

SOUTHERN RESIDENT KILLER WHALE (SRKW) TASK FORCE MEETING

Monday October 7, 2019
Intellectual House | University of Washington |
4249 Whitman Court | Seattle, WA

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SOUTHERN RESIDENT KILLER WHALE (SRKW) TASK FORCE

AGENDA

Monday October 7, 2019

Intellectual House | University of Washington | 4249 Whitman Court | Seattle, WA

9:30 am-5:00 pm

Doors will open and coffee and pastries will be served at 9:15. *The meeting will start promptly at 9:30 a.m.*

Time*	Agenda Item (Action items are marked with "!")	Objective & Reference Materials	Presenter(s)
9:30 (25 mins)	Welcome & Introductions, Agenda Review <ul style="list-style-type: none"> Tribal welcome Welcome by co-chairs Introductions Review agenda 	Information <i>Reference materials:</i> <ul style="list-style-type: none"> Agenda 	<ul style="list-style-type: none"> Tribal Leader Les Purce, Co-chair Stephanie Solien, Co-chair Susan Gulick, Facilitator
9:55* (45 mins)	Co-Management	Information	<ul style="list-style-type: none"> JT Austin, Governor's Office Tribal leaders WDFW
10:40* (20 mins)	Overview of Draft Report <ul style="list-style-type: none"> Key themes and messages New recommendations 	Information <i>Reference materials:</i> <ul style="list-style-type: none"> List of new recommendations 	<ul style="list-style-type: none"> Gretchen Muller, Consulting team project manager Susan Gulick, Facilitator
11:00* (90 mins)	Discussion of New Recommendations (Fishbowl) <ul style="list-style-type: none"> Life After the Task Force Population Growth 	Discussion <i>Reference materials:</i> <ul style="list-style-type: none"> List of new recommendations 	<ul style="list-style-type: none"> Task Force Members Susan Gulick, Facilitator
11:30* (45 min)	LUNCH BREAK <i>Lunch will be provided for Task Force members and staff</i>		
12:15* (90 mins)	Discussion of New Recommendations (Fishbowl) <ul style="list-style-type: none"> Vessels Contaminants 	Discussion <i>Reference materials:</i> <ul style="list-style-type: none"> List of new recommendations 	<ul style="list-style-type: none"> Task Force Members Working Group Leads Susan Gulick, Facilitator
2:45*	15 MINUTE BREAK		
3:00* (45 mins)	Public Comment	Information	<ul style="list-style-type: none"> Public/observers Susan Gulick, Facilitator
3:45* (75 mins)	Adoption of New Recommendations <ul style="list-style-type: none"> Task Force Members' Comments and Reflections ! Consensus Vote 	Discussion, Decision	<ul style="list-style-type: none"> Task Force Members Susan Gulick, Facilitator
5:00*	Closing and Adjournment by Co-Chairs		<ul style="list-style-type: none"> Les Purce, Co-chair Stephanie Solien, Co-chair

* All times are estimates and subject to change.

Outstanding Needs—Year 1

Prey

While many Year 1 recommendations have made noteworthy progress, the Prey Working Group and Task Force have identified Year 1 recommendations that have not advanced enough or that require additional specificity or components to achieve the goal of increasing Chinook abundance. The Prey Working Group and Task Force propose the following **urgent actions and/or additional funding** needs to advance these recommendations:



