

Lower Columbia Estuary Partnership Workplan - Amended July 1, 2021 – June 30, 2023



LCEP Project Years July 1, 2021 to June 30, 2023
Current Grant #CE-01J56601

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Comprehensive Conservation and Management Plan Goals:

The Estuary Partnership Management Plan was developed from 1996 to 1999 using the extensive scientific research, analysis, and historical data.¹ The 1999 Management Plan identified 43 actions, including environmental goals and objectives, to address seven priority issues:

- biological integrity
- habitat loss and modification
- impacts from human activity
- conventional pollutants
- toxic contaminants
- institutional constraints
- public awareness and stewardship

The Estuary Partnership Board of Directors updated specific actions (Chapter 5 of the 1999 Management Plan) in 2001, to set a new target for habitat restoration. In 2011 the CCMP was again updated to incorporate the nearly sixteen years of experience implementing the Management Plan, add climate change adaptations, set new targets, and streamline actions. The result of the 2011 update was a set of 17 actions that give concise direction for the region and provide specific targets. The Management Plan is a long-range regional plan; many actions need to be sustained for years to ensure the long-term health of the ecosystem. The Estuary Partnership builds on current efforts, provides a regional framework, develops new tools, and fill gaps in the science. The approach is intended to restore habitat while advancing science and improving river conditions as we learn.

Management Plan Goals:

- Increase habitat and habitat function for multiple species; restore 25,000 acres of habitat by 2025.
- Conserve land to protect water quality and habitat; reduce impacts from land use practices; reduce armored shoreline by 10% by 2025; maintain impervious surface at no more than 15%.
- Reduce or remove contaminants and clean-up contaminated sites to improve water quality.
- Provide education and engagement activities and provide data and information for a range of audiences; reach 5,000 students each year and host at least ten volunteer events each year.
- Convene and coordinate partners to enhance regional strategies and partnerships and heighten protection of the lower Columbia River.

Like protecting the lower Columbia River and estuary, the actions do not have end dates. The Board of the Estuary Partnership periodically assesses Estuary Partnership activities, successes and challenges and adopts a six-year implementation plan to guide day-to-day activity and define financial strategies.

Management Plan Actions:

The Management Plan is a comprehensive Regional Plan, implemented through coordinated effort. The actions within the Management Plan fall into two categories – shared actions and Estuary Partnership actions. Within those two categories, actions are further grouped by program area.

Shared Actions

Habitat Restoration

ACTION 1: Inventory habitat types and attributes in the lower Columbia River and estuary and prioritize those that need protection and conservation; identify habitats and environmentally sensitive lands that should not be altered.

ACTION 2: Protect, conserve, and enhance priority habitats, particularly wetlands, on the mainstem of the lower Columbia River and in the estuary.

ACTION 3: Monitor status and trends of ecosystem conditions.

ACTION 4: Establish and maintain Columbia River flows to meet ecological needs of the lower Columbia River and estuary.

ACTION 5: Avoid the introduction of non-native invasive species.

ACTION 6: Manage human-caused changes in the river morphology and sediment distribution within the Columbia River channel and estuary to protect native and desired species.

Land Use Practices

ACTION 7: Develop floodplain management and shoreland protection programs.

ACTION 8: Reduce and improve the water quality of stormwater runoff and other non-point source pollution.

ACTION 9: Ensure that development is ecologically sensitive and reduces carbon emissions.

Water Quality and Contaminant Reduction

ACTION 10: Expand and sustain regional monitoring of toxic and conventional pollutants.

ACTION 11: Reduce conventional pollutants.

ACTION 12: Cleanup, reduce or eliminate toxic contaminants, particularly contaminants of regional concern.

Estuary Partnership Actions

Education and Stewardship

ACTION 13: Provide information about the lower Columbia River and estuary that focuses on water quality, endangered species, habitat loss and restoration, biological diversity, and climate change to a range of users.

ACTION 14: Create and implement education and volunteer opportunities for citizens of all ages to engage in activities that promote stewardship of the lower Columbia River and estuary.

ACTION 15: Identify and improve public access to the river.

Regional Coordination and Synchronicity

ACTION 16: Facilitate and assist federal, tribal, state and local governments' protection of the lower Columbia River and estuary.

