



Floodplains by Design

• REDUCING RISK, RESTORING RIVERS •

SEPTEMBER 2019



ACKNOWLEDGMENTS

This plan has been developed through the contributions of many individuals who are committed to the idea that collaboration and integrated floodplain management can lead to reduced flood damages, increased salmon runs, vibrant agriculture, and protected open spaces that enrich our lives and create a resilient future.

We would like to thank the following individuals for their contributions to this plan:

Strategy Group

Josh Baldi, King County Water and Land Resources Division
Cheryl Bauman, North Olympic Peninsula Lead Entity
Kathleen Berger, Pierce County, Surface Water Management
Sara Jo Breslow, University of Washington EarthLab
Derek Sandison, Department of Agriculture
Paul Cereghino, National Oceanic and Atmospheric Administration Restoration Center
Mark Cook, Kittitas County Public Works
Tim Cook, Washington State Emergency Management Division
Joel Freudenthal, Yakima County Water Resources Division
Hal Hamilton, Academy for Systems Change
Paula Harris, Whatcom County Public Works Department
Dave Herrera, Skokomish Tribe
Monte Marti, Snohomish Conservation District
Ex Officio Members (Representatives from the FbD Management Team)
Laura Blackmore, Puget Sound Partnership
Bob Carey, The Nature Conservancy
Brian Lynn, Department of Ecology

Floodplain Leaders Workshops Attendees

Justin Allegro, The Nature Conservancy
Travis Ball, US Army Corps of Engineers
Courtney Baxter, The Nature Conservancy

Carrie Byron, Puget Sound Acquisition and Restoration Fund
Nick Carr, Forterra
Heather Cole, The Nature Conservancy
Erin Cooper, Federal Emergency Management Agency
Bea Covington, King Conservation District
Tim Gates, Department of Ecology
Elizabeth Ghitis, Northwest Indian Fisheries Commission
Libby Gier, Washington State Department of Natural Resources
Bryr Harris, Federal Emergency Management Agency
Hans Hunger, City of Puyallup
Jessie Israel, The Nature Conservancy
Jordan Jobe, Washington State University Extension
Terry Keenhan, Yakima County
Leah Kintner, Puget Sound Partnership
Scott McKinney, Department of Ecology
Kat Morgan, The Nature Conservancy
Lisa Nelson, Department of Ecology
Brandon Parsons, American Rivers
Tami Pokorny, Jefferson County
Derek Sandison, Washington State Department of Agriculture
Helmut Schmidt, Pierce County
Lisa Spurrier, Puyallup and Chambers Salmon Recovery Lead Entity.
Ryan Williams, Mason Conservation District
Kathryn Woodward, The Nature Conservancy

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SUMMARY

Purpose

Floodplains by Design (FbD) is an ambitious public-private partnership focused on integrating and accelerating efforts to reduce flood risks and restore habitat across Washington State's major river corridors. The partnership's goal is to improve the resiliency of floodplains for the protection of human communities and the health of the ecosystem, while supporting values important in the state such as agriculture, clean water, a vibrant economy and outdoor recreation. Collaborative integrated floodplain management efforts are underway on many rivers in the state. The FbD Partnership functions across the state to:

- Champion the vision of integrated floodplain management
- Support communications, collaboration and learning across the network of floodplain practitioners
- Increase funding for planning and project implementation
- Support changes to policies to support a transition to integrated, watershed-scale river management
- Measure progress of project implementation and improvements to the floodplain management system to support continuous learning and improvement

The Floodplains by Design initiative was started in 2013 and has been led by a Management Team consisting of The Nature Conservancy (TNC), the Department of Ecology (Ecology), and the Puget Sound Partnership (PSP). TNC has served as the “backbone” organization - providing overall leadership and coordination of the statewide FbD effort. Ecology has administered the FbD grant program and provided resources and expertise to support the FbD effort. PSP has worked to ensure alignment between FbD and Puget Sound recovery groups and processes.

The purpose of this organizational development plan is to **create a diverse, highly effective leadership structure for the FbD partnership to increase on-the-ground impact, capacity, political influence, inclusivity, and financial sustainability**. The work of the FbD Partnership is to implement the actions identified in the 5-Year Strategy for Washington's Floodplains and to make integrated floodplain management the norm in Washington State.

This plan was developed with guidance from a Strategy Group and broader group of leaders in integrated floodplain management that included representatives of federal, state, and local governments, Indian tribes, agricultural interests, and environmental organizations.

Vision

The vision for the FbD Partnership was developed through a collaborative planning process and memorialized in the 5-Year Strategy for Washington's Floodplains:

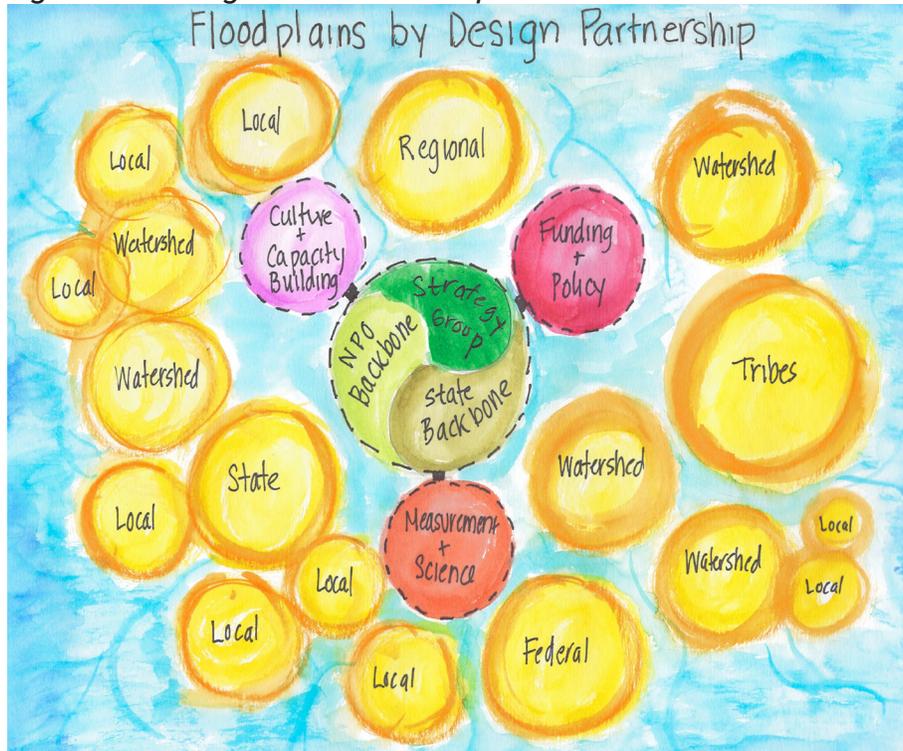
“We envision a future in which collaboration based on shared values has transformed Washington's floodplains to reduce flood damages, increase salmon runs, and preserve vibrant farms and open spaces that enrich our lives and create a resilient future.”

Characteristics

Based on the experience with local, regional, and statewide collaborative efforts including the first five years of the FbD Partnership, the Strategy Group and Floodplain Leaders Group identified the key role of a backbone organization with staff and resources dedicated to supporting collective work. The groups developed the following list of key characteristics for the backbone to be successful:

- **Be a trusted resource and convener**—a primary role of the backbone organization is to communicate and coordinate among partners. That work requires trusting relationships with many different organizations and individuals and the ability to acknowledge and respect diverse perspectives.
- **Local, regional, and state connectivity**—the partnership must continuously engage with local organizations and governments in a meaningful way so that the work at the state level is informed by local needs and priorities and that state and federal policies and programs supports local integrated floodplain management efforts.
- **Credibility across multiple technical disciplines**—integrated floodplain management requires expertise in multiple disciplines including social sciences, fisheries biology, ecology, hydrology, and engineering. In order to support that work, the backbone organization needs staff knowledgeable and credible in these areas.
- **Stable funding**—the backbone organization needs stable funding. It needs to work with partners to find innovative ways to leverage and effectively use funds to advance the vision of integrated floodplain management.
- **Steward collaboration and coordination**—to effect systems change the backbone organization needs to be able to exercise appropriate credibility and authority. This can be a combination of authority derived from reputation, credibility, position in the community, knowledge, and relationships. It can be from any legal

Figure Sum-1. Organizational Conceptual Model



or regulatory authority granted by or as part of a state agency. With authority, credibility, and relationships, the backbone can coordinate the efforts of partners to exercise their own authorities to leverage and maximize impact.

Functions

A set of key functions of the FbD Partnership were developed through the organizational development planning process. These functions represent the areas of work for the state-wide FbD Partnership. The functions align well with the focus areas and actions articulated in the 5-Year Strategy for Washington State Floodplains.

- **Backbone Leadership**—Establish and sustain an effective backbone organization that supports the collective work of the FbD Partnership.
- **Culture and Capacity Building**—Foster collaboration, continuous learning, and creative problem-solving to solve water, flood, and fish issues in floodplain. Build relationships and share innovations and lessons throughout the network.
- **Policy**—Reform policies and regulations to promote integrated floodplain management and incentive, require, and/or trigger adoption of practices.
- **Funding**—Promote sufficient, dedicated and sustained funding from diverse funding sources to support the integrated stewardship of floodplains and ecosystems.
- **Measurement**—Provide reliable information to evaluate progress toward achieving systems change and inform adaptive management.

Proposed Structure

A preferred organizational model emerged through the planning process that has the potential to embody the characteristics and provide the functions.

The potential organizational structure includes a backbone organization, a Strategy Group, Operations Group, and a set of Action Groups convened to execute the work (see Figure Sum-1). These groups are supported by dedicated staff at the Department of Ecology and a non-governmental organization. Organizations that participate in the groups will be expected to commit their own staffing resources to the collective effort. This structure expands the current FbD leadership with the intent of being more inclusive and diverse as well as leveraging the significant assets of partners. At the same time there is appreciation for the small and nimble structure that's existed to date. The structure and the groups within it should be designed toward a focus on action.

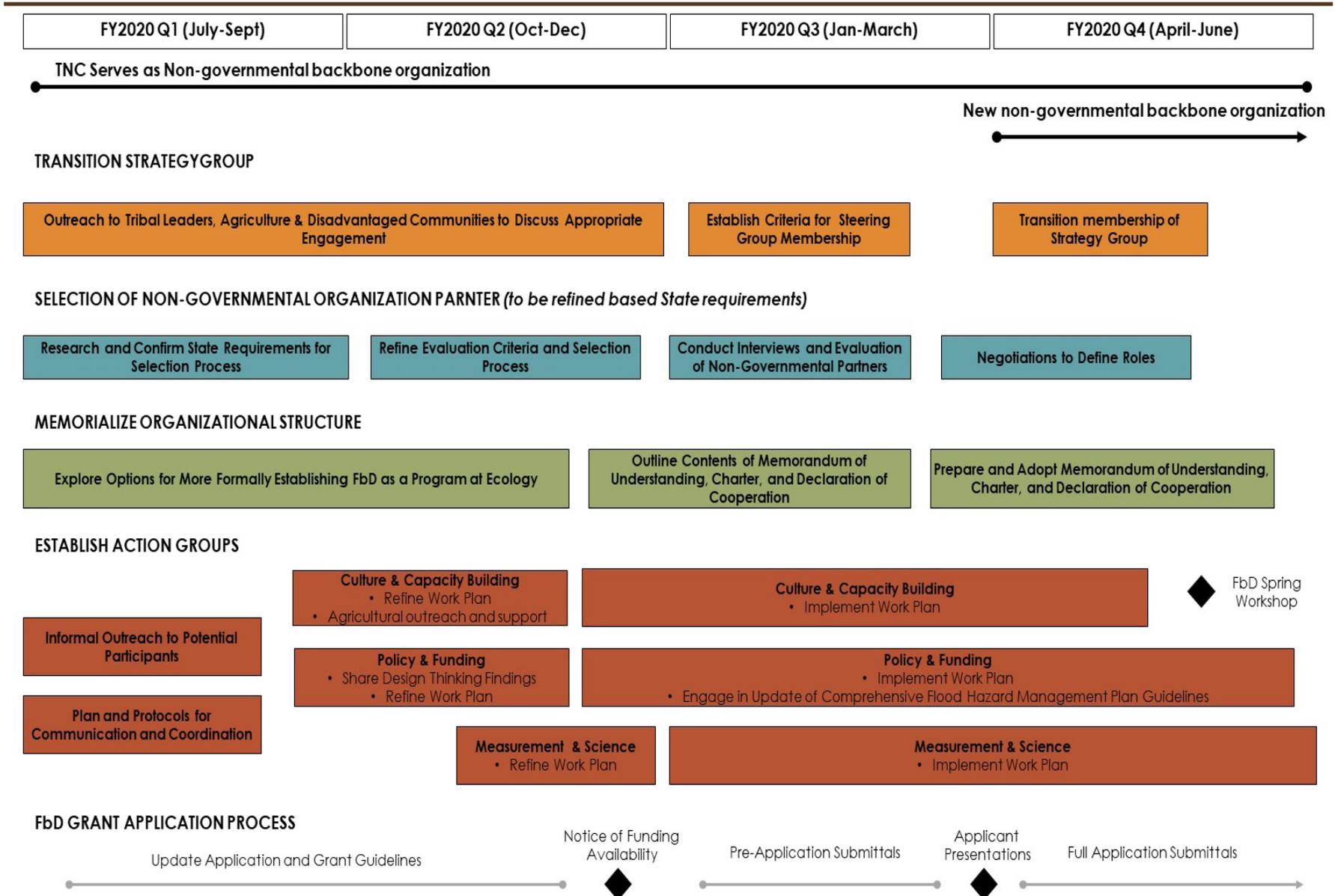
Implementation

The creation of the new FbD Partnership structure is best developed in a gradual and iterative manner. A year-long transition period is proposed. Key implementation steps for this transition period are identified in the following figure.

Figure Sum-2. Organizational Conceptual Model

**FLOODPLAINS BY DESIGN PARTNERSHIP
TRANSITION TIMELINE**

DRAFT
Updated September 25, 2019



◆ FbD Spring Workshop

1. INTRODUCTION

Purpose

This organizational development plan outlines the approach to achieve the goal set forth by the FbD Strategy Group:

Create a diverse, highly effective leadership structure for the Floodplains by Design (FbD) partnership to increase its on-the-ground impact, capacity, political influence, inclusivity, and financial sustainability.

Background

FbD is an ambitious public-private partnership focused on integrating and accelerating efforts to reduce flood risks and restore habitat across Washington State’s major river corridors. It strives to align state and federal investments with locally driven solutions that solve multiple floodplain management challenges and create a more sustainable future for people and nature. **The partnership’s goal is to improve the resiliency of floodplains for the protection of human communities and the health of the ecosystem, while supporting values important in the state such as salmon and orca recovery, agriculture, a vibrant economy, and outdoor recreation.**

The FbD initiative was started in 2013 as a broad-based, public-private partnership led by a Management Team consisting of The Nature Conservancy (TNC), the Department of Ecology (Ecology), and the Puget Sound Partnership (PSP). TNC has served as the “backbone” organization, providing overall leadership and coordination of the statewide FbD effort. Ecology has administered the FbD grant program and provided staff time to contribute to the effort. PSP has worked to ensure alignment between FbD and Puget Sound recovery groups and processes.

The first five years of Floodplains by Design (2013-2017) were focused on proving that a more collaborative, integrated approach could accelerate efforts to more sustainably manage our rivers. This involved developing and deploying know-how, creating the grant program, implementing local projects, supporting collaborative planning processes, and facilitating learning exchanges including workshops, field tours, and other gatherings.

As articulated in the 5-Year Strategy for Washington’s Floodplains (See Appendix A), the second five years of Floodplains by Design (2018-2023) is focused on making integrated floodplain management the norm. This will involve broadening and deepening the FbD partnership, building more robust capacity and management systems at the local and state level, working to change the policy/regulatory framework, and identifying and positioning



for expanded funding and human resources. The work in the next five years will enable the expanded application of the integrated approach in order to increase results on the ground. A growing number of communities are engaged in collaborative processes to define the future of their river corridors and achieve benefits for multiple interests. Momentum is building across the state to transform floodplain systems to support a resilient, thriving future. The 5-Year Strategy for Washington’s Floodplains was developed through a planning process that engaged hundreds of interested parties and provides the roadmap to get there.

To achieve this vision the organizational structure of the FbD Partnership must evolve. TNC, Ecology, and PSP will continue to play central roles, but as the initiative grows, a more expansive and sustainable organizational model is needed.

Vision

The vision for the FbD Partnership continues to be the same as articulated in the 5-Year Strategy for Washington’s Floodplains:

We envision a future in which collaboration based on shared values has transformed Washington’s floodplains to reduce flood damages, increase salmon runs, and preserve vibrant farms and open spaces that enrich our lives and create a resilient future.

Desired Results

The continued growth and maturation of the FbD Partnership will be characterized by:

- Increased scale and extent of integrated floodplain management efforts across Washington State.
- A resilient public-private partnership that capitalizes on the assets and strengths of the partners and is not dependent on any one organization.
- Inclusive and collaborative partnerships that are informed and guided by the perspectives of diverse partners and support capacity development in partners.
- A strong and diverse coalition that can effectively advocate for funding and policy change.
- Increased capacity at local, state, and federal levels to leverage resources and drive positive change.
- Commitment to continual learning from its experiences and leveraging and supporting related efforts within and outside of Washington state.

Table 1. Strategy Group Members

NAME	AFFILIATION
Josh Baldi	King County
Cheryl Bauman	North Olympic Peninsula Lead Entity
Kathleen Berger	Pierce County
Sara Breslow	University of Washington
Paul Cereghino	National Oceanic and Atmospheric Administration
Mark Cook	Kittitas County
Tim Cook	Washington State Emergency Management Division
Joel Freudenthal	Yakima County
Hal Hamilton	Academy for Systems Change
Paula Harris	Whatcom County
Dave Herrera	Skokomish Tribe
Monte Marti	Snohomish Conservation District
Derek Sandison	Department of Agriculture
Ex Officio Members (Representatives from the FbD Management Team)	
Laura Blackmore	Puget Sound Partnership
Bob Carey	The Nature Conservancy
Brian Lynn	Department of Ecology

Planning Process

Transitioning the organizational structure requires time to implement and iterate. A planning process was conducted to establish a framework and direction for the transition by June 30, 2019. A major phase of that transition will occur over the next year. Beyond that time, the organization will continue to evolve, grow, and improve.

A large community of interested parties has come together around Floodplains by Design. The process for developing this organizational development plan actively engaged this community through a tiered approach.

- FbD Management Team: representatives of Ecology, PSP, and TNC met approximately two times per month to coordinate the planning process.
- Strategy Group: A group of 16 people representing different organizations, geographies, and interests guided the planning process and provided insights on the functions and structure of the organization. The Strategy Group met 5 times during the planning process from March–June 2019. This plan memorializes the recommendations of the Strategy Group. The members of the Strategy Group are listed below.
- Floodplain Leaders Group: This is a larger group of 30–40 people that are leading integrated floodplains management efforts. This group was invited to two workshops during the planning process to reviewing purpose, characteristics and functions of the organization, and explore organization and funding models. The invited participants to the Floodplain Leaders group are listed in Attachment A.
- FbD Network: This group represents interested parties who have joined the Floodplains by Design listserv and have attended the approximately bi-annual FbD workshops. Over seventy people from the group were engaged during a workshop in May to review potential organizational models and provide input on who could provide leadership and support the FbD partnership.



2. CHARACTERISTICS & FUNCTIONS

The proposed organizational structure was informed by a series of discussions with the Strategy Group and Floodplain leaders on the essential characteristics of the FbD Partnership and the functions or services it should provide to support the network of integrated floodplain management practitioners.

The FbD Partnership requires staff in a backbone organization to coordinate and support collaboration among the participating organizations. Backbone organizations support cross-sector collaborative efforts through management, facilitation, communications, data management, and administrative support. These supporting tasks take significant time that the participating organizations often cannot spare. TNC has functioned like a backbone organization for the FbD Partnership, coordinating actions at the state level to support local integrated floodplain management planning and projects. Research indicates there are a set of fundamental characteristics that make a backbone organization supporting collaborative work successful. The following characteristics have been identified through review of successful backbone organizations across the country.