- **Fully fund salmon recovery plans.** Work with legislators, stakeholders, and tribes to increase funding to fully implement salmon recovery plans, with a focus on implementing habitat restoration and protection projects that local experts have prioritized in each salmon recovery region and will benefit Chinook and Southern Residents. Ensure funding includes administration and local capacity-building to accelerate projects already underway or with committed resources. Ensure greater collaboration between hatchery and habitat restoration efforts so that habitat is available to recover wild fish and for newly produced hatchery fish (**Urgent Action for Recommendations 1, 2, and 6**).
- Investigate **and address pinniped predation.** Provide funding to WDFW to (1) determine if pinniped predation is a limiting factor for Chinook in Puget Sound and along Washington’s outer coast, and (2) more effectively manage pinniped predation in the Columbia River (**Urgent Action for Recommendations 12 and 13**).
- **Increase early marine survival research and monitoring in Puget Sound.** Increase funding to PSP and WDFW for salmon marine survival research and monitoring projects through the Puget Sound Action Agenda, such as Puget Sound Atlantis Modeling, zooplankton monitoring, salmon and forage fish sampling, and pinniped predation work to ensure that results may be integrated into recovery and management plans as appropriate (**Urgent Action for Recommendations 12, 15, 16**).
- **Prevent northern pike expansion into the Columbia River.** Increase funding to DFW for northern pike eradication and containment efforts to prevent predation on salmon in the Columbia River (**Additional Component of Recommendation 14**).
- **Improve water quality.** Encourage Ecology to proceed with language in new rules around increasing the standard for TDG allowances in the Columbia and Snake Rivers that will ensure the durability of the new rule (**Urgent Action for Recommendation 8**).
- **Increase habitat protection.** Revise statutes to shift from a “no net loss” standard to a “net ecological gain” standard to better protect salmon and orcas. Provide adequate funding and support to state natural resource agencies to improve enforcement of the statutes that protect habitat, while funding restoration efforts. Examples of statutes and rules include:
 - RCW 36.70A - Growth Management Act (GMA)
 - RCW 90.58 - Shoreline Management Act (SMA)
 - RCW 77.55 - Construction Projects in State Waters
 - RCW 80.50 - Energy Facilities – Site Locations
 - RCW 76.06 - Forest Practices**(Additional Component of Recommendations 3 and 4)**.

Vessels

While many Year 1 recommendations have made noteworthy progress, the Vessels Working Group and Task Force have identified Year 1 recommendations that have not advanced enough or that require additional specificity or components to achieve the goal of decreasing vessel noise and related risks to Southern Residents. The Vessels Working Group and Task Force propose the following **urgent actions and/or additional funding** to advance these recommendations:

- Increase funding and make funding ongoing to WDFW for additional officers and equipment for enforcement (**Urgent Action for Recommendation 20**).
- Create and charter a transboundary forum for waterways management and Southern Resident conservation by working with the appropriate federal partners, tribes, and agencies to integrate and coordinate state, federal, and Canadian actions. Evaluate cumulative impacts of vessel traffic (**Additional Component of Recommendations 24 and 27**).
- Expand the Governor's Maritime Blue scope of work and provide funding to implement recommendations from the Orca Task Force and pursue shipping and other maritime innovations that benefit Southern Residents (**Additional Component of Recommendation 22**).
- Help ensure that the State Environmental Policy Act (SEPA) review of marine facilities is routinely applied to standard and atypical changes in use, ownership, etc. that may lead to increased vessel traffic or unusual vessel traffic dynamics (**Additional Component of Recommendation 27**).
- Provide resources to WDFW to expand boater education and enforcement to central Puget Sound in the fall and extend outreach to promote compliance by vessel operators in newly proposed critical habitat on outer coast of Washington (**Additional Component of Recommendation 19**).
- Encourage the U.S. shipping sector's and recreational vessels' compliance with Canada's interim and potential future (feeding) sanctuary zones like Swiftsure Bank and Pender Island (**Additional Component of Recommendation 22**).
- The Governor's Office and State agencies should coordinate with NOAA and the Navy to reduce noise and disturbance affecting Southern Resident orcas from military exercises and Navy aircraft. In particular, the final rule around training and testing activities conducted in the Northwest Training and Testing Study Area between November 2020 and November 2027 should incorporate enhanced mitigation measures to reduce or eliminate impacts from new or increased exercises involving mid-frequency sonar, explosives and other activities with the potential to adversely affect Southern Resident orca recovery. (**Urgent Action Recommendation 25**).



Contaminants

While many Year 1 contaminants recommendations have made noteworthy progress, the Contaminants Working Group and Task Force also identified Year 1 recommendations that have not advanced enough or that require additional specificity or components to achieve the goal of reducing exposure to contaminants. The Contaminants Working Group and Task Force propose the following **urgent actions and/or funding** needs to advance these recommendations:

