods prescribed by the Board.

695-015-xxxx

Grant Agreement Conditions

(1) The Grantee must submit a report at completion of the project describing the work done and placing it in its larger watershed context.

(2) The Grantee must agree to complete the project as approved by the Board and within the timeframe specified in the grant agreement unless proposed modifications are submitted and approved by the Director prior to the beginning of any work proposed in the modification.

(3) The Director will consider project modifications including expansion of funded projects with moneys remaining from the original project allocation if the purpose and intent of the amendment remains the same as the original project, the proposed activity is within the same geographic area, and the modification would be compatible with acknowledged comprehensive plans.

(4) The Director may authorize minor changes within the scope of the original project plan.

695-015-xxxx

Waiver and Periodic Review of Rules

The Director may waive the requirements of Division 15 for individual grant applications unless required by statute, when doing so will result in more efficient or effective implementation of the Board's stakeholder engagement grant program. Any waiver must be in writing and included in the grant file to which the waiver applies.

DIVISION 15
STAKEHOLDER ENGAGEMENT GRANTS

695-015-xxxx

Purpose

The Board shall provide grants, as funds are available, for stakeholder engagement projects that are necessary for carrying out eligible restoration and acquisition projects, or programs that lead to development of eligible projects, as required by ORS 541.956.

695-015-xxxx

Definitions

"Stakeholder Engagement Project" means a project whose purpose is to communicate and engage with landowners, organizations, and the community about the need for, feasibility, and benefits of a specific eligible restoration or acquisition project or program that leads to development of eligible projects within an identified geography.

695-015-xxxx

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The Board will only consider projects that:

(1) Are focused on a specific project site or sites, or that support resource assessment and planning that results in identification of a specific project site or sites; and

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695-015-xxxx

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   (b) Projects to protect or restore native fish or wildlife habitat;
   (c) Projects to protect or restore natural watershed or ecosystem functions in order to improve water quality or streamflow; or
   (d) Resource assessment or planning for the above project types.
(2) A description of the direct connection the Stakeholder Engagement project has with future restoration or acquisition projects or programs.

695-015-xxxx

Evaluation Criteria

Stakeholder Engagement projects will be evaluated on:

(1) The degree to which applicants engage with the appropriate stakeholders in the appropriate geography;
(2) The likely effectiveness of multi-directional communication among the applicant and stakeholders;
(3) The proposed evidence base linking the stakeholder engagement project and the resulting restoration or acquisition projects, or program that leads to development of eligible project types;
(4) The timeliness of the resulting restoration or acquisition projects, or program that leads to development of eligible project types;
(5) Cost effectiveness;
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695-015-xxxx

Technical Review Process

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(D) Defer to staff or the Board with an explanation, if there is a policy issue or budget issue that needs to be addressed by the Board prior to a funding decision; and

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(B) The certainty of success of the stakeholder engagement project, based on the organizational capacity of the applicant and the likelihood the project will meet its stakeholder engagement objectives;

(3) The project description, summary evaluation and funding recommendation for all projects, and the rank order of projects recommended for funding shall be forwarded from the regional review team to Board staff for their consideration. This information will be sent to all applicants within a region for their region and for all regions to the Board.

695-015-xxxx

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695-015-xxxx

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695-015-xxxx

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695-015-xxxx

Waiver and Periodic Review of Rules

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Kate Brown, Governor

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MEMORANDUM

TO: Oregon Watershed Enhancement Board

FROM: Eric Hartstein, Senior Policy Coordinator

SUBJECT: Agenda Item L – OWEB Technical Assistance and Focused Investment Partnership Rulemaking
July 24-26, 2017 Board Meeting

I. Introduction

This report seeks board authorization to initiate rulemaking for OWEB Technical Assistance grants and the Focused Investment Partnership program.

II. Background

Technical Assistance (TA) grants are an integral OWEB grant offering; however, they do not have administrative rules specific to the grant type. Currently all TA grants are operated under the broader administrative rules found in the Division 5, OWEB Grant Program. With recent changes to the other grant program administrative rules, staff propose developing administrative rules for TA grants.

The Focused Investment Partnership (FIP) program grants are also operated under the Division 5, OWEB Grant Program administrative rules. The FIP grant program was developed over several years, and grants were awarded in the program during the 2015-2017 biennium. Through this process, lessons have been learned that staff propose to develop into administrative rules for the FIP program.

III. Proposed Rulemaking Process

Staff propose to develop the FIP rules first, as solicitation for the 2019-2021 FIP Implementation grants will begin in January, 2018. Staff will convene a rules advisory committee (RAC) for both the FIP and TA rulemaking processes. The RACs will be composed of grantees, stakeholders, and staff to review the proposed rules. Staff propose to develop the TA and FIP program rules according to the draft staggered schedule below.

Rulemaking Action	FIP Rules Dates/Deadlines	TA Rules Dates/Deadlines
Board Authorization for Rulemaking	July 2017	July 2017
Draft Rules Developed	August 2017	February 2018
RAC Meetings to Vet Draft Rules and Provide Feedback	September-October 2017	March-April 2018
Draft Rules Revised Based on RAC Feedback	November 1, 2017	May 1, 2018
Notice Filed with Secretary of State	November 15, 2017	May 15, 2018
Public Comment Materials posted online	December 1, 2017	June 1, 2018
Notice to Agency Mailing List and Legislators	December 1, 2017	June 1, 2018
Secretary of State's Bulletin	December 1, 2017 (published)	June 1, 2018
Public Comment Period	December 1-31, 2017	June 1-30, 2018
Public Hearing(s)	December, 2017	June, 2018
Revisions to Draft Rules Based on Public Comment	Early January, 2018	Early July, 2018
Board Adoption of Rules	January 30-31, 2018	July 24-25, 2018

Table 1

IV. Recommendation

Staff recommend that the board authorize rulemaking for OWEB Technical Assistance grants and the Focused Investment Partnership program.

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MEMORANDUM

TO: Oregon Watershed Enhancement Board

FROM: Audrey Hatch, Conservation Outcomes Coordinator
Renee Davis, Deputy Director

SUBJECT: Agenda Item M – Conservation Effectiveness Partnership
July 24-26, 2017 Board Meeting

I. Introduction

Staff will provide an informational briefing about OWEB's engagement in the Conservation Effectiveness Partnership (CEP). The CEP is an inter-agency collaboration with a mission to describe the effectiveness of cumulative conservation and restoration actions in achieving ecological outcomes through collaborative monitoring, evaluation and reporting. The presentation will include a description of CEP's accomplishments to date, and discuss next steps for documenting and sharing the results of cooperative conservation with funders, practitioners, and decision-makers.

II. Background

CEP brings together technical staff from Department of Environmental Quality (DEQ), Oregon Department of Agriculture (ODA), the Natural Resources Conservation Service (NRCS), OWEB, and Oregon Department of Fish and Wildlife (ODFW) to evaluate the effects of conservation and restoration investments on agricultural water quality and overall watershed health. DEQ, ODA, NRCS, and OWEB formed the partnership in 2010. Through a Memorandum of Understanding effective through 2020, the agencies have committed to participate in CEP. In 2016, ODFW joined the CEP as a technical advisor to help the team consider questions about the connections between water quality and fish species and habitats.

The CEP partners have agreed on four broad goals for the collaboration:

- Build an understanding of the extent of the investment in watershed improvement and the watershed response through the agencies' collective grant programs.
- Develop a clearer understanding of how local organizations are utilizing the agencies' respective grant programs, in concert.

- Evaluate the effects of conservation and restoration investments on water quality and watershed condition.
- Design tools and methods of reporting results of investments.

CEP identifies watersheds with significant agency investment and with specific water quality issues, and then engages with on-the-ground partners to identify specific questions about the effects of restoration investments on ecological outcomes. CEP then collates information on the relevant variables of interest (e.g., temperature, oxygen, nutrients, bacteria, sediments). Through this collaborative approach, CEP reports the results of investments, provides information about how different restoration approaches are working, and shares findings with partners.

III. Summary of Accomplishments

To date, CEP has completed focused work in six watersheds around the state, and is actively working to integrate and summarize results in three additional watersheds (see example in Attachment B). Online information and fact sheets summarizing CEP findings have been produced, and discussions about a process for updating past analyses are underway. Additional CEP accomplishments focus on governance of the partnership, the establishment of consistent, science-based criteria, and the selection of focus areas for CEP work. CEP also is working to improve data-sharing among agencies to better 'tell the story' of improvements in water quality outcomes. Staff will describe highlights of these accomplishments at the July board meeting.

IV. Next Steps

OWEB and partner agencies will continue to coordinate through monthly Technical Team meetings, quarterly meetings with managers, and an annual meeting with the directors from each agency. Work will continue on updating past watershed case studies, initiating new watershed case studies, and improving interagency data sharing.

V. Recommendation

This is an informational item only.

Attachments

A. Example CEP Watershed Case Study Fact Sheet: Wilson River

Attachment A

CONSERVATION
effectiveness partnership

OREGON DEPARTMENT OF AGRICULTURE | OREGON DEPARTMENT OF ENVIRONMENTAL QUALITY | USDA NATURAL RESOURCES CONSERVATION SERVICE, OREGON | OREGON WATERSHED ENHANCEMENT BOARD

CONSERVATION EFFECTIVENESS PARTNERSHIP

PULLING TOGETHER TO IMPROVE NATURAL RESOURCE INVESTMENTS IN OREGON

Dive In! Tillamook's Wilson River now Clean Enough for Swimming

Tillamook, Ore.—The water in Wilson River is now clean enough for the general public to enjoy swimming or wading thanks to water quality improvement efforts and monitoring measures by cooperating public natural resource agencies, nonprofits and landowners.

Wilson River is the largest watershed feeding Tillamook Bay, a major water body on Oregon's northern coast. While the upper portion of the river is flanked by forestland, the lower 8.5 miles flows through dairy land and is affected by development pressures from the City of Tillamook.