- Have a high level of credibility within the community
- Serve as neutral conveners
- Have dedicated capacity
- Build key relationships across members of the initiative
- Focus people’s attention and create a sense of urgency
- Frame issues to present opportunities and difficulties

- Use evaluation as a tool for learning and progress
- Ensure coordination and accountability
- Stay behind the scenes to establish collective ownership

Characteristics

Based on experience with local, regional, and statewide collaborative efforts including the first five years of the FbD Partnership, the Strategy Group and Floodplain Leaders Group developed the following list of key characteristics for the backbone organization to succeed:

- **Be a trusted resource and convener**—a primary role of the backbone organization is to communicate and coordinate among partners. That work requires trusting relationships with many different organizations and individuals and the ability to acknowledge and respect diverse perspectives.
- **Local, regional, and state connectivity**—the partnership must continuously engage with local organizations and governments in a meaningful way so that the work at the state level is informed by local needs and priorities and that state and federal policies and programs supports local integrated floodplain management efforts.
- **Credibility across multiple technical disciplines**—integrated floodplain management requires expertise in multiple disciplines including social sciences, fisheries, agriculture, biology, ecology, hydrology, and engineering. In order to support that work, the



backbone organization needs staff knowledgeable and credible in these areas.

- **Stable funding**—the backbone organization needs stable funding and to work with partners to find innovative ways to effectively use funds to advance the vision of integrated floodplain management.
- **Steward collaboration and coordination**—to effect systems change the backbone organization needs to be able to exercise appropriate credibility and authority. This can be a combination of authority derived from reputation, credibility, position in the community, knowledge, and relationships. It can be from any legal or regulatory authority granted by or as part of a state agency. With authority, credibility, and relationships, the backbone can coordinate the efforts of partners to exercise their own authorities to leverage and maximize impact.

Functions

The following key functions of the FbD Partnership were developed through the planning process. These functions represent the areas of work for the state-wide FbD Partnership. The functions align well with the focus areas and actions articulated in the 5-Year Strategy for Washington State floodplains.

Table 2. Functions of FbD Partnership

STRATEGY GROUP	5-YEAR STRATEGY FOR WASHINGTON'S FLOODPLAINS
Promote the vision of multiple-benefit, integrated floodplain management and promote innovation	Vision: Collaboration to reduce flood damages, increase salmon runs, and preserve vibrant farms and open spaces, enrich our lives and create resilient future
Culture and Network	
Support collaboration across sectors, geographies & scales. Ensure that state and local efforts mutually informing and supporting each other Promote Innovation and collaboration	Promote integration of efforts from local to state Promote innovation and collaboration
Communications, share diverse perspectives & stories	Improve communication and storytelling, share outcomes Conduct outreach to strengthen local and regional engagement More effectively engage diverse partners
Build Capacity	
Build capacity and provide expertise	Increase capacity for integrated floodplain management
Support peer-to-peer learning & share lessons learned	Provide trainings, workshops, and foster learning networks
Policy	
Reform policy to promote integrated floodplain management	Advance policies and a regulatory framework that harmonizes with integrated floodplain management
Funding	
Support funding for planning & project implementation	Increase & diversify funding for planning & projects
Metrics	
Measure progress of systems change & project implementation	Measure progress of systems change & project implementation Build strong economic case; document ecosystem and stakeholder benefits

3. ORGANIZATIONAL STRUCTURE

A preferred organizational model emerged through the planning process that has the potential to embody the characteristics and provide the functions described in Section 2.

The potential organizational structure includes a Strategy Group and a set of Action Groups (see Figure 1). These groups are supported by dedicated staff at the Department of Ecology and a non-governmental organization. The Department of Ecology and a non-governmental organization will coordinate efforts through an Operations Group. This structure expands the current FbD leadership with the intent of being more inclusive and diverse as well as leveraging the significant assets of partners. At the same time there is appreciation for the small and nimble structure that's existed to date. The structure and the groups within it will evolve and iterate. It will be focused on completing actions and achieving outcomes then dissolve or change to adapt to meet the next need.

Figure 1. Organizational Conceptual Model

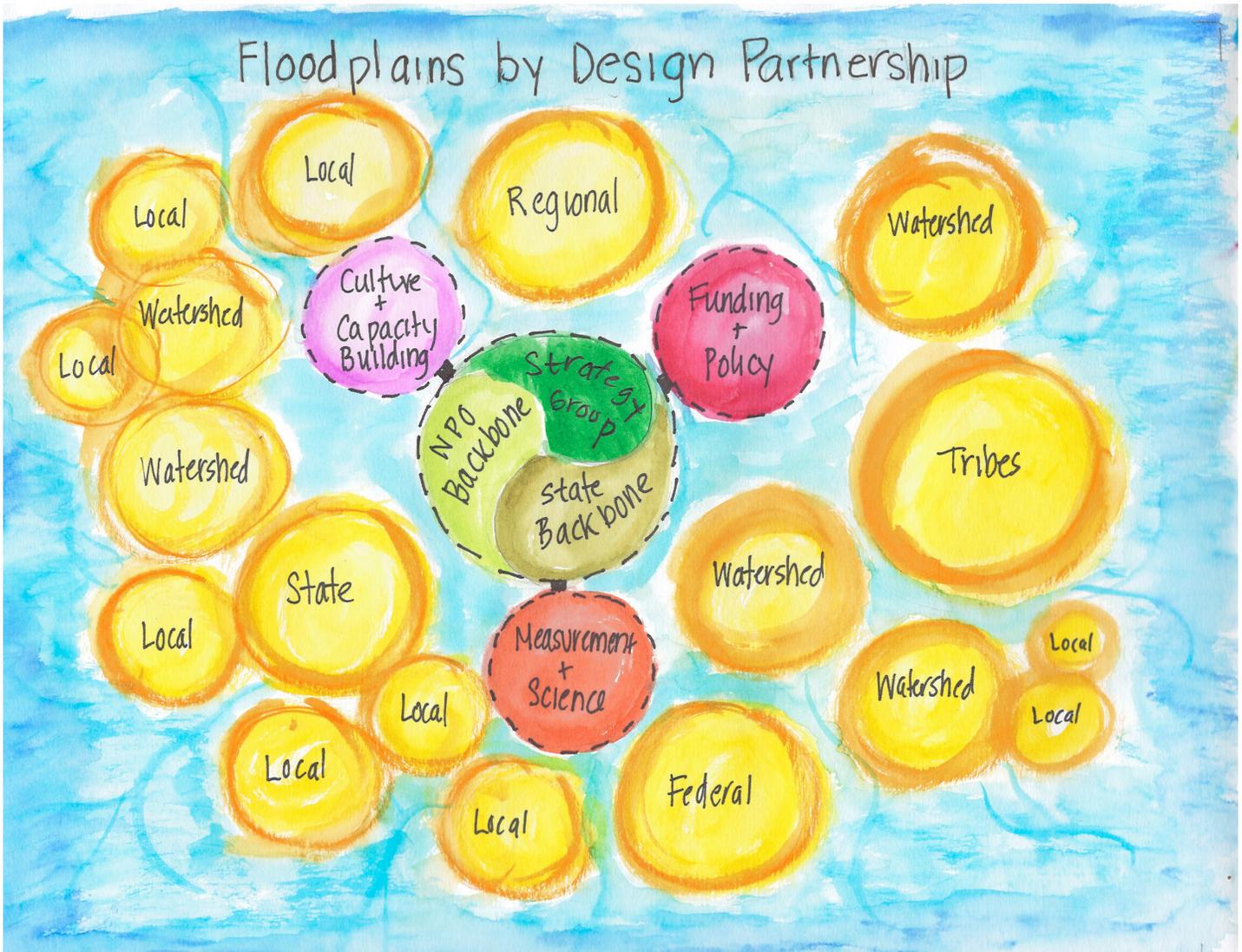


Figure 2. Strategy Group Potential Membership



The **Strategy Group** sets the vision and direction for the partnership. The Strategy Group is designed to be representative of different interests, types of organizations, and geographies. The Strategy Group could have decision-making authority in the following areas:

- Establish shared values and policy priorities.
- Approve and support the work plan of the backbone organization and Action Groups.
- Hold backbone organization and Action Groups accountable for implementing Strategic Plan and annual work plans.
- Approve FbD grant guidelines.

A proposed list of organizations to be involved in the Strategy Group is provided in Figure 2.

The **Action Groups** are established to accomplish the work of the partnership and organized by function. It is proposed that some of the functions listed in Section 2 be grouped together to capitalize on inter-related actions and make efficient use of participants' time. While the Strategy Group sets the overall direction for the FbD Partnership, the Action Groups will be empowered to define their own objectives and desired outcomes within that framework so they can focus on completing actions. The Action Groups could function on an ad hoc basis, convening when there is a specific need and rotating membership to meet that need, then dissolving when work is completed.

Figure 3. Culture and Capacity Building Action Group Potential Membership



The purpose of the **Culture and Capacity Building Action Group** is to support collaboration and develop capacity for integrated floodplain management. This action group will continue and expand on the training and education activities that have been central to the FbD Partnership. The Culture and Capacity Building Action Group will identify the needs among practitioners and develop a curriculum to guide development of educational materials, workshops, peer-to-peer learning activities and other tools to spread and deepen knowledge of integrated floodplain management in Washington State. This group will also provide guidance on the delivery of direct technical and strategic assistance to local integrated floodplain management efforts, building on the support that TNC has provided through staff and contracts in the past.

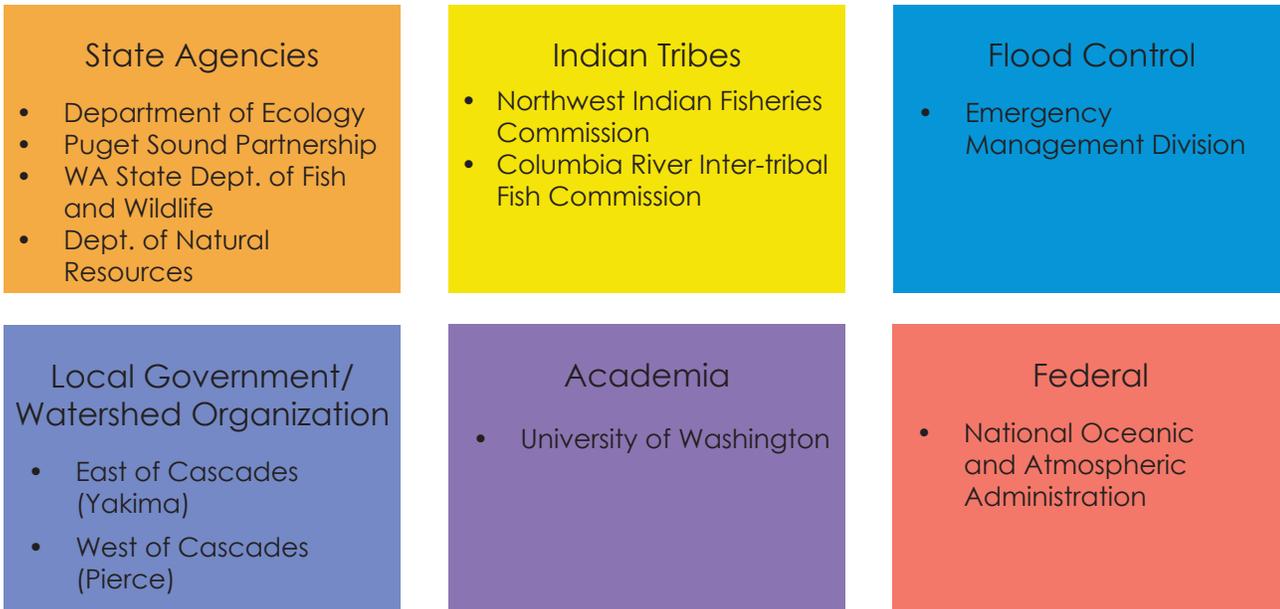
The **Funding and Policy Action Group** provides a forum for discussion of improvements and expansion of funding programs at the local, state, and federal levels as well as policy reforms to support integrated floodplain management. Because of the interconnections between funding and policy issues in federal and state law and regulations, these two areas are combined, at least initially, into one Action Group. It is important to note that while this Action Group provides a forum for collaboration, individual members are expected to also work within their own authorities and spheres of influence on policy issues.

Figure 4. Funding and Policy Action Group Potential Membership



The **Measurement and Science Action Group** is responsible for the fundamentally important task to developing and tracking metrics for evaluating systems change. This work is expected to interface with multiple on-going efforts to measure physical changes in floodplains being conducted by organizations including the Puget Sound Partnership, Washington Department of Fish and Wildlife, and National Oceanic and Atmospheric Administration. It will also address social systems change metrics. This will involve refining and measuring the draft systems change metrics developed as part of the 5-Year Strategy for Washington’s Floodplains.

Figure 5. Measurement and Science Action Group Potential Membership



Many organizations are currently engaged in work related to these Action Groups. The expectation is that through collaboration, these Action Groups can coordinate, leverage, and magnify the impact of that collective work.

Proposed lists of organizations to be involved in the Action Groups are provided in Figures 3 through 5.

The Strategy Group and Action Groups will be supported by dedicated staff at the Department of Ecology and a non-governmental organization (TNC on an interim basis). These staff will function as the backbone organizations and be responsible for convening the groups, coordinating work, and communications. The staffing for the FbD Partnership will be lean and nimble. It is expected that staff from other partners, such as the Puget Sound Partnership, National Oceanic and Atmospheric Administration, and local partners will also dedicate a portion of their staff time to the collective work of the FbD Partnership.

An **Operations Group** will be established to ensure coordination of FbD Partnership work. Initially, the Operations Group will include representatives of the backbone organizations, TNC, and Department of Ecology. Its membership may grow slightly to ensure adequate representation of Action Group priorities, while striving to maintain its nimbleness.

The proposed structure continues to engage public and private organizations, with staffing and support provided by public agencies, non-governmental organizations, and others. There is potential for more organizations to be involved to expand capacity. Many individuals involved in the organizational development planning process expressed strong support for TNC’s continued engagement as well as interest in finding another non-governmental organization to serve a central supporting role into the future. While TNC is recognized for providing leadership to FbD, the organization is looking for ways to transition that role to support expansion and resiliency of the partnership. TNC is prepared to continue to support policy and project innovations as well as funding advocacy over the next several years. TNC may also serve as a host, providing work space and other types of in-kind support during transition to a new non-governmental lead. Engagement of another non-governmental organization is discussed further in Section 3 in Key Issues That Still Need to be Resolved.

Details of the organizational structure will need to be refined over the next year during the transition period. This will allow the organization to be established and define itself within a clear framework. Many participants in the planning process stated that it is important for the future organizational structure to have clear guiding documents, such as a Memorandum of Understanding and/or Charter. These documents will provide further refinement and detail of roles, protocols, and decision-making authorities.

Governance

The intent of the FbD Partnership organizational structure is to support collaboration to promote integrated floodplain management. In keeping with that, decision making authority should be vested in the Strategy Group and Action Groups. These groups should seek consensus and move forward by majority support in events when that cannot be achieved. Decision making authorities will be refined and clarified in documents that establish the organizational structure.

Roles and Responsibilities

The proposed responsibilities of the Strategy Group, Operations Group, and Action Groups is described in Table 3. These responsibilities will be refined through the development of a Memorandum of Understanding, Declaration of Cooperation, and Charter.

Work Plan

A work plan outlining the priority actions for the FbD Partnership for fiscal years 2020 and 2021 is provided in Appendix B. The work plan includes backbone coordination tasks as well as initial priority tasks for the Action Groups. The work plan tasks are based on the 5-Year Strategy for Washington's floodplains and have been updated and refined based on input from the Strategy Group and staff from Ecology, TNC, and PSP. The work plan will be refined and updated every year with input from the Action Groups.

Management and Staffing

While decision making authority will be shared in the Strategy Group and Action Groups, responsibility and accountability for implementation of actions will reside primarily with Ecology and the non-governmental partner organization. Since the backbone function to support the FbD Partnership is shared by two organizations, there is a

continuing need for an Operations Group to meet regularly to coordinate efforts.

Staffing to support the FbD Partnership will be shared between Ecology and the non-governmental in a manner that leverages the strengths and resources of each organization (See Table 4).

Department of Ecology

It is recommended that the Department of Ecology increase its role and resources to support the FbD Partnership. The authority, technical capability, and resource capacity of the agency makes it well suited to lead on several key functions including:

- Convening and facilitating the Strategy Group and Action Groups
- Providing technical support and training to practitioners
- Tracking project implementation and systems change metrics
- Supporting policy reform and efforts to increase funding for planning and project implementation

There may be a need to formally elevate the FbD Partnership within Ecology through establishing an administrative program, office, or similar structure within the agency. The structure and process for such as change still needs to be determined and is discussed in Section 3.3.



Table 3. Roles and Responsibilities

	Strategy Group	Action Groups	Operations Group
Role	<ul style="list-style-type: none"> Set vision and direction for collective effort Help secure resources and political support for partnership priorities 	<ul style="list-style-type: none"> Define work plan and priorities Implement actions through collective work Bring emerging issues from the field to partnership 	<ul style="list-style-type: none"> Administrative and technical support to the partnership Staffing of, and communication across, action and strategy groups
Membership	<ul style="list-style-type: none"> Leadership of partner organizations, tribes, agencies, and local governments 	<ul style="list-style-type: none"> Practitioners representing partner governments and organizations 	<ul style="list-style-type: none"> Staff of Department of Ecology and non-governmental backbone organization (TNC as interim)
Decision Authority	<ul style="list-style-type: none"> Set visions, goals, and priorities for partnership Approve work plans for Action Groups 	<ul style="list-style-type: none"> Define priorities, work plans, and implementation actions 	<ul style="list-style-type: none"> Allocation of resources to support work approved by Strategy and Action Groups
Meeting Frequency	<ul style="list-style-type: none"> Bi-monthly meetings Sub-committee meetings as needed 	<ul style="list-style-type: none"> Bi-monthly meetings Sub-committee meetings as needed 	<ul style="list-style-type: none"> Bi-weekly or monthly meetings
Responsibilities	<ul style="list-style-type: none"> Refine the FbD vision statement and develop a set of shared values Set FbD partnership goals Review and support funding and policy proposals that advance partnership priorities Establish shared policy priorities that guide work of FbD Partnership Approve Action Group priorities Approve updates of 5 Year Strategy for Washington Floodplains Approve annual work plans for FbD partnership Hold backbone organization and Action Groups accountable for implementing Strategic Plan and annual work plans Approve FbD grant program guidelines Serve as spokespeople 	<ul style="list-style-type: none"> Provide a forum for coordination and collaboration among organizations Develop objectives that are specific, measurable, attainable, relevant, and timely Identify needs and priorities for respective function areas Refine and coordinate implementation of priority actions to achieve objectives Organization represented on Action Groups would be expected to be actively engaged in implementing the work defined by the group 	<ul style="list-style-type: none"> Coordinate work of the Strategy Group and Action Groups Address operational needs and respect role of Strategy Group to set overall strategic direction Support coordination and collaboration among Action Groups

Providing this increased level of support to the FbD Partnership will require an increase in staffing. Staffing needs are expected to include (See Figure 2):

- **Program Director**—This individual would be responsible for directing the FbD program within Ecology, ensuring coordination among the multiple tasks, completion of work plans, and supporting budget processes to obtain sufficient funding support. Provide strong coordination with Office of Columbia River, Office of Chehalis Basin, and sister agencies.
- **Capacity Building/Technical Resource**—Ecology could establish a position that coordinates strategic and technical assistance to local integrated floodplain management efforts. Ecology floodplain program staff could also provide some of that assistance. This level of effort for this function could vary widely depending on priority and available resources. To test the concept and need for this position, it is recommended that 0.5 full time equivalent (FTE) be allocated.
- **Funding**—Ecology currently dedicates four staff manage FbD Grants. This role and staffing level is expected to continue during the transition period. Staff in this area will also support identifying and leveraging more diverse and higher levels of funding for integrated floodplain management and funding for the backbone organization.
- **Policy**—Ecology currently has policy staff engaged on floodplain issues. It is expected that the level of effort and focus on floodplains would increase and additional staff support will be needed.
- **Measurement/Data Management**—As the manager of the FbD Grant program, Ecology currently tracks project implementation metrics. This role should continue and be expanded to support the work of measuring change in floodplains. The expected level of effort for this position is 0.5-1 FTE.

Non-Governmental Organization

TNC currently serves as the non-governmental organization backbone for the FbD Partnership. This central role will transition to another organization over time. TNC is still expected to play a key role in the future, particularly in the areas of funding and policy advocacy. The following key roles are expected to be needed in the non-governmental organization.

- **Program director**—Responsible for holding the vision of FbD and for building relationships with leadership and practitioners inside and outside of the network. This position is expected to be a leading voice for integrated floodplain management. They are also responsible for ensuring that key backbone functions are completed to support the FbD Partnership.
- **Facilitator**—Dedicated staff or consultants are needed

to support the Strategy Group and Action Groups. This position would assist the groups in preparing agendas, scheduling, and facilitating meetings. They would also play a key role in coordinating and tracking the progress of work plans and ensuring alignment across the Strategy Group and Action Groups.