- Toxics control funding provided through the state's Model Toxics Control Act (MTCA) should be maintained for preventing and cleaning up toxics (**Additional Component of Recommendation 31**).
- Additional funding should be provided for Washington State Department of Ecology (Ecology) staff to support contaminants recommendations and funding to support local source control inspectors (**Recommendation 30, 31 and 32**). Funding should also be provided for incentives to reduce stormwater threats (**Urgent Action Recommendation 31**).
- Increase funding to specific accounts that support infrastructure improvements, including the Water-pollution control state revolving fund, Stormwater Financial Assistance Program, Public Works Trust Fund, and increase the caps on utility fees to help fund improved wastewater treatment, stormwater, and other contaminant sources (**Additional Component of Recommendation 31**).
- Prioritize stormwater management and cleanup based on evidence of toxic impacts limiting salmon population productivity. (**Urgent Action Recommendation 31**).
- Ecology should update aquatic life water quality standards focused on pollutants most harmful to Southern Resident orcas and their prey (**Additional Component of Recommendation 32**).
- Weave monitoring into each recommendation and dedicate funding to Ecology, PSP, and WDFW to provide data on effectiveness (**Additional Component of Recommendation 33**).



Ensure funding, information and accountability mechanisms are in place to support effective implementation

- **Transition one-time investments in orcas and salmon from 2019 into ongoing investments.** Much of the increases in funding that WDFW received as part of the Southern Resident orca package was one-time funding. To most benefit orcas, this funding should be ongoing and sustainable (**Additional Component of Recommendation 34**).
- Provide funding to PSP, WDFW, GSRO and Ecology to evaluate effectiveness of Task Force recommendations through monitoring and adaptive management while leveraging existing efforts (**Urgent Action Recommendations 35**).

New Potential Recommendations—Year 2

Life After the Task Force

Recommendation YR2-G: Authorize and provide funding for an entity or entities to recover and advocate for the SRKW by implementing Task Force recommendations and creating new recommendations as needed.

Climate

EMISSIONS REDUCTION

Recommendation YR2-H: Take aggressive, comprehensive, and sustained action to reduce human-caused greenhouse gas emissions, with the goal of achieving net zero emissions by 2050.

OCEAN ACIDIFICATION

Recommendation YR2-I: Increase Washington’s ability to understand, reduce, remediate, and adapt to the consequences of ocean acidification.

PREY

Recommendation YR2-J: Mitigate the impact of a changing climate by accelerating and increasing action to increase the resiliency and vitality of salmon populations and the ecosystems on which they depend.

VESSELS

Recommendation YR2-K: Provide leadership to reduce emissions and noise from vessels to benefit Southern Resident orcas.

CONTAMINANTS

Recommendation YR2-L: Identify and mitigate increased threats to southern residents from contaminants due to climate change and ocean acidification. Prioritize actions that proactively reduce exposure where the increased impacts are expected to be most severe.

Population Growth

Recommendation YR2-M: Adopt and implement policies, incentives, and regulations to minimize the impact of growth on critical habitat and sensitive ecosystems; enable and channel population growth in ways that results in net ecological gain.¹

Recommendation YR2-A: Minimize potential collision risks posed by (and underwater noise from) the growing number and spatial distribution of fast-ferries and water taxis serving commuters in central Puget Sound.

¹ Placeholder language pending further Population Growth Sub Group deliberations.

Working Group – Contaminants

NEW RECOMMENDATIONS

Recommendation YR2-C: Explore setting minimum standards for local stormwater funding to ensure that all programs have resources necessary to protect water quality.

Recommendation YR2-B: Protect against regulatory rollbacks at the federal and state level.

NEW RECOMMENDATIONS - NUTRIENTS

Recommendation YR2-D: Develop a NPDES permit framework for wastewater treatment in Puget Sound

Recommendation YR2-E: Better align existing nonpoint programs with nutrient reduction activities and explore new ways to achieve the necessary nonpoint source nutrient reductions.

Recommendation YR2-F: Collect high-quality, nutrient data in watersheds to fill key knowledge gaps of baseline conditions.

DRAFT



Life After the Task Force

Overview

The Orca task force will sunset after submitting the Year 2 report on November 8, 2019. After this point, it is critically important that an oversight committee or similar body continues to monitor progress, advocate for the ongoing implementation of the recommendations, and adapt to changing conditions by issuing new recommendations as needed. The task force has laid a foundation for the Southern Residents' recovery; strong governance will be necessary to build on this foundation with immediate, sustained and meaningful action.