ACTION 17: Create and maintain a regional entity (Lower Columbia Estuary Partnership) to advocate for the lower Columbia River and estuary and unify and coordinate Management

CCMP Goals for focus during this Workplan:

Habitat Restoration:

Habitat Restoration Program – Restore habitat for multiple species through collaborative private, local, and state actions that implement on the ground conservation and restoration projects. The Program focus is on CCMP Actions – 1,2,4, 5,7,11,16

Regional Restoration Coordination and project identification – Advance information about the lower river, bring partners together to use emerging science and data and focus restoration activities. The Program focus is on CCMP Actions – 1,2,4, 5,7,11,16

Technical Assistance – Provide technical assistance with site assessment, project design, construction, and effectiveness monitoring. The Program focus is on CCMP Actions – 1,2,4, 5,7,11,16

Effectiveness Monitoring – Monitor effectiveness of restoration sites. The Program focus is on CCMP Actions – 1,2,4, 5,7,11,16

Water Quality and Toxics Reduction

Water Quality Monitoring - Quantify spatial and temporal variation of toxics in water, sediment, and salmon, including emerging contaminants. The program focus is on CCMP Actions – 10,11,12,13

Toxic Monitoring of Juvenile Salmonids & Ecosystem – Assess accumulation of toxic contaminants in sensitive habitat areas, contaminant trends over time, and impacts on juvenile salmonids. The program focus is on CCMP Actions – 10,11,12,13

Marine Debris – Remove marine debris. This program focus is on CCMP Actions – 12 and 13

Land Use

Stormwater Projects – Implement stormwater management projects. The CCMP Actions addressed are 8 and 12

Regional Collaboration

Assist Governments with Protection of Lower River – Improve coordination of lower river protection. The CCMP Actions addressed is 16.

Maintain Estuary Partnership- Maintain program office, conference governing structure, financial plan, implement management plan. This area is focused on CCMP Action 17.

Diversify and Leverage Funding – Increase private sector partnerships and support and expand public investment. This area is focused on CCMP Action 17.

Diversity, Equity, Inclusion and Environmental Justice – Increase inclusion and equity in the organization and programs. This area focuses on CCMP action 17.

Host Regional Information Sharing – host annual Science to Policy Summit, bi-annual science conference, and public five-year state of the estuary reports. This program area focuses on CCMP Action 17.

Complete Strategic Planning – Improve coordination with partners and provide focused implementation guidance. This program area focuses on CCMP Actions 16 and 17.

Update CCMP- Begin the update to the CCMP.

Board of Directors:

The organizational structure of the Estuary Partnership provides that the Board of Directors establishes policy and guides the overall direction of the program. The Board is responsible for fiscal and administrative oversight as well as hiring the organization's Executive Director.

The Estuary Partnership's Executive Committee undertakes ongoing policy and budgetary decisions.

As of April 2022, the Estuary Partnership's Board of Directors is comprised of the following members, with new appointments and reappointments scheduled to take effect in September 2022.

Executive Committee & Officers:

Susan Holveck <i>Chair</i>	Rich Doenges <i>Washington Department of Ecology</i>	Dean Marriott <i>Watershed Health & Green Infrastructure</i>
VACANT <i>Vice Chair</i>	Tabitha Reeder <i>Lower River Ports & Shipping Port of Kalama</i>	Richard Whitman <i>Oregon Department of Environmental Quality</i>
Jane Bacchieri <i>Secretary Treasurer</i>	Susan Holveck <i>K-12 Science Education Portland Public Schools</i>	Ex Officio Mark Bierman <i>US Army Corps of Engineers</i>
Rian Sallee Kessina Lee <i>Members at Large</i>	Kessina Lee <i>Washington Department of Fish & Wildlife</i>	Dar Crammond <i>US Geological Survey</i>
Yvonne Vallette <i>US EPA</i>	Lisa Charpillouz-Hanson <i>Oregon Watershed Enhancement Board</i>	Irma Lagomarsino <i>National Marine Fisheries Service</i>
Board Members: Jane Bacchieri Watershed Health & Green Infrastructure	Margaret Magruder <i>Agriculture Magruder Farms</i>	John Netto <i>US Fish & Wildlife Service</i>
Dr. Matthew Jones Business/Clark Co. Clean Water Commission		Mary Lou Soscia Yvonne Vallette <i>US Environmental Protection Agency</i>

Lower Columbia Estuary Partnership Staffing:

The Estuary Partnership undertakes the activities described in this workplan using CWA §320 funds for the National Estuary Program. In the 2021-2023 budget these funds are projected to support a total of 5.1 FTE of the projected 27.05 FTE. In addition to regular full and part-time staff, the Estuary Partnership hosts two VetsWork Field Technicians, employed by Mt. Adams Institute, and funded through a generous program from NOAA; the VetsWork Field Technicians assist in the implementation of this workplan. The Estuary Partnership also hosts several temporary positions and intern positions throughout the year to supplement regular staff in areas such as GIS, monitoring and data collection, and restoration field work. Strategic Planning and organizational restructuring are expected to lead to changes in the overall work structure of the organization during the FY2022 period. Current staff and duties are summarized below:

Staff 2022

Executive

Dr. Elaine Placido, Executive Director

Elaine became the Executive Director of the Estuary Partnership in 2020. She serves as the Chief Executive Officer reporting to the Board of Directors. She oversees all programs and operations of the organization and collaborates with both public and private partners to develop programs and policy, works to secure the financial stability of the organization, and directs the implementation of programs to carry out the mission of preserving and enhancing the lower river and estuary.