- **Communications**—Open communications is fundamentally important to supporting a collaborative network. It is also critical to building support from leaders and the public and expanding the network. It is recommended that the communications function be held in the non-governmental organization, rather than Ecology, to capitalize on the greater potential for creativity and innovation in the private sector. It is expected that this work will require 0.5-1 FTE along with funds for outside consulting support for graphic design and website support.
- **Culture and Capacity Building**—Staff in this position would be responsible for supporting actions prioritized by the Culture and Capacity Building Action Group. This is expected to include building relationships with and among practitioners in flood hazard management, habitat restoration, and agriculture; facilitating the sharing of lessons learned; developing workshops to training programs; and providing direct support to collaborative integrated floodplain management efforts in a select number of local watersheds. It is expected that this work will require 1-2 FTE. This local support could be provided by staff at the non-governmental organization and/or contracted to a consultant.
- **Funding and Policy**—The Funding and Policy priority actions would be implemented by backbone organization staff in collaboration with other partners. The non-governmental role in funding and policy would include pushing bold reforms, exploring innovative solutions to chronic challenges, building diverse coalitions, and advocacy. The level of effort for this function could vary widely depending on the capacity and resources of the non-governmental organization. It is recommended that TNC continue to play a primary role in this area. When another non-governmental organization steps into the backbone role, they could play a smaller, coordinating function that may only require 0.5 FTE focused on government relations.
- **Development**—Sustaining funding for the non-governmental backbone organization is an important element of the Funding focus area. TNC development staff currently provide fundraising support. When another non-governmental organization transitions into the backbone role, they will also need fundraising support. This could be accomplished through a contracted or shared position.

Table 4. Proposed Staffing

Staffing	Non-governmental organization	FbD Program in Ecology
Backbone Management, Facilitation, and Communications	1 FTE (Management) 1.5 FTE (Facilitation & Communications)	1 FTE (Management)
Culture & Capacity Building	1 - 2 FTE	1 - 2 FTE
Funding	0.25 – 1 FTE	4 FTE (FbD grant management staff)
Policy	0.25 – 1 FTE	0.5 – 1 FTE
Measurement and Science	0.5 FTE*	0.5 FTE

*Measurement and science staff could be housed within the non-governmental backbone organization or in another organization, such as an academic institution.

Puget Sound Partnership

The Puget Sound Partnership was a founding member of the FbD Partnership. It is recommended that the Puget Sound Partnership continue to play a leadership role in the FbD Partnership, but that the role evolve with the organizational change. The Puget Sound Partnership provides an important connection between FbD and ecosystem and salmon recovery efforts. They also provide significant technical resources to support the FbD Partnership. Key roles for the Puget Sound Partnership include:

- Supporting floodplains implementation strategy under the Puget Sound Action Agenda
- Actively coordinating with Puget Sound and salmon recovery efforts, policy development, and funding
- Engaging with Indian tribes and agricultural interests
- Monitoring and measuring progress to achieve FbD goals and Puget Sound vital signs
- Providing technical resources to support floodplains analysis and project implementation

Key Issues That Still Need to be Resolved

A number of key issues still need to be resolved within the proposed organizational structure, including:

- Confirmation of long-term-going non-governmental organization partner(s)
- Appropriate engagement with Indian tribes
- Organizational changes at Ecology to support FbD

Long-Term Non-Governmental Organization Partner(s)

TNC has stated that it will step aside from its central role in the FbD Partnership and will make space for others to step into leadership. A critical step in the transition process will be identification and confirmation of TNC’s future role and another non-governmental organization to serve as a backbone. The Strategy Group should approve any future non-governmental leadership partners. The reason to vest the decision with the Strategy Group is because its members are representative of a cross section of the broader FbD network. The members understand the organizational needs of the state-wide partnership, and they have deep commitment to the long-term success of the FbD Partnership.

While it appears that there are only a small number of potential candidate organizations to fill this role, a transparent and accountable process should be established to lead to this decision. If a grant or contract will be a primary funding source for the non-governmental backbone organization, the selection process will need to align with Ecology requirements for obligating state funding. The mechanics of the selection process is still in the process of being developed. The intent is that the Strategy Group has a key role in the selection process, even if Ecology has the final decision-making authority. The following steps are recommended:

1. TNC formally state its expected level of future involvement. This should be a written statement of intent that is provided to the Strategy Group.
2. The Strategy Group confirms the evaluation criteria for selection of a new non-governmental organization. The criteria should be based on the essential characteristics developed through this process (see Section 2):
 - Be a trusted resource and build shared understanding
 - Local, regional, state, and federal connectivity
 - Credibility across multiple technical disciplines
 - Stable funding
 - Steward collaboration and coordination
3. Conduct meetings with potential non-governmental organization partners to discuss their interest and potential to take on the backbone role.
4. Prepare evaluation of the potential, interested non-governmental organizations relative to the selection criteria.
5. Strategy Group make its recommendation on lead non-governmental partner or evaluate potential for a new non-governmental organization to be formed.
6. Selected organization engage with Ecology and TNC to negotiate mechanics, including preparing and executing Memorandum of Agreement.

Appropriate engagement with Indian Tribes

As sovereign nations with treaty rights, Indian Tribes have a distinct role in floodplain management efforts. Some preliminary discussion of how to most appropriately engage Indian Tribes in the FbD Partnership has occurred during this planning process. More discussion is needed with tribal leaders to come to a recommendation. Several important considerations for that discussion are:

- Appreciate that each Indian Tribe is a sovereign nation with unique interests and perspectives.
- Develop deeper understanding of the priorities of Indian Tribes and how integrated floodplain management can support those priorities and how to reconcile when there are conflicting priorities.
- The Affiliated Tribes of Northwest Indians, Northwest Indian Fisheries Commission, and Columbia River Inter-tribal Fish Commission are existing organizations that support shared natural management among tribes and may serve as potential liaisons between the FbD Partnership and tribes.

Organizational Changes at Ecology to Support FbD

Ecology’s current participation in FbD is based in the Shorelands Program through the Floodplains group. The concept of more formally establishing FbD as part of Ecology was discussed extensively during the organizational development planning process.

The Office of Columbia River and the Office of Chehalis Basin are recent examples of establishing offices within Ecology to support integrated water resource and floodplain management initiatives in those areas. These offices have supported high levels of engagement with partners, increased authority and autonomy, and secured significant funding to support planning and project implementation. A consensus emerged that while those two Offices have been effective, that it may not be practicable to establish a new office at this time. There were concerns about potential conflicts with the two existing offices, the current lack of a compelling challenge significant enough to merit that extraordinary action, and the political challenges to establishing another office.

The Strategy Group expressed interest in having FbD established as a distinct program in Ecology or in some other way that elevates its authority and capabilities so that it can function similarly to and effectively interact with the Office of the Columbia River and the Office of the Chehalis Basin, and to enable increased staffing and resources. The mechanisms for such an organizational change at Ecology will be explored during the transition period.



4. TRANSITION PLAN

The evolution of the FbD Partnership will take time to implement. A year-long transition period is proposed. During this period, several key implementation steps will be taken to establish new organizational structure.

Setting Up for Success

There are several key principles and practices that will be fundamental to success of the evolution of the FbD Partnership:

- Empower partners to provide leadership and set up structures to promote active collaboration
- Provide training to leaders in the FbD Partnership on collaboration and network building
- Establish communications protocols and mechanisms to ensure that collaborative work is transparent and accessible

Implementation Steps

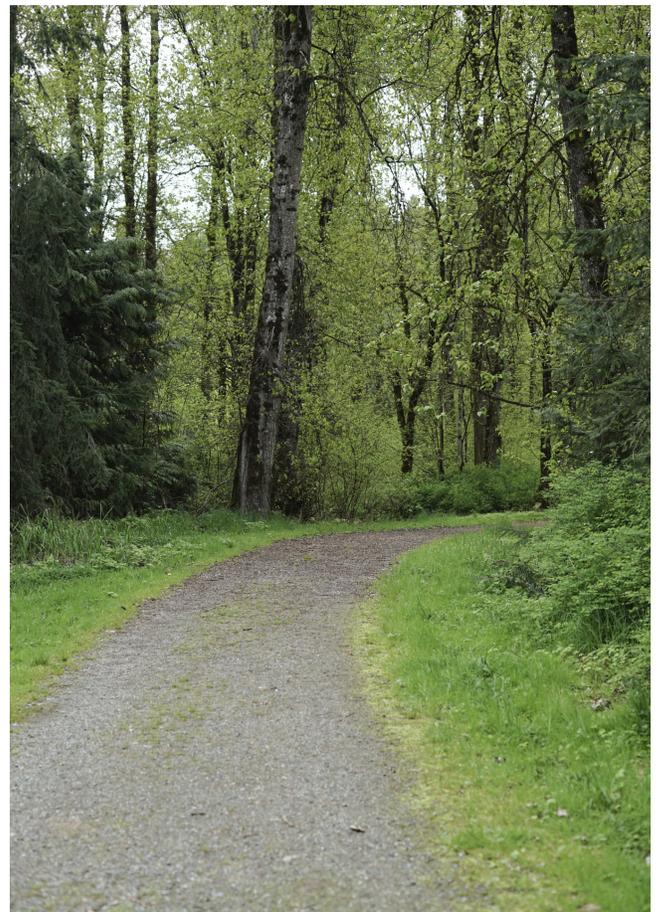
Major steps to establishing the FbD organization as illustrated in Figure 6 and described below.

1. Continue to convene Strategy Group and transition to become the Strategy Group. Meet on an approximately quarterly basis to guide the transition and provide direction on key issues.
2. Establish Action Groups with leadership and staffing support from key partners. Based on the level of engagement during the organizational development planning process, it is recommended that three Action Groups be established in the near term:
 - Culture and Capacity Building
 - Funding and Policy
 - Measurement and Science
3. Identify the non-governmental organization partner, as discussed in Section 3.3.1.
 - a. Clarify procedural requirements of selection process assuming future state funding for a non-governmental backbone organization.
 - b. Identify potential candidate non-governmental organizations.



- c. Establish evaluation criteria and process for review and selection.
 - d. Evaluated potential candidate organizations.
 - e. Strategy Group makes recommendation.
 - f. If Strategy Group decides that no existing non-governmental organization partner is suitable, consider potential to establish a new non-governmental organization.
3. Draft documents to memorialize the organization. It is recommended that Ecology, the new non-governmental organization, and/or TNC partner prepare draft documents for the Strategy Group to review.
 - a. Memorandum of Understanding—The purpose of this document is to define the elements of the partnership structure and the roles and responsibilities of the core partners. The core partners are expected to be Ecology, the non-governmental organization partner, and TNC, and could also include other partners willing to play a central role.
 - b. Charter—This document establishes the operating guidelines for the partnership. It could include the vision statement, values, and objectives for each focus area. It should also include the norms for communication and coordination for the partnership.
 - c. Declaration of Cooperation—This document is less formal than the Memorandum of Understanding and could be signed by all organizations that are willing to participate in the Strategy Group and any of the Action Groups. It would serve as a reference to identify the organizations involved and document their commitments to the values and norms outlined in the Charter.

Other Action Groups may be established as need and demand dictates. Potential participants in these Action Groups are provided in Section 3. It is recommended that



a core team for each Action Group be established and that the purpose and meeting of these groups be advertised through the FbD network communications channels to provide an opportunity for other interested parties to join the meetings.

5. Refine and implement annual work plan through collective efforts of Strategy Group, Action Groups, O, and backbone organization.
6. Transition Strategy Group to future Strategy Group.
7. Proactively provide training opportunities for facilitators and participants in FbD Partnership to build skills in collaboration, communications, trust building, and systems leadership.

Risk Management

The transition of the FbD Partnership is challenging and faces a number of risks. The following table identifies potential risk factors and mitigation measures to address them.

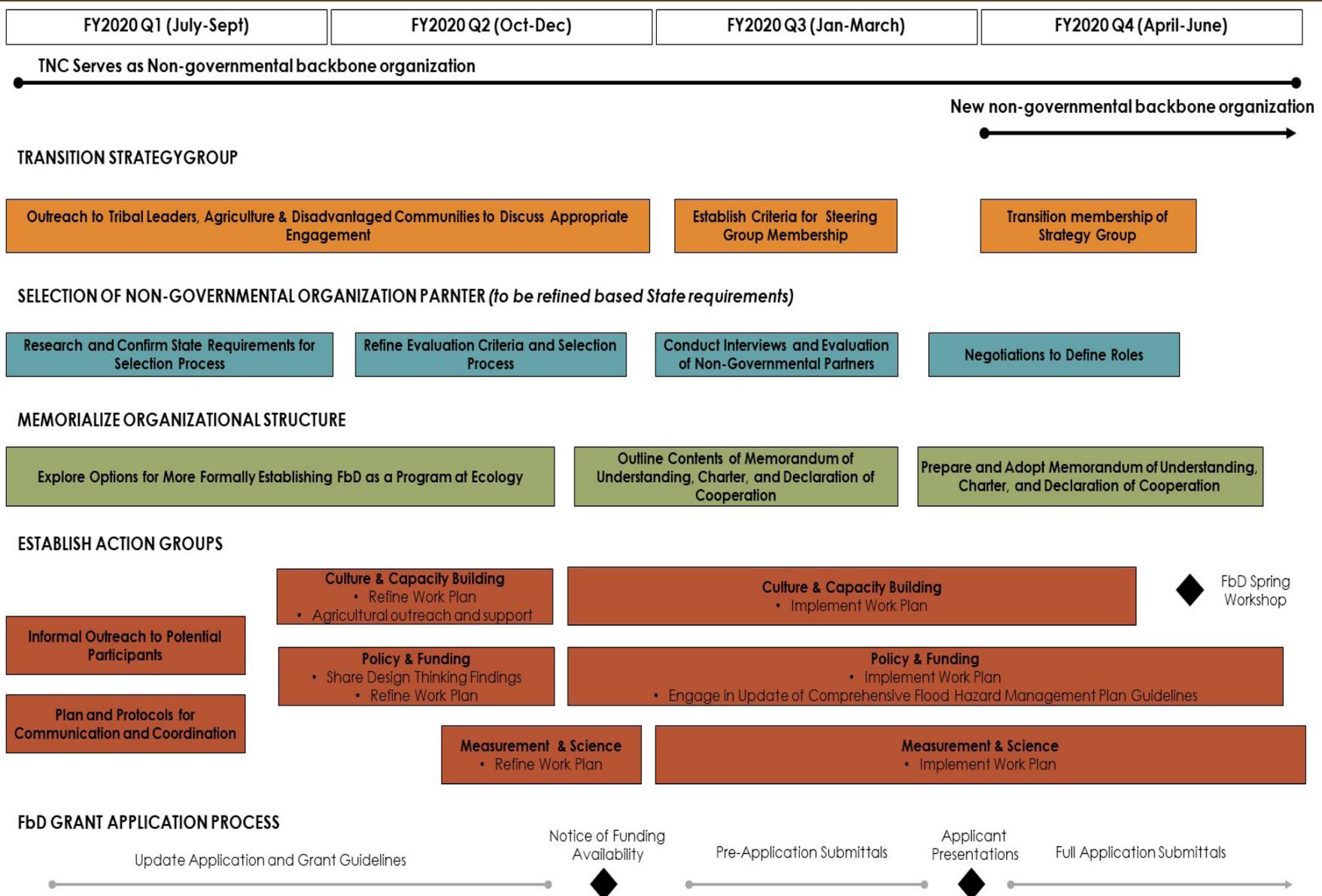
Table 5. Risk Management

Challenges	Mitigation Measures
<p>Lack of resources (time, money, expertise).</p> <p>Concerns from some about transparency in how state funds to support the FbD backbone organization are allocated.</p>	<p>Prioritize work to focus on most important tasks and those that can be done well with existing resources.</p> <p>Identify and focus on synergies across Action Groups and areas where partners are working in their own spheres of influence.</p> <p>Establish clarity and transparency regarding how the FbD Partnership allocates funds.</p>
<p>Difficulty recruiting new non-governmental organization partner, differing opinions and priorities of the Strategy Group.</p>	<p>Build consensus and clarity around selection criteria.</p> <p>Have diverse selection committee.</p> <p>Communicate transparently and appropriately during selection process.</p> <p>Develop a clear onboarding strategy for new new-profit organization partner with a crossover transition time with TNC.</p> <p>If a suitable non-governmental organization partner is not identified in the process, consider establishing a new organization.</p>
<p>TNC transitioning out of leadership role. Clarity not fully emerged from TNC on their role and transition.</p>	<p>Develop clear statement of TNC’s future role and understanding of expectations throughout the organization.</p> <p>Honor and respect the sense of loss and grieving that comes with this change.</p>
<p>Recognizing responsibility toward tribal treaty rights and developing collaborative relationship with Indian tribes as sovereign nations.</p>	<p>Commit to building long-term relationships with Tribes and deepening understanding of their perspective and priorities.</p> <p>Seek and articulate the benefit of integrated floodplain management for achieving goals of Tribes.</p> <p>Establish appropriate and meaningful participation of tribes in FbD Partnership.</p>

Figure 6. Organizational Conceptual Model

FLOODPLAINS BY DESIGN PARTNERSHIP
TRANSITION TIMELINE

DRAFT
Updated September 25, 2019



5. FUNDING STRATEGY

Funding the backbone organization’s operating expenses is a challenge. TNC has invested approximately \$800,000 per year in staff resources, consulting support, and materials to support the FbD Partnership. These funds were raised from grants from multiple public agencies including the National Oceanic and Atmospheric Administration and US Environmental Protection Agency as well as private donations.

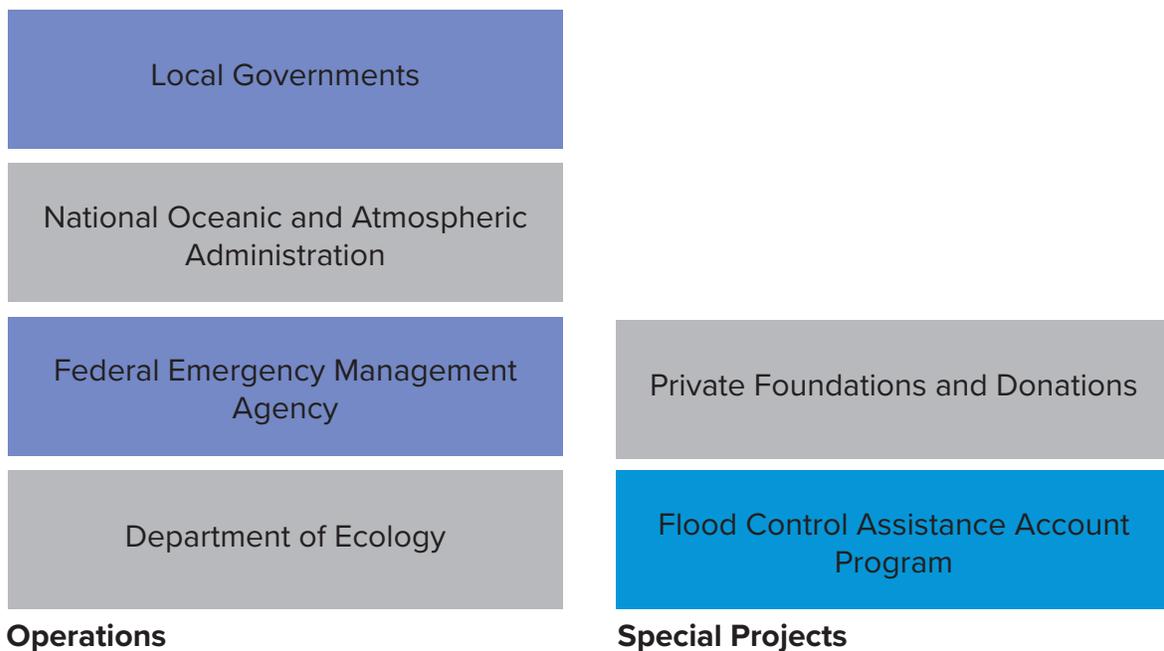
Going forward, funding to support the FbD backbone organization will need to come from a variety of sources to be resilient and sustainable. Research into potential funding models conducted for the 5-year Strategy for Washington’s Floodplains. The proposed funding strategy for supporting the FbD backbone organization is:

- Sustain funding from Washington State
- Leverage state funds with resources from federal government
- Seek contribution for private donors and local governments

For the 2020 through 2021 fiscal years, Ecology will be providing TNC with a \$800,000 grant to support facilitation and technical assistance (the non-governmental backbone organization role) to the FbD Partnership. TNC is matching those funds with a similar level of other TNC-generated funding. These funds will be used to support staff, consulting support, and materials to implement the FbD work plan. Some of these funds could be transitioned to another non-governmental organization that steps into leadership of the FbD Partnership.