By selecting one of the following options, the state can better ensure that between now and 2022, we witness evidence of consistently well-nourished whales, more live births and the survival of several thriving young orcas. With adequate consistency and attention, by 2028, we could see the primary indicator of body condition of the whales (the ratio of head width to body length in adults) remain high and stable between seasons and across years and finally see their population increase to 84 whales — an increase of 10 whales in 10 years.

Recommendation YR2-G: Create one or more entities with authority and funding to recover and advocate for the SRKW by implementing task force recommendations, creating new recommendations as needed, and reporting to the public, governor, and Tribal co-managers on status.

Any oversight group must incorporate the following elements:

- Is co-managed by the Governor's office and tribes and housed in the Governor's office.
- Aligns with Governor's priority on Diversity, Equity and Inclusion, and Environmental Justice.
- Maintains some element of the working group structure; provides ongoing support and facilitation of working groups by state agencies.

- Takes direction from a strong yet nimble leadership team with representation from non-profits, businesses and other stakeholders.
- Stays connected to ongoing policies at federal agencies around species recovery.
- Maintains and enhances public visibility and interest in this crisis and facilitates a robust public engagement process.
- Builds on ongoing monitoring and reporting to maintain accountability to the public.
- Maximizes institutional durability, at least until the population reaches 84 whales by 2028.

The task force has identified three (3) options for moving this recommendation forward. The options are listed below. The options are not listed in priority order.

Option 1. Expand Existing Agency Capacity

- **Expand the capacity and function of the Governor’s Salmon Recovery Office to include orca recovery** (e.g., Governor’s Salmon and Orca Recovery Office). This option utilizes existing agency infrastructure and is modeled after the existing Salmon Recovery Funding Board model with policy coordination and administration functions within the GSORO, and a policy board comprised of Governor-appointed members and agency heads.

Option 2. Create a New Executive Level Team in Governor’s Office

- **Create an executive-level salmon and orca leadership team in the Governor’s Office.** This option includes explicit tribal co-manager engagement by the Governor’s Office. This option houses the main functions of the policy leadership team within the Governor’s Office and maintains an executive-level focus on recovery.

Option 3. Create a New Orca Recovery Office

- **Create an Orca Recovery Office led by biologists and technical experts.** This option creates a new office that is staffed to implement actions. This office can be located within the Governor’s Office or within an existing agency. The key element of this option is that it is not a stakeholder-led process.

In addition to building the bodies described in the three options, the task force recommends leveraging The Puget Sound Partnership’s recovery system where appropriate. It is well-positioned to contribute to vessels recommendations, coordinate with Canadian representatives and actions, support scientific monitoring, advise on communications and track progress. Likewise, Salmon Recovery Councils on the Columbia River and Washington Coast could be useful partners.

The task force’s three proposed options for oversight of the Southern Residents’ recovery are introduced in more detail in the table below. The following sections describe additional detail.