THE PROBLEM

In 1997, the lower 8.5-mile segment of the Wilson River was found to have dangerously high bacteria levels, which moved the state's Department of Environmental Quality (DEQ) to place the river on the 303(d) list of impaired waterways. That listing meant that recreational use was not advised.

Oregon's recreational use water quality standard has two requirements: first, that for 30 days water does not show a median of 126 or more *E. coli* organisms per 100 milliliters (mL) of water and second, that no single sample exceed 406 *E. coli* organisms per 100 mL. The Wilson River exceeded those limits.

COLLABORATION WAS KEY

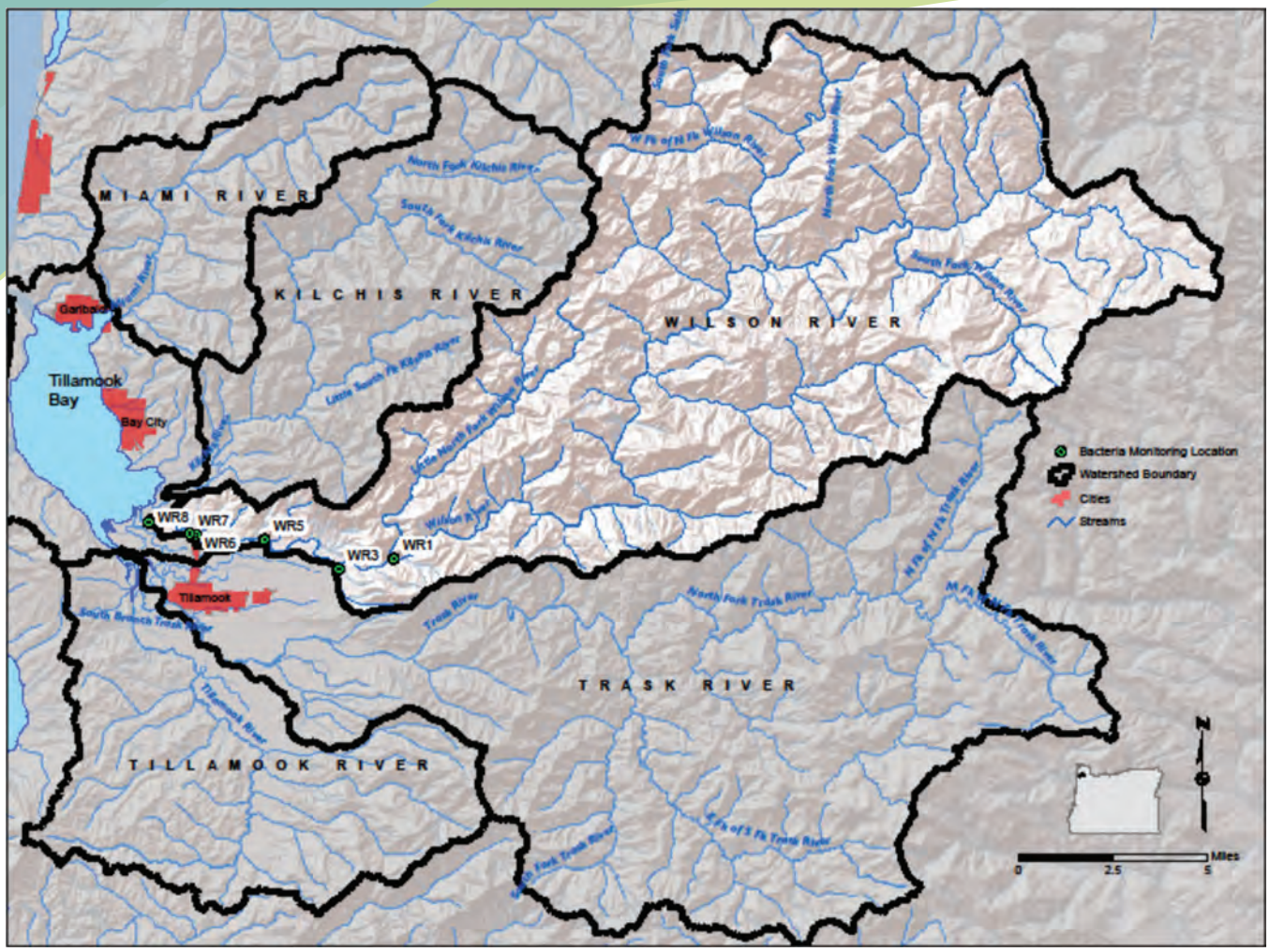
Work began toward finding a solution to Wilson River's water woes by local citizens, dairy farms, nonprofits and natural resource agencies including the Tillamook Estuary Partnership, Oregon Watershed Enhancement Board (OWEB), Oregon State University, USDA Natural Resources Conservation Service (NRCS), USDA Farm Service Agency, DEQ, Oregon Department of Agriculture (ODA), and the Tillamook Soil and Water Conservation District, which leveraged their investments in multiple conservation projects and water quality data monitoring intended to improve and measure the watershed's health.

MULTI-PRONGED EFFORT

Partners spent millions of dollars to restore and protect Tillamook Bay and its watershed. Projects included 20 riparian enhancements on private land that fostered planting, fencing and invasive species removal to stabilize streambanks and to keep livestock off a buffer of land along the river's edge; purchase of three wetland parcels and improvements to Tillamook County Creamery Association wastewater treatment system that discharges to the river. Farmers invested in additional improvements as well. They built covered manure-storage areas and improved the efficiency of sprinkler systems and fertilization programs to prevent runoff from entering waterways.

SCIENTIFIC MONITORING SHOWS SUCCESS OF INPUTS

Scientific monitoring gives water quality managers a starting point and a scientific, progressive measurement of success or failure in water quality improvement efforts. In the Wilson River, monitoring of pollutants began in 1997. At that time, *E. coli* organisms were present at nearly triple the levels considered safe for swimming and wading.



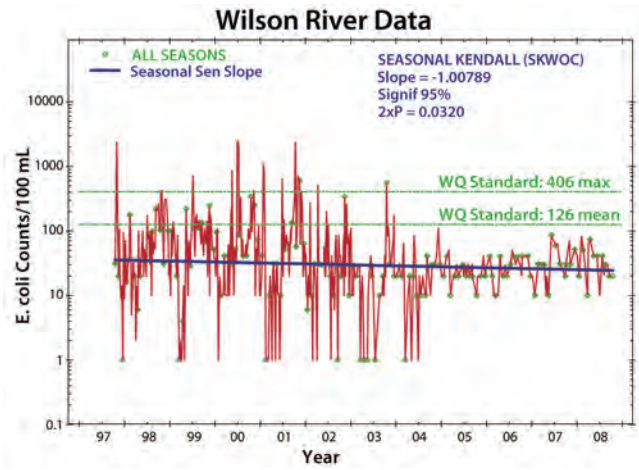
Wilson River water is checked regularly for bacteria at six monitoring locations along the lower 8.5 miles of the river.

Special equipment measured water quality in the Wilson River over the long term. Six bacteria monitoring stations set up along the 8.5 mile stretch of Wilson River monitored the presence of *E. coli*. Data collected from those stations from 1997 through 2009 show that bacteria levels have steadily declined since 1997 and now consistently meet the recreational use water quality standard. The data is collected by The Tillamook Estuary Partnership and DEQ collect and review the data.

Monitoring has been in place long enough now for scientists to see patterns of improvement. They predict with confidence that conditions will continue to improve over the next 25 years. And that can only be good news for the Wilson River and to those who depend on and enjoy using it.

KEEPING THE WATCH

The Conservation Effectiveness Partnership (CEP) is a new collaboration of natural resource agencies that gives direction to conservation in Oregon. Partners include Oregon Watershed Enhancement Board, USDA Natural Resources Conservation Service, Oregon Department of Environmental Quality and the Oregon Department of Agriculture. The CEP works collectively to understand, optimize and communicate the benefit of conservation funding investments in the Wilson River and other focused areas around Oregon.



Bacteria levels from each location are plotted on a graph.

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MEMORANDUM

TO: Oregon Watershed Enhancement Board

FROM: Audrey Hatch, Conservation Outcomes Coordinator
Renee Davis, Deputy Director

SUBJECT: Agenda Item N – Collaborative Voluntary Measures
July 24-26, 2017 Board Meeting

I. Introduction

Staff will be joined by representatives from the Oregon Department of Forestry (ODF) to present the results of two collaborative reports on voluntary measures that were completed by OWEB, ODF and the Oregon Forest Resources Institute (OFRI).

II. Background

Over the past 20 years, the Oregon Plan for Salmon and Watersheds (Oregon Plan) has facilitated substantial landowner contributions to salmon and watershed restoration. ODF, OFRI, and OWEB collaborated on this project to explore the role of voluntary conservation projects throughout the Oregon Coast Range. The objectives of the project were to:

1) Tell the success stories of voluntary restoration measures implemented on forestlands in Oregon.
2) Assess implementation of voluntary restoration projects that are most frequently conducted by forest landowners.
3) Identify barriers to the implementation and reporting of voluntary measures.

To accomplish objectives 1 and 2, a report was prepared that summarizes voluntary measures reported by landowner types (e.g., private industrial, private nonindustrial, etc.) to the Oregon Watershed Restoration Inventory (OWRI) database (Attachment A). OWRI is the primary repository for information on voluntary projects associated with the Oregon Plan. To address objective 3, a survey was conducted in June 2016 that assessed forest landowners' understanding of voluntary measures and what they perceived as barriers to implementing and reporting voluntary projects (Attachment B).

