

FISH PASSAGE BARRIER REMOVAL BOARD

MEETING MATERIALS

DECEMBER 15, 2015

Watershed Pathway

Map of Nominated Watersheds - Coastal Region

Watershed Analysis Report

Coordinated Project Pathway

Project nomination statistics

Project nomination map

Flow chart of project nomination review process

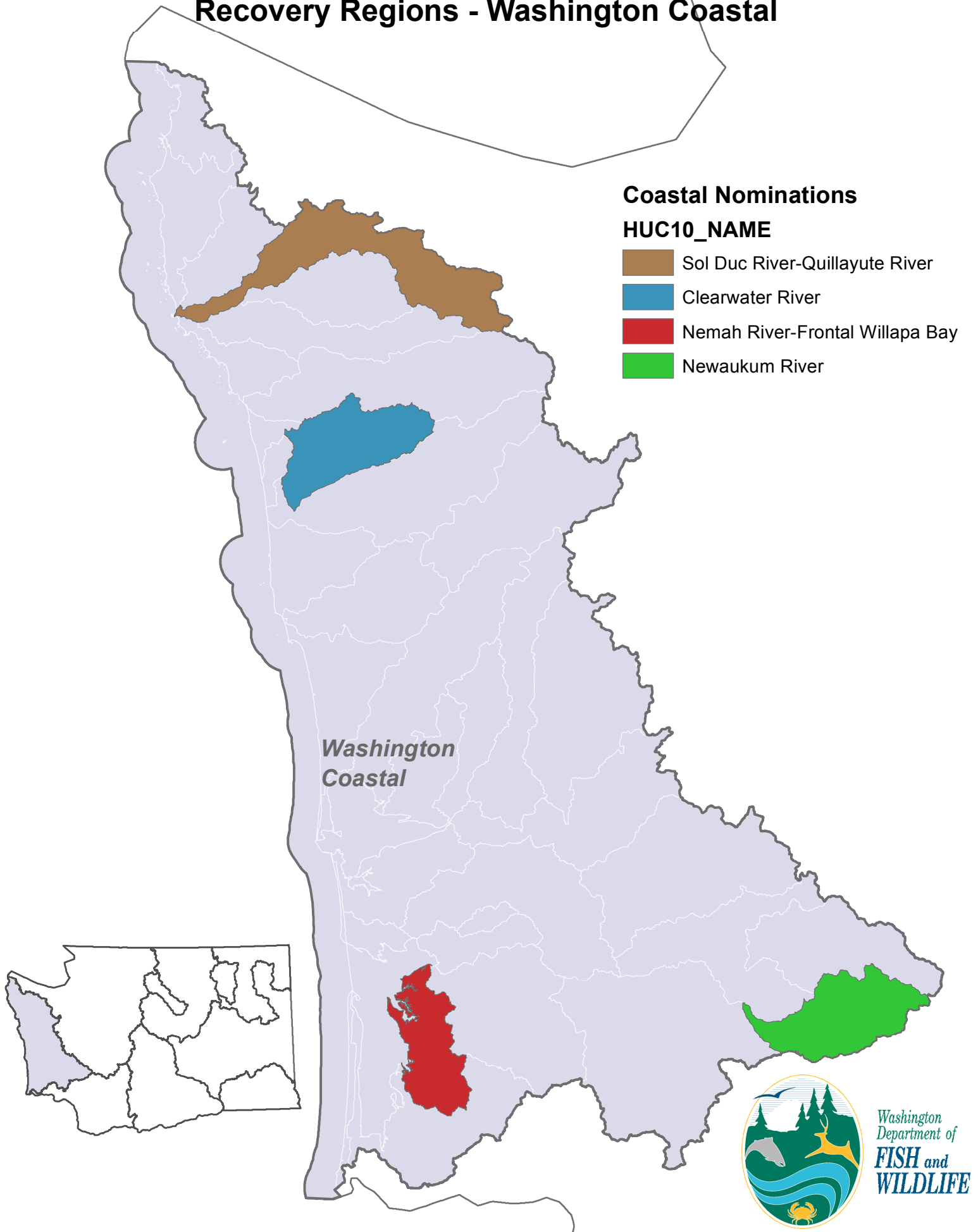
Project readiness scoring criteria

Project analysis methodology

Communication Plan (Draft)

Watershed Pathway

Fish Passage Barrier Removal Board Nominated Watersheds for Recovery Regions - Washington Coastal



IP Density for each coastal nominations (HUC 10) - 12/15/2015

HUC 10	IP Density Coho Winter Rearing	IP Density Sthd Rearing	Total IP Density IP Coho + IPSthd Rearing	Total IP Density Coho(0.5) + IPSthd Rearing	Focus Area Priority
Newaukum	5.8171	3.7065	9.5235	6.6150	Entire watershed
Clearwater	4.3561	3.5212	7.8773	5.6993	Lower Clearwater (HUC12)
Nemah River - Frontal Willapa Bay	6.2438	1.7310	7.9748	4.8529	South Nemah River - Frontal Willapa Bay (HUC12)
Sol-duc	3.6206	2.8849	6.5055	4.6952	Lower/Middle Section

Formula:

IP Index Value * Stream Segment Length = IP Meters

\sum [IP Meters] / Area of HUC 10 *10000= IP Density

Final HUC10 IP value is IP Density.

Score Definitions:

IP Index Value -IP index value of stream segment

Stream Segment Length - Length (meters) of stream segment

Area of HUC 10 - Area of HUC 10 (square meters)

Coastal HUC10 Nominations
Watershed Analysis Report
12/15/2015

	Newaukum	Clearwater	Nemah River	Sol-duc
Culvert Barrier Information (FPDSI)				
Not Barriers	34	11	28	24
Total Barriers	14	1	14	19
Partial Barriers	55	3	14	40
Unknown Passability Features	139	9	44	13
Total Culverts	242	24	100	96
Culvert Ownership (FPDSI)				
City	0	0	0	0
County	130	6	23	9
Federal	0	0	0	16
Private	67	1	35	33
State	45	17	42	28
Tribal	0	0	0	4
Unknown	0	0	0	6
RMAP				
Fish Barriers	16	81	27	10
Fish Passable (fixed)	18	147	124	65
WSDOT Projects in 6-yr Plan	0	0	0	0