Life After the Task Force – Options

	Gov. Salmon and Orca Recovery Office	Gov. Salmon and Orca Leadership Team	Orca Recovery Office	
STRUCTURE	Leadership & Representation	<ul style="list-style-type: none"> • Governor’s appointed executive-level board, or council to oversee orca recovery • GSRO provides policy support in coordination with the Governor’s Office • Executive-level membership TBD; some appointed by the Governor; some ex-officio state agency representatives, and tribal representatives • Staffed by designated agency representatives 	<ul style="list-style-type: none"> • Co-Managers: Governor’s Office Leadership as Chief Executive in co-manager role with Tribes • Salmon and Orca Leadership Team: Monitors implementation of existing recommendations, considers new Work Group recommendations and recommends course corrections. Appointed by the Governor 	<ul style="list-style-type: none"> • Executive team chaired or co-chaired by a wildlife biologist • Team size should be lean and nimble • 1 or 2 leads for each threat (prey abundance, contaminants, vessel impacts, climate change and population growth, new/emerging). • Tribal representatives as tribes see fit.
	Reporting Structure	<ul style="list-style-type: none"> • GSRO statutory authority expanded to include orca recovery (GSORO) 	<ul style="list-style-type: none"> • Salmon and Orca Leadership Team 2x/yr public meetings • Reports to the public, Governor and tribes as co-managers with biennial comprehensive reviews & brief annual updates 	<ul style="list-style-type: none"> • Report to the Governor or RCO, perhaps analogous to the Salmon Recovery Office. • Provide executive support as well as continuity between administrations (however best to accomplish that)
	Key Goals & Actions	<ul style="list-style-type: none"> • Maintain momentum and focus on orca recovery • Coordinate policy and budget initiatives • Coordinate the actions, science and progress through individual agencies 	<ul style="list-style-type: none"> • Maintain executive-level attention on recovery • Track progress on Orca Recovery Task Force actions, recommend new actions, identify course corrections and maintain broad coalition 	<ul style="list-style-type: none"> • Achieve recovery goals • Prioritize & implement recommendations • Amend and develop new task force recommendations • Measure and track progress • Transparency/accountability • Identify roles and schedules for each recommendation
STAKEHOLDERS	Partners & Stakeholders	<ul style="list-style-type: none"> • Tribal treaty rights: tribes will engage on multiple fronts as appropriate, including appointments to the board or council 	<ul style="list-style-type: none"> • Accountable/approver as co-managers • Develops Salmon and Orca Leadership Team recommendations with stakeholders/agencies/others • Work Group members 	<ul style="list-style-type: none"> • Co-managers. Seats on council and working groups. Others per input from Tribes.
	Partner Agencies	<ul style="list-style-type: none"> • Hybrid executive-level and GSRO structure offers a statewide and transboundary perspective 	<ul style="list-style-type: none"> • Develops Salmon and Orca Leadership Team recommendations with tribes/stakeholders/others • Facilitates working groups • Transboundary consult 	<ul style="list-style-type: none"> • Collaborators and implementers

Southern Resident Orca Task Force
Life After the Task Force Discussion Guide (DRAFT)

		Gov. Salmon and Orca Recovery Office	Gov. Salmon and Orca Leadership Team	Orca Recovery Office	
IMPLEMENTATION	PUBLI	Public	<ul style="list-style-type: none"> Engaged via multiple pathways 	<ul style="list-style-type: none"> Consulted: public engagement brought these issues to the forefront and remains critical 	<ul style="list-style-type: none"> Provide feedback/accountability
		Effort / Funding	<ul style="list-style-type: none"> GSRO Staffing (1 FTE) Operational costs for the executive team/board coordination Agency staff support for PSP, WDFW, ECY (3 FTE) 	<ul style="list-style-type: none"> Results WA-style meetings with the Governor, Tribes Salmon and Orca Leadership Team twice-annual, all-day public meetings Quarterly or twice-annual meetings x 4 working groups Website communication tools More detailed biennial report Agency staff support (PSP, DFW, ECY, GSRO) and facilitation contracts 	<ul style="list-style-type: none"> 5 to 7 FTEs on Office (Exec director, leads, public engagement) Quarterly reports Technology: Dashboard Communication and public engagement through dashboard, quarterly reports and quarterly public meetings Stipend for working group travel
		Timeline	<ul style="list-style-type: none"> Could be implemented relatively quickly. 	<ul style="list-style-type: none"> By Jan 2020: transition to interim structure Winter/Spring 2020: form new Leadership Team & secure legislative funding 	<ul style="list-style-type: none"> Executive order to start ASAP, should be in place by end of legislative session or sooner.
Puget Sound Partnership Recovery System <ul style="list-style-type: none"> Science, monitoring and adaptive management Tracking/updating recommendations Vessels Communications Coordination with Canada, Columbia, and the Coast 			Columbia River and Coast Salmon Recovery Councils <ul style="list-style-type: none"> Science, monitoring and adaptive management Tracking/updating recommendations 		

Governor's Salmon and Orca Recovery Office

Structure

Leadership:

- Establish executive-level board, or council to oversee orca recovery.
- GSRO provides policy support in coordination with the Governor's Office.

Members/Representation:

- Executive-level membership to be determined – some appointed by the Governor, some ex-officio state agency representatives.
- Staffed by designated agency representatives.

Reporting Structure:

- Expand GSRO statutory authority to include orca recovery.

Key Goals & Actions:

- Maintain momentum and focus on orca recovery.
- Coordinate policy and budget initiatives specific to orca recovery.
- Coordinate the actions, science and progress through individual agencies.