Madison Marucha, Administrative Assistant

The Administrative Assistant manages the daily operations of the Estuary Partnership, coordinates meetings, maintains contact databases, assists with events, and oversees general office management. Madeline also serves as the organization's DEI coordinator and facilitates team coordination across the organization

Tom Argent, Finance Manager

Tom joined the staff in 2009; he oversees financial management, budgeting, and contract administration. This includes fiscal tracking and reporting, post award grant and contract management, fiscal recordkeeping, and reports, and ensuring completion of annual audits. He also manages human resources and insurances.

Connor Kerns, Accounting Assistant

Connor joined the Estuary Partnership in 2018; he assists in payroll processing, accounts receivable and payable. Connor also works to foster cross-team collaboration within the organization.

Community Relations

Erinne Goodell, Communications and Outreach Manager

Erinne joined the Estuary Partnership in 2014. Erinne is focused on increasing awareness of Estuary Partnership programming and amplifying the work of partners that support achievement of the CCMP in the lower Columbia region. She serves as a leader in planning and implementing communications strategies for the organization and works across teams and programming.

Jasmine Zimmer-Stuckey, Development and Outreach Associate

Jasmine joined the Estuary Partnership in 2021. She implements strategies for development, communications, and events to support the Estuary Partnership’s programs.

Technical Programs

Catherine Corbett, Chief Scientist

Catherine joined to the Estuary Partnership in 2008. She identifies research needs and tools for the region, works with partners to develop regional strategies for restoration and monitoring, and advances knowledge and understanding of the lower river. She oversees the habitat restoration program and toxics monitoring activities. She is the lead on climate change and ocean acidification. She manages the Estuary Partnership Science Work Group which provides technical expertise to guide technical work.

Chris Collins, Restoration Program Lead

Chris joined the staff in 2009; Chris identifies, designs, and implements habitat projects. This includes evaluating sites for restoration potential, coordinating the collection of baseline data, developing restoration alternatives, selecting restoration designs, developing scopes of work, managing on-the-ground project implementation and construction oversight, and coordinating post project effectiveness monitoring.

Jenny Dezso, Restoration Ecologist

Jenny joined the Estuary Partnership staff in 2014. She identifies, designs, and manages habitat restoration projects in collaboration with the local partners. Jenny develops riparian plantings plans with our community programs team for student and volunteer planting sites.

Paul Kolp, Restoration Program Lead

Paul started work with the Estuary Partnership in fall 2010. Paul provides advanced technical support to the Estuary Partnership and project partners in the scoping, design, development, and implementation of habitat restoration projects. He assesses restoration project feasibility, conducts technical investigations, analyzes data, and develops models and restoration alternatives in coordination with landowners and multiple project partners.

Keith Marcoe, GIS and Data Management Specialist

Keith joined the staff in 2007; he oversees and implements all GIS and data management projects. He develops technical tools and resources to help implement various monitoring and restoration projects. Keith maintains all GIS, videography, and technical databases for the organization.

Dr. Sarah Kidd, Senior Scientist

Sarah joined the staff in 2017; she works with public and private partners, including federal, state and local agencies to coordinate and implement a regional ecosystem monitoring program for toxic and conventional pollutants. Sarah is also responsible for monitoring and evaluation plans to measure the success of regional restoration programs.

Sneha Rao Manohar, Research Scientist

Sneha joined the Estuary Partnership in the summer of 2019. Sneha works with the Senior Scientist to implement the Ecosystem Monitoring Program, and the Action Effectiveness Monitoring Program. She is also key in developing a drone program within the organization.

Ian Edgar, Research Scientist

Ian joined the Estuary Partnership in the summer of 2021. Ian works with the Senior Scientist and Research Scientist to implement the Ecosystem Monitoring Program, the Action Effectiveness Monitoring Program, and will be working on components of the Inventory of Carbon Sequestration Inventory.

Community Programs**Chris Hathaway, Community Programs Director**

Chris joined the Estuary Partnership in 1998; he now manages all education and volunteer programs, including the Lower Columbia Water Trail and our stormwater land use programs. Chris works with a wide variety of local partners from all sectors to serve their needs through our programming.

Samantha Dumont, Volunteer Coordinator

Sam joined the Partnership in 2010; she coordinates all volunteer events, including annual riparian plantings. Sam also delivers education and field programs.

Tonya McLean, Environmental Education Team Coordinator

Tonya joined the Partnership in 2012; she develops and delivers science lessons and field programs for students, teacher workshops, and on-river programs.

McKenzie Miller, Environmental Education Team Coordinator

McKenzie joined the program in 2006; she develops and delivers science and field programs for students, coordinates program scheduling with teachers, delivers teacher workshops. McKenzie also coordinates community paddles and summer education activities.

James Sterrett, Environmental Educator

James joined the Partnership in 2012; he develops and delivers science and field programs for students, teacher workshops and on-river programs.