	Newaukum	Clearwater	Nemah River	Sol-duc
Salmonids and Stock Status				
Chinook				
Coho				
Chum				
Pink				
Steelhead				
Bull Trout	Threatened	Threatened		Threatened
Other				Ozette Sockeye - Threatened
Barrier Inventory - Level of Completeness	High	Medium	Low	Medium
County	Lewis	Jefferson	Pacific	Clallam
Lead Entity	Chehalis/Grays Harbor	Quinault	Pacific	North Pacific Coast
Tribes Represented in HUC10	Confederated Tribes of the Chehalis	Quinault Indian Reservation	Confederated Tribes of the Chehalis	Quileute
	The Cowlitz Tribe		The Cowlitz Tribe	Makah
	The Kwalhioqua Tribe		The Kwalhioqua Tribe	Hoh
			Chinook Indian Tribe	
Legislative District	District 20	District 24	District 19	District 24
	Sen. John E Braun	Sen Jim Hargrove		Sen Jim Hargrove
	Rep. Richard Debolt	Rep. Kevin Van De Wege	Rep. Dean Takko	Rep. Kevin Van De Wege
	Rep. Ed Orcutt	Rep. Steve Tharinger	Rep. Brian Blake	Rep. Steve Tharinger

Coordinated Project Pathway

Coordinated Project Pathway Statistics

Nominating Organizations:

City: 13

County: 13

Recovery Region/Lead Entity: 6

Total Number of Nominating Organizations: 32

Number of Sites Nominated By Owner Type:

City: 61

County: 136

Private: 42

State: 5

Total Number of Nominated Sites: 244

Number of Fully-Qualified Nominations by Barrier Owner Type:

City: 27

County: 54

Private: 25

State: 3

Total Number of Fully-Qualified Sites: 109

Number of Partially-Qualified Nominations by Barrier Owner Types:

City: 34

County: 80

Private: 15

State: 2

Total Number of Filtered Sites: 131

Number of Disqualified Sites: 4

Project Readiness Scores (1-5):

City Barriers (27):

- 0 Scored 1 Point
- 24 Scored 2 Points
- 2 Scored 3 Points
- 1 Scored 5 Points

County Barriers (54):

- 4 Scored 1 Point
- 42 Scored 2 Points
- 3 Scored 3 Points
- 4 Scored 4 Points
- 1 Scored 5 Points

Private Barriers (25):

- 1 Scored 1 Point
- 24 Scored 2 Points

State Barriers (3):

- 3 Scored 2 Points

Lineal Gain Statistics (Net Gain):

Average: 1.63 miles

Max Net Gain for an Individual Project: 14.97 (Chico Creek nomination)

Example Projects Based on Filters, Project Readiness and Net Gain (not in priority order):

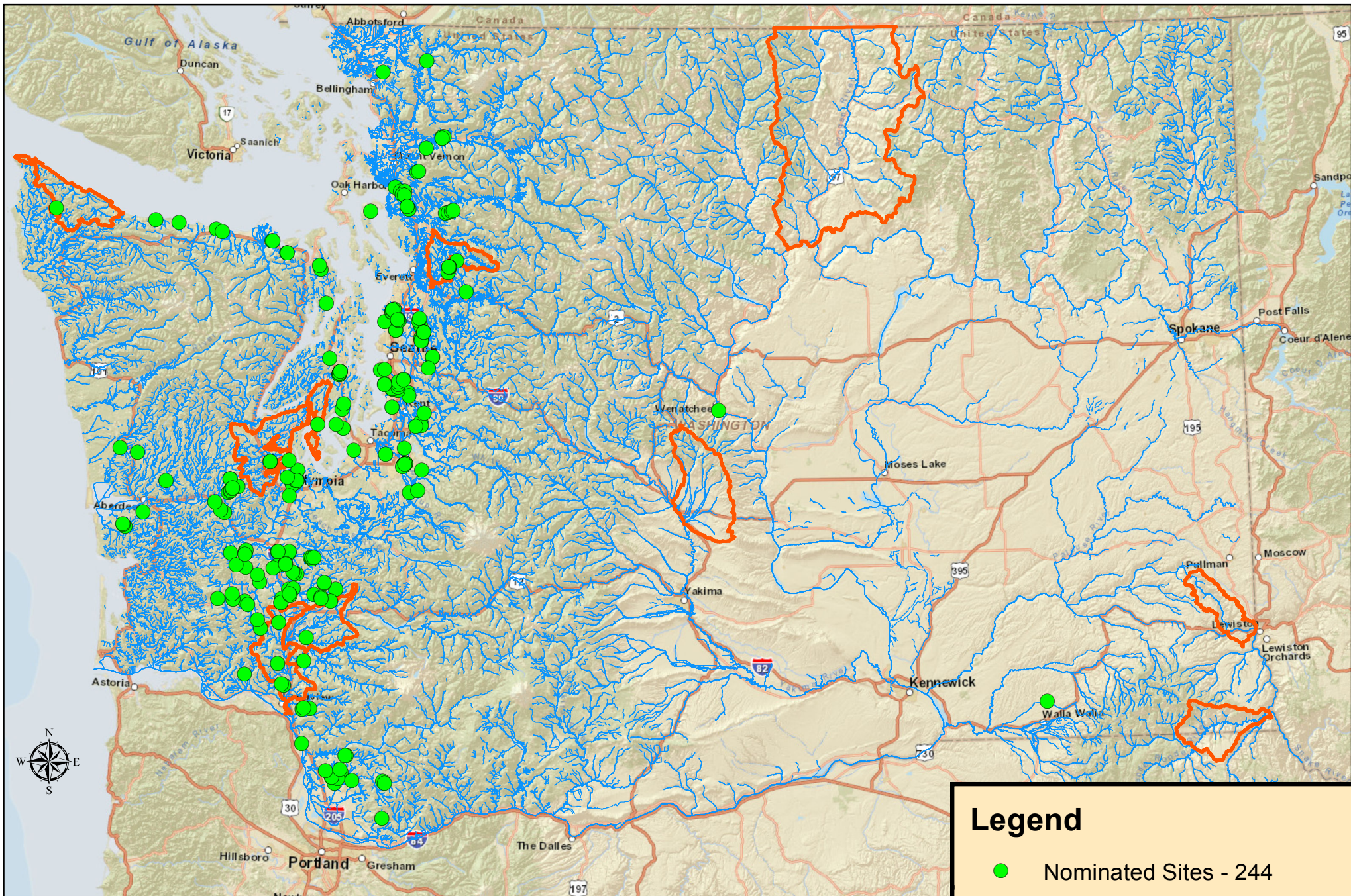
- Mox Chehalis Creek – Grays Harbor County – Readiness score of 4 and net gain of 10.76 miles
- Gaddis Creek – Grays Harbor County – Readiness score of 4 and net gain of 6.18 miles
- Chico Creek – Kitsap County – Readiness score of 3 and net gain of 14.97 miles
- Valley Creek – City of Port Angeles – Readiness score of 5 and net gain of 6 miles
- Trib to Gull Harbor – Thurston County – Readiness score of 5 and net gain of 0.25 miles
- Kristoferson Creek – Island County – Readiness score of 4 and net gain of 0.73 miles
- Kreaman Creek – Clallam County – Readiness score of 4 and net gain of 1.24 miles
- Thorndyke Creek – Jefferson County – Readiness score of 2 and net gain of 10.07 miles

