



STATE OF WASHINGTON

RECREATION AND CONSERVATION OFFICE

July 10, 2008

To: Salmon Recovery Funding Board Members and Designees

FROM: Kaleen Cottingham, Director

SUBJECT: Director and Agency Report, July 2008

---

### The Berk Report Follow-up

Staff have been very productive in trying to implement or explore many of the recommendations from Berk and Associates about ways to reduce re-appropriations. Three teams have been working on a variety of the recommendations.

- Organizational Structure Team: The team recommended and I accepted a new organizational structure that divides grant programs into three sections instead of two – a Recreation Section, a Salmon Recovery Section, and a Conservation and Grant Services section. The newly created Conservation and Grant Services Section will include work in support of grants, such as cultural resources, Americans with Disabilities, planning, and compliance functions. In addition, the policy team was strengthened by adding two new staff and moving the board liaison role into that team.
- Business Practices Team: In an effort to increase completion of projects on time, this team created automatic e-mail notices to project sponsors who are 90 days away from the end of their contract and one to grant managers to notify them of federal ending dates. Notices will be sent out in mid-June to project sponsors as they near five other key milestones. Finally, we are recruiting for a consultant to help us map our business practices so that we can find further efficiencies.
- Policy Team: This team is evaluating 12 policy recommendations, starting with the policies that require board action. The team started with two that were identified as “high impact” in the Berk report – agency response to project delay and terminating projects. The team concluded that there are sufficient policies in place for terminating projects and that the primary limiting factor in implementing the policies is staff workload. However, the team also agreed that it is important to have clear criteria and a clear process for project termination to ensure that sponsors are treated fairly and consistently. The process should include ample sponsor notification and the flexibility to address mitigating factors on a project-by-project basis. The team will develop recommendations for refining the current



policies and procedures regarding project termination and delegation of authority and bring those to the Board at a future meeting.

### **Budget Preparation for the Next Biennium (2009 -2011)**

Staff is preparing the agency's budget request for the next biennium. This is due to the Office of Financial Management (OFM) and the Governor in early September. To meet the deadlines, we will evaluate our current expenditures and identified need. The revenue forecast for the next biennium is grim; early forecasts predict a \$2.4 billion shortfall. Any proposal for increased spending will need to be evaluated carefully, including evaluating what might be cut to increase capacity within our current budget. OFM will determine the level of "carry forward" budget and will factor in planned cost-of-living increases, rate increases (like for rent, attorney services, etc). In preliminary discussions, here are some budget increases that have been suggested. We will very carefully evaluate and prioritize these (or any other):

- The Washington Biodiversity Council is looking to fund pilot projects to demonstrate the usefulness of conservation opportunity maps, to fund a scorecard rating of the state's biodiversity, to fund a citizen science network, and to start a broker program to match landowners with conservation incentives.
- The Washington Invasive Species Council is looking to fund a statewide assessment to determine the extent of invasive species infestations, a coordinated Web-based information clearinghouse, a targeted outreach campaign, and the addition of technical support to the council.
- The Forum on Monitoring Salmon Recovery and Watershed Health will be prioritizing the requests of all agencies doing monitoring. It is unknown whether any of the proposals will be included in our budget or in the budgets of the sponsoring agency.

In June, the management team began analyzing the budget ideas and presented the director's draft budget on June 26, 2008. I hope to finalize the budget proposal, after which managers will start drafting final decision packages for OFM.

### **Staff Changes**

I'm happy to welcome the following new employees:

- Jim Anest, new compliance officer. Jim joined us from the Department of Ecology, where he was the primary staff for compliance in the Shorelands Program.
- Megan Duffy joined the policy section. She comes to us from Ross & Associates Environmental Consulting and has extensive experience developing policies, programs, and projects for federal, state, and local environmental agencies. She also has extensive experience in group facilitation.

- Ken Dzinbal joined us as the coordinator for the Monitoring Forum on Salmon Recovery and Watershed Health. Ken comes to us from the Department of Ecology, where he was a manager and policy analyst on monitoring strategies for water quality, sediment quality, biological conditions, and stream flow in Puget Sound. He has worked with the Pacific Northwest Aquatic Monitoring Partnership (PNAMP) steering committee and other groups involved with interagency environmental monitoring coordination efforts such as the Puget Sound Assessment and Monitoring Program.
- Heath Packard also joined the policy team. He comes from National Audubon Society's Washington State office where he served as policy director. He was responsible for grant writing, program management, policy analysis, board briefings, government relations, and lobbying. Before working for Audubon, he was a marine biologist with NOAA-Fisheries in Alaska and director of field services for the National Wildlife Refuge Association in Washington DC.
- In addition to the new staff, Greg Lovelady has taken on the duties of staff liaison for cultural resources. In addition to managing the NOVA and NRTP advisory committees, Greg will help finalize our working agreement with the Department of Archaeology and Historic Preservation, formalize our internal processes, and coordinate training for grant managers and section managers, among other things.