Andy Bauer, Environmental Educator

Andy joined the Estuary Partnership in 2013; he develops and delivers science and field programs for students, teacher workshops and on-river programs.

Alex Rhodes, Environmental Educator

Alex joined the Estuary Partnership in 2021, he develops and delivers science lessons and field programs for students, teacher workshops, and on-river programs.

Cora Bordley, Environmental Educator

Cora joined the Estuary Partnership in 2021, she develops and delivers science lessons and field programs for students, teacher workshop and on-river programs. Cora is also working to develop accessibility plans for all education and field sites within the study area and is instrumental in the Estuary Partnership ensuring all programming is accessible to people of all abilities.

Marci Krass, Restoration Ecologist

Marci joined the Estuary Partnership in 2021, she coordinates the education team's riparian restoration activities in the lower river and implements elements of the education program to meet the organization's ecosystem planting, education, and community engagement goals.

Aaron Guffey, Stormwater Project Manager

Aaron joined the Estuary Partnership team in 2022, he identifies, develops, and implements stormwater projects and provides technical assistance to partners to implement and assess success of water quality improvement actions to meet the organization's stormwater management goals.

Accomplishments:

The Estuary Partnership tracks accomplishments related to the implementation of the CCMP.

The accomplishments from 2019-2020 are included in Appendix A, and the new and ongoing projects table, it also includes the following information:

- Project Name
- Description
- CCMP action
- Outputs, deliverables, milestones
- Environmental objectives, long term outcomes
- Estimated budget
- Use of §320 funds
- Partners
- Core Water Program

New and Ongoing Projects:

The Estuary Partnership's Workplan, including new and ongoing projects, is based on the 2017-2023 Six Year Implementation Strategies.

The new and ongoing projects for each of the primary programmatic elements within the organization are included in Appendix A.

Budget for Workplan Expenditures:

Table 1, below, provides a summary budget that identifies the major costs allocated to EPA's §320 base grant funding for the period July 1, 2021, through June 30, 2023. All the budget items identified here are associated with implementation of the CCMP and administration of the Estuary Partnership. The Estuary Partnership uses 320 funds in four ways:

- Staffing: Staff positions are described herein. The specific use of staff time is summarized in Appendices A and B.

Benefits are provided as a package to full-time employees with partial benefits extended to regular part-time employees. These benefits are outlined in the Personnel Policies adopted by the Board of Directors (updated in 2022) and include retirement and health and dental insurance. Retirement is prorated for regular part-time employees.

The funds support salary, fringe, payroll taxes, workers compensation insurance, health care for those employees. These core functions do the fiscal management, accounting, invoicing, insurance compliance, grant and contract compliance. They ensure there are adequate controls and accountability in place and that these are adhered to by all employees and the organization to meet all IRS and funder requirements. These core staff write the grants and contracts that ensure the projects and programs are sustained, meet regional needs, and implement the CCMP.

- Operating: EPA's funds are used in the Estuary Partnership to support the core business needs of the organization, including facilities, information systems, telephones, office supplies, etc. that support only those portions of positions which are paid by EPA/NEP funds.

These funds also support a portion of training for supported staff, this training is primarily the DEI training and skill-specific training. In the coming year the Estuary Partnership plans to accomplish training included below:

- Wilderness First Aid and CPR
 - Communications Training for the management team which will better equip the organization for working with partners as well as within the Estuary Partnership team
 - Anti-Oppression Facilitation training for the portion of the staff supported by EPA funds. This is a critical component of our DEI training and will better enable our team members to work in an anti-oppressive way with community members and partners.
- Operating Contracts NEP awards fund the annual independent audit, an IRS requirement, and a portion of our IT support. In addition to the basic office and operating expenses, EPA §320 funds support a portion of the Columbia River Estuary Conference, a multi-day estuary and science-focused conference the Estuary Partnership will host in the fall.
 - Travel: EPA allows that some Section 320 money may be used for travel, including mandatory attendance at two national ANEP/EPA conferences. **Table 2** summarize these and other anticipated travel costs.

NEP EPA Funds

As projected, NEP funds support approximately 9% of the total projected budget. They are matched 1:1 as required by statute and are leveraged annually at least 10:1 (as required in EPA guidance) making this a program with significant local impact. The NEP award from EPA funds base operations and core functions to maintain the program, this includes percentages of several positions.

Project Years July 1, 2021, to June 30, 2023 - Budget Summary Table

Primary budget categories and match funds are summarized below for the period July 1, 2021, through June 30, 2023.