Structure and Roles:



Working Groups

Structure:

- Use existing working groups on as-needed basis to address specific topics as they arise.
- Do not have standing meetings but may hold periodic check ins to keep the teams intact.
- Each work group would continue to be led by staff from Ecology, Fish and Wildlife, and Puget Sound Partnership. These three staff leads would be ex-officio members of the Governor's Salmon and Orca Recovery Office.
- One new staff to coordinate with the working groups and organize the logistics and reporting of the board or council, these staff would report to the Executive Coordinator.

Stakeholders & Partners

Role of Tribes	Role of Partner Agencies (State, Federal, International)	Role of the Public
<ul style="list-style-type: none"> • Tribal treaty rights – tribes will engage on multiple fronts as appropriate, including appointments to the board or council. 	<ul style="list-style-type: none"> • Hybrid executive-level and GSRO structure offers a statewide and transboundary perspective. 	<ul style="list-style-type: none"> • The public will remain engaged through multiple pathways; public engagement brought these issues to the forefront and remains critical.

Level of Effort/Funding

- GSRO Staffing (1 FTE).
- Operational costs for the executive level policy board (Approximate = \$200,000/biennium).
- Agency staff support for PSP, WDFW, ECY (3 FTE or in-kind).
- Plus additional contracted consulting services if required as start up.

Timeline

- Could be implemented relatively quickly.

Benefits & Barriers

Benefits:

The Governor’s Salmon and Orca Recovery Office would provide statewide consistency, coordination and accountability for salmon and orca recovery:

- Governor’s Office or RCO can coordinate executive engagement with additional resources.
- GSRO can work with RCO to manage associated grants and contracts.
- GSRO could leverage its existing role in coordinating among the tribes, state and federal agencies, regional salmon recovery organizations, local partners and jurisdictions, and federal and state legislative activities.

Barriers:

- Would require additional funding.
- May require statutory changes.

Governor's Salmon and Orca Leadership Team

Structure

Leadership:

- **Co-Managers:** Governor's Office Leadership as Chief Executive in co-manager role with Tribes **accountable**¹ for orca and salmon recovery, drawing from recommendations from the Salmon and Orca Leadership Team. Note: this also depends on the Governor's Office and Tribes agreeing to how the co-management roles will cover salmon and orcas.
- **Salmon and Orca Leadership Team** (similar concept to current task force): **Responsible**² for monitoring implementation of existing recommendations, considering new recommendations coming from working groups and recommending course corrections for continued recovery. Representative composition with the same sectors as current Orca Recovery Task Force (tribes, elected officials, state agencies, fishing interests, NGOs, business, federal agencies, Canada, etc.). Appointed by the governor, balancing the need to be small and nimble yet representative.

Reporting Structure:

- Salmon and Orca Leadership Team holds twice-yearly public meetings to monitor progress on implementing recommendations, consider new information sourced from expanded working groups, take public input and identify necessary course corrections. This group must answer to the public and to the governor and tribes as co-managers, possibly through a Results Washington dashboard/accountability structure, subcabinet, or initiatives similar to Washington Maritime Blue 2050 or US-Canada Maritime Commerce Resilience. Biennial comprehensive reviews due beginning November 2021, with brief annual updates.

Key Goals & Actions:

- Maintain executive-level attention on salmon and orca recovery.
- Track progress on Orca Recovery Task Force actions, recommend new actions based on information from working groups, identify course corrections and maintain the broad coalition of voices working together toward recovery.