### **Meeting with Partners**

As many of you know, I had numerous meetings and field visits scheduled during May. I traveled to Rhode Island for the annual meeting of the National Association of State Outdoor Recreation Liaison Officers (NASORLO). This long-named group is the primary group of state agencies that administer the federal Land and Water Conservation Fund. Given the federal administration's proposed cuts to this fund, it was important for these administrators to develop a congressional and administrative strategy. At the conclusion of that meeting, I flew to Washington D.C. to meet with key federal agency representatives, including the National Parks Service, to talk about the grants we receive from them and what to expect for 2009. I also met with key staff in Congressman Norm Dicks' and Senator Maria Cantwell's offices. Again, I was shoring up our support for the federal funds we receive via the Pacific Coastal Salmon Recovery Fund and the Land and Water Conservation Fund.

Also during May, I spent some time in the field with the Methow Conservancy and folks from the San Juan Land Bank. I got the opportunity to see conservation easements acquired in the Methow Basin and projects that are proposed for the upcoming grant round.

### **News from our Sister Boards**

- Recreation and Conservation Funding Board met in June. During the meeting, they addressed a number of policy issues and ADA considerations in project

design, and awarded some grant funds. RCFB Board member Val Ogden received the Washington Recreation and Parks Association President's Award.

- Washington Biodiversity Council's work groups have been active, moving forward two projects that are specifically called out in the Governor's executive order. The first project relates to the conservation opportunity maps, which designate areas of high biodiversity. The second project relates to the biodiversity scorecard, which will provide a status of the level of biodiversity in Washington.
- Washington Invasive Species Council just finished its statewide strategic plan to strengthen the state's invasive species efforts. Summer activities for the council will include meetings with legislators and other decision-makers to introduce the plan.
- Forum on Monitoring Salmon Recovery and Watershed Health: The Governor has appointed Bill Wilkerson as the new chair of the Monitoring Forum. Bill retired recently as the executive director of the Washington Forest Protection Association. Before that, Bill was the director of the Department of Revenue and the Department of Fisheries. Bill and I have launched a changed role for the Forum, steering it into more of a policy body and less of a technical working group. During the next few months, we will be meeting with state agency directors to seek their commitment to this new direction.

# Recreation and Conservation Office 2008 Work Plan

## June Update

Expected Work Results	Performed by	Due date(s)	Performance Targets	Measures <i>(Reported at April Internal GMAP)</i>	Status Update <i>(June 2008)</i>
Maintain the high quality and impartiality of our grant programs	Agency Recreation and Conservation Funding Board (RCFB)	Annual application and grant award cycles established for each program	60% of projects under agreement within 120 days of board funding	<p>Rec/Con: 64% of projects received agreement within 120 days of Board funding in 3<sup>rd</sup> quarter of the biennium.</p> <p>Salmon: 93% of projects received agreement within 120 days of Board funding meeting on 12/13/07.</p>	<p>RCFB received and grant managers are processing a record number of grant applications in the current funding cycle. As of May 30, 2008, 557 project applications are under review.</p> <p>SRFB grant managers are in the process of conducting field visits with the SRFB review panel members to each Lead Entity area, for providing technical feedback on all the 2008 grant applications that officially will be submitted, via PRISM, on September 8th.</p>
	Salmon Recovery Funding Board (SRFB)		100% of projects under agreement within 180 days of board funding	<p>Rec/Con: 71% of projects were under agreement within 180 days of board funding during the 3<sup>rd</sup> quarter of the biennium.</p> <p>Salmon: Of the 191 projects funded in December, 73% are under agreement.</p>	
	80 % of active projects have billed annually		For the 3 <sup>rd</sup> quarter of the biennium, 80% of projects that had been active for at least 365 days had billed in the last year.		
	80 % of projects closed within 90 days of agreement end date		<p>Rec/Con: Of the projects with a funding end date between 9/30 and 12/31/07, 23% closed in the 3<sup>rd</sup> quarter of the biennium.</p> <p>Salmon: Of the projects with a funding end date between 9/30 and 12/31/07, 35% closed in the 3<sup>rd</sup> quarter of the biennium.</p>		
	Salmon projects: 100% of advances accounted for within 120 days of advance funding date		<p>January 2008: 86% of advances were accounted for within 120 days, 14% were granted exceptions by Deputy Director.</p> <p>February 2008: 75% of advances were accounted for within 120 days, 25% were granted exceptions by Deputy Director.</p>		

Expected Work Results	Performed by	Due date(s)	Performance Targets	Measures (Reported at April Internal GMAP)	Status Update (June 2008)
Finalize biodiversity strategy and begin implementation	Biodiversity coordinator	EO 04-02 Strategy due December 31, 2007  Proposal for ongoing leadership of the Biodiversity Strategy due 11/08  Other specific directives due 12/09	Strategy completed on time  Coordinate implementation of early action items  Proposal & directives completed on time	The strategy was completed on time.	Five work groups established in March will report out at June 10 <sup>th</sup> meeting.  Council will finalize 08-09 workplan, including projects with partners that will demonstrate how Biodiversity Strategy priorities (and EO 08-02 directives) can be implemented. Council to concentrate discussion on leadership proposal due Nov. 1, 2008
Finalize invasive species strategic plan	Invasive species coordinator	Plan due June 6, 2008	Plan completed on time  Performance targets to be set based on completed plan	The Invasive Species Strategic Plan was completed on time.	The Invasive Species Strategic Plan is complete and will be delivered on time to the Governor and the Legislature on June 6 <sup>th</sup> .
Implement monitoring strategy framework	Monitoring forum coordinator	By December 2008 have harvest and smolt statistics available on the internet	Harvest and smolt statistics are available on the internet	No measures to report.	The Governor appointed a new chair for the Forum, Bill Wilkerson. The most recent meeting on May 14 <sup>th</sup> launched an effort to re-invigorate the Forum and make it more of a policy board and less of a technical Board. New Monitoring Forum Coordinator hired (Ken Dzinbal).