Examples of Projects with High 'Readiness Score':




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DRAFT

Coordinated Project Pathway Nominations

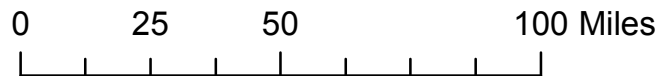


Legend

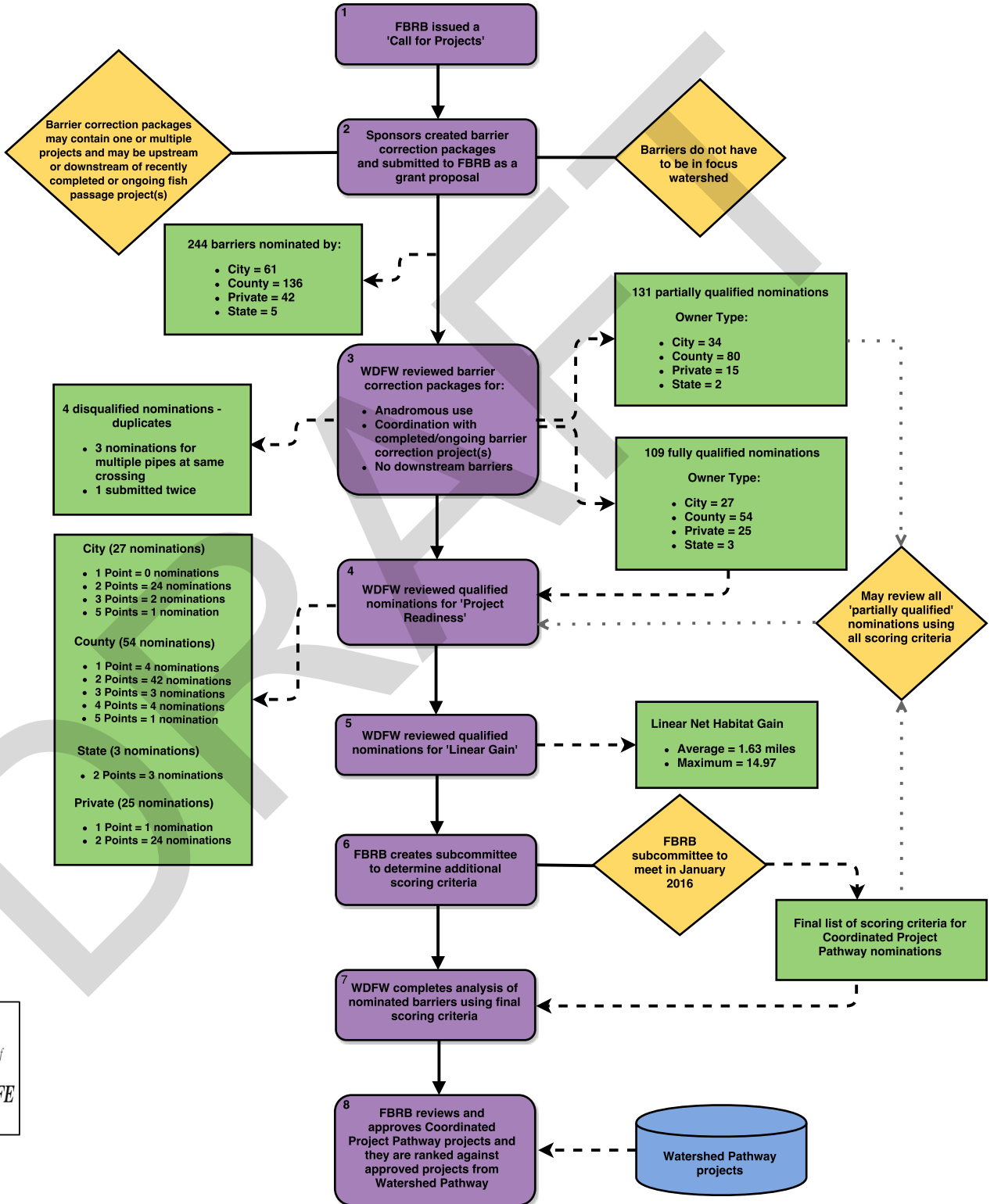
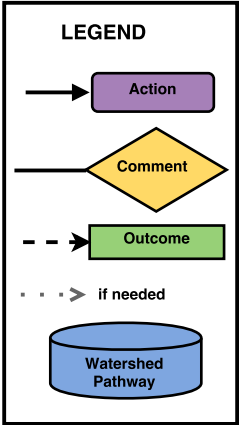
-  Nominated Sites - 244
-  Statewide Focus Watersheds
-  Streams



Author: Cade Roler
Draft Date: December 14th 2015



FBRB Coordinated Project Pathway December 18, 2015



Justin Zweifel, WDFW

DRAFT - Dec. 18, 2015

Project Readiness Scoring:

1 Point - Nominated site(s)' barrier status is unknown.

- No information/details were provided by the nominating agency.

2 Points – Nominated site(s) have known barrier status, have geospatial reference, cooperative property owners, and some site evaluation. Types of information we consider may include:

- No design work – conceptual designs
- No cost estimates
- Early planning stages
- Scoping and design needed

3 Points – Nominated site(s) have at least 30% - 50% engineering design, cooperative property owners, some site evaluation, some cost estimations, have a designated project manager/sponsor. Types of information we consider may include:

- Feasibility studies are complete
- Replacement structure determined
- Any easements necessary have been reviewed
- Project could be implemented within 2 years of funding

4 Points – Nominated site(s) have between 50% - 99% engineering designs, all planning completed, cooperative property owners, scoping nearly completed, comprehensive cost estimates, and designated project manager/sponsor. Types of information we consider may include:

- Permit applications are active
- Cultural resources are complete
- Project could be implemented within 1 year of funding
- Previously completed designs that will require extensive review

5 Points - Nominated site(s) have a designated sponsor, completed designs, permits acquired, matching funds, and land owner agreements.

- Project is highly ready and awaits funding for construction
- Project has a completed work schedule and work bid

Coordinated Project Pathway Submitted Sites Spreadsheet Analysis

In accordance with RCW 77.95.180, RCW 77.95.170 and RCW 77.95.160 WDFW created a Coordinated Pathways spreadsheet to organize nominated barrier information.