The state investment provides a great opportunity to leverage funding from the federal government, local governments, and the private sector. It is recommended that the FbD Partnership seek on-going support from the National Oceanic and Atmospheric Administration, Federal Emergency Management Agency, and others to leverage state funds to support backbone operations. National Oceanic and Atmospheric Administration and Federal Emergency Management Agency, are responsible for fisheries and flood hazard management, respectively, and have missions and priorities that align with FbD.

Figure 7. Potential Funding Sources



**FLOODPLAINS BY DESIGN
DRAFT WORK PLAN 2019-2020**

Updated 9/25/2019

Strategic Focus Areas	Priority Actions	Tasks	Schedule <i>(to be completed by)</i>	Convener <i>(Who is leading this conversation?)</i>	Partner <i>(Who else is working on this item?)</i>	TIMELINE								
						FY20 <i>(July 2019 - June 2020)</i>				FY21 <i>(July 2020 - June 2021)</i>				
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1. BACKBONE & COMMUNICATIONS - Facilitate the FbD Management Team and advisory groups that provide input and oversight to the capital program; Communicate project results and lessons learned, and to use such information to improve future projects.														
		1.1. Facilitation: Facilitate the FbD Strategy Group, Action Groups, and Operations Group												
		Prepare and adopt charter to document norms and how partnership will function.	Regular Meetings	TNC	TBD	X	X	X						
		Facilitate Operations Group Meetings	Bi-weekly	TNC/ECY	TBD	X	X	X	X	X	X	X	X	X
		Convene and facilitate meetings of Action Groups based on functions/focus areas	Bi-monthly	TNC/ECY	TBD	X	X	X	X	X	X	X	X	X
		Convene and facilitate meetings of Strategy Group	Quarterly	TNC/ECY	TBD	X	X	X	X	X	X	X	X	X
		1.2. Governance: Develop and implement a more representative and inclusive governance structure to improve floodplain capital programs across the state.												
		Recruit existing non-profit organization or create new to serve as long-term backbone		TNC/ECY	TBD	X	X							
		Explore potential to create elevated program in Department of Ecology		ECY	TBD		X	X						
		Prepare and execute agreement (Memorandum of Understanding or similar) establishing partnership and groups		TNC/ECY	TBD		X	X						
		1.3. Communications: Communicate project results and lessons learned; use such information to improve future project effectiveness (website, listserv, factsheets, etc.); communicate out FbD program basics; share documents and info among network				X	X	X	X	X	X	X	X	X
		Website	On-going	TNC		X	X	X	X	X	X	X	X	X
		Listserv/Newsletter	On-going	TNC		X	X	X	X	X	X	X	X	X
		Communications products (fact sheets, videos, event materials)	On-going	TNC		X	X	X	X	X	X	X	X	X

**FLOODPLAINS BY DESIGN
DRAFT WORK PLAN 2019-2020**

Updated 9/25/2019

Strategic Focus Areas	Priority Actions	Tasks	Schedule <i>(to be completed by)</i>	Convener <i>(Who is leading this conversation?)</i>	Partner <i>(Who else is working on this item?)</i>	TIMELINE								
						FY20 <i>(July 2019 - June 2020)</i>				FY21 <i>(July 2020 - June 2021)</i>				
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
2. CULTURE & CAPACITY BUILDING - Increase the capacity of local partners to design and execute capital projects														
		2.1. Increase the capacity of floodplain practitioners to design and implement capital projects by organizing workshops, trainings and peer-to-peer exchanges. (Formalize FbD peer learning network and develop more collaborative and sustainable structure for it)												
		Convene Culture & Capacity Building Action Group	Regular Meetings	TNC/ECY	TBD		X	X	X	X	X	X	X	X
		Convene two large state workshops and floodplain leaders gatherings each year	Spring and Fall	TNC	TBD		X		X		X			X
		Develop curriculum and implement training program to build capacity of integrated floodplain management leaders	June 2021	TNC	TBD					X	X	X	X	
		2.2. Provide direct technical assistance to project sponsors and partners with the identification, design and implementation of high impact capital projects												
		Provide technical assistance to 3+ priority watersheds	On-going	TNC/ECY		X	X	X	X	X	X	X	X	X
		Convene multi-agenda technical support team (TNC, ECY, NOAA, Corps, Consultants)		TNC/ECY	TBD									
		Work with Action Group to develop transparent process and criteria for identifying priority watersheds/capital programs to receive technical assistance in FY21 and beyond	June 2020	TNC/ECY	TBD		X	X	X					
		2.3. Deepen engagement of tribal nations, agricultural interests, and other key interests in the development and implementation of capital projects	On-going			X	X	X	X	X	X	X	X	X
		Develop toolkit for tribal engagement and train local leaders	Dec 2019	TNC/ECY		X	X							
		Develop and implement strategy for improved engagement of agricultural stakeholders	June 2020	TNC/ECY				X	X					
		2.5. Identify where communities are especially vulnerable to current and future flood risk, make policy recommendations for how to address their needs, and engage people at the local level in bringing FbD benefits to vulnerable communities												
		Direct assistance through staffing	On-going	TNC	Ecology, PSP	X	X	X	X	X	X	X	X	X
		Support FCAAP Funding to local governments for technical and strategic planning assistance. (Coordinate with 4.3 and 5.2)	2021 Leg. Session	ECY					X	X	X	X		

**FLOODPLAINS BY DESIGN
DRAFT WORK PLAN 2019-2020**

Strategic Focus Areas	Priority Actions	Tasks	Schedule <i>(to be completed by)</i>	Convener <i>(Who is leading this conversation?)</i>	Partner <i>(Who else is working on this item?)</i>	TIMELINE							
						FY20 <i>(July 2019 - June 2020)</i>				FY21 <i>(July 2020 - June 2021)</i>			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.POLICY & FUNDING - Facilitate and support collaborative efforts to identify and address policy and program issues that present barriers to efficient project implementation. Improve the delivery and coordination of diverse funding to support integrated floodplain management projects.													
		3.1. Update Comprehensive Flood Hazard Management Plan (CFHMP) guidance to better assist managers with development of high impact integrated floodplain management projects											
		Secure funding for CFHMP Update	June 2019	Ecology	Emergency Management Division	X							
		Update CFHMP Guidance document	December 2020	Ecology	Consultant and advisory group			X	X	X	X	X	
		3.2. Permitting process: Create policy or other changes needed to streamline permitting process for restorative capital projects											
		3.3. Floodplain Policy Reform: Build coalition and policy agenda to reform policy at Washington State and Federal levels											
		Deploy design thinking methodology to identify chronic project barriers that need to be resolved through policy changes		TNC	TBD	X							
		Convene Action Group to guide coordinated effort		TNC/ECY	TBD		X	X	X	X	X	X	
		Identify policy changes to improve the delivery and efficacy of floodplain capital programs		TNC/ECY	TBD		X	X	X				
		Secure input from key governments and stakeholders: 1. Tribes/Salmon Recovery/Ag/At-Risk Communities, 2. Private Property Groups/Local Govt/Businesses/Flood Districts and Mngrs, 3. Orca Task Force. Revise priorities as needed		ECY/TNC/PSP	TBD		X	X	X	X	X	X	
		Implement policy strategy - State level		TNC	TBD								
		Implement policy strategy - Federal level		TNC	TBD								
		3.4 Administer and improve the Ecology grant program											
		Update Grant Guidelines per Recommendations	Sept 2019	ECY	TNC	X	X						
		Update Online Application System	August 2019	ECY	TNC	X	X						
		Update Review Process	January 2020	ECY	TNC		X	X					
		3.5. Build support for expanding FbD capital funding											
		Prepare elected official outreach strategy. (Coordinate with 3.1.ii and 4.3)		TNC	TBD				X				
		Support funding before and during legislative session (Coordinate with 3.1.ii and 4.3)	2021 Leg. Session	TNC	TBD					X	X		
		Coordination to support advocacy for salmon recovery, orca recovery, agriculture, and flood funding levels.	2021 Leg. Session	TNC	TBD					X	X	X	
		Training for project practitioners on advocacy so they are poised and ready for effective 2021 legislative session.	2021 Leg. Session	TNC	TBD								

**FLOODPLAINS BY DESIGN
DRAFT WORK PLAN 2019-2020**

Strategic Focus Areas	Priority Actions	Tasks	Schedule <i>(to be completed by)</i>	Convener <i>(Who is leading this conversation?)</i>	Partner <i>(Who else is working on this item?)</i>	TIMELINE								
						FY20 <i>(July 2019 - June 2020)</i>				FY21 <i>(July 2020 - June 2021)</i>				
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
		3.6. Increase funding for integrated floodplain planning, especially for less-resourced communities/watersheds/interests												
		Support FCAAP Funding to local governments for technical and strategic planning assistance. (Same as 3.1.ii. Coordinate with 4.3 and 5.2)	2021 Leg. Session	ECY	TNC			X					X	
		Develop other funding sources such as FEMA, NOAA		ECY	RCO, PSP, NOAA, ECY, FEMA					X	X	X	X	
		3.7 Engage with State grant coordination group												
		Develop shared application and budget systems		ECY	RCO, PSP, NOAA, ECY		X	X	X	X	X	X	X	X
		Develop strategies to better coordinate and leverage funds.	On-going	ECY	RCO, PSP, NOAA, ECY		X	X	X	X	X	X	X	X
		3.8. Identify source(s) and secure additional capital project funding												
		Identify potential sources (ex. HUD, FEMA) and develop strategy		TNC/ECY	RCO, PSP, NOAA, ECY, FEMA					X	X	X	X	
		Implement strategy		TNC/ECY	TBD									
		3.9 Develop and institutionalize dedicated funding to execute the 5-Year Strategy and support the backbone organization												
		Prepare elected official outreach strategy. (Coordinate with 3.1.ii and 4.3)		TNC	TBD		X	X	X					
		Support funding before and during legislative session (Coordinate with 3.1.ii and 4.3)	2021 Leg. Session	TNC	TBD						X	X		

**FLOODPLAINS BY DESIGN
DRAFT WORK PLAN 2019-2020**

Updated 9/25/2019

Strategic Focus Areas	Priority Actions	Tasks	Schedule <i>(to be completed by)</i>	Convener <i>(Who is leading this conversation?)</i>	Partner <i>(Who else is working on this item?)</i>	TIMELINE								
						FY20 <i>(July 2019 - June 2020)</i>				FY21 <i>(July 2020 - June 2021)</i>				
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
4. MEASUREMENT & SCIENCE - Evaluate project outcomes, cost-effectiveness, and progress toward capital program goals; use such information to improve future project effectiveness.														
		4.1. Complete mapping of floodplains and analysis of development trends												
		Mapping and analysis of status and trends in Puget Sound Floodplains		PSP	Consultant and technical advisory group	X	X							
		Columbia Basin Historical Ecology Project (spatial analysis of floodplain conditions)		NOAA										
		Spatial analysis of socio-economic demographics of communities at risk to current and future flooding.												
		4.2 Baseline Conditions Assessment												
		Catalogue and make accessible existing floodplain monitoring programs and data sets						X	X	X	X			
		4.3 Track and report on project outcomes/metrics												
		QA/QC Existing Data on Project Outcomes		ECY		X								
		Refine Metrics for Future Projects		ECY		X		X						
		Conduct look back evaluation of FbD project effectiveness		ECY				X	X					
		4.4 Track and report on social/systems change metrics												
		Refine systems change metrics and establish data collection and analysis protocols		TBD										
		Begin monitoring and evaluation		TBD										
		4.5 Develop case studies approach to research the costs and benefits of integrated floodplain management		TBD										

FLOODPLAINS BY DESIGN: A 5-YEAR STRATEGY FOR WASHINGTON'S FLOODPLAINS

June 2018

Updated December 2018



A 5-Year Strategy for Washington's Floodplains

June 2018

Updated December 2018

This Report was prepared by The Nature Conservancy and consultants for the Floodplains by Design partnership with funding from the Washington State Department of Ecology and the U.S. Environmental Protection Agency.



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1 INTRODUCTION

This Strategy is intended to define structure for the next five years of Floodplains by Design (FbD); clarify what FbD seeks to accomplish; describe the key elements of a regional/state work program, define measures to track changes to the floodplain management system; identify the communications strategy needed to achieve goals; and clarify funding needs and sources. Currently, the FbD Management Team includes TNC, the Washington Department of Ecology, and the Puget Sound Partnership.

Floodplains by Design is an ambitious public-private partnership focused on integrating and accelerating efforts to reduce flood risks and restore habitat across Washington State's major river corridors. By working together, we can align state and federal investments with locally-driven solutions that solve multiple floodplain management challenges and create a more sustainable future for people and nature. The partnership's goal is to improve the resiliency of floodplains for the protection of human communities and the health of the ecosystem, while supporting values important in the state such as agriculture, clean water, a vibrant economy and outdoor recreation.

The Floodplains by Design initiative was started in 2013 as a broad-based partnership led by The Nature Conservancy (TNC), the Department of Ecology (Ecology), and the Puget Sound Partnership (PSP). TNC has served as the backbone organization for administration of the regional FbD effort. Ecology has administered the FbD grant program and provided staff time to contribute to the FbD effort. TNC, Ecology, and PSP have served as the Management Team for the FbD initiative.

The first five years of Floodplains by Design (2013-2017) were focused on *proving it's possible* – i.e. that a more collaborative, integrated approach to river management could help accelerate efforts to manage our rivers more sustainably. This involved developing and deploying know-how, creating the grant program, implementing local projects, supporting collaborative planning processes, and facilitating learning exchanges including workshops, field tours, and other gatherings. The second five years of Floodplains by Design (2018-2023) will be focused on *making it the norm*, which will involve building more robust capacity and management systems at the local and regional level, working to change the policy/regulatory framework, and identifying and positioning for expanded funding and human resources. The work in the next five years will enable the expanded application of the integrated, collaborative, and multi-benefit approach and will allow us to see increased results on the ground.

With consultant support, The FbD Management Team conducted a robust process engaging a diverse range of stakeholders to help shape this Strategy. Engagement activities included a wide-reaching online survey, targeted individual interviews, and a focused workshop session. Through the process, people working at the local and statewide level confirmed that we have collectively made good progress and laid a solid foundation. People are seeing projects hit the ground that deliver multiple benefits and they see more money going to flood risk reduction and habitat restoration projects. They are seeing new partnerships, new project opportunities and bigger projects taking shape. This has given them hope that the longstanding decline in community and ecosystem resilience could be addressed. At the same time, there is almost universal agreement that these positive changes are not happening at the scale or pace that is needed, considering past and ongoing development pressures, population growth, and economic expansion, as well as climate change impacts. We heard that what is most needed to continue to turn the tide and create a more sustainable floodplain management system is more money,

better policies, better technical information, increased capacity at the local level, and the ability to communicate a strong business case for the benefits of an integrated approach.

During its 2018 session, the Washington Legislature included a proviso in the supplemental Capital Budget directing the Department of Ecology to convene and facilitate a stakeholder process to review and make recommendations for the statutory authorization and improvement of the Floodplains by Design (FbD) grant program. In response to the proviso, Ecology conducted an extensive outreach process, an assessment of funding needs, and a review of six other capital funding programs. Following this process, Ecology published *Floodplains by Design: Report to the Legislature* (Publication No. 18-06-010). In November 2018, this 5-Year Strategy was updated to incorporate the recommendations in the Report to the Legislature.

2 WHAT IS FLOODPLAINS BY DESIGN, OUR VISION AND THE SYSTEM CHANGE NEEDED

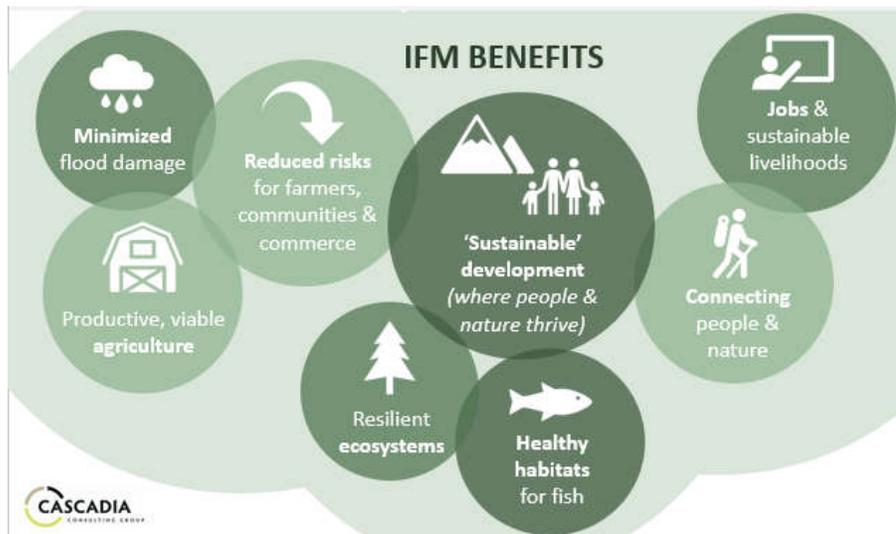
2.1 WHY ARE WE WORKING ON INTEGRATED FLOODPLAIN MANAGEMENT?

The term “floodplains *by design*” is meant to evoke a floodplain management approach in which we move past an era of unintended consequences and siloed management efforts, toward a holistic, collaborative model that maximizes benefits and reduces costs to people and nature while enabling continued learning and improvement. We want floodplains across Washington State to be places where both people and nature thrive. Today, in watersheds across the state, there are imperative and intersecting water, flood, and fish issues that need to be solved, and limited resources to do so. Floodplain management practices have not kept pace with scientific advances nor evolving public priorities. The result is that flood risks continue to increase while environmental health and agriculture continue to decline. In some places, there are projects underway to address one issue that may inadvertently make things worse for another set of interests. There are also untapped opportunities for working proactively to prevent the emergence of new problems and to protect our communities, livelihoods, local food production, and natural resources.

Integrated floodplain management holds promise for addressing current challenges and seizing new opportunities, allowing progress to be made while providing a superior return on financial investments. Integrated floodplain management means using collaborative, integrated processes and practices that cut across silos and bring diverse interests together to come up with a path forward that can achieve multiple benefits. Those multiple benefits include:

- Reduced flood risks for communities and commerce.
- Healthy habitats for fish and increased prey for Orcas.
- Resilient communities and ecosystems.
- Minimized flood damage.
- Productive, viable agriculture.
- Sustainable development.

- Jobs and sustainable livelihoods.
- Recreation and other opportunities to connect people and nature.



2.2 MISSION STATEMENT

Communities join together across sectors and silos to protect, restore and manage floodplains in a more holistic and collaborative manner, enabling people, fish, farms, and nature to thrive.

The mission of Floodplains by Design is to help collaborative and integrated floodplain management become the preferred way of managing our river systems in Washington, so that we build resilient communities and ecosystems that sustain people, fish, farms, and our economy.

2.3 VISION STATEMENT

We envision a future in which collaboration based on shared values has transformed Washington's floodplains to reduce flood damages, increase salmon runs, and preserve vibrant farms and open spaces that enrich our lives and create a resilient future.

2.4 WHAT IS FLOODPLAINS BY DESIGN AND WHAT IS NEXT?

Floodplains by Design is a partnership focused on developing, deploying, and supporting integrated floodplain management in major river systems across the state that have significant flood risks and salmon runs. We are working to show that integrated floodplain management works and to achieve culture and systems change so that integrated floodplain management becomes standard practice.

Over the past five years, we have been working to prove that it's possible for people with different interests to create solutions that achieve multiple benefits, and that those will engender more political support and funding, enabling new, larger opportunities. We have been developing and deploying the know-how, pilot projects, initial management structures, and workshops to share lessons learned and

build the network of people involved at the local and statewide levels. A new state grant program has been created and a process is underway that could codify the program in statute. A better understanding of the impacts of climate change is emerging and we have provided assistance for collaborative, integrative management effort in select watersheds.

In the next five years (2018-2023), the timeline for this plan, we aim to make integrated floodplain management the norm in Washington. This will include building more robust capacity and management systems, assessing whether and how to engage with the policy/regulatory framework, and identifying and positioning integrated floodplain management for bigger resources.