III. Summary of key findings

Role of private landowners: In the Oregon Coast Range, landowners have completed 5,639 voluntary restoration projects at a cost of over $162 million. Moreover, 84% of these projects received no incentive funding (i.e., costs of implementation were borne

entirely by landowners). Private industrial owners conducted over 4,000 projects, investing $63 million, with industrial owners bearing the majority of the cost. The majority of coho habitat is found throughout private nonindustrial forests. However, when compared with industrial ownerships, the number of projects implemented and reported by nonindustrial owners was considerably lower (373 projects), as was the total contributions to projects ($10.9 million). This indicates that opportunities remain for nonindustrial landowners to contribute to coho restoration. However, there are challenges both to engaging these landowners in conservation efforts, and to encouraging them to report their results. In this study, two-thirds of the voluntary projects completed and reported by nonindustrial landowners were incentive-based, suggesting that incentives are a key method for engaging nonindustrial landowners.

Reporting: Relatively few landowners reported voluntary projects to OWRI, with many noting they had completed projects, yet did not report them. Very few landowners had used OWRI's online reporting tool. Lack of awareness of the option to report was frequently cited. Additional reasons included: lack of clarity on how to report; uncertainty about the value of reporting; and distrust of government agencies. Survey participants noted that financial incentives or reduced costs would increase their willingness to report voluntary projects. They also recommended education, training, a simplification of the reporting process, and better understanding and communicating the value of completing and reporting projects.

Monitoring: Monitoring is expensive and time-consuming, and therefore not often included when implementing the majority of restoration projects. However, Oregon Plan partners and landowner groups have acknowledged the importance of monitoring and expressed interest in monitoring future restoration projects.

IV. Next steps

OWEB, ODF and OFRI are considering the results of this project and ways to:

1. Involve more private, non-industrial forest landowners in implementing restoration projects;
2. Increase reporting rates of conventional restoration projects that are implemented by landowners;
3. Monitor implementation (including quantity, project type, and adherence to implementation guidelines) and effectiveness of restoration projects; and
4. Tell the story resulting from Steps 1-3, and assess change over time.

V. Recommendation

This is an information item only.

Attachments

A. Executive Summary of 'Voluntary Efforts by Forest Landowners to Restore Salmon Habitat and Watersheds in the Oregon Coast Range' Report

B. Summary of 'Survey of Forest Landowners' Engagement in Voluntary Practices in the Oregon Coast Range' Report

Attachment A

Voluntary Efforts by Forest Landowners To Restore Salmon Habitat and Watersheds in the Oregon Coast Range

Prepared by
The Oregon Department of Forestry
The Oregon Watershed Enhancement Board

March 2017

EXECUTIVE SUMMARY

In the Pacific Northwest, salmon populations were historically more abundant than they are today. As a result, many populations have been the focus of habitat restoration efforts. A vital role in these restoration efforts is played by private landowners, who collectively manage one-third of the forestlands in Oregon. Crucial habitat for some salmon populations occurs predominately on lands that are privately owned.

This report describes the extensive restoration effort that has been made by forest landowners to recover salmon in the Oregon Coast Range as part of the Oregon Plan for Salmon and Watersheds ("Oregon Plan"). This Plan was initiated in response to declines in coho (*Oncorhynchus kisutch*) populations during the 1980's and 1990's. The Oregon Plan is a partnership between private landowners, communities, citizens, and industry to recover salmon species and restore watersheds. The plan emphasizes voluntary restoration efforts by landowners, recognizing these efforts are essential to salmon recovery.

Over the past 20 years, the Oregon Plan has facilitated substantial landowner contributions to salmon restoration. In the Oregon Coast Range, landowners have completed 5,639 voluntary restoration projects at a cost of over $162 million. Moreover, 84% of these projects received no incentive funding, and the costs of implementation were borne entirely by landowners.

Voluntary projects conducted by landowners in the Oregon Coast Range have translated into tangible benefits for coho that include: 1) improved fish passage for 1,400 miles of streams that were previously unavailable to coho; 2) improved water quality as result of more than 8,000 miles of roads that were surveyed, of which nearly 3,000 miles were treated; 3) enhanced habitat through the installation of over 11,000 instream structures, most of which were large wood placements; and 4) nearly 12,000 acres of riparian forests improved by planting trees, restoring conifers in hardwood dominated stands, and leaving trees that could otherwise be harvested.

Private industrial landowners have been leading supporters of the Oregon Plan, completing the majority (71%) of all reported projects. Specifically, industrial landowners conducted over 3,800 large wood placements, 1,300 miles of roads were treated based on over 6,000 miles surveyed, increased access to 900 miles of streams by improving fish passage.In the Oregon Coast Range, the majority of coho habitat is found throughout private nonindustrial forests, as such these lands play a pivotal role in coho restoration. When compared with industrial ownerships, the total financial contributions to projects and the number of implemented projects reported by nonindustrial private landowners was considerably lower ($10.9 million vs. $63.5 million; 373 projects vs. 4,033 projects). This suggests that there are still opportunities to restore coho habitat on nonindustrial private lands in Oregon Coast Range. However, it is important to note that we do not know if these lower numbers are due to implementing fewer projects or a lower rate of reporting. Recent landowner surveys detailed in this report indicate that landowners are primarily motivated by a strong desire for ecological uplift, also expressing interest in incentives and cost-sharing programs for restoration work (Appendix III).

Even though forest landowners have embraced the spirit of the Oregon Plan by completing thousands of restoration projects, coho were still listed as Threatened by the National Oceanic and Atmospheric Administration (NOAA) in 1998 and remain listed as Threatened in Oregon today. Coho populations, however, have rebounded substantially from record lows observed in the 1990s. The current state of coho populations in Oregon reflects reductions in fish harvest, improved hatchery management, and extensive restoration work conducted by forest landowners.

After two decades, the Oregon Plan remains relevant as a way to ensure that salmon populations continue to recover and thrive. To increase effectiveness, Oregon Plan efforts should involve more nonindustrial owners in implementing restoration projects. The Oregon Plan would benefit from outreach to increase landowners' reporting rates for restoration projects that do not involve incentives; and monitoring the effectiveness and implementation of restoration projects to improve the impact of their results on policy development.

DRAFT

June 2016

Survey of Forest Landowners' Engagement in Voluntary Practices in the Oregon Coast Range

ONLINE SURVEY

Oregon Department of Forestry

Oregon Watershed Enhancement Board

Oregon Forest Resources Institute

dhm RESEARCH
DAVIS, HEBERTS & MARSHALL INC.
PORTLAND | SEATTLE | WASHINGTON DC

Prepared by DHM Research

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Summary & Observations 2

While participants are only somewhat familiar with the Oregon Plan for Salmon and Watersheds, commonly called the "Oregon Plan," they are knowledgeable and well-aware of the types of improvements considered to be voluntary projects. Many are completing these projects as part of their management practices.

- Slightly over half (53%) were at least somewhat familiar with the Oregon Plan.
- Almost all landowners were able to list enhancements that would be considered voluntary projects, but those who had completed such projects did so with more specificity.
- Three quarters (75%) had completed voluntary projects.
    - Almost all (94%) of those managing plots over 370 acres had done so, and 69% of those landowners had completed more than 10 projects.
    - Those who had not completed a project often said that their land was not suitable for any voluntary projects. Others were unaware that voluntary projects were an option.

Landowners largely consider voluntary projects the "right thing to do" when it comes to managing their land. The primary factor in deciding to complete projects was ecological benefit, while other specifics played a supporting role.

- Open-ended responses often noted the common sense nature of making improvements to one's land with a variety of motivations: ecological, economic, personal. Others focused on the nitty gritty requirements including cost, time, and difficulty.
- Some 62% listed ecological benefits as an important deciding factor, followed closely by financial costs (56%) and probability of successful completion (52%).

Relatively few landowners had reported voluntary projects to the Oregon Watershed Restoration Inventory, with many explicitly noting that they had completed and not reported projects. While lack of awareness of the option to report was the most frequently mentioned reason, there were a variety of other explanations given for this behavior.

- Just 20% of all survey participants had reported a voluntary project.
- A majority (58%) said they completed a project they did not report.
    - Some 79% of those who had completed and reported a project, and 72% of those who had completed but not reported a project said they completed a voluntary project that went unreported at least once. This suggests that reporting is an inconsistent practice.
- The most common reason given for not reporting was lack of awareness (56%), with an additional 29% saying that they were unsure of how to report. On the other side, some questioned the value of doing so, or the efficacy or trustworthiness of the agencies in charge of the process.

Survey participants were asked about initiatives to increase their willingness to complete and report voluntary projects. Initiatives that reduced costs or provided financial benefits tested well. That said, when landowners were asked about incentives in an open-ended fashion, they focused on other motivation strategies such as education, training, a simplification of the process, and effectively communicating the value of completing and reporting projects.

- The two most popular initiatives to increase willingness to complete voluntary projects were cost sharing (55%) and tax incentives (50%)
- Equal proportions said incentives would be effective in increasing reporting (42%) or were uncertain (43%). As such, they should be viewed as a secondary tactic to encourage reporting.

Very few landowners had used the Oregon Watershed Restoration Inventory's online reporting tool. Suggestions for improvement focused on clarity and simplification. Complexity in the reporting process was seen as a barrier for doing so.

Conclusions and Recommendations

While many have completed voluntary projects (75%), relatively few have ever reported them to OWRI (20%). Even among those who have ever reported at least one project, a strong majority (79%) had completed projects that they did not report. Although landowners see the inherent value to completing these types of enhancements to their land, they do not always connect them to the Oregon Plan, instead viewing them as "the right thing to do." Connecting this sentiment – tied to the ecological, economic, and social value of preserving and improving one's land – to the mission and specifics of the Oregon Plan serves as a valuable avenue. Many, especially newer and smaller landowners, are unaware of the plan details, and may be encouraged to complete more projects through education, training, and outreach efforts

Getting buy-in for reporting projects is a larger hill to climb. Two distinct camps emerged. On one hand, less experienced and smaller landowners are by and large unaware of the Oregon Plan, let alone the reporting process. Educating and supporting these landowners could prove invaluable in encouraging a new wave of project completion and reporting. One strategy may be to target those with new land holdings who might be easily encouraged to make improvements. These landowners were more likely to respond well to the idea of online resources.