- The following information were extracted from the submittals:
 - GPS coordinates in decimal degrees of the target site and nominated barrier(s)
 - Nominating entity
 - River name
 - Road name
 - WDFW Fish Passage Diversion Screening Inventory (FPDSI) database Site ID, if available
 - Ownership type (state, local, private, etc.) of target site and nominated barrier(s)
 - Presence of downstream barriers
 - Number of downstream barriers in watershed
 - Available Habitat Upstream
 - Description of 'project readiness' that may include information about biological or engineering scoping, design, barrier owner willingness, etc.
 - General and Priority Species use
 - Priority Species use
 - Other projects adjacent to nominated barrier
 - Cost
 - Matching funds
 - Comments – Information not listed in columns that may be useful for the FBRB to know, an example would be the benefits with a barrier removal that reduces flooding or its role in local recovery plans.
- All nominations are reviewed in detail and all information applicable is entered into the spreadsheet allowing the FBRB to identify and prioritize the projects necessary to eliminate fish passage barriers caused by state, local roads, highways and barriers owned by private parties.

Preliminary view of Project Importance

WDFW staff determined that using three primary filters would sort the proposed projects that meet overall salmon recovery goals, are consistent with FBRB principles, and RCWs. These filters are:

- Is the project located on an anadromous stream?
- Is the project in coordination with a recently fixed (within the last 5 years) or funded fish passage project?
- Are there downstream barriers?

Nominated projects that passed initial filters were then reviewed using the following criterion:

- Project Readiness
- Net Gain
- Species Benefiting

Communication Plan

FISH PASSAGE BARRIER REMOVAL BOARD DRAFT COMMUNICATIONS PLAN 2015-2018

Updated 12.08.15

INTRODUCTION

The members of the Fish Passage Barrier Removal Board (FBRB) are working together to ensure that key decision-makers and influencers engage and invest in fish passage barrier removal, even in advance of finalizing the program they are developing. This communications plan identifies foundational activities that will support more targeted efforts once the program is more fully defined. Initial activities include refining and using messaging and creating a collateral print piece to aid communications; working with the agencies and organizations represented on the board to make the case for the urgent need and the opportunity provided by fish passage barrier removal statewide; and building capacity at the Washington Department of Fish and Wildlife so that they can provide the scientific and engineering criteria necessary to ensure safe fish passage, identify and map strategic targets, and staff the FBRB.

OUTLINE

- I. Objectives** (p. 2)
 - Purpose Statement
 - Guiding Outcomes
 - Key Strategies
- II. Situational Analysis** (p. 3)
 - Methodology
 - Findings
- III. Priority Actions** (p. 5)
- IV. Target Audiences** (p. 8)
- V. Messages** (p. 10)
 - Key messages
 - Story arc
 - Quotes
- VI. Materials and Tools** (p. 12)
- VII. Board Member Activities** (p. 12)
 - Actions grouped by board member role
- VIII. Timeline** (p. 14)
 - Actions grouped by date or deadline

I. OBJECTIVES

The FBRB communications activities in the plan were developed to achieve the purpose, guiding outcomes (measures of success), and key strategies identified by the board, below.

DRAFT PURPOSE STATEMENT:

The purpose of the Fish Passage Barrier Removal Board is to aid the restoration of healthy and harvestable levels of salmon and steelhead statewide through the coordinated and strategic removal of barriers to fish passage.

DRAFT GUIDING OUTCOMES

Board members identified the following measures of success:

- 1) **Fish passage is pursued as a priority** as part of salmon and steelhead recovery efforts statewide.
- 2) **The Fish Passage Barrier Removal Board is an effective resource** for coordination, connection, guidance, and funding among all entities working on fish passage.

DRAFT KEY STRATEGIES

FBRB members identified the following key strategies to achieve success:

1. Build a successful program that directs new funding to strategic fish passage barrier removals, statewide.
2. Identify mechanisms to share relevant information and make it easier for cities, counties, and others seeking to remove fish passage barriers independent of a state-run program.
3. Help target audiences and key decision-makers understand the value and urgency of investment in fish passage barrier removal at this time.
4. Engage all board members as primary messengers and advocates within their agencies and associations to ensure external support by agency and association leaders.
5. Ensure that WDFW has the capacity to support the work of the Fish Passage Barrier Removal Board:
 - a. Facilitation of the board's development of a statewide program and management of implementation of the work plan.
 - b. Necessary statewide inventory, mapping, and monitoring

II. SITUATIONAL ANALYSIS

The situational analysis helps determine the gap between the aspirations of the FBRB and the challenges and opportunities it faces today.

METHODOLOGY

The findings below are the results of interviews with board members and partners, workshops, and research in print and online. (Please see Appendix A for more details on the methodology, and Appendix B for more details from the interviews.)

FINDINGS

FBRB MEMBERS ARE LEADERS WITH INFLUENCE AND MOTIVATION. THEY CAN INSPIRE KEY PARTNERS TO ENGAGE AND INVEST IN FISH PASSAGE BARRIER REMOVAL AND HAVE COMMITTED TO DO SO.

- Several board members are known leaders for fish passage barrier removal statewide and possess nuanced understanding of the problems and opportunities associated with implementing successful fish passage statewide. Some have worked on the challenge for decades.
- Board members have strong relationships with external partners and key audiences. They can inspire external audiences to engage and invest in fish passage barrier removal.
- Board members have influence within their organizations, as well. They have the ability to convince leadership, members, and staff to prioritize fish passage barrier removal at their organizations.
- All board members are supportive of seeking additional funding for WDFW to ensure a scientifically credible foundation and sustained facilitation of the board to create a new fish passage program.
- Members of the board are also motivated to inspire all entities with fish passage barriers to fund their own barrier removal projects.

THE FBRB NEEDS TO DEFINE THE DETAILS OF A NEW COORDINATED STATEWIDE PROGRAM.

- Board members are in the process of defining the details of a statewide program that may include all or some of the following elements:
 - A watershed-approach pathway for grant eligibility that targets removal of high priority barriers in high priority watersheds in each region to effect the highest contribution to salmon and steelhead recovery.

- A coordinated approach pathway for grant eligibility that targets the removal of barriers adjacent to other funded or recently completed fish passage projects. These opportunistic projects may occur inside or outside of priority salmon recovery watersheds.
- A program that provides coordination and resources so that entities responsible for fish passage barriers could repair them independently.
- Until the details of the program are defined—how it will be evaluated, funded, administered, who it will serve, etc., communications strategy will by necessity need to be foundational, educational, and more general.
- A compelling story that shows the value and urgency of fish passage barrier removal is needed.
- Current stories in print and online communicate what fish passage barrier removal is, but they lack reflection of the value and urgency of the challenge, why it matters, and to whom.
- Websites, print materials, and other sources tell very different stories about fish passage barrier removal. It is not clear who is working on it, why, or what benefit is being achieved.

ONLINE PRESENCE, MATERIALS, AND MESSAGES NEED TO BE UPDATED.

- Online, it is difficult to gain a clear picture of fish passage barrier removal activities in Washington State. Multiple websites, including board member sites, talk about fish passage, though do not link to or mention the work of FBRB or other organizations.
- The Washington Department of Fish and Wildlife (WDFW) website has a page devoted to the Fish Passage Barrier Removal Board and shares information on the authorizing legislation, the board meetings, and recent news coverage. The page functions as the “main website” for FBRB.