2.5 THEORY OF CHANGE

In order for integrated floodplain management to become the norm in the major river systems of Washington State, institutions, programs and policies will need to change. Our theory of change is central to achieving the systems changes needed to deploy integrated floodplain management.



2.6 FLOODPLAINS BY DESIGN VALUE PROPOSITION

Based on the last five years of work and the feedback received, it has become clear that FbD provides value to local efforts across Washington State. As the work proceeds, it will be important to maintain the focus on the value FbD provides. FbD is a partnership with technical, strategic and financial

resources focused on developing, deploying, and supporting integrated floodplain management in major river systems across the state. The value it provides for integrated floodplain management is that it:

- Develops and disseminates the principles and practices of integrated floodplain management
- Supports processes demonstrating how to work across silos to address intractable problems.
- Identifies and engages key interests and influencers to build support.
- Advocates for dedicated local, state and federal funding and investment from the public, private, & philanthropy sectors to implement systems and projects on the ground that deliver multiple benefits.
- Focuses on making fundamental changes to the floodplain management system so that integrated floodplain management becomes standard practice and happens at scale.

2.7 SYSTEMS CHANGE

There are five overarching forces that shape floodplain management: culture, capacity, policy, funding, and markets. These are not all within FbD's sphere of control. Only by influencing those forces at the macro level will we be able to achieve sustainable floodplains at the local level and realize our vision for communities and nature.

At its heart, the goal of Floodplains by Design is to transform the floodplain management system in order to reverse past trends and increase the resilience of floodplain communities and ecosystems. Creating durable, transformative "systems change" requires a comprehensive, multi-disciplinary approach. It will have been achieved when the principles and practices of integrated floodplain management are widely understood and applied, with the five forces in place and aligned, as follows:

1. **Collaborative CULTURE:** There is a culture that fosters collaboration, continuous learning, and creative problem-solving to solve water, flood, and fish issues where they interact in floodplains. A **network** of practitioners and interests at the local and state level with relationships that support collaboration and engagement allows the sharing of innovations and lessons and helps to spread the improved practices. This helps increase **political will**.
2. **Local CAPACITY:** People making decisions about land and water in the floodplains have the adequate **human capital**, expertise, tools, methods, information, and support to implement integrated floodplain management approaches. This includes the ability to convene and facilitate collaboration and locally-driven solutions and the ability to implement and quantify multi-benefit solutions. There are people in each major river system that are trained and proficient as change agents and managers of collaborative, problem solving processes.
3. **POLICY reinforcement:** Policies and regulations harmonize with integrated floodplain management and incentivize, require, and/or trigger adoption of practices.

4. **Sustained FUNDING:** There is sufficient, dedicated and sustained funding from diverse funding sources to support the integrated stewardship of floodplains and ecosystems. There is sustainable funding for the backbone organization role. This includes funding for on-the-ground actions to maintain natural and built infrastructure, funding to support the convening, collaborative planning, and technical design work needed to put increasingly cost-effective projects on the ground, and funding to support the statewide backbone organizational roles required to execute the work program described below.
5. **Driving MARKETS:** Floodplain decision makers and influencers **demand** sustainable, multi-benefit management practices. Public and private **markets** effectively price flood risks, reward sustainable floodplain practices, provide incentives, and/or value ecosystem benefits.

The backbone organization role is critical to ensure sufficient resources, coordination and communication across actors and actions focused on making positive change to these five forces and across the local, regional, and state scales at which those forces manifest. Working in one or two places or on one or two floodplain management spheres is insufficient to achieving the FbD vision.

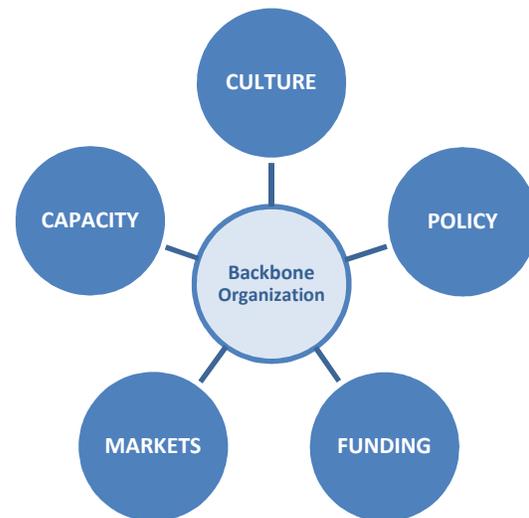
3 FOCUS AREAS, STRATEGIES, OUTCOMES, AND ACTIONS

Given the importance of these five forces, as outlined above, FbD will need to work on each of these in order to make a real impact on floodplain management. FbD will work on some more than others, as a result of its expertise, skills, resources, and comparative advantage.

This section outlines the key components of the theory of change that are within the FbD partnership's sphere of control. It lists the specific strategies that we are prioritizing for the next five years in order to achieve specific outcomes. This set of strategies is ultimately necessary to create the robust program needed to implement actions at the pace and magnitude necessary for the challenges in the major river systems of the State. Not all the strategies and needed actions can be initiated at the start of the five-year period due to funding limitations. However, by outlining the needs for the robust program, strategic decisions can be made on the priority of adding actions and pursuing the funding needed.

Strategic focus areas for FbD:

1. **CULTURE & NETWORK:** Broaden and deepen reach.
2. **CAPACITY:** Increase and develop capacity.
3. **POLICY:** Improve the regulatory/policy framework to harmonize with.
4. **FUNDING:** Increase and diversify resources for integrated floodplain management.
5. **MARKETS:** Build market demand and better understand how markets can incentivize integrated floodplain management.



In addition to the five focus areas, it is critical to have a backbone organization to coordinate and integrate across and between the focus areas. Each of these are described in more detail below, with associated strategies and outcomes.

3.1 KEY RECOMMENDATIONS AND PRIORITY ACTIONS

This section integrates recommendations from the Report to the Legislature with key priority actions identified below in Sections 3.2, 3.3, and 3.4. Key recommendations and priority actions include:

- Incorporate FbD principles and program into existing flood statutes
- Address statewide capital funding needs
- Provide funds for planning and grants management
- Continue to engage with partners and increase participation
- Continue to refine criteria, information, and coordination
- Improve efficiency and transparency of project funding and implementation
- Create more sustainable funding and capacity for the backbone organization role
- Provide strategic and technical support to integrated floodplain management efforts
- Work to reduce re-appropriation requests and improve coordination with other water and salmon grant programs
- Develop curriculum and implement training program for integrated floodplain management
- Deepen engagement of tribal leaders in the overall program and more directly in their watershed
- Develop a leadership group consisting of key, diverse interests including tribes, vulnerable communities, agriculture, cities, and counties
- Convene a policy/technical work group to guide a study of development trends in floodplains and potential actions to address

3.2 FOCUS AREAS, GOALS, STRATEGIES, OUTCOMES, ACTIONS

This section describes each of the five focus areas in greater detail, including goals, strategies, and outcomes for each area. Specific actions are also identified for each focus area. Actions are divided into

three tiers: core FbD activities, potential additions based on funding/capacity, and elements that could be undertaken in the future if funding allows. Implementation of all actions are dependent on funding, and in the initial period of this 5-Year Strategy there will not be sufficient funding to implement all strategies and actions.

3.2.1 Focus Area One – Culture & Network

Goal: Broaden and deepen reach

3.2.1.1 Strategies

1. Strengthen local community engagement in integrated floodplain management; more effectively engage a diverse set of partners where it is critical for success.
 - Build stronger tribal relationships and engagement with FbD and encourage improved tribal engagement at the local level.
 - More effectively engage agricultural communities & the private sector in local integrated floodplain management efforts.
 - Involve vulnerable communities subject to flooding and resource loss; develop & advocate for equitable strategies. Vulnerable communities include communities of color, non-English speaking communities, and low-income communities.
 - Serve smaller towns and cities connected to major river systems.
 - Implement strategic communications strategy.
 - Document and communicate integrated floodplain management benefits. Evaluate and share results such as project metrics, landscape metrics, narratives/stories.
2. Strengthen regional, state, & federal level engagement in integrated floodplain management
 - Engage tribes, state agencies, and federal agencies in the integrated floodplain management effort – programmatic, political, resources, advisory, problem solving.
3. Expand geographically
 - Expand to all state major rivers with significant flooding and salmon or other ‘high-impact’ ecosystem needs/opportunities/benefits
 - Be active statewide: Focus on areas with receptive governments & stakeholders; prioritize floodplains that are part of major river systems.

3.2.1.2 Outcomes

1. Long-term goals, objectives, and needs have been identified in all major river systems in the state.
2. Integrated reach scale projects are underway in all major river systems with significant water, and flood issues and salmon runs in Washington State.
3. All communities are effectively engaged in integrated floodplain management processes – enabling well-supported, community driven solutions.

4. More partners are engaged and supportive at the regional and state levels, facilitating local solutions and systems change.
5. Participants see/experience benefits and communicate their support for the integrated floodplain management approach to elected officials. There is an increase in political will. Elected officials, key stakeholders, and other influencers understand, value, and prefer the integrated floodplain management approach and embrace new practices.

3.2.1.3 Actions

Activity	Lead
Tier 1: Core FbD Activities	
Strategic and technical support to integrated floodplain management efforts in at least 4 watersheds (potential watersheds include the Snohomish, Stilly, Nooksack, Puyallup, and Skagit). Continue support in Yakima, Dungeness and Quilcene.	TNC
Communications: Keep network and supporters engaged through website, listserv, etc.	TNC
Tier 2: Potential Additions Based on Funding/Capacity	
Deepen engagement of tribal leaders in the overall program and more directly in their watershed. Initially, this will be done through the local watershed work and through tribal leaders involved in the leadership group discussion.	TNC (dependent on funding in TNC budget)
Develop a leadership group consisting of key, diverse interests including Tribes, vulnerable communities, agriculture, cities and counties	TNC (dependent on funding from Ecology)
Implement Communications Campaign: Work with partners to develop and disseminate stories and information through media, videos, events and printed materials.	TNC (dependent on NTA funding)
Deepen engagement of agriculture through existing local watershed work and Natural Resource Alliance	TNC
Identify where communities are especially vulnerable to current and future flood risk, make policy recommendations for how to address their needs, and engage people at the local level in bringing FbD benefits to vulnerable communities.	TNC (dependent on NTA funding)
Tier 3: Elements of Recommended Strategies That Could be Undertaken at Later Phases or by Partners	
Fund 3 watershed-scale assessments of how physical conditions (like flooding, drainage, groundwater, etc.) affect agricultural viability in floodplain areas	TBD
Survey of farmers about what incentives would encourage them to engage in integrated floodplain management and expanded education program in 4 watersheds	TBD
Regularly convene representatives of smaller cities to discuss issues	TBD
Update Strategic Communications Strategy after 2 years	TBD
Convene solutions-oriented workshops bringing together state/federal agency staff and floodplain project practitioners and convene and facilitate small groups to follow up on solutions identified in workshops	TBD

Expand direct support to additional watersheds	TBD
Encourage and pay for an increased number of integrated floodplain management projects in all major watersheds	TBD

3.2.2 Focus Area Two – Capacity

Goal: Increase capacity and improve management systems

3.2.2.1 Strategies

1. Develop & disseminate principles and practices – codify; develop templates; foster continuous improvement.
2. Develop human capital – provide trainings, workshops, learning networks, and other ways to develop change agents & facilitators who work with local actors, stakeholders, and elected officials to influence how floodplains are managed.
3. Provide better information: visualization tools, flood mapping, data systems.
4. Develop performance based systems with monitoring & verification; develop ‘resilience metrics’.
5. Improve grant-making process – shorten application/approval time frame; improve transparency, efficiency & consistency. Streamline with other grant-making processes as much as possible.
6. Develop/improve planning capacity - provide funding for planning; engage planning departments in working across silos to build a common vision with the community.

3.2.2.2 Outcomes

1. Principles and best practices are defined and applied.
2. Strong cohort of highly skilled floodplain leaders and facilitators exists in each major river system with significant flood issues and salmon runs.
3. Capacity exists to monitor and measure progress towards resilience and adaptively manage integrated floodplain management efforts.
4. Highly skilled program administrators are supportive of integrated floodplain management in each of the pertinent state and federal programs. Grant programs are more efficient and coordinated; projects are better aligned with the FbD vision, implemented more quickly and efficiently – leading to reduced administrative costs and increased stakeholder support.
5. Changed floodplain management culture – more nimble and effective.

3.2.2.3 Actions

Activity	Lead
Tier 1: Core FbD Activities	
Administer and improve the Ecology grant program	Ecology (with TNC and PSP support)

Support project sponsors in the development and implementation of high impact project proposals.	Ecology, TNC, and PSP
Convene two large state workshops and floodplain leaders gatherings each year	TNC (with financial support from Ecology)
Execute legislative study to identify improvements to FbD program	Ecology
Engage with State grant coordination group	TBD
Tier 2: Potential Additions Based on Funding/Capacity	
Develop curriculum and implement training program for integrated floodplain management	TNC (dependent on funding in TNC budget and NTA funding) Potential for joint funding with PSP
Formalize FbD peer learning network and develop more collaborative and sustainable structure for sustaining it	TNC (dependent on funding)
Tier 3: Elements of Recommended Strategies That Could be Undertaken at Later Phases or by Partners	
Develop online toolkit of integrated floodplain management resources and example documents, within the FbD website	TBD
Update, expand, and annually refine online toolkit for use in integrated floodplain management	TBD
Convene integrated floodplain management panel annually at NORFMA and SRFB conferences and other relevant conferences	TBD
Convene work teams on specific topics (such as agricultural integration, property acquisitions, etc.)	TBD
Conduct multi-benefit alternatives analyses in other watersheds	TBD
Develop maps of future flood risk	TBD
Conduct biennial reviews of the grant-making process to identify opportunities for improvement and implement actions identified in the reviews	TBD
Provide capacity for locals for planning and coordination with other programs (i.e. LEs)	TBD
Actively increase planning departments engagement in integrated floodplain management efforts (in 4 priority watersheds?)	TBD

3.2.3 Focus Area Three – Policy

Goal: Assess whether and how to engage with the regulatory/policy framework to harmonize with integrated floodplain management

3.2.3.1 Strategies

1. Assess whether and how to develop and advance policies and a regulatory framework that harmonizes with integrated floodplain management.
 - Create a cross-agency effort to assess a potential policy framework to facilitate integrated floodplain management – considering transportation infrastructure, climate change, land use, etc.
 - Consider addressing regulatory barriers that provide disincentives for integrated floodplain management (long term effort).
 - Consider improving/streamlining the permitting process for integrated floodplain management projects.
 - Examine how to revise flood control & flood hazard plans and management systems and incentives to incorporate/facilitate integrated floodplain management.
 - Explore certification programs/strategies.
2. Determine key limitations to current level of protection; develop & deploy new approaches as needed.
 - Conduct a science assessment of where development is happening in floodplains and link to risk and resilience.
 - Assess whether/how to engage in land use protection; If yes, evaluate approaches to build/activate coalition to address key limitations for land use management; deploy as needed.

3.2.3.2 Outcomes

1. Streamlined permitting process for integrated floodplain management projects.
2. Resources are prioritized for integrated floodplain management, (e.g. shifted from fighting floods to preventing them); integrated floodplain management best practices are applied when undertaking recovery.
3. Regulatory policies and programs better support integrated floodplain management.
4. Flood control and flood hazard plans are reflective of an integrated, holistic approach.

3.2.3.3 Actions

Activity	Lead
Tier 1: Core FbD Activities	
Develop FbD grant guidance for incorporating climate change into integrated floodplain management	TNC

Complete mapping of Puget Sound floodplains	Ecology and PSP
Tier 2: Potential Additions Based on Funding/Capacity	
Update the CFHMP (floodplain planning) guidance to include climate change and integrated floodplain management planning practices.	Ecology (dependent on NTA funding)
Convene a policy/technical work group to guide a study of development trends in floodplains and potential actions to address (<i>can PSP provide support</i>)	TNC (dependent on funding in TNC budget and support from PSP)
Permitting process: Create policy or other changes needed to streamline permitting process for restoration projects	TNC (dependent on funding in TNC budget and NTA funding)
Tier 3: Elements of Recommended Strategies That Could be Undertaken at Later Phases or by Partners	
Assess policies for transportation infrastructure and develop recommendations for change	TBD
Develop approaches to address addition permitting barriers for floodplain restoration projects, such as Corps of Engineers wetland mitigation requirements	TBD

3.2.4 Focus Area Four – Funding

Goal: Increase and diversify resources for integrated floodplain management

3.2.4.1 Strategies

1. Work to increase the state capital budget as a major source for project funding
2. Secure operating budget resources to execute this plan and local and state levels – i.e. for state backbone roles and for local integrated planning.
3. Develop and deploy new funding sources (e.g., private philanthropy, impact investing, and local fees) to support projects, stewardship, monitoring, and backbone organizational capacity (currently TNC).
4. Work with decision makers to better leverage federal funding; potentially change funding criteria to better align with integrated floodplain management efforts.
5. Develop tax, policy, and other incentives to supplement direct funding.
 - Focused at the local level; e.g. property tax benefits.
 - *Include regulatory incentives such as fast track permitting in Strategy 3.1.*
6. Develop approaches to institutionalize dedicated funding for operations (to avoid the up and down cycle & uncertainty), *potentially tied to performance based system (see strategy 2.4).*
7. Implement relevant components of the strategic communications strategy.

3.2.4.2 Outcomes

1. Dedicated, institutionalized funding for FbD supported integrated floodplain management.

2. Assess whether and how to develop new incentive systems (tax, policy, regulatory, other) in place in selected jurisdictions.

3.2.4.3 Actions

Activity	Lead
Tier 1: Core FbD Activities	
Build support for expanding Capital Budget funding	TNC
Tier 2: Potential Additions Based on Funding/Capacity	
Developing and institutionalizing dedicated funding to execute the 5-Year Vision and support the backbone organization	All
Tier 3: Elements of Recommended Strategies That Could be Undertaken at Later Phases or by Partners	
Launch fundraising campaign for private philanthropy	TBD
Conduct assessment of potential for impact investment	TBD
Assess current level of local contributions for planning and potential integrated floodplain management projects and advocate for increased local fees where appropriate	TBD
Develop recommendations to shift flood fighting resources (Corps of Engineers and FEMA emergency response funding) to pre-disaster integrated floodplain management efforts	TBD
Conduct assessment of potential tax, policy, and regulatory incentives to determine feasibility and next steps	TBD

3.2.5 Focus Area Five – Markets

Note: This Strategy recognizes that floodplain management is largely a public marketplace, with public infrastructure (dikes, levees, etc.) and currently dominated by public funding (flood district taxes, state/federal agency programs, etc.) We need to build demand so that more of those public resources go to integrated floodplain management. At the same time, we want to explore ways to encourage private markets to value and reward integrated floodplain management, such that it influences the behavior of farmers, landowners, businesses, and others in and near floodplains.

Goals: Increase demand for public investment in integrated floodplain management. Better understand how private markets can incentivize and harmonize with integrated floodplain management and how FbD can support development of those markets in the longer term.

3.2.5.1 Strategies

1. Build a strong economic case for integrated actions.
 - Multiple studies and efforts required to address multiple scales and addressing different stakeholder needs.
 - Make the case for landscape-scale integrated floodplain management, not just projects.

- Document the return on investment or cost-efficiencies gained through integrated floodplain management solutions.
- 2. Document ecosystem and stakeholder benefits.
 - Understand and value interests at a landscape scale; measure economic, social, and ecosystem benefits of integrated floodplain management at this level.
 - Include narratives with data.
 - Document avoided costs (e.g., litigation avoided) as part of benefits.
 - Consider cost reductions, stabilized economy, funding gained, new opportunities, etc.
- 3. Explore opportunities to influence private markets so that they value and reward integrated floodplain management.
 - Develop proposals for state-level incentives for integrated floodplain management solutions, considering mechanisms such as insurance schemes, tax incentives, or fast track permitting.
 - Work with others at the national level as opportunity arise to reform the National Flood Insurance Program.
 - Build relationships with sustainability-minded investors and encourage/support the development of public/private partnerships for integrated floodplain management projects.
 - Develop a pilot project concept that could attract impact investments or private sector participation.

3.2.5.2 Outcomes

1. Economic and community benefits of integrated floodplain management well documented and widely understood.
2. Increased demand for public investment in integrated floodplain management approaches and infrastructure.
3. Increased public investment in integrated floodplain management approaches and in infrastructure that is designed through a collaborative and integrated process.
4. Roadmap for how FbD can influence elements of private markets in the longer term so that they begin to begin to value and reward integrated floodplain management in floodplains and better account for flood risks and/or ecosystem benefits. Lessons learned from pilot demonstration of a private market linkage to integrated floodplain management that can inform future strategy.