Expected Work Results	Performed by	Due date(s)	Performance Targets	Measures (Reported at April Internal GMAP)	Status Update (June 2008)
Implement a system of accountability and performance measures	Director and management team supported by the performance management position	Bi-weekly team meetings Quarterly internal GMAP meetings Strategic plan due June 2008  Biennial budget due Aug 2008	OFM Outcome measures:  Number of miles of habitat made accessible due to barriers removed  Percent of salmon recovery, recreation, and habitat restoration projects finalized without the need for time extensions	An additional 10.8 miles of habitat were made accessible due to barriers removed in 2 <sup>nd</sup> quarter of the 2007-2009 biennium.  In the 3 <sup>rd</sup> quarter of the 2007-2009 biennium, 44 percent of salmon projects were finalized without the need for time extensions	A quarterly GMAP schedule has been established and is incorporated on RCO 2008 meeting schedule. The first quarter's internal GMAP session was held on April 17. The draft Strategic Plan is set for review the week of June 2 <sup>nd</sup> with final submittal to the Office of Financial Management on June 13 <sup>th</sup> . Initial discussions to size the RCO budget for the 2009-11 biennium are taking place.
Reduce re-appropriations, streamline grant process, and update manuals	Director & Deputy	Final Berk Report to be issued February 15th	Performance targets to be set as recommendations are implemented	No measures to report	Organizational structure recommendation dividing the grant programs into three sections is being implemented. Business Practice team subcommittees are reviewing changes to improve notification of important deadlines for both project sponsors and OGMs. An RFP is being developed to hire a contractor to help review and develop consistent RCO business practices. Policy team is evaluating current policies and procedures regarding project termination and delegation authority.

Expected Work Results	Performed by	Due date(s)	Performance Targets	Measures (Reported at April Internal GMAP)	Status Update (June 2008)
Implement grant manager priorities set at annual retreat	Deputy	Target completion date of December 31, 2008	Performance targets to be set as recommendations are implemented	No measures to report	<p>No change.</p> <p>Previous status: Eleven action items identified. Some items overlap with Berk findings and involve Prism improvements. Next step is to evaluate, sequence, and implement recommendations</p> <p>Group is focusing on orientation, training, and manuals.</p>
<p>Improve coordination between state agencies that provide grant funding to local governments</p> <p>OFM's Contracts, Grant, Loan (CGL) Systems development process</p>	<p>Director &amp; Special Assistant</p> <p>PRISM Manager</p>	<p>On-going</p> <p>By June 30, 2009, OFM's statewide CGL system will be operational for two programs</p>	<p>RCO included in OFM efforts</p> <p>System developed meets RCO expectations</p>	Participating on advisory team efforts	<p>No change</p> <p>Previous status: Tracking OFM's efforts toward one-stop shop approach for state grant programs</p>
Prioritize and develop new or revised grant policies and rules updates	Special Assistant	January 2008	<ul style="list-style-type: none"> <li>• Prioritized list developed</li> <li>• 100% of tier 1 priority policies updated</li> </ul>	15 issues or policies were completed as of June 5, 2008.	Two new policy staff have been hired. Once on board, the list of priority policies will be assigned. Work is on-going with policies related to the Berk report on grant termination and other consequences for project delay.