BOARD MEMBERS AND MESSENGERS NEED TRAINING AND OUTREACH PLANS TO REACH KEY DECISION-MAKERS.

- Board members have committed to advocating within their agencies and organizations to secure leadership support for capacity funding and to direct key personnel to useful information about how to proceed with fish passage barrier removal, even in advance of a fully defined statewide program.
- Board members and other messengers need training and tools to tell the story of fish passage to key audiences and decision-makers.

INFORMED MEDIA COVERAGE IS LACKING.

- There is little media coverage of fish passage or the Fish Passage Barrier Removal Board.

- The majority of news stories and online mentions of fish passage frame it in terms of inconvenience and expense. See KING 5 News, “Salmon to spawn traffic tie-ups for years.”

BOARD MEMBERS DO NOT WANT TO TAKE SALMON RECOVERY FUNDS FROM EXISTING PROGRAMS TO PAY FOR A NEW FISH PASSAGE PROGRAM.

- Fish passage is a critical piece to salmon recovery, yet salmon recovery organizations and implementers are concerned that other critical pieces will lose funding unless a new source of funds for barrier removal is identified.
- A new Fish Passage Barrier Removal Program will need the support of salmon recovery organizations to be successful, particularly if it is to be funded by the legislature.

III. PRIORITY ACTIONS

1) DEVELOP A COMPELLING STORY THAT COMMUNICATES THE VALUE AND URGENCY OF FISH PASSAGE BARRIER REMOVAL.

- While the details of the FBRB program are being defined, FBRB must work to tell a compelling story of the general value of fish passage and the Fish Passage Barrier Removal Board.
- It will be important to share the story consistently on all channels as outlined in the Priority Actions (6, 7, and 9).
- When the program is defined, FBRB must update the story to include the details of the program. And they must update the story on all channels.
- It will be important to incorporate visuals, maps, and pictures to make the story more engaging.

2) DEFINE THE DETAILS OF THE FISH PASSAGE BARRIER REMOVAL BOARD PROGRAM.

- If FBRB is to convince state legislators to fund the program in 2017, then they must define the program by mid-2016 and share the details with advocates and legislators.

3) SUPPORT WDFW TO MAKE A CAPACITY REQUEST OF THE STATE LEGISLATURE IN 2016. THE FUNDING WILL ALLOW THEM TO GUIDE AND STAFF THE DEVELOPMENT OF THE FBRB PROGRAM.

- WDFW submitted an internal agency request that will come before the legislature as part of the supplemental budget. It will fund the agency’s capacity to work with FBRB to develop the FBRB program. Some of the needs include resources to complete research, monitoring, creation of informational tools, and identification of priority projects.

- A letter of support from FBRB members and/or other means of support for the WDFW request, including testimony and/or otherwise helping to educate key legislators and influencers will be important.
 - In advance of the 2016 legislative session, members need to reach out to partners and decision-makers to build support for fish passage and FBRB. They will be able to use the new messaging and materials. See Priority Actions (6, 7, and 9).
 - It will be important for FBRB to form a subgroup to coordinate legislative outreach. In the plan, we will refer to the subgroup as the Legislative Working Group. For best effect, the group should form before January 2016 so that they can coordinate support for the WDFW funding request.
- 4) MEET WITH THE SALMON RECOVERY FUNDING BOARD TO INSPIRE THEM TO ENGAGE AND INVEST IN FISH PASSAGE AND FBRB.
- The Salmon Recovery Funding Board (SRFB) is an essential partner in the effort to promote fish passage barrier removal. A collaborative approach should be developed.
 - Members of FBRB plan to meet with the SRFB on December 9, 2015.
- 5) ESTABLISH THE FBRB AS A RESOURCE TO HELP FISH PASSAGE BARRIER OWNERS TO COMPLETE BARRIER REMOVAL PROJECTS INDEPENDENTLY.
- FBRB must establish itself as a trusted resource for information, guidance, and inspiration.
 - Even while the details of the FBRB program are being developed, it will be important to reach out to state agencies, cities, counties and others to share that the resources are being developed.
- 6) TRAIN KEY MESSENGERS AND EQUIP THEM WITH TOOLS AND OUTREACH STRATEGY TO TELL THE STORY OF FISH PASSAGE.
- FBRB will host a communications strategy and messaging workshop (January 8, 2016) for FBRB board members and their organizations' communications leads. Regional salmon recovery directors and their communications' staff will be invited as well.
 - For the initial list of external and internal audiences, please see section IV. Audiences.
- 7) UPDATE THE FBRB WEBSITE, ONLINE PRESENCE, AND MATERIALS.
- Board members should consider whether it is preferable for the FBRB "main website" to be hosted by WDFW, or whether a new location and design are needed.
 - FBRB board member organizations' websites and materials will need to be updated to tell the new story of fish passage barrier removal. Also, all member websites should link to the FBRB "main website" that will also be updated with new messaging.

- FBRB is working with Pyramid Communications to develop messages and materials to compel key decision-makers to support fish passage barrier removal. Please see section V. Messages and section VI. Materials for more details.
- FBRB support staff should create an archive of stories that help illustrate how a coordinated effort to remove barriers statewide maximizes benefits.

8) SEEK STATE FUNDING FOR FISH PASSAGE BARRIER REMOVAL IN THE 2017 LEGISLATIVE SESSION

- The board must have a clear definition of the program by mid-2016 in order to mount a successful request for 2017.
- Association of Washington Cities and Washington State Association of Counties representatives are ready to lead support for another board member (likely a state agency) to make a legislative funding request in 2017.
- As part of the legislative funding requests, the board will stress the need for new allocations of salmon recovery funds for fish passage rather than a reallocation of existing funds.

9) PROACTIVELY BUILD RELATIONSHIPS WITH THE MEDIA

- Even before the FBRB program is defined, FBRB and partners must educate the media about the benefits and purpose of coordinated fish passage barrier removal and equip them with compelling stories.
- Please see section IV. Audiences for more details on the media outlets that FBRB should reach. It will be of particular importance for FBRB to reach out to outlets like KING 5 that have reported on fish passage previously and work with them to shift how they frame the story.
- Part of the media strategy should include a means to tell the story of fish passage in advance of construction season, when fish passage projects are more visible. When “dirt is being moved” the media will pay more attention.

10) ENGAGE WITH NATIONAL ORGANIZATIONS AND FEDERAL AGENCIES COMMITTED TO FISH PASSAGE

- Set the stage for possible capacity requests at a national level.
- Engage national groups in the near-term. Identify ways that they can advise or support FBRB.

11) DESIGNATE A LEAD BOARD MEMBER TO GUIDE IMPLEMENTATION OF THE COMMUNICATIONS PLAN AND OUTREACH STRATEGIES

- Association of Washington Cities board representatives have volunteered to lead the development and implementation of legislative strategy, and it may make sense to have an additional lead on the board or on support staff to ensure timely completion and implementation of communications priorities.