3.2.5.3 Actions

Activity	Lead
Tier 1: Core FbD Activities	
Track and report on project outcomes/metrics	ECY to track and quantify outcomes;

	TNC to product fact sheet
Tier 2: Potential Additions Based on Funding/Capacity	
Track and report on social/systems change metrics.	TNC (dependent on funding in TNC budget and PSP support)
Develop case studies approach to research the costs and benefits of integrated floodplain management	TNC if NTA funding is available Potential for PSP or Ecology to lead
Tier 3: Elements of Recommended Strategies That Could be Undertaken at Later Phases or by Partners	
Conduct interviews with stakeholders in 4 watersheds with funded FbD projects to identify stakeholder benefits	TBD
Fund long-term monitoring of 3 implemented FbD-funded projects	TBD
Develop incentives to incorporate integrated floodplain management into redevelopment activities	TBD

3.2.6 Governance

In addition to the actions listed above for the five focus areas, overall coordination, communication, and integration between the five focus areas and across scales (local, regional, and state) is necessary. To date, this “backbone organization’ role has been played by TNC . The backbone organization is responsible for holding up the FbD vision. It should be grounded in systems thinking and should provide exceptional leadership, government relations, fundraising, science, and communications capabilities. Sustainable funding, capacity, and structure need to be established to sustain an effective backbone organization.

3.3 5-YEAR PRIORITY ACTIONS

The table of priority actions below includes the same actions listed above for each focus area, but they are prioritized within each tier to identify the key actions to carry out first. All actions are dependent on funding, capacity and future decisions of the three organizations. In November 2018, the table was updated to incorporate the recommendations of the Report to the Legislature.

#	Activity	Focus Area	Lead
Tier 1: Core FbD Activities			

1	Strategic and technical support to integrated floodplain management ¹ efforts in at least 4 watersheds (Snohomish, Stilly, Nooksack, Puyallup, Skagit). Continue support in Yakima, Dungeness and Quilcene.	One – Culture and Network	TNC
2	Administer and improve the Ecology grant program	Two – Capacity	Ecology (with TNC and PSP support)
3	Support project sponsors in the development and implementation of high impact project proposals.	Two – Capacity	Ecology, TNC, and PSP
4	Convene two large regional workshops each year	Two – Capacity	TNC (with financial support from Ecology)
5	Develop FbD grant guidance for incorporating climate change into integrated floodplain management	Three – Policy	TNC
6	Build support for expanding Capital Budget funding	Four – Funding	TNC
7	Convene Management Team and facilitate implementation of 5 Year Strategy for WA Floodplains	Governance	TNC (with financial support from Ecology)
8	Work to reduce re-appropriation requests and improve coordination with other water/salmon grant programs	Four – Funding	Ecology
9	Execute legislative study to identify improvements to FbD program	Two – Capacity	Ecology
10	Track and report on project outcomes/metrics	Five – Markets	ECY to track and quantify outcomes; TNC to product fact sheet
11	Communications: Keep network and supporters engaged through website, listserv, etc.	One – Culture and Network	TNC
12	Complete mapping of Puget Sound floodplains	Three – Policy	Ecology and PSP
Tier 2: Potential Additions Based on Funding/Capacity			
1	Incorporate FbD principles and program into existing flood statutes	Recommendation in the Report to the Legislature.	

¹ *Integrated floodplain management means using a collaborative, science-based, integrated approach to bring diverse interests together to come up with a path forward to improving the resilience of floodplain communities and ecosystems.*

2	Address statewide capital funding needs	Recommendation in the Report to the Legislature.	
3	Provide funds for planning and grants management	Recommendation in the Report to the Legislature.	
4	Continue to engage with partners and increase participation	Recommendation in the Report to the Legislature.	
5	Continue to refine criteria, information, and coordination	Recommendation in the Report to the Legislature.	
6	Improve efficiency and transparency of project funding and implementation	Recommendation in the Report to the Legislature.	
7	Update the CFHMP (floodplain planning) guidance climate change and integrated planning practices.	Three – Policy	Ecology (dependent on NTA funding)
8	Develop curriculum and implement training program for integrated floodplain management	Two – Capacity	TNC (dependent on funding in TNC budget and NTA funding) Potential for joint funding with PSP
9	Deepen engagement of tribal leaders in the overall program and more directly in their watershed. Initially, this will be done through the local watershed work and through tribal leaders involved in the leadership group discussion.	One – Culture and Network	TNC (dependent on funding in TNC budget)
10	Develop a leadership group consisting of key, diverse interests including Tribes, vulnerable communities, agriculture, cities and counties	One – Culture and Network	TNC (dependent on funding from Ecology)
11	Convene a policy/technical work group to guide a study of development trends in floodplains and potential actions to address (<i>can PSP provide support</i>)	Three – Policy	TNC (dependent on funding in TNC budget and support from PSP)
12	Implement Communications Campaign: Work with partners to develop and disseminate stories and information through media, videos, events and printed materials.	One – Culture and Network	TNC (dependent on NTA funding)
13	Permitting process: Create policy or other changes needed to streamline permitting process for restoration projects	Three – Policy	TNC (dependent on funding in TNC budget and NTA funding)
14	Deepen engagement of agriculture through existing local watershed work and Natural Resource Alliance	One – Culture and Network	TNC

15	Identify where communities are especially vulnerable to current and future flood risk, make policy recommendations for how to address their needs, and engage people at the local level in bringing FbD benefits to vulnerable communities.	One – Culture and Network	TNC (dependent on NTA funding)
16	Track and report on social/systems change metrics.	Five – Markets	TNC (dependent on funding in TNC budget and PSP support)
17	Develop case studies approach to research the costs and benefits of integrated floodplain management	Five – Markets	TNC if NTA funding is available Potential for PSP or Ecology to lead

3.4 FIRST YEAR PRIORITY ACTIONS

Given the funding levels available, the priority actions for the first year are more limited than the priority actions listed in Section 3.2. The top priority actions for the first year are:

- Establish sustainable funding, capacity, and structure for the backbone organization role.
- Provide technical and strategic support to integrated floodplain management efforts in the Snohomish, Stillaguamish, Nooksack, and Skagit watersheds.
- Administer and improve the Ecology grant program.
- Convene one large regional workshop and engage smaller groups as appropriate.
- Build support for expanding Capital Budget funding.
- Convene the Management Team and facilitate implementation of the 5-Year Strategy for Washington Floodplains.
- Work to reduce re-appropriation requests and improve coordination with other water/salmon grant program.
- Execute legislative study to identify improvements to the FbD program.
- Track and report on project outcomes and metrics.
- Implement the communications strategy, with an emphasis on field trips and legislative tours.
- Develop a leadership group consisting of key, diverse interests including Tribes, vulnerable communities, agriculture, cities, and counties.

4 GOVERNANCE STRUCTURE

In order to implement this Strategy and carry out the strategies and actions defined in Section 3, the governance structure of the FbD initiative will be broadened and strengthened. This will involve the following four aspects of the governance structure:

1. Continue the FbD Management Team and update roles
2. Create a Leadership Group

3. Increase work teams to broaden the involvement of practitioners
4. Develop a sustainable backbone structure and organization

4.1 CONTINUE THE FbD MANAGEMENT TEAM

The FbD Management Team consists of staff representing TNC, Ecology, and PSP. The Management Team tracks local and regional processes to ensure consistency with FbD goals, and makes decisions for the best use of FbD resources. The processes tracked by the team include but are not limited to:

1. Local efforts for integrated floodplain management and project development,
2. LIO ecosystem recovery planning related to floodplains,
3. Other public and private grant programs,
4. Puget Sound Implementation Strategies, and
5. State and federal agency efforts for Coordinated Investment.

TNC will continue to serve as the backbone organization for the FbD initiative, providing staff time and hiring contractors as necessary to advance the work of the initiative and the Management Team. Membership of the Management Team should be revised once the priority actions for the next phase have been identified.

4.2 LEADERSHIP GROUP

The FbD Program would benefit from expanded support from decision-makers at the local and statewide level. Specifically, a group of leaders could help foster action at the local level in terms of building support for integrated floodplain management planning, processes and projects. In addition, the leaders could increase the support of state and federal agencies as well as the legislature. A leadership group should include elected officials or their representatives from tribes, counties, and cities; influential leaders from the agricultural community and from vulnerable communities; and directors or their representatives from key state and federal agencies (potentially including Ecology, DFW, Agriculture, DNR, NOAA, USFWS, the Corps and FEMA).

4.3 WORK TEAMS

In order to advance the strategies described in Section 3 and to broaden the involvement of floodplain project practitioners, TNC and the Management Team will convene work teams of practitioners. For example, TNC currently convenes a group of practitioners to discuss barriers to floodplain project implementation. Another example is the storytelling training for a cohort of local leaders. Moving forward, TNC and the Management Team will convene work teams on relevant topics as resources allow. Potential topics include incorporating climate change into integrated management, identifying agricultural needs, and supporting integrated floodplain management as a local jurisdiction staff person.

4.4 ROLES

Roles for members of the Management Team are listed below. All roles are contingent upon funding.

Focus Area 1 – Culture and Network: Broadening and Deepening Support for Integrated Floodplain Management

- Ecology and PSP will use existing committees to advance FbD engagement with Tribes.
- TNC (with funding support from Ecology) will convene the Leadership Group.
- TNC will identify vulnerable communities at risk to flooding and climate change and develop adaptation strategies in these high risk areas. TNC would also convene a group to study land use problems.
- TNC will host the celebration event with assistance from Ecology and PSP.
- TNC will develop and maintain the FbD website.
- TNC, Ecology, and PSP will implement the communication strategy.
- PSP will use the Leadership Council, Ecosystem Coordination Board, Science Panel, Salmon Recovery Council, and respective subcommittees, including the Social Science Advisory Committee to help advance the FbD vision
- TNC will lead the effort to improve engagement with agriculture as a key component of integrated floodplain management

Focus Area 2 – Capacity: Increasing Capacity for Integrated Floodplain Management

- TNC will be responsible for providing direct support to watersheds.
- TNC and PSP will collaborate on opportunities to provide skill development training for practitioners.
- TNC (with funding support from Ecology) will be responsible for hosting regional workshops.
- TNC will provide support for integrating climate information into reach-scale planning efforts.
- PSP, TNC, and Ecology will encourage Coordinated Investment partners to leverage state and federal resources for local capacity

Focus Area 3 – Policy: Improve Policies to Support Integrated Floodplain Management

- Ecology, TNC, and PSP will provide direct support to project sponsors to help them develop strong proposals.
- TNC will be responsible for the study of potential changes to the permitting process, developing grant guidance for incorporating climate change (with input from Ecology), and developing training sessions.
- Ecology will develop floodplain planning guidance, and TNC will support development of floodplain planning guidance
- PSP and Ecology will refine the floodplain recovery target definition and delineation

Focus Area 4 – Funding: Capital Project Funding

- Ecology will be responsible for administering the grant program and for managing the Legislative Study.
- TNC and PSP will be responsible for assisting Ecology with administration of the grant program, providing input on grant guidance, and assisting with project review.
- TNC will advocate for capital project funding.
- PSP will provide FbD project consistency checks with LIO plans.
- Ecology will work with OFM to address concerns about reappropriation requests.

Focus Area 5 – Markets and Administration: Administrating and Growing the Program

- TNC will be responsible for tracking social and systems change metrics and building the economic case for integrated floodplain management.
- TNC, Ecology, and PSP will be responsible for tracking social and systems change metrics and building the economic case for integrated floodplain management.

Governance and Organization

- TNC (with funding support from Ecology) will convene and facilitate the Management Team.
- TNC, Ecology, and PSP will be responsible for pursuing additional funding.
- TNC (with support of ECY and PSP) will develop a strategy for building more sustainable capacity and structure into the initiative.

5 MEASURING SUCCESS

A measuring system has been developed to track success of the 5-Year Strategy for Washington Floodplains. The system includes a set of indicators that will be tracked via a survey using the same contact list that was surveyed for the development of the 5-Year Strategy. A survey is recommended to be conducted every 1-2 years.

The indicator statements that will be measured over time include:

- Focus Area 1 – Culture and Network:
 - Average degree to which people with organizational decision-making responsibilities related to floodplain infrastructure and habitat in river corridors and estuaries (including floodplain managers, environmental and agricultural organizations, and tribes, among others) perceive an overall advantage in using integrated floodplain management approaches relative to conventional approaches.
 - Percent of watersheds (i.e., WRIAs) where people with organizational decision-making responsibilities related to floodplain infrastructure and habitat are actively engaged in pursuing multi-benefit projects through communications with and/or grant applications to FbD.
 - Percent of watersheds whose local, state, federal, and tribal leaders and policymakers are publicly committed to long-term collaboration on multi-benefit floodplain management.
 - Number of people making decisions about floodplain infrastructure and habitat who actively share strategies and lessons learned with peers in other watersheds through statewide, regional, or sub-regional networks with equitable engagement of under-resourced and/or vulnerable communities.
 - Percent of watersheds where diverse community leaders are meaningfully engaged in collaborative floodplain management, especially representatives of vulnerable communities.

- Focus Area 2 – Policy:
 - Average processing time for permits commonly required for integrated floodplain management projects. (Focus on Corps 404 permits (federal), 401 Water Quality cert (state), and local permits.)
 - Degree to which key local, state, and federal agencies that regulate or fund flood risk reduction and ecosystem restoration efforts (e.g., flood control districts, counties, FEMA, Army Corps, EMD, ECY, RCO) have policies and funding mechanisms that support integrated floodplain management.
- Focus Area 3 – Capacity:
 - Among people who lead large floodplain planning and project efforts, average self-assessment of their level of skills and expertise and access to tools needed to convene, facilitate and procure multi-stakeholder support for large, socially and technologically complex efforts.
 - Number and diversity (e.g., geographic, sector affiliation) of people who make decisions about floodplain infrastructure and habitat who attend trainings to increase their ability to adopt integrated management approaches.
- Focus Area 4 – Funding:
 - Amount of funding governments make available for integrated floodplain management projects.
 - Percent of grant funding awarded to small jurisdictions and limited-resource communities.
 - Amount of funding dedicated to supporting the coordination of local collaborative groups or efforts that implement integrated floodplain management projects.
 - Number of members on the committee reviewing FbD grant applications who represent diverse interests, specifically tribes, vulnerable communities, agriculture, cities, and counties.
- Focus Area 5 – Markets:
 - Number of public comments made in support of public investment in integrated floodplain management by people with diverse interests in floodplain management, including vulnerable communities.
 - Amount of private investment made in integrated floodplain management through public-private partnerships, impact investment funds, and other mechanisms.
 - Average degree to which people making decisions about floodplain infrastructure and habitat perceive integrated floodplain management to be cost-effective compared to conventional approaches.
 - Percentage of local governments [or agency programs] using triple bottom line accounting (i.e. factor in full suite of economic, social and environmental costs and benefits) in floodplain management decision-making.

6 FUNDING STRATEGY

6.1 FUNDING STRATEGY FOR INTEGRATED FLOODPLAIN MANAGEMENT

Integrated floodplain management efforts in local watersheds are currently funded by a variety of funding sources, including Flood Control Zone District funds, other local funds, and funding from a variety of grant programs. The Floodplains by Design grant program, administered by the Department of Ecology, is the only funding program dedicated to integrated floodplain management. The FbD grant has provided substantial funding for integrated floodplain management starting with the 2013 capital budget.

Over the next five years, the FbD partnership will seek to increase the funding available for local integrated floodplain management efforts. This could include increased funding for the FbD grant program in the State Capital Budget and increased funding for local capacity and planning in the State Operating Budget. The FbD partnership will also participate in initiatives to develop new funding sources, such as a carbon tax.

6.2 FUNDING STRATEGY FOR BACKBONE ORGANIZATION

Over the first five years of FbD, TNC has been funded by a combination of EPA/Habitat Strategic Initiative, NOAA Fisheries, and private funding. Ecology has been funded by a small portion of the FbD grant program. Over the next five years, TNC will seek private funding and grant funding (potentially including EPA funding) in order to continue to serve roles of the backbone organization for FbD. The FbD partnership will consider opportunities for the FbD grant program or other State appropriations (potentially through the operating budget) to fund backbone organization activities. The FbD partnership will use the Legislative Study to evaluate what the core operational costs of a statewide initiative are and to identify the potential of using state funding to address those needs. Management Team partners will need to work together to create sustainable funding sources to support implementation of this 5-Year Vision and to ensure continued coordination of the effort over the long term. Potential sources of backbone funding include the state capital budget and other public funding mechanisms.

7 COMMUNICATIONS STRATEGY

As part of the process to develop this 5-Year Strategy, the Floodplains by Design partnership is developing a complementary Communications Strategy. FbD interacts with a broad range of audiences, and the Strategy focuses on seven target audiences: local project planners and implementers, elected state officials, local decision-makers, tribal decision-makers, vulnerable communities, agricultural leaders, and private funders.

FbD takes an innovative approach to revitalizing Washington's floodplains and relies on the support and active involvement of various groups of people, many of whom may have competing priorities. To maintain and expand support for the initiative, FbD must effectively communicate its vision and value to these diverse audiences and meet them where they are with audience-appropriate strategies and

activities. Effective communications for systems change requires attention to building relationships and authentic interactions between the people involved in the system at different levels and in different circles. The FbD Communications Strategy achieves this by:

- Building networks and bridging interest groups to encourage frequent, transparent communication among actors.
- Supporting authentic engagement from the ground up, so communities and individuals feel like they have an opportunity to provide meaningful input and can influence decision-making.
- Creating opportunities for informal get-togethers and personal interactions to build relationships at the watershed, regional, and state levels that can be the fuel for systems change.
- Raising awareness at all levels to continually strengthen the foundation for action through an increased understanding and support for integrated projects and funding.

The Communications Strategy includes specific communications tactics, including:

1. Continue holding FbD workshops for floodplain managers on a regular basis.
2. Develop an economic cost-benefit analysis of integrated floodplain management versus conventional approach using case studies of specific projects. Next step: Create a factsheet highlighting the economic story for integrated floodplain management for decision-makers.
3. Create specific branding to unify integrated floodplain management projects across the state.
4. Create an interactive map and “online tour” of integrated floodplain management projects (e.g., ESRI Storymap) and testimonials to support shared learning and networking.
5. Create a scorecard to show how and how many practitioners and jurisdictions are using integrated floodplain management (e.g., Nature Scorecard).
6. Host listening sessions and informal gatherings with support from FbD to invite different local interest groups to come to the table, express their desires, and hear from others.
7. Inventory existing professional groups or networks for floodplain managers across the state, and possibly create a new group or network to facilitate learning and adoption of integrated floodplain management. Next step: Form an online network (e.g., Email listserv, LinkedIn group, E-newsletter) to facilitate relationships between floodplain managers.
8. Inventory existing communications products created by other groups and work with those groups to adapt products to further the goals of FbD.
9. Develop a leave-behind document using case studies and compile testimonials to demonstrate the range of benefits that can come from integrated floodplain management, beyond environmental ones and including funding. Highlight specific issues based on individual's priorities and jurisdiction. Use this to convey urgency of the issue.
10. Publish articles, blogs, and other media in publications read by decision-makers highlighting the integrated floodplain management approach and leading decision-makers.
11. Circulate press releases and content for social media feeds about FbD projects, events, or announcements.
12. Develop a case statement for FbD and an “Ask package” with talking points to convey the story of FbD, including the social venture capital aspect, with concrete examples that individuals can use to share with funders.
13. Give presentations to small groups, pairing an FbD person with convener or champion (e.g., a donor bringing together their friends).
14. Create a map showing which jurisdictions/floodplains to prioritize across region.