Expected Work Results	Performed by	Due date(s)	Performance Targets	Measures (Reported at April Internal GMAP)	Status Update (June 2008)
Develop and submit on time all required reports to the Legislature and Governor	Special Assistant	See tracking list	100 % of reports filed on time	No measures to report	Matrix is complete. Most recent report to be submitted is the Invasive Species Strategic Plan.
Complete required new studies: <ul style="list-style-type: none"> <li>◆ Boating</li> <li>◆ Land acquisition coordination</li> </ul>	Special Assistant	Draft due Dec. 1, 2007 Final due January 2008  Annual report due November	Studies completed on time	No measures to report	Boating Report Submitted to Legislature
Support Puget Sound Partnership	<p>Director</p> <p>Monitoring forum coordinator</p> <p>Salmon grant manager</p> <p>Invasive species &amp; biodiversity coordinators</p>	<p>Measures completed for Gov's May 15 GMAP on Puget Sound</p> <p>Monitoring components identified by May for inclusion in plan update due in September 2008</p> <p>Complete scope of work in January 2008 with work completed by June 2009</p> <p>Design only projects must be completed by June 2009 with projects complete by June 2011</p> <p>See items 2 &amp; 3</p>	<p>Measures completed and reported on time</p> <p>Monitoring components are identified by May 30 2008</p> <p>Six month performance review of scope of work</p> <p>All Puget Sound Acquisition &amp; Recovery (PSAR) funds are obligated by the end of the biennium</p> <p>See items 2 and 3</p>	<p>RCO reports to the Puget Sound Partnership and the GMAP office on April 21<sup>st</sup> regarding 2 key measures to protect and restore near-shore and freshwater habitat in Puget Sound. These measures are:</p> <ul style="list-style-type: none"> <li>• Acres of ecologically important lands purchased, and</li> <li>• Stream miles of near-shore habitat restored</li> </ul> <p>Results (reporting period was 7/1/07-12/31/07):</p> <ul style="list-style-type: none"> <li>• 515 acres of ecologically important lands purchased, with 12,073 acres associated with active projects that are not yet completed.</li> <li>• 718 acres of near-shore estuarine habitat restored, with 5,000 acres associated with active projects not yet completed.</li> </ul>	<p>Governor's GMAP office is reviewing performance targets established in the old Puget Sound Conservation Plan with Governor's Executive Team to determine next steps in the Governor's GMAP process for the Puget Sound Partnership. On-going discussions between the Partnership and the Monitoring Forum about the list of monitoring (and priorities) from all state agencies. To avoid duplication of required reports, the Monitoring Forum and Puget Sound Partnership will be working together to identify on-going and new monitoring needs.</p>

<b>Expected Work Results</b>	<b>Performed by</b>	<b>Due date(s)</b>	<b>Performance Targets</b>	<b>Measures</b> <i>(Reported at April Internal GMAP)</i>	<b>Status Update</b> <i>(June 2008)</i>
Update the State Comprehensive Outdoor Recreation Planning Process (SCORP) and begin more comprehensive planning per statute	Special Assistant	SCORP due to federal government in June 2008	SCORP filed by deadline	Project is on schedule to meet target.	Final draft prepared and submitted for reviews. This will shortly be presented to the Governor for final adoption
Increase outreach, advocacy, and partnerships by implementing communication plan	Director	Meetings scheduled January to June 2008	5% increase in grant applications 5% increase in media coverage	There was a 48% increase in WWRP applications from 07-09 to 09-11.  Media coverage has increased 9% since 2004	It appears the outreach efforts identified in the communications plan has been a factor in the increased number of applications received by the RCFB. Further analysis is being done to determine if the increased number of applications translates into increased quality in funded projects.
Update and improve PRISM	PRISM system administrator	Internal survey will be performed annually. External survey every other year	Achieve an 85% satisfaction rating in external survey (current rate is 78%)  30 % increase in speed when using the system	No measures to report	A number of PRISM changes are completed or close to completion. The focus is on high priority recommendations in the Berk Report.  Changes include: notification to sponsors of contract end date 90 days prior; notification to sponsors of critical milestones 30 days prior; user friendly features to assist sponsors adding new applications, to allow staff to easily assign new users and passwords; removing old logo from reports and updating with new.



**STATE OF WASHINGTON**

**RECREATION AND CONSERVATION OFFICE**

July 2008

**Item #3: Management Status Report - Budget**

**Prepared By:** Mark Jarasitis, Chief Financial Officer

**Presented By:** Kaleen Cottingham, Director

**Approved by the  
Director:**

---

**Proposed Action: Presentation**

**Summary**

The attached financial reports reflect Salmon Recovery Funding Board (Board) activities as of May 31, 2008. The available balance is \$2,657,000. Of the funds to be committed, the Board's balances are as follows:

- federal balance: \$1,065,000
- state balance: \$1,313,000
- Puget Sound Restoration and Acquisition (PSAR) balance: \$279,000.

These balances include any funds previously held for board decision for possible contingent use and recent "closed short" (unused) grant funds. Balances do not include future federal funding.

Funds available for the Family Forest Fish Passage Program are at \$2,033,000.

On May 25, 2008, the revised application was submitted to the National Oceanic and Atmospheric Administration (NOAA) for the Pacific Coastal Salmon Recovery Fund (PCSRF) for 2008. This revised application requested \$23,500,000 and meets NOAA's tentative decision about the actual 2008 funding level. The award likely will be received in August 2008. The grant application sets forth specific details for each category. The general categories of the revised application include:

- \$17,082,500 for habitat protection and restoration (and monitoring);
- \$5,512,500 for salmon enhancement;
- \$200,000 for hatchery research monitoring and evaluation; and
- \$705,000 for Recreation and Conservation Office administration.