Summary	2022- Revised	2023- Revised	2-Yr-Total Revised
Staff Costs	\$548,697.53	\$596,697.53	\$1,197,395.06
Operating Costs	\$104,097.00	\$104,097.00	\$208,194.00
Contracts	\$37,680.47	\$37,680.47	\$75,360.94
Travel	\$9525.00	\$11,525.00	\$19,050.00
Subtotal Costs:	\$700,000.00	\$750,000.00	\$1,450,000.00
Total Match:	\$700,000.00	\$750,000.00	\$1,450,000.00
Total:	\$1,400,000.00	\$1,500,000.00	\$2,900,000.00

Table 1. July 1, 2021 to June 30, 2023 - EPA/NEP §320 Funds and Match (Revised)

Budget Category	July 1, 2021 to June 30, 2022	July 1, 2022 to June 30, 2023	2-YR Total
EPA NEP Funds	\$700,000.00	\$750,000.00	\$1,500,000.00
Personnel			
Total Staff Costs	\$548,697.53	\$596,697.53	\$1,145,395.06
Operating			
Office Supplies (\$1500)			
Office Supplies (\$2000)			
Meeting Expenses (\$2000)	\$6,900.00	\$6,900.00	\$13,800.00
Postage (\$900)			
Capital Equipment, Repairs (\$2500)			
<i>Other Operating</i>			
Conference & Training (\$3000)			
Telecommunications (\$3500)			
Legal Notice & Advertizing (\$750)			
Copying, Copy Rental (\$3451)	\$97,197.00	\$97,197.00	\$194,394.00
Dues/Subscriptions (\$1995)			
Facilities (\$60,000)			
Insurance (\$10,000)			
Professional Fees (\$3451)			
Depreciation (\$11050)			
Subtotal Operating Costs	\$104,097.00	\$104,097.00	\$208,194
Contracts			
Operating Contracts			
Information Systems Maint. (\$12,695.14)			
Accounting (\$9050)	\$26,826.39	\$26,827.39	\$53,653.78
Graphics (\$2215)			
Printing (Vendor)/Website (\$2125)			
Contracted Projects	\$10,854.08	10,854.08	\$21,708.16
Summits, Workshops, Outreach Meetings (\$10,854.08)			
Subtotal Contracts	\$37,680.47	37,680.47	\$75,360.94
Travel			
Travel See Table 2 Below			
Local (\$1500)			
Non-Local (\$8025)	\$9,525.00	\$11,525.00	\$21,050.00
Subtotal Travel	\$9,525.00	\$11,525.00	\$21,050.00
Total:	\$700,000.00	\$750,000.00	\$1,450,000.00

Table 2. Travel July 1, 2021, through June 30, 2023

Trip Purpose	Attendees	Date	Location	Cost
ANEP Tech Transfer	2 to 3 staff	October 2021	Tampa Bay, Fl	\$4025.00
RAE/ANEP Mtg	2 to 3 staff	December 2022	New Orleans, LA	\$6025.00
EPA/ANEP Spring Conf. WA, DC	Executive Director + 1 staff	Feb/March 2023	Washington DC	\$4000.00
Local Travel	Board/Staff	TBD	WA/OR	\$1500.00
			Subtotal (Yr. 1):	\$9525.00
EPA/ANEP Spring Conf. WA, DC	Executive Director + 1 staff	Feb/March 2023	Washington DC	\$5000.00
ANEP Tech Transfer	2 to 3 staff	October/November 2022	TBD	\$5025.00
Local Travel	Board/Staff	TBD	TBD	\$1500.00
			Subtotal (Yr. 2):	\$11,525
			Total 7/1/21 to 6/30/23:	\$19050.00

Table 3. Partner Contributions and Match REVISED

Non Federal Cost Share		FTE	July 1, 2021 to June 30, 2022	July 1, 2022 to June 30, 2023	Total
Salary & Fringe					
Environmental Educator	1		\$70,941.19	\$75,907.07	\$146,848.26
Volunteer Coordinator	0.5		\$40,005.00	\$44,005.00	\$84,010.00
Community Programs Restoration Ecologist	0.75		\$55,535.00	\$59,423.00	\$114,958.00
Subtotal - Salary & Fringe			\$166,481.19	\$179,335.07	\$345,816.26
Supplies					
Community Programs			\$25,000.00	\$20,000.00	\$45,000.00
Subtotal Supplies			\$25,000.00	\$20,000.00	\$45,000.00
Contractual					
Floodplains by Design			\$353,518.81	\$145,664.93	\$499,183.74
Subtotal Contractual			\$353,518.81	\$145,664.93	\$499,183.74
Other					
The State of Washington sets a fixed percentage for services to support staff. Costs are based on actual expenditures.					
In Kind					
Science Work Group					
300 Hours @\$50/hour			\$15,000.00	\$15,000.00	\$30,000.00
Forums and Workshops					
5000 hours@\$50/hour for multiple workshops for technical forums and science to policy, Columbia River Estuary Conference and Science to Policy (22/23) (Note- No conferences were held in 21/22 due to covid)				\$250,000.00	\$250,000.00
Volunteer Participation					
500 Hours @\$20/hour			\$10,000.00	\$10,000.00	\$20,000.00
Education Participation					
5000 hours@\$20/hour for student service learning and Parent volunteers.			\$100,000.00	\$100,000.00	\$200,000.00
Board Member Volunteer Hours					
Regular Board meetings 300 hours \$50/hour			\$30,000.00	\$30,000.00	\$60,000.00
Quarterly meetings and work sessions of the Executive Committee and Board Development Committee 300 hours @\$50/hour					
Subtotal Other			\$155,000.00	\$405,000.00	\$560,000.00
Total NonFederal Share			\$700,000.00	\$750,000.00	\$1,450,000.00