IV. TARGET AUDIENCES

Target audiences are those organizations and individuals best situated to help implement strategy and achieve objectives.

Internal Board Member Organization Audiences:

The Confederated Tribes of the Colville Reservation:

Fish and Wildlife Program leadership
Fisheries professionals
Communications staff

Association of Washington Cities:

Association leadership
City administrators
Communications staff
Mayors

Washington State Association of Counties:

Association leadership
County administrators
County executives
County engineers
Communications staff

Washington State Department of Transportation:

Agency leadership
Regional managers
Communications staff

Washington State Department of Fish and Wildlife:

Agency leadership
Regional managers
Communications staff

Washington State Department of Natural Resources:

Agency leadership

Commissioner
Regional managers
Communications staff

Yakama Nation Fisheries:

Program leadership
Fisheries professionals
Communications staff

Washington Governor's Salmon Recovery Office & Recreation and Conservation Office:

Agency and program leadership
Communications staff

External Audiences:

Washington State legislators
Regional salmon recovery organizations
Washington Forest Protection Association
The Nature Conservancy
Northwest Indian Fisheries Commission
Salmon Recovery Funding Board
Trout Unlimited
Association of General Contractors
Conservation Districts
Regional Fisheries Enhancement Groups
Recreational fishing organizations
Commercial fishing organizations
Other potential partners/competitors for funding
Congressional Delegation

Media Outlets:

Print:

- *The Seattle Times* (Seattle)
- The Puget Sound Business Journal (Seattle)
- *The Olympian* (Olympia)
- *The Spokesman Review* (Spokane)
- *The News Tribune* (Tacoma)
- *The Columbian* (Vancouver)

Radio:

- KUOW

Television:

- KOMO 4 (ABC)
- KING 5 (NBC)

- KIRO 7 (CBS)
- KCTS 9 (PBS)
- KCPQ 13 (FOX)

V. MESSAGES

DRAFT FRAMING MESSAGES

Opening up fish passage:

- Removes the last great barrier to wild salmon recovery across our state
- Restores access to prime spawning and rearing habitat
- Maximizes all previous and ongoing investments in habitat and other recovery strategies by regional and local organizations
- Helps cities and counties replace decaying infrastructure and reduce the likelihood of flooding or other costly consequences
- Eliminates the need for expensive legal action
- Boosts salmon recovery, fishing opportunity, and provides jobs in every part of the state

DRAFT STORY ARC

- **Over the past 15 years, thousands of people and hundreds of organizations and governments have spent millions of dollars restoring habitat and improving fish and wildlife management across our state to bring back endangered salmon and steelhead to our rivers and streams.**
 - *763 million in total economic activity from salmon recovery (2000-2014)*
 - *As estimated 16,375 jobs are supported by recreational and commercial fisheries annually*
 - *For every \$100,000 invested in habitat restoration, 1.57 jobs are created.*
 - **We accepted this as our responsibility: it is both a legal and a moral obligation**
 - Pacific salmon—known for their abundance—are listed on the federal endangered species list across our state; we have created regional recovery organizations to write and implement our own plans to restore them
 - We honor our commitments under treaties made with the tribes: "It is a treaty right. Tribes ceded the entire state of Washington to the federal government. In return, we asked that we have salmon forever."--Brian Cladoosby, chairman of the Swinomish Indian Tribal Community. (July 5, 2015)
 - We want a future that is recognizable; we want our children to enjoy fish that are safe to eat and the healthy forests, rivers, streams that make that possible.
 - **It is also our opportunity:** what we invest in our rivers, streams, and forests today helps **ensure fish that are healthy to eat and a future that is recognizable to us and our children.**

- **The last great, strategic investment for salmon survival in Washington State is removing the barriers that prevent fish from reaching many thousands of acres of pristine and restored habitat in the headwaters of their natal streams.**
- **An estimated 40,000 fish passage barriers exist in Washington State, which in most cases stand in the way of salmon accessing prime habitat. (WDFW estimate)**
 - Blockages take many forms:
 - Aging and damaged culverts or culverts never designed to accommodate fish passage
 - Channels under bridges and roadways too narrow to withstand increasingly severe floods and the debris that accompanies them
 - Roads that cut off rivers and streams altogether
 - “Many people are unaware of the huge scale of the problem. It's a significant issue...It's one of the highest priorities we have for salmon recovery.” (Jeff Breckel, Executive Director, Lower Columbia Fish Recovery Board, quote in article by Eric Florip, *The Columbian*, June 9, 2015, “Statewide effort aims at removing barrier that block fish.”)
- **Removing fish passage barriers will maximize previous investments and ongoing efforts for salmon recovery in the state.**
- **Culverts other road-related barriers to fish passage often pose additional threats to nearby communities, compromising roads and interrupting transportation and commerce:**
 - Culverts that cause fish passage issues are the same ones that cause flooding issues
 - They're too narrow to withstand the floods we are seeing
 - They're either blocked or too high above the channel
- **The state legislature recognized that fish must have access to their spawning areas, and it created the Fish Passage Barrier Removal Board to create a holistic, strategic, statewide approach to removing barriers and restoring passage:**
 - The Board is working closely with Washington Department of Fish and Wildlife to inventory and map fish passage barriers across the state.
 - WDFW is working with state transportation agency and natural resources staff to ensure that engineering standards for highways, bridges, and culverts will accommodate fish passage.
 - The FBRB is creating online resources for use by city and county and tribal governments already moving forward with infrastructure improvements.
- **The board has also identified two potential pathways for regional salmon recovery organizations and others to achieve primary status for potential new funding:**

- A watershed-approach pathway for grant eligibility that targets removal of high priority barriers in high priority watersheds in each region to effect the highest contribution to salmon and steelhead recovery.
- A coordinated approach pathway for grant eligibility that targets the removal of barriers adjacent to other funded or recently completed fish passage projects. These opportunistic projects may occur inside or outside of priority salmon recovery watersheds.
- **All salmon recovery efforts are important, and fish passage barrier removal is not a substitute for ongoing habitat and fisheries management improvements.**

VI. MATERIALS AND TOOLS

PRINT COLLATERAL

A short print piece can serve as a story aid for messengers and as a leave-behind to assist key decision-makers when making the case for fish passage barrier removal. If so designed, updates or issue-specific inserts can be developed for timely sharing of new or otherwise relevant information.

ONLINE PRESENCE AND WEBSITE

FBRB should consider a new website design and logo that establish it as a trusted resource and distinct entity. The FBRB needs to be easy to find, and the resources it provides need to be relevant, easy to access and use.