Landowners with more experience and larger ownerships were more aware of the Oregon Plan, and more likely to have completed and reported projects. That said, many noted reasons for a decline in both of these practices. For some, what had once been voluntary projects had become best practices. Through this process of normalization, they had ceased reporting, often citing the difficulties of reporting. These landowners preferred initiatives that lowered the barriers to project completion and reporting, such as tax breaks, cost sharing, and regulatory assurances. With this group, lowering perceived barriers will help to increase buy-in to the Oregon Plan. Much of this work should focus on building and strengthening relationships with landowners across the state. They value honest, forthright, and conciliatory communication, and ODF is well regarded despite general gripes toward government. Some were skeptical about sharing their information with government, and doubted the efficacy of governmental organizations.

Across both of these groups, many made note of the fact that they were unsure of the value of reporting projects (to themselves and in general). Educational efforts about the successes of past projects and of the value of reporting could prove helpful in convincing landowners to report. Participants mentioned the Oregon Small Woodland Association, watershed council publications, Stewardship Foresters, and soil and water conservation districts as possible outreach partners.

Some said they believe the drop in project completion and reporting was a result of all the "low-hanging fruits" having been picked already. In their mind, the easiest or most impactful projects had already been completed. Communicating about the importance of smaller projects, and continuing to improve upon one's land may prove effective with these landowners.

This report provides the board an update on the 2017 legislative session and information about the status of OWEB's 2017-2019 budget.

Background

The Legislature began the 2017 legislative session on February 1 and adjourned on July 7.

The Legislature approves budgets for state agencies on a biennial basis. In preparing for the next biennium, budgets are structured so that each agency's Current Service Level (CSL, or "base") budget is recalibrated and submitted without need for specific policy description or justification. Any resources requested to be added to the base budget by agencies must be identified separately with full policy narratives and justification of funds requested. The requested additions to an agency's base budget are called "Policy Packages" or POPs.

Governor's Recommended Budget and Next Steps

The Governor's Office released the Governor's state budget recommendations, known as the Governor's Recommended Budget (GRB) on December 1, 2016. This budget proposal includes agency POPs that reflect the Governor's priorities and initiatives. The GRB is the starting point for agency budget discussions at legislative hearings. During the session, agencies may advocate for their individual POPs only to the extent that these are included in the GRB.

Attachment A contains a brief summary of the OWEB's budget as requested through the GRB.

In February, the Legislature convened and initiated the legislative budget development process. Several minor adjustments were made by the Legislative Fiscal Office and included in the budget considered by the subcommittee:

- Making permanent the two partnerships positions (River Basin/Native Fish Partnerships Coordinator and Coast Coho/Clean Water Partnerships Coordinator);
- Removing the grant funds for forest collaboratives until it was approved through ODF's budget (ODF's budget has passed both the House and Senate, and at this writing is waiting for Governor's signature); and
- Including a budget note that streamlines and clarifies how Measure 76 grant funds are presented in OWEB's budget during development of the ARB.

Both of OWEB's budget bills (House Bills 5040 and 5041) passed the House and Senate and as of the writing of this staff report are now pending signature by the Governor.

Pacific Coastal Salmon Recovery Fund (PCSRF)

Since 2000, approximately one-third of OWEB's funding (both for grants and operations) has been provided through the competitive PCSRF grant process, which is offered by National Oceanic and Atmospheric Administration (NOAA) Fisheries. PCSRF has contributed just over $215 million to Oregon for salmon and steelhead recovery efforts. The OWEB Board and the state's Legislature have used PCSRF funding to support watershed restoration related actions and for staffing in state agencies. PCSRF has significantly enhanced OWEB's expenditures through grants in salmon and steelhead recovery areas around the state.

On an annual basis, OWEB, as the designated grant recipient for the State of Oregon, applies for PCSRF funding. The PCSRF solicitation included a two-step application process. OWEB, on behalf

of the State of Oregon, requested $25 million, the maximum amount of funding possible. This request included a required 33% match, which in the past has come from lottery funding, salmon license plate revenues, match from the Oregon Department of Fish and Wildlife (ODFW), along with additional leverage contributions.

For the Federal Fiscal Year (FFY) 2017 PCSRF solicitation, NOAA awarded the state $14.65 million in funding. This amount is nearly the same as the FFY 2016 award amount. Staff have submitted revised final application materials to NOAA to match the awarded amount. Consistent with the last few years, funding received from NOAA will be used to satisfy both OWEB's and ODFW's budget needs if the Legislature approves the use of these funds in both of the agencies' budgets.

Policy Bills

As noted in Attachment A, House Bill (HB) 2327 is an agency bill to revise OWEB's statutes. The statute revisions are intended to include additional language that will revitalize certain statutes and remove aspects of the statutes that are no longer relevant. Some statutes for which repeal or revisions are recommended no longer apply due to statutory changes made by the Legislature in previous years, while others reflect changes to the way OWEB serves the public.

In addition to general statutory cleanup, the bill provides two substantive changes related to 1) adding U.S. Fish and Wildlife Service as an ex-officio member to the OWEB Board, and 2) removing language that allows DAS to provide liability coverage for watershed councils, based on the fact that OWEB is putting in place stronger requirements for all grantees. The Governor signed the bill on April 4th, with an effective date of January 1, 2018.

HB 3249 establishes both the Oregon Agricultural Heritage Commission and the Oregon Agricultural Heritage Fund to be administered by OWEB. HB 3249 was passed by both chambers and is pending signature by the Governor. HB 3249 directs OWEB to establish a program to support working farms and ranches by providing grants for conservation management planning, succession planning, and working lands conservation covenants and easements. HB 3249 also directs the Legislative Policy and Research Office to study tax issues and financial incentives regarding transfer of land and succession planning on working lands. HB 3249 appropriates $190,000 in General Funds to OWEB to develop the framework for the programs described in the bill, including rulemaking and building the Oregon Agricultural Heritage Commission. With an emergency clause, HB 3249 is considered effective on July 1, 2017. HB 3249 has passed both the House and Senate and as of the writing of this staff report is now pending signature by the Governor.

Staff Contact

If you have questions or need additional information, contact Renee Davis, Deputy Director, at renee.davis@oregon.gov or 503-986-0203, or Eric Hartstein, Senior Policy Coordinator, at eric.hartstein@oregon.gov or 503-986-0029.

Attachments

A. Budget and Legislative Handout
B. Letters to the Editor to support OAHP

OREGON WATERSHED ENHANCEMENT BOARD
2017–2019 Governor's Budget and Agency Legislation

	2015-2017 Legislatively Adopted Budget	2017-2019 Governor's Budget
General Fund	$0	$0
Lottery Funds	$62,482,687	$72,300,559
Other Funds	$3,553,093	$3,781,360
Federal Funds	$37,274,113	$41,668,724
Total Funds	$103,309,893	$117,750,643
Full-Time Equivalent (FTE)	34.25	32.99

HB 2327 OWEB Statute Revisions

In addition to general clean-up, HB 2327 includes the following revisions to OWEB statutes:

- Adding a representative of the U.S. Fish and Wildlife Service (USFWS) as a non-voting member of the OWEB Board. USFWS plays an important role in funding and implementing watershed enhancement projects across the state, and the addition of a USFWS representative to the Board will provide important guidance to the agency on a broad array of issues.
- Repealing language in statute that the Department of Administrative Services (DAS) may provide liability coverage for watershed councils at the expense of OWEB, and replacing with language requiring grantees to obtain liability insurance. The liability coverage provided by DAS is limited, and OWEB staff is working with stakeholders to ensure grantees obtain appropriate levels of liability insurance commensurate with activities.
- Repealing the requirement for other natural resource agencies to provide written reports related to the enhancement or restoration of riparian areas or associated uplands to OWEB to assist in developing and maintaining a centralized repository. The widespread use of the Internet has made this requirement unnecessary, as reports are posted on agency websites and other information clearinghouses found online.
- Repealing elements in OWEB statutes related to Oregon Plan status reporting on watershed and key habitat conditions in each drainage basin in the state. The State does not have data or resources to adequately address this biennial status reporting requirement in a geographically consistent manner.

2017–2019 Critical Budget Issues

Program Continuity

Provides capacity to effectively deliver grants, manage operations of 17-member board and stay abreast of emerging funding opportunities while reporting accomplishments of OWEB investments.

- NRS4 – River Basin/Native Fish Partnerships Coordinator (FF: PCSRF/BPA). Manages three current Focused Investment Partnerships: the Upper Deschutes, the Upper Grande Ronde, and the Willamette Mainstem Anchor Habitat. $271,143

- NRS4 – Coast Coho/Clean Watershed Partnerships Coordinator (FF: PCSRF). Manages five current programs: Water Acquisitions grant program, Strategic Investment Area grant program, the Coastal Wetlands grant program, the Conservation Reserve Enhancement Program's technical assistance work, and the Coastal Coho Business planning effort. $242,397
- NRS-4 - Conservation Outcomes Coordinator (FF: PCSRF). Limited duration; measures and reports on ecological, economic, and social outcomes resulting from OWEB grant investments at the landscape level. Coordinates with various agencies and stakeholders to implement the Conservation Effectiveness Partnership and similar initiatives (including those with a connection to salmon habitat and recovery), and develop metrics and evaluation methods. $234,740
- NRS-3 - Conservation Outcomes Specialist (LF: Ops). Limited duration; measures and reports on ecological, economic, and social outcomes resulting from OWEB grant investments at the landscape level. $198,165
- Office Rent (LF: Ops). Biennial rent, Region 1, to share office space with Oregon Department of Geology and Mineral Industries in Newport. $12,000

Federal Forest Health Policy Packages

- Additional Grant Funds: This policy package proposes to allow OWEB to receive and allocate funds up to $750,000 (OF), should additional funds be appropriated by the Legislature, for grants to forest collaboratives under the State's Federal Forest Health Program in conjunction with the Oregon Department of Forestry (ODF).
- Federal Forest Health Grant Administration (shift from LF: Ops to Other). This policy package provides limited support and duration; continues grant management of Federal Forest Health program in coordination with ODF.