Appendix A- Accomplishments 2019-2020

Appendix A: Accomplishments 2019-2020

Project Name	Description	CCMP Action	Outputs /Deliverables/ Milestones	Environmental Objective/ Long-Term Outcomes	Estimated Budget	EPA § 320 Funds?	Partners & Role	Core Water Program
Habitat Restoration								
Voluntary Restoration Targets	Partnership developed voluntary quantifiable habitat coverage targets, including priority geographic areas for restoration and protection to recover the lower Columbia River's historic habitat diversity	1 2 4 5 7 11 13 16	No net loss of native habitats from the 2009 baseline; recover 30% (10,382 acres) of the historic coverage of priority native habitats by 2030; recover 40% (22,480 acres) of the historic coverage of priority native habitats by 2050.	Recover diversity and quantity of native habitat to support native species and biodiversity.	1.2 FTE one year	None	Science Work Group: Guide project	Protect wetlands
Cold Water Refuges	Monitored and mapped tributaries for potential cold water refuges; assessed feasibility of techniques to enhance confluence areas so they can provide adequate refuge for adult salmonids.		Identify gaps in cold water refuges for migrating fish and ways of addressing gaps.	Increase cold water refuges.	\$150,000 (mapping and feasibility assessment of enhancement techniques)	\$77,014 EPA Supplemental Funds	Science Work Group: Guide project	Protect wetlands
Community Programs								
On-water programming	Created a water program for low-income communities, communities of color, and Indigenous people.	14 15	Created and helped fund a program with an entity that serves low-income communities, communities of color, and Indigenous people.	Increased information and increased access for community.	\$10,000	None	Funders; Community Members	
Water Quality & Toxics Reduction								
C R Restoration Act	Helped draft and secure Federal Legislation & funding to fund toxics reduction & clean up	10 11	Funding appropriated by Congress: \$1,000,000 for EPA to Start Up grant program.					
Project Name	Description	CCMP Action	Outputs /Deliverables/ Milestones	Environmental Objective/ Long-Term Outcomes	Estimated Budget	EPA §320 Funds?	Partners & Role	Core Water Program
Marine Debris	Identify marine debris locations along lower Columbia River and estuary shorelines.	12 13	Mapped locations of marine debris. Established Community Hotline.	Identify debris location; remove debris to help limit contamination from debris. Citizen acknowledgement of harm, changing patterns.	TBD	\$10,700 NEP Supplement. Funds for mapping.	Community members	Improve water quality, reduce toxics.

Appendix A: Accomplishments 2019-2020

Land Use								
Expanded Stormwater Programs	Add projects with business and local governments with targeted stormwater projects	13 14	Businesses engaged in one County; Port and City in a city.	Reduce stormwater run off and discharge.	\$25,000 - \$400,000	None	Business owners, port, city officials.	Protect wetlands, reduce stormwater.
Climate Change								
Climate Ready Adaptations.	Update CCMP include Climate Ready Actions	Multiple	Integrate Climate Change into CCMP.	Actions in Management Plan are viable.	\$26,704 one time	\$51,506 EPA Supplemental Funds	Board, Science Work Group	Protect wetlands, improve water quality, reduce toxics, manage stormwater.
Regional Coordination								
Provide Information & Collaboration	Hosted One Summit: Plastics & Marine Debris	13, 17	100 scientists, community leaders assessed info, identify barriers, and set course for Estuary Partnership involvement.	How to reduce use of plastics.	\$25,000 per year (summit costs)	10% FTE; \$10,000 per year	Regional scientists, community leaders	
DEI	Completed additional DEI Training	13,17	New staff completed DEI multi-day training, all hands training on indigenous history, DEI strategy document nearing completion	Support an inclusive workspace, be a diverse organization that reflects the communities we work in.	\$50,000	% of staff	Staff, community	