**Attachments**

**A. Salmon Recovery Funding Board Budget Summary**

Recreation and Conservation Funding Board • Salmon Recovery Funding Board • Washington Biodiversity Council  
Washington Invasive Species Council • Forum on Monitoring Salmon Recovery and Watershed Health



## Salmon Recovery Funding Board

For the Period of July 1, 2007 - June 30, 2009, actuals through 05/30/2008 (fm 11)

Percentage of biennium reported: 45.8%

	BUDGET	COMMITTED		TO BE COMMITTED		EXPENDITURES	
	new and reapp. 2007-2009	Dollars	% of budget	Dollars	% of budget	Dollars	% of comm
<b>Grant Programs</b>							
<i>State Funded Activities</i>	\$7,026,637	\$6,846,290	97%	180,347		\$1,910,498	28%
<i>State Funded Projects</i>	31,756,855	30,624,539	96%	1,132,316		3,420,623	11%
State Funded Total	38,783,492	37,470,829	97%	1,312,663	3.4%	5,331,120	14%
<i>Federal Funded Activities</i>	11,128,899	11,033,348	99%	95,552		2,017,589	18%
<i>Federal Funded Projects</i>	54,273,007	53,303,348	98%	969,659		11,151,504	21%
Federal Funded Total	65,401,906	64,336,696	98%	1,065,210	1.6%	13,169,094	20%
Lead Entities	3,412,598	3,412,598	100%	-	0%	1,023,543	30%
Forest & Fish	8,403,387	8,403,387	100%	-	0%	0	0%
Puget Sound	39,527,500	39,248,384	99%	279,116	1%	911,558	2%
<b>Sub Total Grant Programs</b>	<b>155,528,883</b>	<b>152,871,894</b>	<b>98%</b>	<b>2,656,990</b>	<b>2%</b>	<b>20,435,315</b>	<b>13%</b>
<b>Administration</b>							
SRFB General	4,349,981	4,349,981	100%	-	0%	1,457,524	34%
Monitoring Strategy	590,000	590,000	100%	-	0%	137,298	23%
Technical Panel	400,000	400,000	100%	-	0%	233,411	58%
Family Forest Fish Pass Prog	8,581,094	6,548,495	76%	2,032,599	24%	3,188,015	48.7%
<b>Sub Total Administration</b>	<b>13,921,075</b>	<b>11,888,476</b>	<b>85%</b>	<b>2,032,599</b>	<b>15%</b>	<b>5,016,247</b>	<b>42%</b>
<b>Grant and Administration Total</b>	<b>\$169,449,959</b>	<b>\$164,760,370</b>	<b>97%</b>	<b>\$4,689,589</b>	<b>3%</b>	<b>\$25,451,562</b>	<b>15%</b>
note: Includes federal awards thru FFY 2007							

## Recommendations from Berk & Associates

*Updated: May 22, 2008*

*\*Gray means a recommendation is implemented or a specific decision has been made not to implement.\**

#	<b>Recommendation “High Impact” in BOLD</b>	<b>Summary</b>	<b>Improve Project Delivery</b>	<b>Reduce OGM Workload</b>	<b>Increase Efficiency &amp; Cohesiv</b>	<b>Action Steps/ Implementation (Work Team Assignment)</b>
1	Creation of a Grants Support Division and Five New Staff Positions	Consider creating five new staff positions located in a new unit within the Grant Division called Grant Support				Organization Work Team provided guidance and direction on structure. New organizational model has been adopted by management. Implementation will be transitional through August 31, 2008. Able to do this within current staff allocation.
1A	Programmatic Policy Specialist and Board Liaison	Develop programmatic policies for the SRFB and RCFB, function as liaison between the two Boards		X	X	Decision is to keep Board Liaison function separate from policy analyst function. Board Liaison recently hired. Two policy analysts will start in June.
1B	Compliance Specialist	Responsible for reducing the backlog of unaddressed compliance issues currently assigned to grant managers		X	X	Recruitment and hiring complete. Staff started April 16, 2008.
1C	Cultural Resources Specialist	To provide a consistent interpretation of Exec Order 05-05 this Order, as well as serve as the point person for cultural resource questions		X	X	Current staff identified to take the lead on implementation of Executive Order 05-05 and becoming a resource for Cultural Resources.
1D	Contracts and Billings Specialist	Consistency in contract and billing interpretation across the entire Agency	X	X	X	Will not hire a specialist, but will accomplish through quality assurance reviews by OGM Seniors and Fiscal staff.
1E	Grant Division Manager	Oversee Grants Division and directly serve as manager for the four proposed staff in the			X	Deputy Director will continue to manage grant management operations. There were concerns about using scarce

#	<b>Recommendation “High Impact” in BOLD</b>	<b>Summary</b>	<b>Improve Project Delivery</b>	<b>Reduce OGM Workload</b>	<b>Increase Efficiency &amp; Cohesiv</b>	<b>Action Steps/ Implementation (Work Team Assignment)</b>
		Grants Support Unit and for the SRFB and RCFB Section Managers				resources to add another layer of management. Grant Services Staff will report to Section Manager hired for Conservation and Grant Services Section.
2	Development of Agency-Wide Policies	Assessment and evaluation of RCFB and SRFB policies is needed to determine areas for potential standardization, as well as identifying what policies should remain distinct			X	Referred to two work teams: policy and business practices. The policy team will analyze and make recommendations regarding policies to standardize. Some of the “policies” identified are actually practice or procedures. These are referred to the business practices and PRISM team. RCO is in the process of publishing an RFP to hire a facilitator for process mapping.
3	Matching Geographic Boundaries	SRFB and RCFB Section Managers should work together to map out similar geographical boundaries when assigning grant manager workload			X	Referred to the Organizational Structure work team. Next meeting: July 15
4	Operational Manual	Creating a separate operational manual that is specifically used for internal purposes and can be used by both SRFB and RCFB grant managers would greatly reduce confusion		X	X	Referred to two work teams: policy and business practices. The policy team will analyze and make recommendations regarding policies to standardize. Some of the “policies” identified are actually practice or procedures. These are referred to the business practices team.  Marc and Darrell are charged with creating an operational manager for OGMs. Recommendations from the work teams and the process mapping will inform that process.