15. Develop talking points specific for tribal leadership about the benefits from integrated floodplain management for fish and other tribal priorities.
16. Create an integrated floodplain management toolkit (for use by different audiences) with a streamlined process to guide floodplain managers through the planning, design, and construction phases taking an integrated floodplain management approach. Include step-by-step guidance throughout the process (e.g., a facilitator guide, talking points, etc.).
17. Facilitate informal gatherings among regional groups or networks of floodplain managers to support relationship-building and shared learning.
18. Give an award to practitioners or jurisdictions who are using integrated floodplain management to inspire action by decision-makers and practitioners.
19. Build relationships with graduate school programs to begin identifying opportunities for incorporating integrated floodplain management into graduate curriculum and programming.
20. Publish peer-reviewed papers and participate in scientific meetings, giving invited talks, webinars, etc. to elevate the voice of integrated floodplain management in the academic community.
21. Develop testimonials in short documentary videos to communicate stories and convey messages in support of integrated floodplain management from constituents.
22. Organize site visits (e.g., walk-and-talk tour with landowner) for existing and potential funders to see FbD projects on-the-ground and hear from stakeholders in person about outcomes and benefits.
23. Create a letter-to-the-editor template that local community members can adapt to write a submission for local publications advocating for FbD.
24. Give presentations at council meetings, focusing on prioritized jurisdictions.
25. Organize one-on-one meetings with key municipalities/decision-makers, focusing on prioritized jurisdictions.
26. Designate a tribal liaison to maintain a consistent presence and follow-up with tribes and tribal leaders.
27. Establish a tribal advisory group to FbD to provide an ongoing, dedicated platform for tribes to participate in directing FbD.
28. Work with graduate school programs to highlight integrated floodplain management in curriculum or practicum, and develop internships with FP managers so students can gain applied experience working together on integrated floodplain management.
29. Install interpretative signage at select integrated floodplain management projects to raise awareness and provide recognition for the jurisdiction/landowner completing the project.
30. Develop an FbD Ambassador program to identify and train spokespersons for FbD.
31. Present at regional, state, and national political meetings and convenings of influential leaders who are champions of innovative approaches.
32. Visually document projects and events on an annual basis in a year-in-review online photojournalistic style portfolio that can be easily shared with decisionmakers and public funders.
33. Develop a visual online case study of pilot project and successful outcomes of impact investments and private sector participation.
34. Host results sessions to share with tribal leaders the findings from stakeholder engagement, how it informed decisions in the project, and what the project outcomes were specifically as a result of their input.

35. Host regional tribal-to-tribal gatherings to foster communication among tribes and tribal leaders around integrated floodplain management.

Appendix A – Process to Develop 5-Year Strategy and Survey Results

Process to Develop Business Plan

The Nature Conservancy with consultant support conducted a robust process engaging a diverse range of stakeholders to help shape this Strategy. Engagement activities included:

A wide-reaching online survey.

The survey, which asked about observed trends and changes in floodplain management practices as well as future priorities, was sent to over 1,000 people using the FbD distribution list and additional relevant list serves managed by the Department of Ecology and Puget Sound Partnership. We had a 15-20% response rate, receiving 181 responses from people in more than 20 watersheds as well as people with statewide or Puget Sound perspectives. Just over half of respondents were from local governments, and the rest from 10 other categories, including tribes, NGOs, conservation districts, state government, and consulting firms. Respondents indicated that they had diverse interests; the top three were flood risk reduction/management, salmon recovery, and water quality, with environmental conservation, stormwater, and climate change not far behind.

Targeted individual outreach: interviews, small group meetings, and a second survey.

TNC and its consultants conducted 24 interviews in late 2017 to get a deeper understanding of key decision-makers' and stakeholders' core interests, their experiences with and impressions of the Floodplains by Design initiative, and their recommendations for priorities going forward. Interviewees included tribal representatives, local elected officials and government staff, state agency representatives, farmers and agricultural groups, businesses, conservation organizations, and organizations representing vulnerable communities. Interviews with legislators are planned for early 2018.

In order to expand our reach, we also participated in separate meetings salmon recovery lead entities, tribal technical staff, and conservation districts.

Finally, given that we would have liked to do more interviews but had limited time, we developed a second survey with open-ended questions that was sent to 47 people to get more in-depth feedback. We received 13 responses.

A focused workshop session.

We devoted a portion of our December 2017 workshop to sharing survey results and getting input for the vision, goals, and strategies. There were 110 attendees at the workshop.

Summary of Survey Results

Bottom line: The majority of people who participated in the interviews, surveys and workshop believe we have collectively made good progress and laid a solid foundation. People are seeing a lot of habitat restoration projects on the ground, and they see more money going to integrated floodplain

management projects. They are seeing benefits from these projects when it comes to salmon habitat and flood protection. At the same time, there is almost universal agreement that these positive changes are not happening at the scale or pace that is needed, considering past and ongoing development pressures, population growth, and economic expansion, as well as climate change impacts.

We heard that what is most needed to continue to turn the tide and achieve systems change is more money, better policies, better flood maps, increased capacity at the local level, and the ability to communicate a strong economic case for the benefits of an integrated approach.

Trends

We asked people what trends they have observed in the last five years with regard to salmon habitat, community protection against flooding, and farms.

Close to half of respondents said it's **better for flood protection and salmon** now than it was five years ago. Reasons given for things getting better had a lot to do with restoration projects—like levee setbacks and other types of levee improvements lessening flood risk and improving fish passage and irrigation management—as well as better regulations.

On the other hand, respondents mentioned the challenges caused by population growth, development pressures, and climate change. As one respondent put it, *“good work has been done but needs more to happen at a faster rate. We are not building the opportunity for adaptation to changing conditions fast enough.”*

Meanwhile, most respondents said that things are **getting worse for farms** in terms of vulnerability to development, flooding, and climate change. Those representing agricultural interests were particularly concerned—72 percent said things are getting worse (versus just over 50 percent for all respondents combined). Reasons cited include the loss of farmland to development, as a result of urban encroachment and population growth. Some also expressed concern about climate change altering precipitation patterns and increasing flood risk in the future.

Other trends that respondents observed in their watersheds:²

- Support for the **use of green infrastructure**—wetlands and marshes to absorb flood waters—seems to have increased: 43 percent of respondents observed an increase, and only 11 percent observed a decrease in their watershed or area of work (the others said it stayed the same, or weren't sure).
- **Collaboration**—defined as critical interests working together in the planning and design of floodplain management actions—has increased dramatically: 75 percent of survey respondents said floodplain management is more collaborative than it was five years ago, and only 5 percent had seen a decrease in collaboration in their watershed.

² Respondents were thinking about what they see **in their watershed** (or at a larger scale if they work at a regional or state-wide scale).

- **Integration**—defined as incorporating multiple interests and the full suite of ecological processes in floodplain planning and project design—is another core element of the FbD approach. The trend here has also been highly positive: 71 percent of survey respondents said the work is now somewhat or a lot more integrated, and only 5 percent said it is less integrated.
- Floodplain management efforts are happening at **larger and larger scales**, which we like to see: 58 percent of survey respondents said that there is more work at a larger scale now, and only 3 percent noted a trend in the other direction.

Theory of change

Our theory of change could be summed up in this statement: *Developing the know-how and incentives for a collaborative, integrated, and multi-benefit approach to floodplain management...will lead to more resources, new opportunities, more political support, and will help people scale up... and ultimately result in resilient, sustainable floodplains.* We used the survey to help test this theory. If collaboration, integration, and scale are growing, is that resulting in more funding, new opportunities, more political support, new partnerships, and fewer delays or complications? We asked whether increased integration or collaboration has enabled survey respondents to achieve those things; over 77 percent of respondents said yes to all of those, with the exception of “reduce delays or complications associated with social or legal obstacles” (53 percent). The most widespread benefit seems to have been the establishment of beneficial new partnerships; this received the most positive votes.

Benefits and outcomes of the Floodplains by Design initiative

When it comes to the FbD initiative specifically, survey respondents and interviewees noted that its greatest benefits have been funding, promotion of integrated actions, new partnerships and relationships, and encouragement to act in larger, bolder ways. Few people had seen notable benefits to date in terms of increased support from decision-makers, though some interviewees mentioned increased understanding in the legislature and some increased access to decision-makers.

Sixty-eight percent of survey respondents said that FbD has contributed to making floodplain management more sustainable and resilient.

Climate change

We asked interviewees whether climate change is a concern in their watersheds, and whether it is being planned for. Interviewees mentioned numerous issues of concern, from sea level rise to erosion and water supply concerns. In sum, it seems that many feel that climate change is a big deal that presents growing risks, but that not much is being done currently. Other, more pressing issues of the day often take priority. In addition, people tend to talk more about specific, on-the-ground changes and impacts without always referring to “climate change.”

Priorities for the future

People see a need to increase the involvement of various constituencies and stakeholders in FbD and integrated floodplain management efforts. Those mentioned included tribes, landowners, local governments and flood districts, organizations representing diverse and vulnerable communities, and

federal agencies. One that particularly stood out was **elected officials**, including to secure more funding and to ensure that they support and do not undermine local integrated floodplain management efforts.

We asked interviewees and survey respondents to weigh in on the top priority strategies for the Floodplains by Design initiative over the next five years. Advocating for increased funding was by far the number one strategy recommended, mentioned by 50 percent of survey respondents and numerous interviewees.

These rose to the top in the survey and in the interviews:

- Advocate for **increased, longer-term, sustainable funding** for integrated projects/management, including planning and operating costs. Think beyond capital dollars.
- Work to **reduce administrative costs**, permitting difficulties, and implementation delays.
- Advocate for **changes in policies** that are making it hard to move to integrated floodplain management.
- Increase **political support** from elected officials. TNC is able to do advocacy work where other partners are constrained. Inspire and mobilize community support, build a network of people that advocate, educate legislators, and secure key champions.
- Build a **stronger economic case** for integrated actions.
- Develop **better flood risk maps** that include climate change projections to inform local planning and to enhance communications efforts. Make existing data more accessible and useable.
- **Build capacity** for local planning, design, and grant management. Empower local communities, particularly those experiencing impacts.
- Engage on **land use**. Work to prevent and relocate development in the floodplains. Invest in land acquisition and advocate for stricter controls on floodplain development.
- **Expand the reach** of FbD. There is a perception that FbD is a Puget Sound program. Stakeholders would like to see FbD work more in coastal areas, small towns without tax bases, and Eastern Washington watersheds.
- **Increase engagement with agricultural community** and landowners, and make them more of a core fabric of the program. Give more equal weight to agriculture—and if that isn't going to be done, it needs to be explained.
- Better **coordinate** within and among agencies, including federal and state agencies.
- Consider a **new leadership structure** that is separate from the FbD management structure. A leadership group can help build trust and create a culture shift.
- Enhance **strategic communications** to change behavior and communicate progress. Tell interesting stories and create an emotional response; help people influence their peers and

neighbors to embrace new practices; continue to serve as a translator of what needs to happen and normalize a new, integrated way of doing business; and evaluate and share results.

There were also recommendations for improving FbD grant processes, which is outside of the scope of this Strategy.

Survey Results

Primary geographic area of responsibility or interest

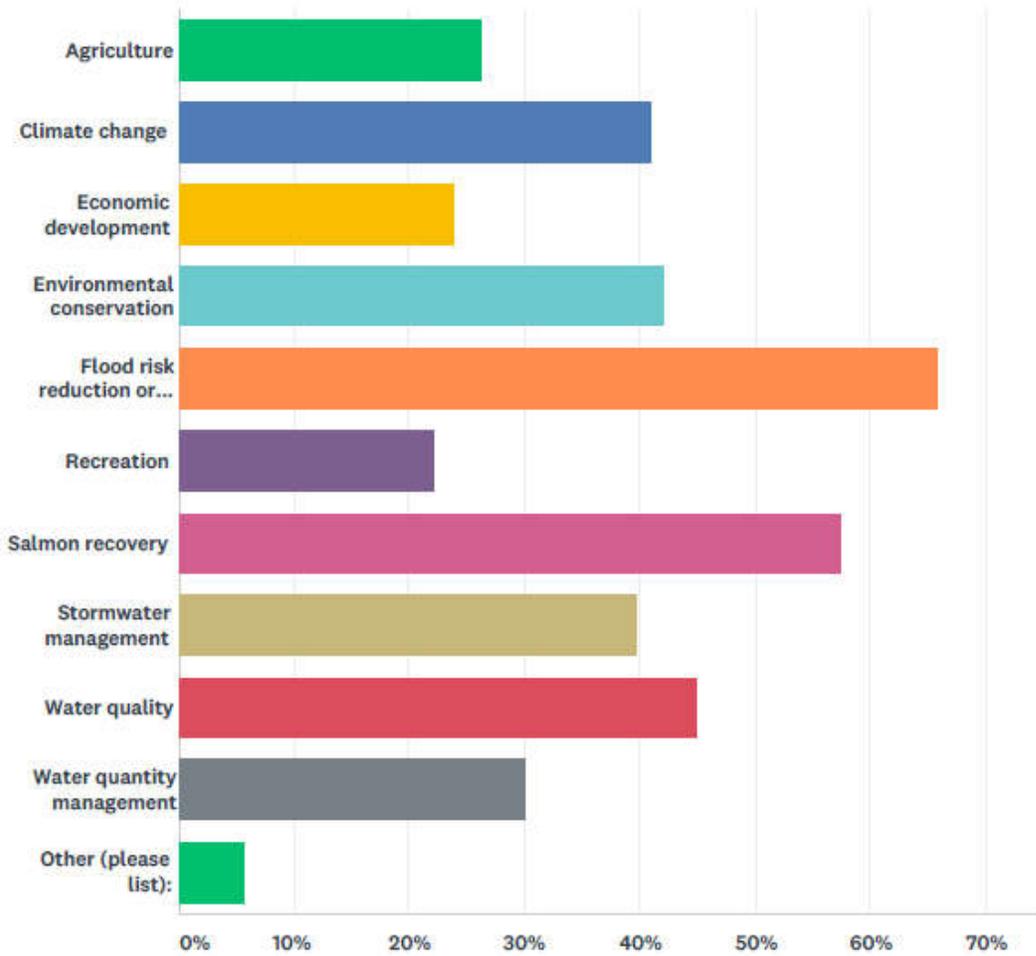
	Number of respondents
Cedar/Lake Washington	5
Chehalis	3
Cowlitz	2
Dungeness	6
Dungeness/Elwha	3
Elwha	1
Green/Duwamish	6
Hood Canal	7
Lower Columbia	3
Methow/Okanogan	3
Nisqually	2
Nooksack	10
Olympic Coast	1
Puyallup	2
Puyallup/White	14
Strait of Juan de Fuca	2
Skagit/Samish	8
Skokomish	0
Snake	3
Snohomish/Skykomish	6
Snoqualmie	7

Affiliation of respondents

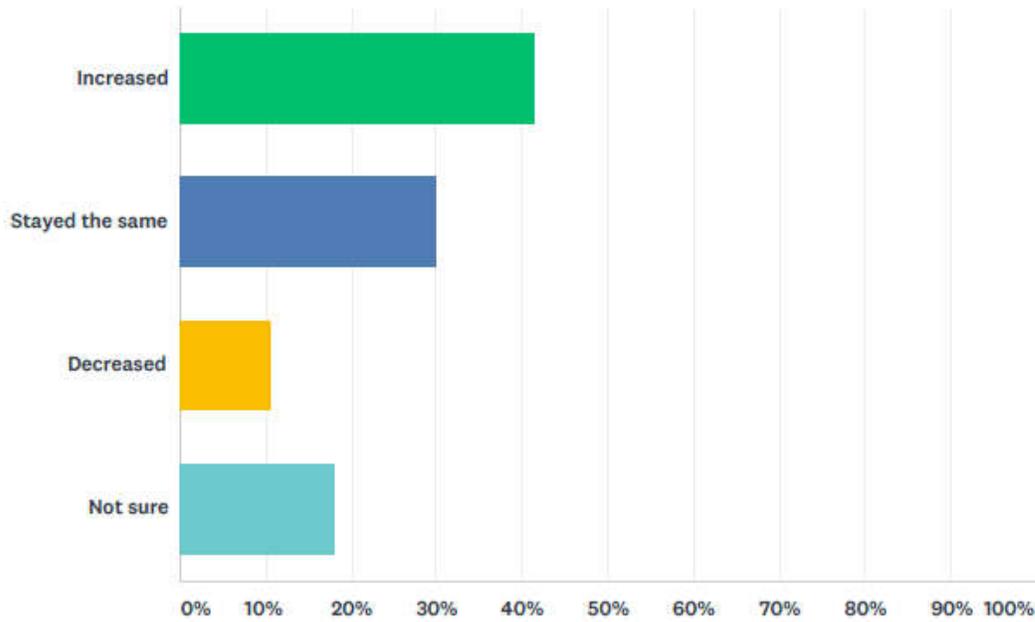
	Number of respondents
Tribal	12
Local government	94
State government	18
Federal government	5
Conservation district	9
Agricultural business or organization	4
Academic/scientific institution	3
Conservation nonprofit organization	16
Other nonprofit	4
Consulting/engineering firm	16
Flood/water/irrigation district	4
Other	4

Stillaguamish	3
Upper Columbia	2
Wenatchee/Entiat	2
Yakima	11
Puget Sound	30
Washington State	20
Other	29

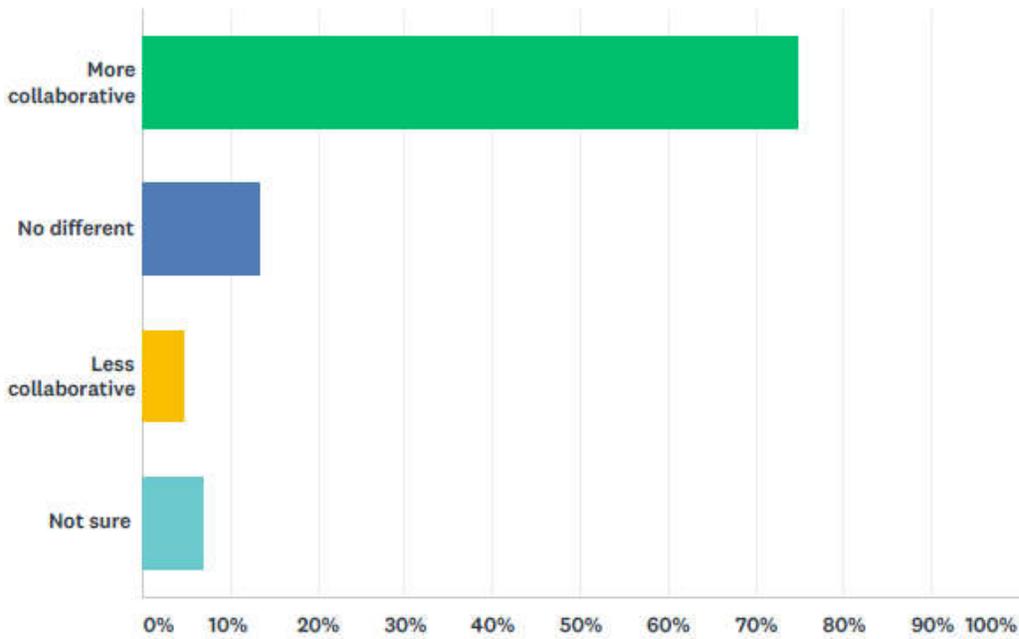
Interests of respondents



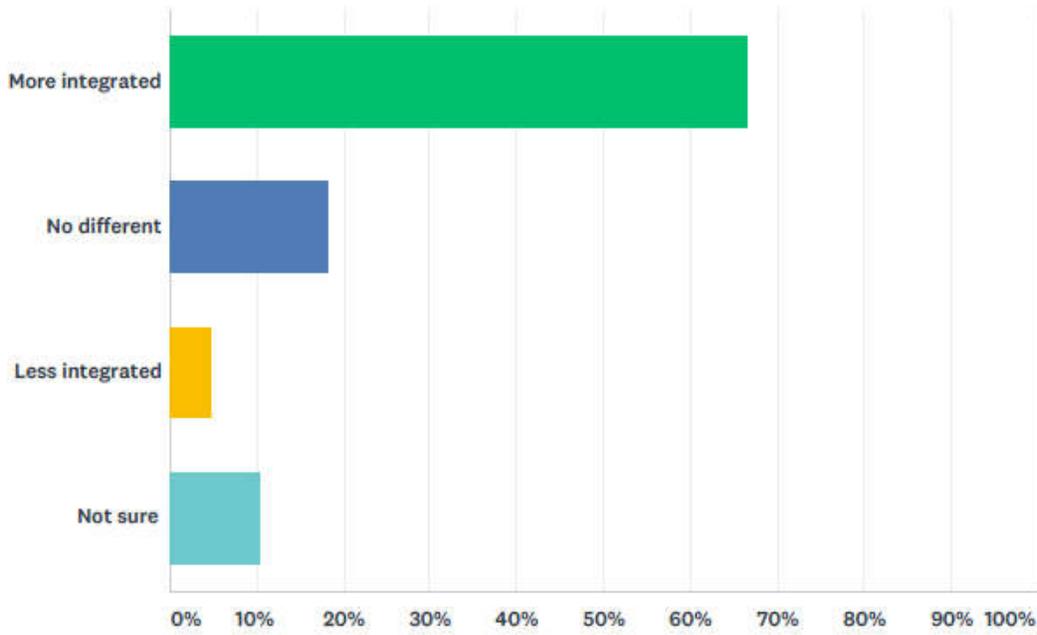
Trend in **support for green infrastructure** in respondents' watershed or area of work over the past five years