Carry Forward

This policy package proposes to extend expenditure limitation for non-lottery fund grants that have been awarded and continue to be active. This will allow funds for these grants to be expended in the 2017-19 biennium. $16,400,000

Lottery Funds: Measure 76 Grant Funds

This policy package provides the budget vehicle for Measure 76 grant funds for the next biennium. These are the primary source of grant funds for OWEB and are used to support a wide variety of grants, including watershed council and soil and water conservation district capacity, restoration, acquisition, technical assistance, monitoring and outreach. $65,329,830

Lake Oswego Review

Pamplin Media Group
Thursday, June 15, 2017

Protect our soil

Twenty years ago, we started 47th Avenue Farm on a small double lot in Southeast Portland. Today, our 50-acre farm and Community Supported Agriculture program have grown to include farmland in Clackamas and Yamhill Counties, too.

We are lucky to live in a region that has a vibrant food system, where buying local is a way of life. But our thriving food system isn't guaranteed forever.

People come to Oregon for our livable cities, local food and open spaces. These features have been safeguarded for over 40 years by the strongest state land use program in the nation. Created in 1973, this program has slowed the spread of development and the loss of our wild and working lands, but it is not perfect — we've lost half a million acres from agricultural use since the program began.

Oregon's growing population has the potential to compromise the very qualities that make this a great place to live, like our local agriculture and wildlife. Flat land near rivers has the best soil for growing food — it is also the easiest land to develop.

At the same time as development pressures are increasing, farmers are experiencing mounting challenges affecting agricultural land and the ability to pass the farm to the next generation.

The Oregon Agricultural Heritage Program (House Bill 3249) would offer some solutions. Among other things, it establishes a match fund for working-lands conservation easements, where the landowner is paid to forgo certain development rights. The land can still be farmed and is protected from development forever, while the farmer can use the payment to grow the business or pay estate taxes without having to sell the farm.

We need to act now to protect one of our most valuable non-renewable resources — our soil. Without it, we lose the food system, open space and habitat Oregonians hold dear.

Laura Masterson

Portland

Capital Press
The West's Ag Website

Oregon Agricultural Heritage Program a starting point for getting farmland to next generation

Agricultural land is changing hands, aging farmers want to see their legacy continued, and qualified beginning farmers and ranchers are ready to take it on.

By Nellie McAdams • For the Capital Press
Published on June 19, 2017 10:14AM

ERIC MORTENSON/CAPITAL PRESS FILE

Nellie McAdams at her family's hazelnut farm near Gaston, Ore. The Oregon Agricultural Heritage Program, HB 3249, would help fund working lands easements as well as other voluntary tools like temporary covenants and conservation management plans.

How do beginning farmers and ranchers connect with the record number of retiring producers? What should be a straightforward question with a straightforward answer isn't always so simple.

Recent research by Oregon State University, Portland State University and Rogue Farm Corps found that the average age of Oregon's farmers and ranchers is nearly 60, higher than it's ever been. As a result, 64 percent of Oregon's farmland — 10.45 million acres — will change hands in the next 20 years. Yet the majority of Oregon producers might not have comprehensive succession plans, which means this land is not guaranteed to stay in agricultural production.

Estate taxes, attorney fees and family strife can come with any estate, but they are especially likely and costly in an unplanned estate. As one rancher said: "either you pay the attorney now and have something left over for your kids, or you pay it all to the state after you die and you burden your family in the process."

Land-rich but cash-poor farmers and ranchers often sell their agricultural land to pay estate taxes and divide the estate among multiple heirs, jeopardizing the future of the business that created this wealth. One farmer asked: "if the first generation spent their lives buying the asset, how can they help the next generation not have to pay for it again?"

In a recent series of agricultural succession workshops around the state, attendees included not only retiring producers, but first-generation farmers and ranchers without property to inherit. Among them was Aimee Danch, a Jackson County rancher in her 30s.

Aimee grew up in a semi-urban area, but was always drawn to agriculture. Fearing it wasn't a viable profession because she wasn't born into it, she worked on and off ranches until apprenticing at San Juan Ranch in Colorado, where she finally decided there must be a way to make a living. Aimee couldn't stop ranching. "I feel most myself when I'm doing this work," she said.

She went on to manage a 600-head cow operation with upwards of 1,000 head of finish beef for a company in California. After 4 years, she met her husband Jeremiah Stent, a ranch manager in Central California, and together they decided to form their own land and cattle company, Pacific Grasslands LLC.

Business has grown steadily for them. But one thing they couldn't do during the decade of amassing the skills and experience necessary to successfully run a livestock business, is save enough money to purchase land. As Aimee explained, "You simply cannot legitimately learn the skills and save or raise the money for a down payment at the same time."

Aimee and Jeremiah now raise their 1-year-old daughter outside Jacksonville, running several hundred head of cattle on more than 10 leases in Oregon and California. None of their properties are contiguous and each has a different landlord. The decreased efficiency of this model and the inability to scale due to a lack of access to large parcels makes it nearly impossible to acquire the capital they need for a down payment.

They know about the mass farm and ranch succession, but wonder, “How do we develop a process that doesn’t depend on luck for connecting retiring ranchers who have solvent ranches and are looking for successors, with qualified first-generation ranchers? Having the skills and equipment isn’t enough when the price of the land is often too high to cash flow with agricultural income alone. We don’t know of any first-generation ranchers who’ve been able to purchase land unless they’re backed by a landowner or benefactor.”

Organizations are working to make these connections. Online programs like Oregon Farm Link connect landowners to land seekers; Dirt Capital LLC in the northeastern states pools capital from private investors to help beginning farmers buy land; and some land trusts help farmers purchase land in transactions that include a working lands easement. These easements prevent development, allow for production, help the seller get cash from their land without having to sell parcels, and make the land more affordable for young farmers.

The Oregon Agricultural Heritage Program, HB 3249, would help fund working lands easements as well as other voluntary tools like temporary covenants and conservation management plans. It also would support succession workshops and a study of Oregon’s estate tax. This bill is an important part of the solution — a starting point. Agricultural land is changing hands, aging farmers want to see their legacy continued, and qualified beginning farmers and ranchers are ready to take it on. We should continue to explore tools and opportunities for connecting generations of farmers and ranchers for the future of agriculture in Oregon.

Nellie McAdams is on the board of the Oregon Association of Conservation Districts and is the Farm Preservation Program Director at Rogue Farm Corps, where she helps create programs for farm and ranch succession planning and the preservation of agricultural land for the next generation. She also works on her family’s hazelnut farm in Gaston, Ore.

MARKETPLACE

Auctions Hay Real Estate Tractors

This report updates the board on recent board member travels to Washington, DC in support of the Pacific Coastal Salmon Recovery Fund (PCSRF)

Background

Typically in even-numbered years, the OWEB executive director and co-chairs travel to Washington, DC to meet with Oregon's congressional delegation and key federal agencies to share Oregon's positive experience in delivering PCSRF grants. In addition, staff and board members typically meet with leaders from the US Forest Service, the Environmental Protection Agency, U.S. Fish and Wildlife Service, Bureau of Land Management and Natural Resources Conservation Service to discuss support for the Conservation Title of the Farm Bill and voluntary habitat and water quality improvement work in partnership with local groups around Oregon.

In May 2017, due to the strong potential for funding of PCSRF to be eliminated at the federal level, Oregon joined the states of Washington and Idaho to travel back to Washington, DC with the specific purpose of discussing PCSRF and the benefits of salmon recovery with each state's congressional delegation and NOAA Fisheries. The visits received strong support, in large part because three of the five PCSRF-eligible states traveled together to share their experience in the program.

Next Steps

While PCSRF was funded in the 2017 budget, it is still zeroed out for the President's 2018 budget. In addition to the Washington, DC trip by state representatives, OWEB's partners have initiated an extensive outreach effort to the state's congressional delegation members, and have also placed opinion editorials in many of the state's newspapers supporting the program.

When OWEB was in Washington, DC, the political appointees were not yet selected for NOAA or NOAA Fisheries. Once those selections are in place, Washington, Oregon, and Idaho will evaluate timing for another Washington, DC visit as appropriate.

Finally, representatives from PCSRF-eligible states are exploring the potential for coordinated reporting about the past, current and future value—both ecologically and economic—of continued investment in the PCSRF program.

Attachments

A. PCSRF Handout
B. Op-eds

PACIFIC COASTAL SALMON RECOVERY FUND

May 2017

SALMON BY THE NUMBERS

28 threatened and endangered salmon species

19 salmon species with sufficient monitoring data to evaluate trends

13 are exhibiting stable trends in abundance

5 are showing increasing trends

1 continues to decline

PCSRF SUPPORTS BUSINESS AND THE FISHING INDUSTRY

15-24 local jobs created for every $1 million invested in salmon habitat restoration

33,000 jobs in commercial and recreational fishing in Oregon and Washington alone

WEST COAST SALMON ARE IN TROUBLE

In the 1990s, salmon and steelhead populations along the West Coast showed alarming declines, mostly due to environmental factors and human activities. In response, Congress established the Pacific Coastal Salmon Recovery Fund (PCSRF) in 2000 to reverse the decline of those populations.

PCSRF IS CRITICAL TO SUCCESS

PCSRF is a competitive grant program through which the National Oceanic and Atmospheric Administration's (NOAA) National Marine Fisheries Service awards grants to Alaska, California, Idaho, Oregon, and Washington States and the tribes in those states to protect, conserve, and restore these populations.