#	<b>Recommendation “High Impact” in BOLD</b>	<b>Summary</b>	<b>Improve Project Delivery</b>	<b>Reduce OGM Workload</b>	<b>Increase Efficiency &amp; Cohesiv</b>	<b>Action Steps/ Implementation (Work Team Assignment)</b>
5	<b>NOTIFICATION FOR MEETING MILESTONES</b>	Automated email or notice should be sent to sponsors before a milestone is reached and submitted again once the sponsor is delayed in reaching that milestone	X	X		Beginning in April, project sponsors will get an e-mail automatically from PRISM 90 days before the project end date. OGMs will also get this e-mail so they are reminded to follow-up with sponsors.  The Business Practices and PRISM Work Team’s recommendation is to notify project sponsors 30 days before certain extra-critical milestones are due. The business practice is being developed and we will ask for a bid from developers.
6	<b>BASELINE MILESTONE AND SCHEDULE ESTIMATES</b>	Information stored in PRISM should produce milestone and project length estimates for specific types of projects	X			Referred to the Business Practices and PRISM Work Team.
7	Grant Manager Orientation and Training	Senior Grant Managers should develop a training manual and schedule that clearly identifies the type of training		X	X	This was a specific recommendation from the Grant Manager Retreat. Human Resources Manager is working on plan.
8	<b>PROGJECT STATUS REPORTS FOR GRANT MANAGERS</b>	The Fiscal Department should prepare monthly project status reports for individual grant managers	X		X	These reports already exist. Administrative Assistant 5 will work with Section Managers to generate reports on a regular basis.
9	<b>EXECUTIVE MANAGEMENT REPORTS</b>	Executive Management should be given quarterly reports... that identifies how the Agency as a whole is performing related to project delivery	X		X	Referred to the Business Practices and PRISM Work Team. Have done some initial education about what reports are already available in PRISM. GMAP queries are being done to reflect accomplishments and challenges.

#	<b>Recommendation “High Impact” in BOLD</b>	<b>Summary</b>	<b>Improve Project Delivery</b>	<b>Reduce OGM Workload</b>	<b>Increase Efficiency &amp; Cohesiv</b>	<b>Action Steps/ Implementation (Work Team Assignment)</b>
10	<b>PROJECT STATUS REPORTS FOR SPONSORS</b>	The RCO should send quarterly status reports to sponsors, particularly ones that are experiencing project delay	X			Referred to the Business Practices and PRISM Work Team.
11	<b>ASSIGNING GRANT MANAGER WORKLOAD AND PROGRAM SPECIALIZATION</b>	The RCFB is already exploring the possibility of assigning two grant managers to an assigned region that would specialize in different program areas	X	X		Referred to the Organizational Structure work team. Next step in organizational restructuring is to work on matching geographical assignments.
12	Creation of an Additional Senior Operations Grant Manager Position	Changing the current Senior Policy Grant Manager position into a Senior Operations Grant Manager position		X		Former OGM Senior for Policy will be OGM Senior for Operations of Conservation/Grant Services Section.
13	Access to Technical Review and Information	Having an on-call person (perhaps hired on a contractual basis) to help answer such questions could help grant managers better provide technical information to applicants and sponsors	X			Referred to the Organizational Structure work team. The Business Practices and PRISM team will do follow-up work as necessary.
14	Increase Lead Entity Involvement	SRFB should consider whether lead entities – local organizations responsible for developing, prioritizing, and submitting projects to the SRFB – should assume a greater role in sponsor oversight throughout the grant process	X			Referred to the Organizational Structure work team. The Business Practices and PRISM team will do follow-up work as necessary.
15	Multiple Funding Dates	Such a structural shift may help grant manager workload concerns by spreading the number of projects acquired more evenly over the course of a year	X X			Referred to the Policy Work Team.