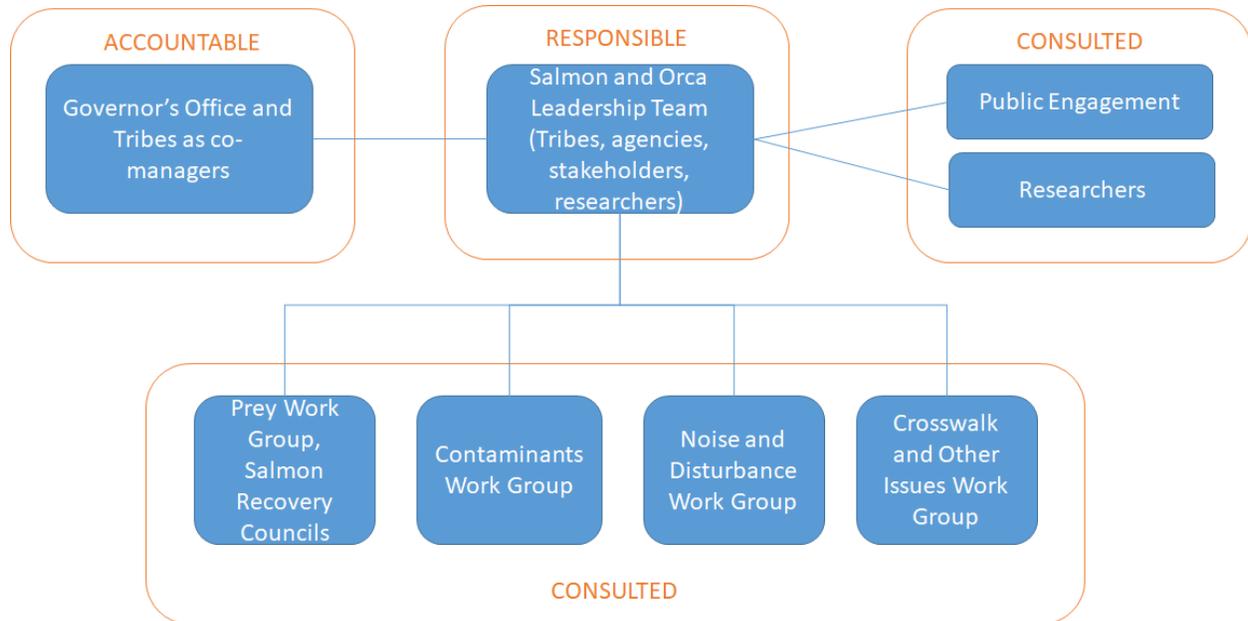
¹ From RACI framework – Responsible, Accountable, Consulted, Informed.

Accountable (or Approver or final approving authority) refers to the one ultimately answerable for the correct and thorough completion of the deliverable or task, the one who ensures the prerequisites of the task are met and who delegates the work to those responsible. In other words, an accountable must sign off (approve) work that responsible provides. There must be only one accountable specified for each task or deliverable.

Consulted refers to those whose opinions are sought, typically *subject matter experts*; and with whom there is two-way communication.

² **Responsible** refers to those who do the work to complete the task. There is at least one role with a participation type of responsible, although others can be delegated to assist in the work required.

Structure and Roles:



Working Groups

Structure:

- Existing Prey and Contaminants working groups continue to source information to the Leadership Team, plus reframe the Vessels work group to be Noise and Disturbance (not limited to just vessels). Use existing structures to the maximum extent with plenty of expertise; these are skilled groups that we should not recreate.
- Add a new work group that addresses crosswalk and “none-of-the-above” issues, climate change, population growth, synergy across work group silos and gaps in that structure.
- Agency-led technical expertise and facilitation are critical. Detailed quarterly updates on progress. Produce annual course-correction recommendations that are written and reviewed by the working groups and provided to the Leadership Team and the public.

Stakeholders & Partners

Role of Tribes	Role of Partner Agencies (State, Federal, International)	Role of the Public
<ul style="list-style-type: none"> • Accountable/approver in co-manager role. 	<ul style="list-style-type: none"> • Responsible for developing Salmon and 	<ul style="list-style-type: none"> • Consulted³: Public engagement brought

³ **Consulted** refers to those whose opinions are sought, typically *subject matter experts*; and with whom there is two-way communication.

- Responsible for developing Salmon and Orca Leadership Team recommendations with stakeholders, agencies and others.
- Consulted as Work Group members, clarifying new work needed.

Orca Leadership Team recommendations with tribes, stakeholders and others.

- Responsible for facilitating working groups.
- Consult role with transboundary organizations.

these issues to the forefront and remains critical; public pressure reminds elected officials and pushes government structures forward.

Funding

- Results WA-style meetings with the governor, Tribes
- Salmon and Orca Leadership Team – Facilitate twice-annual, all-day public meetings. Meeting packets with outputs from working groups. Manage public comment process and compile results.
- Facilitate quarterly or twice-annual meetings for four working groups (the three existing, plus a new one). Half day.
- Manage website communication tools
- Produce more detailed biennial report beginning November 2021, continuing until the population reaches 84 whales by 2028.