Presently, FBRB is represented on a page on the WDFW website. The permanent host should be the entity that best implements the program. Pending final program design, the FBRB web page could be updated with new messaging that speaks to the value and urgency of fish passage. The websites of other organizations working on fish passage should link to the FBRB website to help increase awareness and visibility of FBRB and the resources it provides.

STORY MAP

The Fish Passage Barrier Removal Board and partners are developing a story map to tell the story of fish passage in Washington State visually by identifying barriers and providing information about each.

VII. BOARD MEMBER ACTIVITIES

SUGGESTED ACTIVITIES FOR ALL BOARD MEMBERS:

- Help develop new coordinated statewide fish passage barrier removal program, and proposals for funding
- Attend communications workshop to develop outreach strategy and learn to use new messaging
- Share new messaging with key staff and leaders at their organizations and agencies

- Support the WDFW capacity request in the 2016 legislative session
- Reach out to key audiences to inspire them to engage and invest in fish passage barrier removal and the FBRB as part of the FBRB outreach plan
- Update their organization's website and materials to include the new FBRB story
- Link to the FBRB main website from each their organization's website
- When the FBRB program is developed, update messages, materials, and websites with the new details of the program
- Assist with development and implementation of 2017 legislative strategy as needed

SUGGESTED ADDITIONAL BOARD MEMBER CONTRIBUTIONS:

The Confederated Tribes of the Colville Reservation

- Assist the Legislative Working Group to implement a legislative strategy for 2016 and 2017.

Association of Washington Cities

- Participate in the Legislative Working Group to develop a legislative strategy for 2016 and 2017.
- Lead education/outreach efforts at legislature for 2017 state legislative request.

Washington State Association of Counties

- Print collateral materials.
- Participate in the Legislative Working Group to develop and implement a legislative strategy for 2016 and 2017.

Washington State Department of Transportation

- Work with WSDOT communications staff and others to prepare relevant employees for media inquiries about fish passage barrier removal in advance of construction season.

Washington State Department of Fish and Wildlife

- Chair the FBRB
- Identify and map barriers and priorities, staff the program
- Update the WDFW FBRB website
- Make an internal agency capacity request to gain funding in the 2016 legislative session
- Participate in the Legislative Working Group to develop a legislative strategy for 2016 and 2017
- Possibly lead the request for funding in the 2017 state legislative session.

Washington State Department of Natural Resources

- Assist the Legislative Working Group to develop and implement a legislative strategy for 2016 and 2017.

Yakama Nation Fisheries

- Assist the Legislative Working Group to implement a legislative strategy for 2016 and 2017.

The Governor's Salmon Recovery Office

- Participate in the Legislative Working Group to develop a legislative strategy for 2016 and 2017.

VIII. TIMELINE

OCTOBER – DECEMBER 2015

- All FBRB members receive final communications plan, messaging, and timeline.
- WDFW leads the legislative ask in 2016 as an internal agency capacity request.
- Legislative Working Group formed to shape the legislative strategy for 2016. The group will coordinate the work of other board members and partners as needed.
- In December, all members share input, data, stories, and information to create a collateral piece to aid messaging.
- On December 9, 2015, WDFW, AWC, and others attend a meeting of the SRFB. FBRB aims to compel the SRFB to engage and invest in fish passage barrier removal.

JANUARY – MARCH 2016

- In January, Pyramid Communications delivers the final communications collateral.
- In January, WSAC will print collateral.
- In January, board members and communications staff and regional fish recovery organization directors attend communications workshop to learn to use the new messaging and develop individualized outreach plans.
- The Legislative Working Group pursues the legislative strategy in the 2016 legislative session with the help of other board members and partners.
- A board member is identified to be the communications lead and to steward the communications plan.
- All members pursue their individualized outreach plans.
- All members update messages on their websites and elsewhere.
- All members work to finalize the details of the FBRB program outline and priority projects.

APRIL – JUNE 2016

- By April, the FBRB program has a clear description and definition.
- FBRB develops and prints an update to the print piece to describe the program.
- The Legislative Working Group works to shape the legislative strategy for the 2017 legislative session to include the new FBRB Program.
- All members pursue their individualized outreach plans. They update the plans to include the details of the FBRB program.
- By April and the start of construction season, WSDOT staff and other board members begin proactive outreach to the media and other key audiences on behalf of FBRB, fish passage, and barrier removal projects.

JULY – SEPTEMBER 2016

- The Legislative Working Group determines the leads for a 2017 funding request.
- All members can articulate the details of the FBRB program and legislative ask for 2017.
- All members pursue their individualized outreach plans. They update the plans to include the 2017 legislative request.

OCTOBER – DECEMBER 2016

- All members continue to pursue their individualized outreach plans.

- The Legislative Working Group pursues the legislative outreach strategy in advance of the 2017 session, and coordinates with other board members and partners as needed.

JANUARY – MARCH 2017

- All members continue to pursue their individualized outreach plans.
- The Legislative Working Group pursues the legislative strategy in the 2017 legislative session, and coordinates with other board members and partners as needed.

APRIL 2017 – JUNE 2017

- All members participate in implementing the program and continue to pursue their individualized outreach plans.
- FBRB updates messages and outreach plans at this time to announce the new program and first participants in the new program.

APPENDIX A

METHODOLOGY

MEDIA AND MATERIAL ANALYSIS

Pyramid conducted interviews and an analysis of current messaging to inform communications strategy.

Recent media coverage:

- “Salmon to spawn traffic tie-ups for years” (KING 5 News, Eric Wilkinson, July 22, 2015)
- “Statewide efforts aim at removing barriers that block fish” (The Columbia, Eric Florip, June 9, 2015)
- “State must fix hundreds of fish-blocking culverts (Associated Press, Phuong Le, July 5, 2015)

Online:

Member organization and other websites:

- Washington State Department of Natural Resources (DNR)
- Association of Washington Cities
- Washington State Association of Counties (WSAC)
- Washington Department of Fish & Wildlife (WDFW)
- Yakama Nation Fisheries
- Washington State Department of Transportation (WSDOT)
- U.S. Federal Highway Administration
- National Oceanic and Atmospheric Administration (NOAA)
- Governor's Salmon Recovery Office (GSRO)

- The Confederated Tribes of the Colville Reservation
- Northwest Indian Fisheries Commission

Online references in 25 – 30 Google search hits included:

- West Sound Watershed Council
- Work in Oregon
- Fish passage in the United State

Fish Passage Barrier Removal Board (FBRB) webpage:

- WDFW website, FBRB page

Materials:

- Two-page legislative update from WDFW
- Two-page brief from AWC
- Newsletters from member organizations provided

Mapping:

- WDFW website (Fish Passage and Diversion Screen Inventory)
- WSDOT website (Geoportal – Fish Barriers)
- Maps and references on WDNR website

Social Media:

- Facebook, Twitter, Instagram

BACKGROUND REVIEW

Pyramid gathered additional background information from the sources that follow.