#	<i>Recommendation "High Impact" in BOLD</i>	<i>Summary</i>	<i>Improve Project Delivery</i>	<i>Reduce OGM Workload</i>	<i>Increase Efficiency &amp; Cohesiv</i>	<i>Action Steps/ Implementation (Work Team Assignment)</i>
16	<b>DETERMINING A PROJECT THRESHOLD</b>	Section Managers should determine an average project threshold when assigning new projects and considering if additional grant managers need to be hired	X	X		Referred to Organizational Work Team.
17	Communication between the Grant Division and Executive Management	The Director and Deputy Director should continue attending RCFB and SRFB staff meetings quarterly to listen to specific issues and concerns			X	<b>DONE.</b> Kaleen attends section meetings once every other month. Rachael attends during alternate months. All staff meetings are scheduled every two months Section Managers meet with Deputy twice per month.
18	Communication between Grant Managers	If the RCO is moving towards a more "agency-wide" approach, having at least quarterly meetings with the entire grant manager group could further promote and identify similarities between the two groups, rather than differences			X	<b>DONE.</b> All grant/fiscal staff meetings held every two months.
19	<b>COMMUNICATION BETWEEN RCO EXECUTIVE MANAGEMENT AND SPONSORS</b>	Face-to-face meetings should occur between the RCO Executive Management and sponsors that have a history of project delay to determine how to address specific issues, challenges, and concerns	X			Kaleen is taking the lead on this. She has requested information for analysis and to help her prepare to meet with state agency directors. Section Managers are meeting and gathering information.
20	<b>COMMUNICATION BETWEEN RCO AND OFFICE OF FINANCIAL MANAGEMENT</b>	RCO needs to better explain its budget requests to Office of Financial Management			X	Kaleen will take the lead.

#	<b>Recommendation “High Impact” in BOLD</b>	<b>Summary</b>	<b>Improve Project Delivery</b>	<b>Reduce OGM Workload</b>	<b>Increase Efficiency &amp; Cohesiv</b>	<b>Action Steps/ Implementation (Work Team Assignment)</b>
21	PRISM Task Force	The Task Force would be charged with evaluating the impacts of the proposed improvements as well as identify additional modifications and changes to ensure that the system is more user friendly and a better management reporting tool			X	DONE. Business Practices and PRISM team has already met several times. Meets every two weeks.
<b>22</b>	<b>AUTOMATED REQUESTS AND NOTICES</b>	PRISM should adopt the capability to automatically send standardized notices (such as an email) to sponsors and grant managers	X	X		The Business Practices and PRISM Work Team has prioritized several notifications for sponsors. A notice 90 days prior to project end date has been implemented and team is working on business requirements for notification of certain critical milestones.
<b>23</b>	<b>STANDARDIZED REPORTS</b>	PRISM should produce comprehensive, customized, and reader-friendly reports for grant managers, Executive Management, and Fiscal Staff that provide a holistic assessment of how the organization is managing grants at an individual, section, and organizational level			X	Referred to the Business Practices and PRISM Work Team.
<b>24</b>	<b>DASHBOARD SYSTEM</b>	Explore the option of developing an online, interactive, DashBoard system similar to the Transportation Improvement Board (TIB)			X	Referred to the Business Practices and PRISM Work Team.
25	Application Information	PRISM should have the capability to save base information (i.e. name, address, financial information) previously			X	Some of these features are already available. Referred to the Business Practices and PRISM Work Team to discuss improvements. This is

#	<b>Recommendation “High Impact” in BOLD</b>	<b>Summary</b>	<b>Improve Project Delivery</b>	<b>Reduce OGM Workload</b>	<b>Increase Efficiency &amp; Cohesiv</b>	<b>Action Steps/ Implementation (Work Team Assignment)</b>
		input into the system for sponsors applying to a new program or the same program at a later date				something the new Grant, Contracts and Loan System being built by OFM will do.
26	Total Cost Information	PRISM should provide information for both types of financial data [total of billed cost vs true cost], with a clear demarcation of their differences.	X			Referred to the Business Practices and PRISM Work Team.
27	Applicant History Information	PRISM should track over time amendment information on a project-by-project basis	X			Referred to the Business Practices and PRISM Work Team. Could be done now as a query pending changes to PRISM or the new Grants, Contracts and Loan System.
28	<b>OUTPUT MEASURES</b>	RCO should develop multiple output benchmarks that examine various points during a project’s life	X		X	This was identified as an issue at the Grant Manager Retreat. Rachael has taken the lead on this with Nancy and Rebecca working on the details
29	<b>AGENCY RESPONSE TO PROJECT DELAY</b>	RCO should consider creating a tiered system, where delayed projects fall into three categories.	X		X	Policy Work Team will discuss. Many of the policies exist but staff will need to develop criteria for decision-making and resulting procedures,
30	<b>FACTORING IN APPLICANT HISTORY</b>	Awarding additional bonus points during the application process to applicants who have previously been awarded grants and have a history of delivering projects on-time	X			Referred to the Policy Work Team.
31	<b>READINESS TO PROCEED</b>	Rewarding additional application points to projects that are ready to proceed would provide incentives for applicants to invest greater resources in the project design stage	X			Referred to the Policy Work Team.