Appendix B: New and Ongoing Projects

Appendix B: New and Ongoing Projects

Project Name	Description	CCMP Action	Outputs /Deliverables/ Milestones	Environmental Objective/ Long-Term Outcomes	Estimated Budget	EPA § 320 Funds	Partners & Role	Core Water Program
Habitat Restoration								
Habitat Restoration Program <i>Ongoing</i>	Sustain funding to restore habitat for multi-species through collaborative private, local and state actions that implement on-the-ground conservation and restoration projects.		The Management Plan goal: Restore 25,000 acres of habitat by 2025 (above 1999 levels.) Also: 1) no net loss of native habitats, 2) recovery of 30% of historic extent for priority habitats by 2040 (10,382 acres), and 3) recovery of 40% of historic extent for priority habitats by 2050 (22,480 acres).	Adequate habitat is protected, conserved, or restored to sustain biodiversity of species.	\$2,000,000 - \$5,000,000 per year (EP funds only; partners and others bring significantly more dollars each year)	None	Science Work Group, local & state govts Tribes, federal agencies, watershed councils, implement habitat & raise funds	Protect wetlands Protect wetlands, improve water quality.
Regional Restoration Coordination, Project ID <i>Ongoing</i>	Advance information about lower river, bring partners together to use emerging science and data to help focus restoration activities.	1 2 4 5 7 11 16	Guide habitat restoration projects to most critical sites and functions.	Habitat restored based on recovering ecosystem processes; maximum ecological benefits achieved.	0.2 FTE, plus other technical and staff involvement	None		
Technical Assistance <i>Ongoing</i>	Provide partners with technical assistance with site assessment, project design, construction and effectiveness monitoring.		Support of partners meeting our Management Plan habitat restoration goals (see above)	Adequate habitat is protected, conserved or restored to sustain biodiversity of species.	\$200,000 per year: if funding is secured	None	Recipients of TA: restoration sponsors	
Effectiveness Monitoring <i>Ongoing</i>	Monitor effectiveness of restoration sites. Continue monitoring at current sites.		Data and results used for research, adaptive management, and future restoration project planning.	Use best available science to design projects more effectively.	\$750,000 per year: if funding is secured.	None		

Appendix B: New and Ongoing Projects

Project Name	Description	CCMP Action	Outputs /Deliverables/ Milestones	Environmental Objective/ Long-Term Outcomes	Estimated Budget	EPA § 320 Funds	Partners & Role	Core Water Program
Cold Water Refuges <i>Ongoing</i>	Finalize feasibility assessment for potential cold water refuges. Develop designs, permits and secure funding for construction of pilot project.		Adapt habitat restoration program.	Increase quantity of cold water refuges to ensure sufficient number.	\$56,601; pilot project is funded dependent.	EPA Supplemental Funds	Science Work Group; Guide project	
Community Resiliency <i>Ongoing</i>	Assess impact of potential changes in sea level, assist communities.		Adapt habitat restoration program to address projected changes in sea level and impact on tidal habitat.	Protect habitat (and infrastructure) from projected changes in sea level.	\$77,014	EPA	Local municipalities	
Climate Adaptation into Restoration Design - <i>Ongoing</i>	Develop engineering design and best practices for inter-tidal reconnection and fish passage projects that integrate climate change predictions	1 2 4 5 7 11 16	Guidebook on best practices and look up tables for engineering design standards for restoration projects in the lower Columbia River.	Long-term sustainability of restoration project success by using projected changes in flow into design of projects rather than using traditional methods	\$560,680 if funding secured	None	Science Work Group, local & state govts, Tribes, federal agencies, watershed councils	Protect wetlands Protect wetlands, improve water quality.
Integrate Climate Change into Voluntary Habitat Coverage Targets - <i>Ongoing</i>	Apply recent conservation biology research approaches for integrating climate change into restoration and protection targets		Climate-smart conservation restoration program	Conservation program that manages for change, not just persistence and supports the transformation of ecosystems and species shifts	\$175,000 (.5 FTE of Keith and 0.25 myself)	EPA	Science Work Group, local & state govts, Tribes, federal agencies, watershed councils, conserv'cies;	

Appendix B: New and Ongoing Projects

Project Name	Description	CCMP Action	Outputs /Deliverables/ Milestones	Environmental Objective/ Long-Term Outcomes	Estimated Budget	EPA § 320 Funds	Partners & Role	Core Water Program
Community Programs								
Education classroom visit and field trip program - Ongoing	Provide science lessons in classroom and field. Link classroom science to lower river, provide applied learning.	13 14	Provide 28,000 hours of instruction to 4,000 students per year. Engage students in hands-on care and scientific application.	Increased knowledge of natural systems; Habitat improvement; lower water temperatures; greater connection to natural work for students, stewardship.	\$726,000 per year total	None	Teachers, students, parents	
Teacher Prof. Development - Ongoing	Provide professional development workshops to K-8 teachers to teach field-based teaching.		Curriculum for teachers to implement programs. Teachers participating in workshops annually.	Increase capacity of teachers to deliver programs.	\$9,500 per workshop	None	Teachers	
Community engagement Ongoing	Organize restoration and maintenance projects at restoration sites, recruit volunteers and coordinate project. Remove invasive plants and plant native trees and shrubs.	2 5 11 12 13 14 15	Approximately 10 projects per year. With students, plant over 7,500 native trees and shrubs.	Habitat improvement; lower water temperatures; greater awareness of community members of their role in protecting the river; greater stewardship.	\$4,300 per event	None	Community members	Protect wetlands, manage stormwater, reduce toxics.
Community Paddles Ongoing	Host on-river events with canoes in various communities to provide access to the river.		Number of events per year.	Build long term stewardship; provide more access to the river for diverse communities.	\$3,620 per event	None	Funders; Funding; Community members	
Water Trail Web site and Water Trail Ambassador	Expand partnerships with and build capacity of low-income communities, communities of color, and Indigenous people to break down barriers and increase access.	13 15	Depth of partnership, sharing funding, increased capacity of new partner.	Increased access and experiences on the river. Increased capacity of partner organization.	\$20,000 - \$40,000	None	Funders; Community Members	