Timeline

- November 2019 – January 2020 – transition plan from Orca Recovery Task Force into an interim structure.
- Winter/spring 2020 – form new oversight and accountability Leadership Team. Secure funding through the Legislature.

Benefits & Barriers

Benefits:

- Oversight and accountability – Executive-level attention and engagement are crucial to address this crisis, implement the remaining recommendations, develop new recommendations, monitor progress and adjust tactics. Without executive-level leadership, resident orcas and Chinook salmon are doomed to extinction. Salmon and orcas have been listed for 20 and 15 years, respectively, but we did not galvanize this much action without the leaders in our region setting the table and the public applying pressure.
- Power – It took the breadth of the current task force table to compel actions. Tribes, fishing interests and non-governmental organizations make sure government processes do not revert to business as usual, and agencies bring expertise and structure from existing programs.

- Structure – Hybrid executive and work group structure offers a statewide and transboundary perspective and reflects the importance of salmon runs throughout the state and transboundary issues with Canada.
- Efficiency – Agency-led work group processes continue through existing and refined structures.

Barriers:

- Identifying and maintaining durable funding and attention

Establish an Orca Recovery Office that would report to the Governor or RCO, analogous to the Salmon Recovery Office

Structure

Leadership:

- Executive team chaired or co-chaired by a wildlife biologist with experience in recovering marine mammal populations. Leadership should not be a stakeholder group.

Members:

- Team size should be lean and nimble to facilitate effective, responsive analysis and decision-making.
- One or two leads for each threat (prey abundance, contaminants, vessel impacts, climate change and population growth, new/emerging). Could be working group leads.
- Tribal representatives as Tribes see fit.
- Stakeholder interests represented in working groups, not at the leadership level.

Reporting Structure:

- Report to the governor or RCO; perhaps analogous to the Salmon Recovery Office.
- Goal of structure is to provide executive support as well as continuity between administrations.

Key Goals & Actions:

- Drive and synchronize state actions toward achieving SRKW population recovery goals.
- Prioritize existing recommendations and work with Executive and Legislature to implement.
- Evaluate, update and add new recommendations in response to population status.
- Identify roles and schedules for implementation of each recommendation, especially where authorities or actions overlap. Recommendations treated like projects to be acted on (or not) with roles, schedules, accountabilities and outcomes clearly defined.
- Measure and track progress towards goals, provide transparency and accountability and a mechanism for public engagement.

Working Groups

Structure

- Led (or co-led) by members of the Office.
- Lead is responsible for the work products and driving the process to answer key scientific questions.
- Working groups should be representative and diverse (tribal/public/private).
- Current members should be included for continuity and efficiency. Other members may be added.

Stakeholders & Partners

Role of Tribes	Role of Partner Agencies (State, Federal, International)	Role of the Public
<ul style="list-style-type: none"> • Co-managers. Seats on council and working groups. Others roles depending on tribal input. 	<ul style="list-style-type: none"> • Serve as collaborators and implementers. 	<ul style="list-style-type: none"> • Provide feedback.

Level of Effort/Funding

- Office would be 5 to 7 FTEs (Exec director, leads for each area, public engagement/communications and support).
- Quarterly reports on progress towards goals.
- Technology: Dashboard to show status of recommendations and progress towards goals, provide transparency and accountability.
- Communication and public engagement through dashboard, quarterly reports and quarterly public meetings.
- Stipend for working group member travel.

Timeline

- Executive order to start ASAP, should be in place by end of legislative session or sooner.

Benefits & Barriers

Benefits:

- Focus on orcas is championed and maintained. (Orca recovery includes, but is not the same thing as, salmon recovery.)
- Tribal representation as recommended by Tribes.
- Gold star and accountable guidance for decision-makers.

- Task force work recommendations are implemented and evolve.
- Continued engagement by diverse stakeholders with deep knowledge and experience.
- Informed think tank to brainstorm, create and evaluate solutions.
- Goal is not to duplicate efforts within agencies, but to synchronize towards orca recovery
 - identify gaps and priorities.
- Serve as the gold standard for non-biased information about the orcas.

Barriers:

- Funding
- Time to implement