The program has an impressive record of success, but continued support is essential to prevent the extinction of 28 threatened and endangered salmon populations on the West Coast. In many cases PCSRF has contributed directly to stabilizing at-risk populations and set the stage for their recovery.

WHY IS THIS A FEDERAL RESPONSIBILITY?

- PCSRF plays a vital role in helping the federal government meet its obligations to tribal treaty fishing rights and subsistence fishing traditions.
- Recovery is needed to support interstate and international fisheries. Weak stocks, especially in Puget Sound, negatively affect fisheries in Alaska and in Canada.
- Recovery is required under the federal Endangered Species Act.

SALMON RECOVERY PROVIDES MANY BENEFITS

Restoring salmon and steelhead populations on the West Coast provides additional benefits.

Economic Benefits

Commercial and recreational fishing in Washington are estimated to support 16,000 jobs and $540 million in personal income. In Oregon, recreational fishing generates about $500 million annually and creates 16,500 jobs, while commercial salmon fishing creates more than $16 million in economic activity annually and produces more than 900 jobs, all largely in rural areas. In addition, every $1 million invested in restoration projects creates 15-24 jobs.

PCSRF LEVERAGES STATE AND LOCAL FUNDING

PCSRF is a critical anchor for funding that attracts additional state and local dollars, which are provided as match to the grants.

$76 million has been awarded annually on average by PCSRF since 2000.

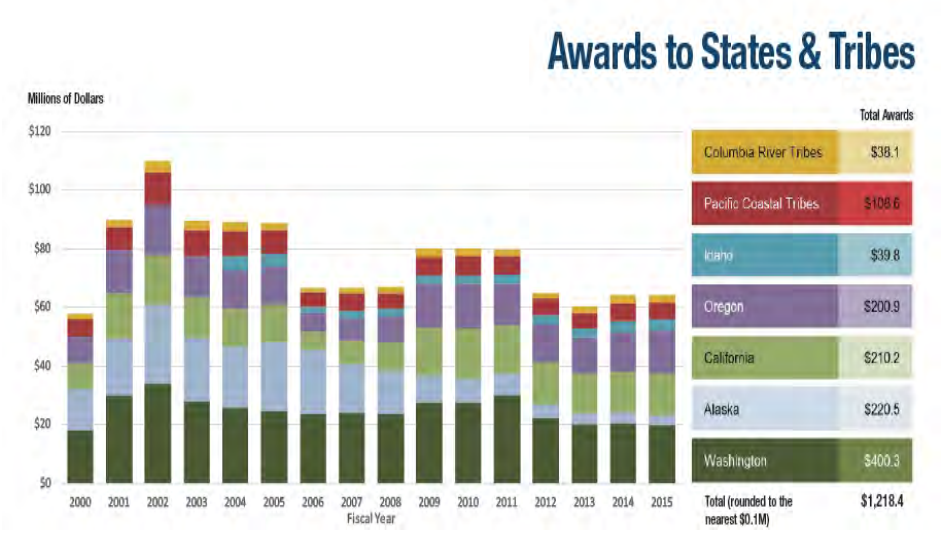
$1.4 billion in non-PCSRF contributions have been contributed as match from state and local partners.

$1.17 in local and state dollars is leveraged for every $1 in PCSRF funding.

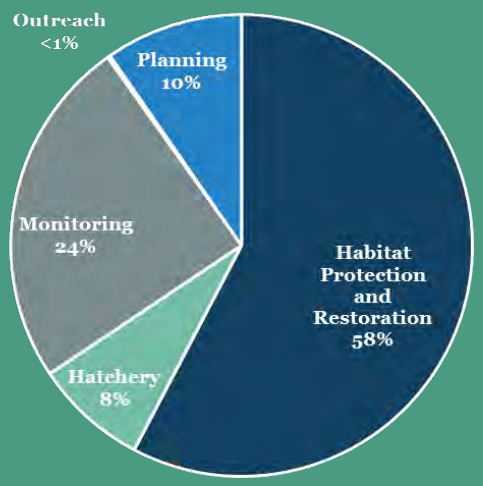
Environmental Benefits

Salmon recovery improves water quality, ensuring clean and reliably available water for drinking, irrigation, and recreation. Restoration activities reduce flooding and restore natural habitats for salmon and other species. Habitat restoration improves the environment for wildlife and provides economic opportunities for rural communities and outdoor enthusiasts.

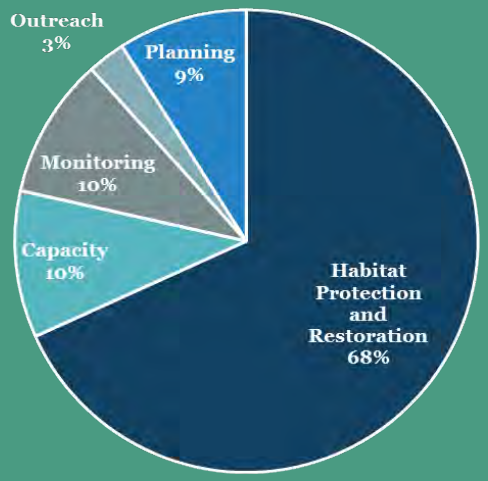
PCSRF PROJECTS THROUGHOUT THE NORTHWEST



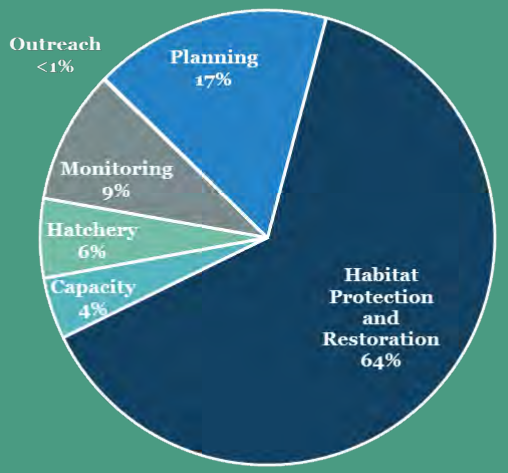
Idaho



Oregon



Washington



HOW THE MONEY IS SPENT

Projects have restored salmon habitat, removed barriers to fish passage, and improved water quality. In addition, funding is spent to monitor and track progress of restoration investments.

The majority of PCSRF funding has gone to projects on-the-ground. Collectively, more than 12,100 projects have been implemented to-date.

RESTORING SALMON HABITAT

IMPROVING WATER QUALITY

IMPROVING FISH PASSAGE

MONITORING

COMMUNITY INVOLVEMENT BY THE NUMBERS*

359 Nonprofits, fish enhancement groups, watershed councils, soil and water conservation districts receiving grants

94 Local governments receiving grants

49 Businesses receiving grants

30 Tribes receiving grants

30 State and federal agencies receiving grants

19 Schools and universities receiving grants

750,224 Volunteer hours in Oregon alone

*Statistics for Idaho, Oregon, and Washington only

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Recreation and Conservation Office
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Infrastructure

In many cases, salmon restoration projects improve or repair roads, bridges, culverts, dikes, and other community infrastructure.

Working Smart

Projects are prioritized with rigorous technical and cost review, and significant local and state cost-sharing.

Attachment B

Guest column: Salmon restoration funding supports our rural economies

Salmon and steelhead are key to our way of life

By Glenn Lamb

Special to The Daily Astorian

Published on June 8, 2017 12:01AM

JOSHUA BESSEX/THE DAILY ASTORIAN

Glenn Lamb, executive director of the Columbia Land Trust, speaks at the Columbia Forum in 2015.

THE DAILY ASTORIAN/FILE PHOTO

Commercial fisherman Richie Williams of Astoria tosses spring salmon from his gillnet boat in May 2010 on the docks at the Astoria Yacht Club.

The Pacific Northwest is salmon country.

On the Lower Columbia River and Pacific Coast, salmon and steelhead are key to our way of life, anchoring coastal economies, ecosystems and culture. Today, as for generations, commercial and sport fishermen feed their families and support communities through salmon harvest.

Salmon restoration efforts support the fishing industry, but also benefit other species, make our water cleaner and reduce the risk of costly floods. In short, when we protect salmon, we bolster our communities and our environment.

The Pacific Coastal Salmon Recovery Fund is managed by the National Oceanic and Atmospheric Administration. The agency works with states and tribes to invest in salmon and steelhead recovery work in Alaska, Washington state, Oregon, California and Idaho, contributing $1.2 billion since 2000 and leveraging $1.4 billion in matching funds. The $215 million invested in Oregon alone leverages $330 million of state Lottery funds, bringing the total to protect and enhance salmon to $545 million.

This is truly an investment, and one that provides returns.

Recreational fishing alone generates about $500 million annually in Oregon, creating 16,500 jobs, and commercial salmon fishing creates over $16 million annually and more than 900 jobs.

In addition to fishing, investing in the “restoration economy” also makes good business sense. According to the University of Oregon, every $1 million spent on habitat restoration creates 15 to 24 local jobs, and more than 90 cents of every dollar stays in Oregon communities.

The salmon recovery grant program supports locally driven actions, not regulatory directives. With the help of watershed councils, soil and water conservation districts and land trusts, landowners and local communities plant trees, replace impassable culverts and restore streambanks. Cuts to this program would be a devastating setback for a citizen-led effort to restore healthy salmon runs in Oregon.

Without continued investment like the recovery fund, salmon recovery in the Northwest will stall, hurting the economies and communities supported by salmon fishing in the long term. We hope you'll join us in asking Congress to continue to support the recovery of our salmon.

Glenn Lamb is the executive director of Columbia Land Trust based in Vancouver, Washington, with offices in Hood River and Astoria. A nonprofit organization, Columbia Land Trust conserves and cares for the vital lands, waters and wildlife of the Columbia River region through sound science and strong relationships.