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Water Quality & Toxics Reduction								
Water Quality Monitoring <i>Ongoing</i>	Quantify spatial & temporal variation of toxics in water, sediment, and salmon, including emerging contaminants: pharmaceuticals, industrial contaminants, flame retardants	10 11	Monitoring instituted at statistically valid number of sites throughout the lower river.	Sustained monitoring and analysis provide knowledge of contaminants, sources, pathways and defines actions to reduce toxics and reduce impact on species and human health.	\$3,500,000 per year minimum	None	Congress: Funding; Science Work Group: develop; oversee monitoring & implement monitoring	Improve water quality, reduce toxics, reduce non-point source contaminants.
Toxic Monitoring of Juvenile Salmonids & Ecosystem <i>Ongoing</i>	Assess accumulation of toxic contaminants in sensitive habitat areas, contaminant trends over time, and impacts on juvenile salmonids.	12 13	Conceptual model to direct on the ground monitoring efforts; models of contaminant transport, uptake and effects on salmon to evaluate risk to listed salmon stocks.	Understand contaminant sources, transport, exposure and risk to salmon survival & determine effects on species.	\$1,800,000 per year minimum	None		
Marine Debris <i>Ongoing</i>	Remove marine debris.	12 13	Remove Marine Debris using data collected in mapping projects and from hotline.	Permanently remove trash and other debris to help limit contamination from debris. Citizen acknowledgement of harm, changing patterns.	\$22,930 from OR Division of State Lands for one Clean up	None	Community members	
Land Use								
Stormwater Projects <i>Ongoing</i>	Implement stormwater management projects at schoolyards and communities.	8	Remove impervious surface on 1 – 2 schools every two years.	Reduced runoff. Provide school garden, outside classroom or soft surface play area.	\$12,000 - \$200,000 per activity (depends on project scope).	None	Schools, PTAs, local community members	Improve water quality, reduce toxics, manage stormwater.
Stormwater Projects <i>Ongoing</i>	Implement stormwater management projects with local businesses and local governments.	12	Remove impervious surface with 1 – 2 business every two years.	Reduced runoff.			Local Businesses, govts.	

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Regional Collaboration								
Assist governments protection of lower river- <i>Ongoing</i>	Improve coordination of lower river protection.	16	Regional forums Annual Science to Policy Summit Annual State agencies meetings Multiple regional committees and boards	Informed and coordinated decision making; Goals addressed	% of multiple staff	% of staff	Local, state, federal, tribal government	Protect wetlands, improve water quality, reduce toxics, manage stormwater.
Maintain Estuary Partnership <i>Ongoing</i>	Maintain program office, conference governing structure, financial plan, implement Management Plan.	17	Maintain office, core staff, Board, workgroups, maintain scientific integrity	Regional collaboration and focus on lower river	\$900,000 annually	100%	All	
Diversify and leverage funding <i>Ongoing</i>	Increase private sector partnerships and support and expand public investment.		Increased revenue, jobs created, environmental targets of Management Plan and workplans met.	Management Plan actions implemented	\$1 million annually, additional	Some	Funders	
Diversity, Equity, & Inclusion; Environmental Justice - <i>Ongoing</i>	Increase inclusion and equitable voice of Color, Indigenous People, Low Income Communities & Women and girls in the Estuary Partnership organization & Programs.	17	DEI Training; Develop DEI Strategy by 2020; implement actions as we go. Have sustained authentic partnerships with diverse communities that meet community needs.	Be a diverse organization that reflects the communities we work in.	% of staff, \$100,000 for various initiatives and training	% of staff	All communities; Co created and supported programming	
Host Regional Information Sharing - <i>Ongoing</i>	Host annual Science to Policy Summit Host Bi-annual Science Conference Publish Five Year state of the estuary reports.		Workshops, conferences, technical exchanges held.	Shared information, current on emerging information.	TBD	% of staff	All	
Complete Strategic Planning - <i>New</i>	Improve coordination with partners and provide focused implementation guidance	16, 17	Workshops, interviews, updated mission/vision and strategic plan	Informed and coordinated decision making	% of staff time	% of staff time	Study area partners, board, all staff, funders	
Update CCMP <i>New</i>	Begin an update to the CCMP		Workshops, interviews, web-based opportunities	Updated CCMP, actions, and goals	% of staff time	% of staff time	All	