#	<i>Recommendation "High Impact" in BOLD</i>	<i>Summary</i>	<i>Improve Project Delivery</i>	<i>Reduce OGM Workload</i>	<i>Increase Efficiency &amp; Cohesiv</i>	<i>Action Steps/ Implementation (Work Team Assignment)</i>
32	<b>AUTHORIZING AMENDMENTS</b>	There should be greater scrutiny from RCO staff in authorizing proposed project amendments	X			Referred to the Policy Work Team. The Business Practices and PRISM team is hiring a consultant to lead work teams through process mapping exercises. The amendment process will be one that will be mapped. One of the goals of this process is to standardized procedures for both grant sections to follow.
33	<b>TERMINATING PROJECTS</b>	For the most egregiously delayed projects, the RCO should consider cutting off funding and ending the project	X			Referred to the Policy Work Team. Team will address clarifying delegation of authority issues for making these decisions and develop criteria and process for terminating projects.
34	<b>PLANNING AND DESIGN GRANTS</b>	Increase the number of planning and design grants offered and make them available across all programs	X			Recommendations 34, 35, and 36 inter-connected. RCFB sub-committee will make recommendations.
35	<b>ENCOURAGE PROJECT PHASING</b>	RCO should encourage sponsors to propose their projects in phased segments	X			Recommendations 34, 35, and 36 inter-connected. RCFB sub-committee will make recommendations..
36	<b>ALIGN PHASING WITH BIENNIAL FUNDING CYCLES</b>	Consider limiting phased projects to two years in order to match the phase to the biennial funding timeline and help reduce re-appropriations			X	Recommendations 34, 35, and 36 inter-connected. RCFB sub-committee will make recommendations..

Natural Resources Building  
1111 Washington St SE  
Olympia WA 98501

PO Box 40917  
Olympia WA 98504-0917



(360) 902-3000  
TTY: (360) 902-1996  
Fax: (360) 902-3026

E-mail: [Info@rco.wa.gov](mailto:Info@rco.wa.gov)  
Web site: [www.rco.wa.gov](http://www.rco.wa.gov)

**STATE OF WASHINGTON**  
**RECREATION AND CONSERVATION OFFICE**

July 2008

**Item #3: Project Management Update**

**Prepared By:** Brian Abbott, Section Manager

**Presented By:** Brian Abbott, Section Manager

**Approved by the  
Director:**

---

**Proposed Action: Presentation**

**Summary**

Project Management Activities

*2007 Grant Round*

At its December 13, 2007, meeting the Salmon Recovery Funding Board (Board) awarded \$60.9 million to 202 projects in eight salmon recovery regions. June 13, 2008 was the deadline for sponsors to submit signed agreements to the Recreation and Conservation Office (RCO). As of June 15, 190 of the 202 projects (94 percent) are under agreement. Staff is reviewing the circumstances for the twelve projects that missed the deadline, and will provide a recommendation to executive management on approaches to either getting the sponsor to provide the required information or terminating the project.

*2008 Grant Round*

Following the Board's approval of Manual #18 in May, RCO staff finalized the manual and posted it to the RCO web site. The Review Panel met for the second time on June 17 and reviewed their site visits to date. The panel provided additional comments about some projects to assist the sponsor in preparing the application. As of June 24, 2008, the panel has visited 16 of the 27 lead entities to review projects.



*Workshops*

In May, the RCO Salmon Section participated in two events to help the Governor’s Salmon Recovery Office (GSRO). RCO provide logistical and financial support to bring together the Regional Recovery Boards and others to discuss important policy issues at the first Policy Summit held on May 16 in Vancouver. RCO also provided staff support and co-sponsored a Large Wood Workshop to discuss the supply, storage, and transport of large wood for salmon recovery projects. This workshop was held May 30 in Tacoma with over 130 people attending. The GSRO will develop and present reports for both events.

Staffing

The Salmon Section is adding a new grant manager for the Family Forest Fish Passage Program. This will allow staff to devote more time to manage the Puget Sound Acquisition and Restoration projects funded during the last grant round. We hope this new grant manager will be on board by the middle of July.

Project Administration

Since the beginning of the Salmon Recovery effort (pre-SRFB creation), 1,429 projects have been funded. As of June 30, 2008, 844 projects (almost sixty percent) have been completed. Staff has placed these projects in either ‘closed-completed’ or ‘active completed’ status in our PRISM database until the monitoring component is finished.

Funding Cycle	Fiscal Year	Active Projects	Pending Projects	Completed Projects	Completed Monitor	Total
GSRO Federal 1999	1999	0	0	165	0	165
Early Action (IRT) State 1999	1999	0	0	94	0	94
SRFB - Early (State) 2000	2000	4	0	87	0	91
SRFB - Second Round 2000	2001	4	0	145	0	149
SRFB - Third Round 2001	2002	6	0	126	1	133
SRFB - Fourth Round 2002	2003	20	0	65	3	88
SRFB – Fifth Round 2004	2004	64	0	52	0	116
SRFB – Sixth Round 2005	2006	90	0	28	1	119
SRFB – Seventh Round 2006	2007	88	1	9	2	100
SRFB – 2007 Grant Round (includes PSAR)	2008	212	22	0	0	234
Family Forest Fish Passage Program	To Date	63	266*	73	0	136
Totals		555	23	844	7	1429
Percent		38.8%	1.6%	59.6% (Completed projects)		100

IRT =Interagency Review Team (Early Action grant cycle); GSRO = Governor’s Salmon Recovery Office  
 \*FFFPP projects landowners that have applied to the program and are waiting to become a high priority for funding. Did not include in totals.