Legislation related to FBRB:

- House Bill 2251 (2014) (creation of FBRB)
- Senate Bill 5996 (2015) (mitigation bill)
- House Bill 2879 (1999)
- House Bill 5886 (1997)

Information from FBRB board meetings:

- FBRB Work Plan
- Proposals
- Board meeting minutes

Interviews:

- Interviews with current board members
- Interviews with partner organizations

APPENDIX B

INTERVIEW QUOTES

Examples of current messaging captured via interviews with board members included the following:

“Success would mean that we re-establish historic salmon runs from saltwater to freshwater all the way up the headwaters.”

“Tribal leadership in the lawsuit was a way to compel coordinated recovery efforts, good fiscal management, and investment in salmon recovery.”

“A nice wide stream with gentle flow 10-15 foot wide, is pushed through a 24 inch culvert, so it speeds through like a canon, then has a big pool at the other end and goes back to the 10-15 foot stream. At times, it looks like pulling the bathtub plug out.”

“Not too many years ago a crossing was designed to accommodate a 25-year flood. Most county roads are now designed to carry water from 100-year flood plus debris that goes with it. However, the majority of road crossings and county bridges were built in the 1950’s, 1960’s and 1970’s before these design criteria.”

“On forest lands hundreds of miles of fish habitat are opened up. Now they are waiting for miles to be opened up between the forest and the saltwater. This last tie would be a significant victory. It would mean holistically allowing the fish to their historic waters.”

“There is a need for a funding stream to address the backlog of barriers on county roads that are under-addressed today.”

“When we open up a barrier we open up habitat right away. We see fish respond pretty much immediately. Removing barriers will increase fish populations and will increase commercial and sport opportunities. There are multiple immediate effects.”

“Construction creates jobs and brings money into communities.”

“We can reduce road maintenance costs if there are functioning culverts.”



FISH PASSAGE BARRIER REMOVAL BOARD (FBRB)
COMMUNICATIONS WORKING GROUP (CWG)
PROJECT TIMELINE

Updated 12.08.2015

Timeframe	Activity	Status	Owner
JULY 2015			
1:00 p.m. – 3:00 p.m. Monday, July 20	Project Launch meeting	Complete	Pyramid, FBRB CWG
Monday, July 27	Deliver revised project timeline and scope of work	Complete	Pyramid
Wednesday, July 29	Deliver early draft framing document to Brian Abbott for review	Complete	Pyramid
AUGUST 2015			
Week of August 3	Identify interview participants	Complete	Pyramid, FBRB CWG
11:00 a.m. – 12:00 p.m. Friday, August 21	Conference call with Brian Abbott	Complete	Brian/Pyramid
Week of August 24 and Week of August 31	Schedule interviews	Complete	Lilah
SEPTEMBER 2015			
3:00 p.m. – 3:30 p.m. Thursday, September 3	Conference call with Brian Abbott	Complete	Brian/Pyramid
10:00 a.m. – 1:00 p.m. Friday, September 11	Internal meeting <ul style="list-style-type: none"> Review interview notes, begin initial draft of situational analysis, draft communications plan outline 	Complete	Barbara/Lilah

By Week of September 14	Complete first round of interviews	Complete	Pyramid
OCTOBER 2015			
By Week of October 5	Complete draft framing document (includes situational analysis and guiding outcomes)	Complete	Pyramid
12:00 p.m. – 2:00 p.m. Tuesday, October 13 Natural Resources Building (Room 630) Olympia, WA	Communications Working Group meeting <ul style="list-style-type: none"> Review and refine draft framing document and draft guiding outcomes workshop agenda 	Complete	Pyramid, FBRB CWG
Friday, October 16	Deliver Guiding Outcomes workshop agenda	Complete	Pyramid
12:30 p.m. – 2:15 p.m. Tuesday, October 20 Association of Washington Cities (conference room) Olympia, WA	Guiding Outcomes workshop <ul style="list-style-type: none"> Refine outcomes by which we will measure success; review situational analysis; secure board commitments; build-out audiences, messages, and timeline 	Complete	Pyramid, FBRB
9:00 a.m. – 9:30 a.m. Tuesday, October 27	Conference call with Brian Abbott <ul style="list-style-type: none"> Review deliverables schedule, prep for Communications Working Group meeting, and SRFB meeting (Dec. 9), discuss “story map” 	Complete	Brian/Pyramid
NOVEMBER 2015			
1:00 p.m. – 2:00 p.m. Tuesday, November 17	Internal design meeting <ul style="list-style-type: none"> Review design direction for communications collateral 	Complete	Pyramid
By Friday, November 20	Send round 1 communications plan with key messages to full FBRB board for comment	Complete	Brian
Monday, November 30	Provide feedback on round 1 communications plan with key messages—send feedback to Brian Abbott	Complete	FBRB full board

DECEMBER 2015			
Tuesday, December 1	Collate and share full FBRB boards' feedback with Pyramid	Complete	Brian
2:00 p.m. – 3:00 p.m. Tuesday, December 1	Internal design meeting <ul style="list-style-type: none"> Review design 	Complete	Pyramid
10:00 a.m. – 12:00 p.m. Thursday, December 3 Natural Resources Building (Room 271) Olympia, WA	Communications workshop <ul style="list-style-type: none"> Review round 1 communications plan, including situational analysis, guiding outcomes, and messaging Review round 1 collateral 	Complete	Pyramid, FBRB CWG
Monday, December 7	Edit round 2 communications plan	Complete	Pyramid
Tuesday, December 8	Deliver communications plan round 2 to Brian Abbott for distribution to the full FBRB board	Complete	Pyramid
Wednesday, December 9	SRFB Meeting [FYI ONLY]		FBRB
Tuesday, December 15	FBRB board meeting [FYI ONLY] <ul style="list-style-type: none"> Review/approve communications plan and messaging 		FBRB full board
3:00 p.m. – 4:00 p.m. Tuesday, December 15	Conference call with Brian Abbott <ul style="list-style-type: none"> Check-in with Brian to get feedback on the communications plan and messaging 		Brian/Pyramid
By Monday, December 21	Deliver round 2 collateral and final communications plan to Brian Abbott for distribution to the FBRB full board		Pyramid
By Tuesday, December 29	Provide feedback on round 2 collateral		FBRB full board
JANUARY 2016			
Week of January 4	Make final tweaks to collateral		Karis

Wednesday, January 6	Deliver final collateral		Pyramid
<p>10:30 a.m. – 2:30 p.m. Friday, January 8 Association of Washington Cities (Conference Room) Olympia, WA</p>	<p>Implementation and messaging workshop</p> <ul style="list-style-type: none"> FBRB board members will be meeting with their communications colleagues and Pyramid for a four-hour workshop to craft individual communications plans to share the story with key audiences 		<p>Pyramid, FBRB full board and communications staff, and Regional Salmon Recovery Organizations directors</p>