Below is the text of the letter to the editor printed on June 5 in the La Grande Observer

Malmberg: PCSRF deserves to be supported

To the Editor:

The Pacific Northwest's agriculture, fisheries and environmental well-being benefit from the Pacific Coast Salmon Recovery Fund. For the past seven years, these funds have leveraged local investment, local labor and service and our ecological health, bringing cash money back to our local economies.

This could all be at stake if the president's fiscal year 2018 budget proposal passes, as is, nixing this federal investment in the PNW. That is, unless our representatives communicate the nation's returns for their investment in our rich ecological heritage.

First, the citizens of Oregon have demonstrated huge support of Measure 76, with every county in the state voting to support the constitutional amendment dedicating lottery funds to watershed restoration through the Oregon Watershed Enhancement Board. We put our money where our mouth is.

Second, those funds have been strategically directed to support infrastructure development in municipality flood control and to supply market bridge building and upgrading agriculture infrastructure — specifically improved irrigation management and efficiency, stock water development and fencing to enhance the health and function of the critical uplands feeding our rivers. These funds have created innumerable local jobs as well, but here's the kicker: these funds leveraged the interests of our fellow national citizenship, as their values were manifested in PCSRF.

Aligning national and local interest don't usually work this sweetly. Oregon brought this magic by generating money locally, managing that money locally and building an ecosystem that works one watershed at a time. The federal funds didn't have to start from scratch because Oregonians had the vision to build the systems, the local planning and execution and funding mechanisms to the tune of $215 million. The federal funds simply built on what we had by bringing $330 million.

Oregon may have brought the magic but the iconic salmon brings the edge. The salmon brings an edge that can sever the cynic from those with hope. The salmon inspires the hopeful land manager to build a beautiful and profitable ecosystem, with his sweat and

imagination. The salmon challenges the hopeful United States congressman to invest federal money to leverage a national interest in local investment, local imagination and local landscapes. Our combined efforts are building a capital base that will add profits to our economic, social and ecological values for years to come.

The salmon can bring people, money and landscapes together in a common interest. The Pacific Coast Salmon Recovery Fund can support that effort. Please ask your neighbor and your U.S. congressman to support the PCSRF.

Tony Malmberg
Union

EAST OREGONIAN

Letter: Salmon recovery funds have benefited Oregon

Published on July 4, 2017 9:01AM

The Milton-Freewater region, and also most of Oregon, has benefited from the federal funding investment of the Pacific Coastal Salmon recovery funds that have come to Oregon to restore salmon and steelhead populations in our rivers.

Locally, in the Milton-Freewater area, the Walla Walla Basin Watershed Council has competed for and received PCSRF dollars offered by the Oregon Watershed Enhancement Board through a competitive grants program.

The watershed council matches these PCSRF funds with property owner cost share dollars, Bonneville Power Administration funds, other state grants and private foundation funds to improve water quality, water availability, fish passage and fish habitat.

The Walla Walla Basin Watershed Council is a nonprofit in the Milton-Freewater area that has been working with the local community for the last 22 years to implement locally acceptable watershed restoration projects. Competitive grants pay for designing and constructing projects that put Oregonians to work.

As much as possible, the Walla Walla basin council and other watershed councils and soil and water conservation districts in the region use local contracting companies and locally sourced materials such as fencing, irrigation pipe, quarry rock, and trees to build projects.

We appreciate our Oregon congressional delegation's work (U.S. Sens. Jeff Merkley and Ron Wyden and U.S. Rep. Greg Walden) in past years to secure these funds for Oregon. Locally, the Walla Walla Basin Watershed Council has used these dollars to implement river habitat restoration, fish passage,

irrigation efficiency, managed aquifer recharge projects, and surface water and groundwater monitoring work in Northeast Umatilla County.

The Pacific Coastal Salmon Recovery Funds received and used across Oregon have typically been $10-15 million a year. Hopefully this successful program that benefits Oregon will continue.

John Zerba, chair

Walla Walla Basin watershed council

Milton-Freewater

MARKETPLACE Jobs Garage Sales Real Estate

City of Prineville

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OFFICE OF THE MAYOR

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June 6, 2017

Congressman Greg Walden
2185 Rayburn House Office Building
Washington, DC 20515

RE: Federal Funding for Pacific Coast Salmon Recovery

Dear Congressman Walden,

I am writing to you today because I have been recently informed that the President's budget eliminates funding for the Pacific Coast Salmon Recovery (PCSR). There are a few highlights that we urge you to consider as we ask for your support to keep this funding in place.

- The City of Prineville has received over $226,000 in support of the City's wetlands based sewer treatment project, and while fisheries are the focus of PCSR, most would agree that the benefits extend far beyond the fish.

- In the Prineville area, this collaborative, innovative, locally-led approach helped the City of Prineville address the need to expand sewer treatment facilities, while improving water quality, wildlife habitat and public recreation on and along the lower Crooked River. Thanks in part to PCSFF.

- Central Oregon has demonstrated a remarkable ability to work together and find local solutions to complicated natural resource issues and PCSRF has been a critical funding source in implementing those solutions.

- PCSRF represents a 1/3 of the funding available to the Oregon Watershed Enhancement Board for this kind of work and a loss of this funding would be detrimental to rural communities.

- The City of Prineville has a lot to be proud of, as well as other communities and stakeholders in central Oregon when it comes to working together through these issues and doing it in a way that works best for all.

Sincerely,

Betty Roppe

Mayor Betty Roppe
City of Prineville

This organization is an Equal Opportunity Provider

APPROVED BY THE BOARD October 24, 2017

Oregon Watershed Enhancement Board (OWEB)
July 24, 2017 OWEB Board Meeting
Port of Morrow, Riverfront Center
2 Marine Drive
Boardman, Oregon

MINUTES (Audio time stamps on this day reference recording at https://youtu.be/-uX1d1XL04w)

OWEB Members Present
Alvarado, Ron
Brandt, Stephen
Furfey, Rosemary
Henning, Alan
Hollen, Debbie
Labbe, Randy
Masterson, Laura
Neuhauser, Will
Robison, Jason
Thorndike, Dan
Webber, Bob

ABSENT:
Marshall, Gary
Roberts, John
Stangl, Kathy
Wenner, Karl

VACANT:
Environmental Quality Commission
Board of Forestry

OWEB Staff Present
Barnes, Darika
Davis, Renee
Dutterer, Andrew
Greer, Sue
Hartstein, Eric
Hatch, Audrey
Leopold, Kathy
Loftsgaarden, Meta
Williams, Eric

Others Present
Beamer, Kelley
Collins, Whitney
Faucera, Jason
Fitzgerald, Pat
Luiz, Jessamyn
Morford, Shawn
Patty, Steve

The meeting was called to order at 4:02 p.m. by Co-Chair Randy Labbe.

A. OWEB Strategic Plan Update (Audio = 0:00:00)
Co-Chair Randy Labbe called for public comment.

The board heard comments on the latest draft of OWEB's strategic plan from Kelley Beamer of the Coalition of Oregon Land Trusts, Shawn Morford of the Network of Oregon Watershed Councils, Jason Faucera of the Oregon Conservation Education and Assistance Network, and Pat Fitzgerald and Whitney Collins of the Oregon Association of Conservation Districts, all of whom represent the Conservation Partnership.

Strategic plan facilitator Steve Patty from Dialogues in Action led the board in a discussion of the "Who We Are" and "Strategic Priorities for Impact" components of the strategic plan in their advanced draft phases. Suggestions for text changes were provided. With those changes, the board generally agreed these documents are ready to be moved forward.

The meeting was adjourned for the day by Co-Chair Randy Labbe at 6:09 p.m.

APPROVED BY THE BOARD October 24, 2017

Oregon Watershed Enhancement Board (OWEB)
July 25, 2017 OWEB Board Meeting
Port of Morrow, Riverfront Center
2 Marine Drive
Boardman, Oregon

MINUTES (Audio time stamps on this day reference recording at https://youtu.be/UTjvHgz5t3k Please keep in mind that sometimes agenda items are discussed out of order.)

OWEB Members Present
Alvarado, Ron
Brandt, Stephen
Furfey, Rosemary
Henning, Alan
Hollen, Debbie
Labbe, Randy
Marshall, Gary (by phone)
Masterson, Laura
Neuhauser, Will
Roberts, John (by phone)
Robison, Jason
Thorndike, Dan
Webber, Bob
Wenner, Karl

ABSENT:
Stangl, Kathy

VACANT:
Environmental Quality Commission
Board of Forestry

OWEB Staff Present
Barnes, Darika
Ciannella, Greg
Davis, Renee
Dutterer, Andrew
Duzik, Katie
Greer, Sue
Hartstein, Eric
Hatch, Audrey
Leiendecker, Karen
Leopold, Kathy
Loftsgaarden, Meta
Shaff, Courtney
Williams, Eric

Others Present
Arnold, Jennifer
Beamer, Kelley
Bell, Dan
Collins, Whitney
Eagle, Bill
Farris-Olsen, Erin
Faucera, Jason
Fitzgerald, Pat
Houston, Ryan
Joki, Tyler
Keeney, Selene
Marriott, Deb
McAdams, Nellie
Morford, Shawn
Morrison, Katie
Rankin, Anna
Siebert, Paul
Stewart, Dave
McGinnis, Cheryl
VanNatta, K.C.

The meeting was called to reconvene by Co-Chair Randy Labbe at 8:00 a.m.

B. Board Member Comments (Audio = 0:00)
Board members provided updates on issues and activities related to their respective geographic regions and/or from the state and federal natural resource agencies they represent.

C. Review and Approval of Minutes (Audio = 0:31:11)
Minutes of the April 24-26, 2017 board meeting in Salem were presented to the board for approval.

> *Co-Chair Will Neuhauser moved the board approve the minutes from the April 24-26, 2017 meeting in Salem. The motion was seconded by Dan Thorndike. The motion passed unanimously. (Audio = 0:31:42)*

D. Board Subcommittee Updates (Audio = 0:32:00)

Representatives from the Focused Investments, Monitoring, and Open Solicitation subcommittees provided updates to the full board on subcommittee topics and activities.