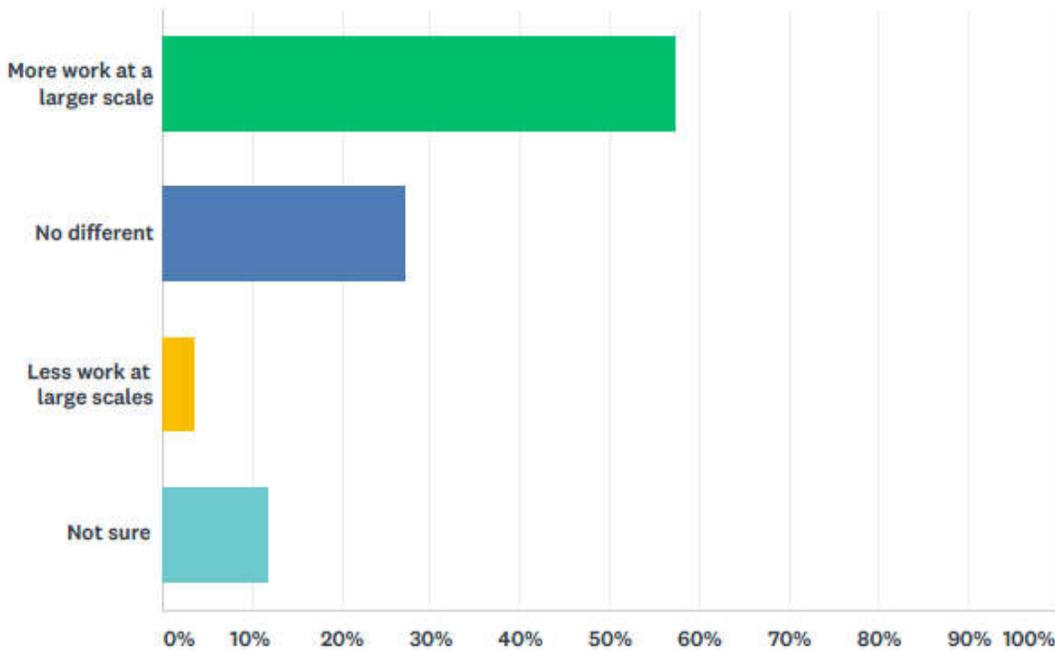
Trend in **collaboration** in respondents' watershed or area of work over the past five years



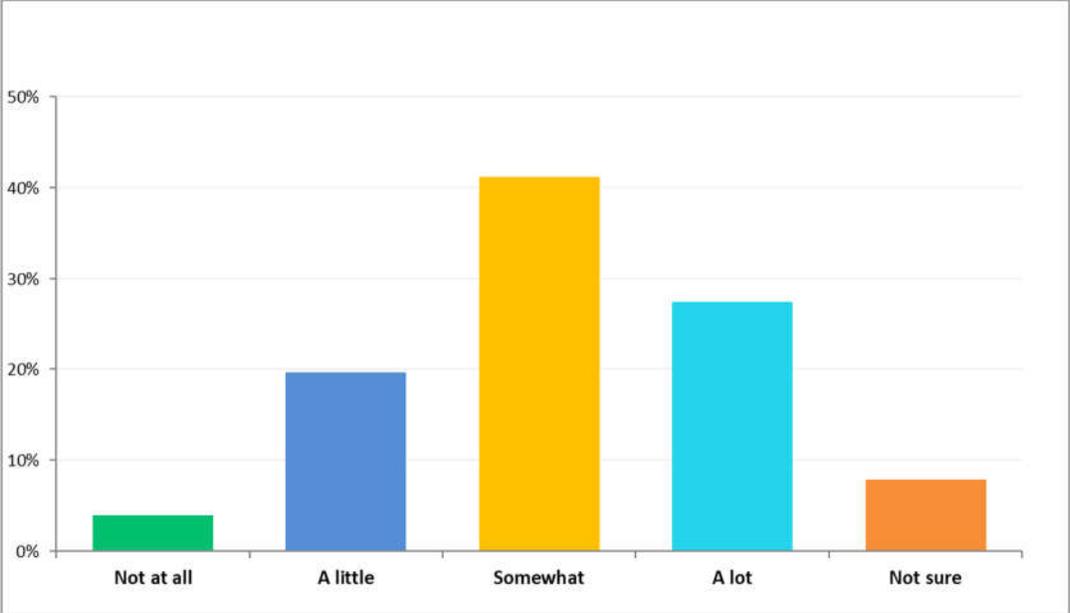
Trend in **integration**—incorporating multiple interests and the full suite of ecological processes in floodplain planning and project design—in respondents’ watersheds or area of work over the past five years



Trend in **scale** of floodplain management work compared to five years ago



Has FbD contributed to making floodplain management more **sustainable & resilient**?



What do you think should be the top five **priority strategies** for the Floodplains by Design initiative over the next five years? Please select up to five responses.

ANSWER CHOICES	RESPONSES	
Capacity building: Build capacity for local planning and grant management	26%	36
Capacity building: Build capacity for regional partners to participate in local planning	12%	17
Capacity building: Build capacity to integrate climate change into planning	17%	24
Capacity building: Expand the Floodplains by Design learning network to share lessons	14%	19
Capacity building: Support high-quality local integrated management processes	18%	25
Improve information: Support critical science studies (e.g., to better understand sediment dynamics, changing risks under future climate scenarios, etc.)	20%	28
Improve information: Develop more accurate and detailed flood risk maps	26%	37
Improve information: Develop tools for the siting or selection of multiple-benefit projects	16%	23
Reduce implementation barriers: Work to reduce administrative costs, permitting difficulties, and implementation delays	34%	47
Reduce implementation barriers: Increase ease of property acquisition for projects	19%	27
Reduce implementation barriers: Help communities successfully tackle land-use challenges	19%	27
Communications/outreach: Increase engagement with critical partners	15%	21
Communications/outreach: Enhance communications products to build broad awareness and support	15%	21
Communications/outreach: Build a stronger economic case for integrated actions (e.g., costs of future flooding and potential for avoiding those costs)	29%	40
Policy: Advocate for increased funding for integrated floodplain projects/management	50%	70
Policy: Advocate for changes in policies that are currently making it harder to move to integrated floodplain management	31%	43
Policy: Engage in land use planning and Growth Management Act issues	21%	30
Measurement & evaluation: Measure progress and outcomes at the watershed scale	23%	32
Measurement & evaluation: Measure progress and outcomes at the regional or statewide scale	11%	15
Other (please list):	11%	15
Total Respondents: 140		

Appendix B – Results of Funding Research

This appendix includes the findings of research on potential funding models for the Floodplains by Design initiative (FbD), conducted in November 2017. This section includes information on and examples of the following funding models:

- Large-Scale Restoration Efforts
- Public-Private Partnerships
- Government Agency and Organization Membership Fees
- Individual Membership Fees
- Private Fundraising
- Sponsorships
- Grant Funding
- Charging for Workshops and/or Training Events

Large-Scale Restoration Efforts

FbD is an effort to restore Puget Sound’s floodplains and other floodplains across Washington State. This section describes examples of how other large-scale restoration efforts are funded, including restoration of the Sacramento-San Joaquin River Delta, the Great Lakes, and the Everglades.

Restoration of the Sacramento-San Joaquin River Delta is managed by Delta Stewardship Council, which is a department of the State of California government. The Council is responsible for managing the Delta Plan, adopted in 2013. The Delta Stewardship Council replaces a previous state agency, the CALFED Bay-Delta Program, which was responsible for managing restoration of the delta. The Council is funded by the state legislature.

The Great Lakes Restoration Initiative (GLRI) is an effort to protect and restore the Great Lakes. The GLRI is fully led and conducted by Federal agencies, including the CEQ, Forest Service, Animal and Plant Health Inspection Service, NRCS, NOAA, Corps of Engineers, Agency for Toxic Substances and Disease Registry, Coast Guard, HUD, Bureau of Indian Affairs, Fish and Wildlife Services, USGS, National Park Service, Department of State, FHWA, Maritime Administration, and EPA. The agencies coordinate their funding for Great Lakes restoration through the GLRI Action Plan. In 2015, EPA held a grant funding round for the Great Lakes Restoration Initiative for nonfederal governmental entities. The Alliance for the Great Lakes is a nonprofit organization dedicated to protecting the Great Lakes. 48% of the funding for the Alliance for the Great Lakes is from grants, with the rest from contributions from individuals and businesses and from events.

Everglades Restoration is managed by the Department of Interior’s Office of Everglades Restoration Initiatives (OERI), which coordinates restoration responsibilities between the National Park Services, Fish and Wildlife Service, and USGS and with non-federal partners. DOI is also responsible for staffing the South Florida Ecosystem Restoration Task Force, which includes seven federal, two tribal, and five state and local government representatives, and for implementing the Comprehensive Everglades Restoration Plan (CERP), approved in 2000. Funding for the OERI is from the Department of Interior. Nonprofit

groups such as the Everglades Foundation and Friends of the Everglades are funded by private fundraising and contributions and also participate in conservation and restoration activities.

Public-Private Partnerships

FbD is currently operated as a public-private partnership between The Nature Conservancy, the Washington Department of Ecology, and the Puget Sound Partnership. While FbD could continue to be operated as a public-private partnership, additional funding would be needed to support the member organizations. This section describes several other examples of public-private partnerships and how they are funded.

The *Latin American Water Funds Partnership* is an initiative designed to establish Water Funds to conserve lands in watersheds. Partners include The Nature Conservancy, FEMSA Foundation, Inter-American Development Bank, and Global Environment Facility. The Partnership is not a separate organization, but instead an initiative between these four groups to start Water Fund initiatives throughout Latin America. There are now 32 Water Fund initiatives. Water Funds generate income through fees assessed to water users, so once a Fund is established it funds itself. Information on how costs to start a Water Fund are allocated between the four partners is not available.

The *Rio Grande Water Fund* is a similar effort in the Rio Grande watershed. TNC leads the project. Since 2014, \$3.64 million in private funding has been invested in the program in order to leverage \$30 million in public funding. The project has a 20-year timeframe and will require sustained funding over that time period. In 2017, TNC signed a five-year agreement with the Albuquerque Bernalillo County Water Utility Authority, which will provide \$1 million over five years for restoration activities. The Middle Rio Grande Conservancy District authorized \$50,000 in their 2018 budget for additional restoration. The US Forest Service has committed to contributing \$2.4 million over 4 years to match water user contributions. Water utilities, city and county governments, foundations, organizations, conservancy districts, the US Bureau of Reclamation, and the Forest Service are listed as “Founding Investors.” Other investors include a flood control authority, the New Mexico Department of Game and Fish, USGS, foundations, and individuals.

The *Promoting Ecosystem Resilience and Fire Adapted Communities Together (PERFACT)* initiative is a collaborative effort between TNC, the Forest Service, and the Department of Interior to “restore our relationship with fire.” As part of the PERFACT agreement, TNC receives federal funds and disperses them to local communities to fund Fire Learning Networks, Fire Training Exchanges, and the Indigenous Peoples Burning Network.

Government Agency and Organization Membership Fees

Some organizations and efforts are funded through membership fees charged to government agencies or other organizations. In addition to raising funding, offering membership helps build a coalition to support the work of the organization. Examples of organizations that charge membership fees are the Washington Wildlife and Recreation Coalition, the Association of Washington Cities, the Washington Association of Counties, and the Puget Sound Regional Council.

The *Washington Wildlife and Recreation Coalition (WWRC)* is an example of a nonprofit that is supported, in part, by government membership dues. The WWRC is a nonprofit organization dedicated

to securing funding for “Washington’s great outdoors.” It was founded in 1989 with bipartisan support. The WWRC advocates for legislative support of the Washington Wildlife and Recreation Program, which funds land protection and outdoor recreation projects. The WWRC is funded through memberships, sponsorship, and general public donations. The operating budget for the WWRC was approximately \$600,000 in 2015. Government agency membership dues are “suggested” based on population, ranging from \$150 to \$10,000. Organization membership fees are suggested based on capital and range from \$50 to \$1,000. The WWRC has 280 governments and organizations as members. Members are listed at <http://wildliferecreation.org/membership/our-members/>. Benefits of membership are listed at <http://wildliferecreation.org/membership/become-a-member/>. Benefits do not appear to include opportunities to provide input on the direction of the WWRC.

WWRC Government Agency Membership Fees

Population	Suggested Dues
550,000+	\$10,000
350,000-549,999	\$6,000
250,000-349,999	\$3,500
100,000-249,999	\$1,500
50,000-99,999	\$750
25,000-49,999	\$400
1,500-24,999	\$250
<1,500	\$150

WWRC Organization Membership Fees

Organization Budget Size	Contribution
\$5 million+	\$1,000
\$1 million+	\$500
\$500,000+	\$250
\$250,000+	\$100
<\$100,000	\$50

The *Association of Washington Cities (AWC)* is a nonprofit organization the advocates for Washington’s cities before the Legislature and with state agencies. All 281 cities and towns in Washington are members of the AWC. The AWC also offers Associate Memberships for corporations and public

agencies/nonprofits. The benefit of becoming an associate member is access to city leaders. In 2016, the AWC raised \$2.99 million in member and associate fees, 29% of its total 2016 income of \$10.34 million. Information on specific membership fees is not available.

The *Washington State Association of Counties (WSAC)* is a nonprofit association providing advocacy for Washington's 39 counties. In addition to county membership, the WSAC offers affiliate memberships. Information on membership fees and revenue is not available.

The *Puget Sound Regional Council (PSRC)* is a regional planning agency with responsibilities for transportation planning, economic development, and growth management. PSRC has around 80 members, including King, Pierce, Snohomish and Kitsap counties, cities, towns, ports, state and local transportation agencies, and tribal governments. Members pay dues to PSRC, and the total income from dues and other service revenue in FY 2016 was \$1,986,672. Membership dues are assessed to local governments through special contractual arrangements. Membership dues are used to match grant funds and to support agency functions.

The example organizations described in this section show that substantial funding can be raised through membership fees. While membership in the PSRC, AWC, and WSAC provides direct benefits to member governments, the WWRC is a good example of government agencies voluntarily supporting an organization through membership fees.

Individual Membership Fees

Some organizations are funded through individual membership fees. In many cases, individual membership confers professional development benefits on members. Floodplain management-related examples include the Northwest Regional Floodplain Management Association and the Association of State Floodplain Managers.

The *Northwest Regional Floodplain Management Association (NORFMA)* is a nonprofit organization for floodplain managers in Washington, Oregon, Idaho, Alaska, and British Columbia. The organization is funded through memberships and sponsorships. Information on the budget of NORFMA and on the number of members is not available. Individual membership is \$40, or \$20 for students. Organization membership is \$150, which includes up to 5 individual memberships. NORFMA conference registration includes NORFMA membership, and conference credit provides continuing education credits required for renewing a Certified Floodplain Manager (CFM) certification.

The *Association of State Floodplain Managers (ASFPM)* is a national nonprofit organization for floodplain managers. ASFPM has 6,312 individual members. Individual membership costs \$160, or \$30 for students or retired members. ASFPM offers a professional certification (CFM) for floodplain managers. In addition to individuals, ASFPM has agency and corporate partners. Corporate partnership costs \$200 to \$800 and agency partnership costs \$300.

The WWRC, which does not offer individual memberships, does have a Leadership Circle, which includes supporters who donate \$1,000 or more annual or \$84 or more monthly. Leadership Circle members receive priority alerts on the WWRC's work, invitations to exclusive conversations, admission to all WWRC events, recognition on the WWRC website, and invitations to project tours. The website lists 47 Leadership Circle members.

FbD could potentially offer individual memberships. However, the benefits of individual membership (both to the individual and to their employer, who could potentially pay for membership) would need to be clear. Otherwise, general fundraising through donations would likely be more effective.

Private Fundraising

Many environmental causes are supported by private fundraising, either through support from large foundations, from businesses, or from individuals (or a mixture of the three).

The WWRC holds 2 major fundraisers annually – a breakfast and a legislative day event. It is also possible to donate through the WWRC website: <http://wildliferecreation.org/support/donate/>. Suggested donation amounts are \$50, \$100, \$250 (default), \$500, \$1000, and other. Donators can select either a one-time or monthly donation.

Puget Soundkeeper is a nonprofit organization dedicated to protecting Puget Sound. In 2015, the Soundkeeper income was \$1,127,540, of which \$867,000 was spent on program expenses. \$194,824 was spent on fundraising. 34.8% of the 2015 income was from foundation support, while 27.1% came from individual support, 15.2% came from business and corporate support, and 6.7% came from government grants. Like WWRC, Puget Soundkeeper allows for individual online donations, both one-time and recurring.

Sponsorships

Funds can also be raised through corporate sponsorships. The September 2016 Floodplains by Design workshop was sponsored by Anchor QEA, ESA, HDR, NHC, Watershed Science & Engineering, WEST Consultants, and NORFMA. With the exception of NORFMA, all are environmental or engineering consulting firms. Corporate sponsorships could potentially be broadened to other sectors.

The WWRC offers sponsorships at seven levels (ranging from \$1,000 to \$50,000), each with different benefits to the sponsor. Benefits include various levels of recognition at events, tickets to events, recognition on the WWRC home page, and social media promotion. More information is available at: <http://138.197.210.215/wp-content/uploads/2017/02/Sponsorship-Levels.pdf>.

Sponsors with their logos on the WWRC home page (requiring a donation of \$5,000 or more) include a range of private companies, government agencies, and nonprofits, including REI, Chateau Ste. Michelle, Seattle Parks and Recreation, Pope, King County, Alaska Airlines, Rayonier, Walmart, Columbia Bank, Boeing, Washington Realtors, and The Trust for Public Land. It is unclear whether government agencies with sponsorship logos have donated funding in addition to their membership fees.

Sponsorship for the NORFMA conference is available at four levels, ranging from \$500 to \$1,500.

Grant Funding

Portions of the FbD effort have historically and are currently funded by grants from the Environmental Protection Agency (EPA). The current business planning effort and this research are being conducted based on the assumption that this grant funding will no longer be available to fund the FbD effort. However, moving forward, grant funding could potentially be available to fund portions of the FbD effort or specific efforts under the FbD umbrella.

The *Willamette Partnership* is a nonprofit organization that brings together diverse stakeholders to solve problems in the Willamette basin. Only 7% of the Partnership's income comes from donations, while 58% comes from Federal grants and 15% from other grants. The overall income for the fiscal year ending June 30, 2016 was \$1,085,447. Federal grants appear to be from the US Forest Service, NRCS, and EPA. In 2014, the Partnership received a three-year NRCS Conservation Innovation Grant to develop an integrated approach to floodplain management, focusing on developing quantification tools for prioritizing areas for conservation and development, quantifying ecosystem services, and measuring the outcomes of conservation projects; developing template ordinances, planning processes, and permitting tools for local communities; and developing policy options for building an integrated approach. NRCS [Conservation Innovation Grants](#) are focused on conservation efforts on working lands and developing market-based solutions to resource challenges. In 2017, NRCS awarded over \$22.6 million to [33 projects](#).

Potential grant funding sources that could fund projects related to Floodplains by Design include:

- [NRCS Conservation Innovation Grants](#)
- [FEMA Pre-Disaster Mitigation Grant Program](#)
- [EPA Smart Growth Grants](#)

Charging for Workshops and/or Training Events

FbD has hosted large regional workshops two or three times per year since 2013. The workshops regularly draw between 100 and 200 attendees. In theory, charging a fee for attending FbD workshops could generate revenue for FbD. However, attendance could be affected.

Examples of organizations that generate revenue by charging for workshops, training, and conferences include:

- 3%, or around \$310,000, of the AWC's 2016 income came from workshops and conferences.
- Attendance at the [River Restoration Northwest Conference](#) is \$270 for one day and \$600 for the full 3-day conference.
- Attendance at the [NORFMA Conference](#) is \$400 for early bird registration, \$500 after. Members receive a \$25 discount. At the NORFMA Conference, a National Flood Insurance Program 101 Class is included with conference attendance or \$50 if purchased alone.
- Registration for the [Salish Sea Conference](#) is \$475 (\$330 for Tribes and NGOs).
- The Seminar Group charges \$529 for attorneys and \$429 for other professionals to attend a daylong seminar on [Navigating Floodplains and Flood Risk](#) (December 8, 2017 in Seattle).
- The [Northwest Climate Conference](#) charges \$210.