E. Public Comment (Audio = 0:45:38)

The board was addressed by members of the Conservation Partnership to provide an update on activities of each group individually and collectively. Presenters included Shawn Morford of the Network of Oregon Watershed Councils**,** Pat Fitzgerald of the Oregon Association of Conservation Districts, Jason Faucera of the Oregon Conservation Education and Assistance Network, and Kelley Beamer of the Coalition of Oregon Land Trusts.

Erin Farris-Olsen, Executive Director from the Montana Watershed Coordination Council, also addressed the board to discuss complementary work being accomplished by her organization in supporting watershed groups across the state of Montana.

F. 2017-19 Spending Plan (Audio = 1:11:15)

Executive Director Meta Loftsgaarden introduced the 2017-2019 Spending Plan for board review and approval. Board Member Gary Marshall joined the discussion by telephone.

PUBLIC COMMENT (Audio = 1:21:00)
There was no public comment.

Debrah Marriott from the Lower Columbia Estuary Partnership presented to the board components of the Estuary Partnership structure, programs, and ongoing projects.

Katie Morrison from the Oregon Department of Forestry addressed the board to review community-based forest collaboratives and OWEB's role in the forest collaborative technical assistance grant program.

Executive Director Meta Loftsgaarden presented follow-up items from the April board meeting and proposed changes to the Spending Plan, including carry-forward, policy, and delegation recommendations.

> *Will Neuhauser moved the board adopt the proposed 2017 spending plan as described in Attachment A to the staff report. The motion was seconded by Karl Wenner. The motion passed unanimously. (Audio = 3:02:45) Will Neuhauser moved the board amend the proposed 2017 spending plan to reduce the Forest Health Collaboratives line from $750,000 to $500,000. The motion was seconded by Dan Thorndike. The motion passed unanimously. (Audio = 3:03:27)*
>
> *Will Neuhauser moved the board approve the carry-forward amounts as described in Table 1 of Attachment C to the staff report. The motion was seconded by Dan Thorndike. The motion passed unanimously. (Audio = 3:04:08)*
>
> *Will Neuhauser moved the board approve the policy recommendations and receipt of funds from other sources as described in Table 2 of Attachment C to the staff report. The motion was seconded by Dan Thorndike. The motion passed unanimously. (Audio = 3:04:41)*
>
> *Will Neuhauser moved the board approve the delegation of authority to the Executive Director for the spending plan line items and award dates described in Table 3 of Attachment C to the staff report. The motion was seconded by Jason Robison. The motion passed unanimously. (Audio = 3:07:06)*

G. OWEB Technical Assistance and Focused Investment Partnership Rulemaking
(Audio = 3:11:20)
Senior Policy Coordinator Eric Hartstein, supported by Grant Program manager Eric Williams, requested the board approve initiation of rulemaking for OWEB Technical Assistance grants and the Focused Investment Program.

> *Bob Webber moved the board authorize rulemaking for OWEB Technical Assistance grants and the Focused Investment Partnership program. The motion was seconded by Dan Thorndike. Following discussion, the motion passed unanimously (Audio = 3:17:16).*

H. Council Capacity Grant Awards (Audio = 3:19:18)
Capacity Coordinator Courtney Shaff reviewed for the board OWEB's role in assisting watershed councils around the state, and explained the eligibility determination and review process for council capacity grants. Shaff described the three funding levels for council capacity: full funding, reducing funding, or no funding. OWEB's Region 1 Program Representative, Katie Duzik, assisted Shaff in responding to questions from the board about staff recommendations.

PUBLIC COMMENT (Audio = 3:44:45)
K.C. VanNatta, chairman of the Lower Columbia River Watershed Council (LCRWC) and Selene Keeney, Coordinator for LCRWC, addressed the board to request full funding for their watershed council and responded to questions from the board.

Dave Stewart from the Oregon Department of Fish and Wildlife and Tyler Joki, a private citizen, also addressed the board to talk about the momentum of LCRWC and to request full funding.

Bill Eagle from the Columbia Soil & Water Conservation District (SWCD) to talk about the relationship between the SWCD and the watershed council, and requested the board consider funding LCRWC.

Anna Rankin from the Pudding River Watershed Council addressed the board to talk about Pudding River issues and to thank the board for capacity funding for the next biennium.

> *Randy Labbe moved the board award the 2017-2019 Council Capacity grants as described in Attachment C to the staff report, with an award date of July 1, 2017. The motion was seconded by Laura Masterson (Audio = 4:53:51). Following discussion, Dan Thorndike then moved to amend and provisionally fund the LCRWC at half of the reduced amount with the award of the second half contingent upon the watershed council completing the normal application process, demonstrating they have met all five merit criteria and are separate and distinct from the soil & water conservation district, and that, if award of the second half of the funding occurs, the board would increase the spending plan accordingly. Laura Masterson seconded the motion as amended. Following discussion, the amendment to the motion passed with one member - Bob Webber - voting against the motion. With passage of the amendment, the original motion was voted on as amended and passed unanimously.*
> *(Audio = 5:07:25)*

I. Executive Director's Update (Audio = 5:14:20)

Deputy Director Renee Davis and Senior Policy Coordinator Eric Hartstein presented highlights of the 2017 legislative session, including OWEB's 2017-2019 budget and pertinent policy bills. Davis also announced the receipt of a Pacific Coastal Salmon Recovery Fund grant award from National Oceanic and Atmospheric Administration. Executive Director Meta Loftsgaarden discussed with the board that the passage of House Bill 3249 established the Oregon Agricultural Heritage Program, which will be administered by OWEB. Executive Director Loftsgaarden, with input from board member Will Neuhauser, discussed a recent trip to Washington D.C.

The meeting was adjourned for the day by Co-Chair Randy Labbe at 2:54 p.m.

APPROVED BY THE BOARD October 24, 2017

Oregon Watershed Enhancement Board (OWEB)
July 26, 2017 OWEB Board Meeting
Port of Morrow, Riverfront Center
2 Marine Drive
Boardman, OR

MINUTES (Audio time stamps on this day reference recording https://youtu.be/9e83SwpKEVw. Please keep in mind that sometimes agenda items are discussed out of order.)

OWEB Members Present	**OWEB Staff Present**	**Others Present**
Brandt, Stephen	Barnes, Darika	Abraham, Kyle
Furfey, Rosemary	Ciannella, Greg	Arnold, Jennifer
Henning, Alan	Davis, Renee	Banks, Graham
Hollen, Debbie	Dutterer, Andrew	Bell, Dan
Labbe, Randy	Duzik, Katie	Houston, Ryan
Masterson, Laura	Greer, Sue	McAdams, Nellie
Neuhauser, Will	Hartstein, Eric	McGinnis, Cheryl
Roberts, John	Hatch, Audrey	Morford, Shawn
Robison, Jason	Leopold, Kathy	Tucker, Lena
Thorndike, Dan	Loftsgaarden, Meta	Warren, Robert
Webber, Bob	Williams, Eric	Wolcott, Brian
Wenner, Karl		
ABSENT:		
Marshall, Gary		
Roberts, John		
Stangl, Kathy		
VACANT:		
Environmental Quality Commission		
Board of Forestry		

The meeting was called to reconvene by Co-Chair Randy Labbe at 8:03 a.m. Executive Director Meta Loftsgaarden reviewed logistics for the day.

J. Focused Investment Partnership (FIP) Update – Partnership Learning Project
(Audio = 0:00:00)
Deputy Director Renee Davis introduced Jennifer Arnold from Reciprocity Consulting to provide an update on the Partnership Learning Project being led by the Bonneville Environmental Foundation. Arnold stated her expertise is in helping new partnerships form around conservation and community development issues. Arnold provided a presentation to the board outlining her report on the Partnership Learning Project, related to the eight Capacity-Building FIP Grantees.

K. Public Comment (Audio = 1:00:05)
There was no public comment.

L. Outreach/Stakeholder Engagement Administrative Rules (Audio = 1:00:40)
Grant Program Manager Eric Williams updated the board on the Stakeholder Engagement grants rulemaking process, and requested the board adopt the revised rules.

PUBLIC COMMENT (Audio =1:25:24)
Graham Banks and Brian Wolcott from the Walla Walla Basin Watershed Council addressed the board to request continued funding for educational outreach grants.

> *Randy Labbe moved the board approve the Stakeholder Engagement Grants rules as specified in Attachment D to the staff report with a technical correction to the proposed Stakeholder Engagement Grant rule numbering on page 3, rule (2)(a) from 695-015-0050 to 695-015-XXXX. The motion was seconded by Jason Robison. The amendment passed with Bob Webber voting against the motion. (1:57:00)*

M. Focused Investment Partnership (FIP) Update – Implementation (Audio = 2:02:15)
Deputy Director Renee Davis introduced Robert Warren from the Bonneville Environmental Foundation and Ryan Houston from the Upper Deschutes Watershed Council to update the board about the process of developing a progress monitoring framework for each of the six Implementation FIP partnerships.

N. Collaborative Voluntary Measures (Audio = 2:46:40)
Deputy Director Renee Davis, Oregon Department of Forestry Division Chief of Private Forests Program Lena Tucker and Deputy Chief of Private Forests Program Kyle Abraham presented to the board a report on the voluntary actions forest landowners in western Oregon are undertaking that benefit salmon and watersheds.

O. Conservation Effectiveness Partnership (Audio = 3:22:35)
Deputy Director Renee Davis and Conservation Outcomes Coordinator Audrey Hatch updated the board on the Conservation Effectiveness Partnership, which brings together multiple state and federal agencies to evaluate the effects of conservation and restoration investments on water quality and watershed conditions.

P. Other Business (Audio = 3:54:40)
There was no other business.

The meeting was adjourned by Co-Chair Randy Labbe at 12:12 p.m. (Audio = 3:54:40)