

April 25, 2007

TO: Oregon Watershed Enhancement Board

FROM: Ken Bierly, Grant Program Manager
Lori Warner-Dickason, Policy Specialist

**SUBJECT: Agenda Item E: 2007-2009 Watershed Council Support Funding
May 15-16, 2007 OWEB Board Meeting**

I. Introduction

On December 15, 2006, OWEB received 60 applications for Watershed Council Support grants requesting a total of \$7.9 million. This report describes the application and review process, funding alternatives, considerations for special situations, and a recommendation for funding the 2007-2009 biennium Watershed Council Support grants.

II. Background

From 1997 through 2001, Watershed Council Support (Council Support) grant applications were accepted, reviewed, and awarded along with applications for other project types. Council Support applications were reviewed based on the scope of work and a description of accomplishments submitted by the applicants. In December 1999, the Governor's Watershed Enhancement Board raised funding to an equivalent of a biennial budget of \$4.1 million for Council Support grants. OWEB later standardized all local groups seeking Council Support to the same two-year grant cycle in order to coincide with the State's budget cycle.

For the 2001-2003 biennium, OWEB accepted Council Support grant applications only once, in November 2000. Applications were still reviewed based on the proposed scope of work and a description of accomplishments submitted by the applicants. Funding was allocated by OWEB region at the same level as the 1999-2001 biennium. While the amount of funding remained the same, the number of groups seeking support grew by four. In regions with no increase in applicants, staff negotiated budget reductions to achieve the regional funding allocation. In the Willamette and Southwest regions, where the number and amount of requests for Council Support had increased, the region's budget allocation was divided equally, except for new applicants who were awarded half-time support. This distribution effectively "thinned the soup" in these two regions.

In January 2001, the Board asked staff to explore options for incorporating geographic and biological values into the process for evaluating and awarding Council Support grants. OWEB also was given a budget note from the 2001 Legislative Joint Ways and Means Natural Resources Subcommittee that stated:

OWEB will report to the 72nd Legislative Assembly on progress developing grant program criteria for Watershed Council Support that emphasizes the following principles: funding

based on performance and accomplishments supporting the Oregon Plan for Salmon and Watersheds; mechanisms ensuring accountability for public funds received; the watershed restoration and species habitat challenges faced by the region in which the council is located; community and local government support for and participation in council activities; and the ability to share staff and consolidate organizational efforts with other watershed councils. Past receipt of Council Support funds should not be a principle consideration as the Board awards future grants.

In response to the direction of the Legislature and Board, staff initiated a rulemaking to move the Council Support grant criteria toward a merit-based approach. As a first step, rule language was adopted by the Board on September 19, 2002, to clarify existing eligibility policies, refine the elements to be addressed by the council work plan, define and narrow eligible expenditures, and establish initial preference criteria. On December 11, 2002, OWEB received 57 Council Support applications requesting \$6.3 million in funding. Applications were reviewed and ranked by an evaluation committee. The rankings resulted in merit category placements, upon which the funding recommendations were based.

A final phase of rule revisions began in the fall of 2003 to more clearly describe the merit criteria to be used in evaluating applications and address problems experienced in applying merit evaluation to the 2003-2005 Council Support applications. In March of 2004, the Board adopted new rules and staff presented updated application and evaluation forms. On December 13, 2004, OWEB received 57 Council Support grant applications requesting \$6.6 million in funding. Funding was awarded on a graduated point scale, using a standard formula, rather than a standard amount by category or a percentage of the funding requested by the applicant. An additional percentage ranging from 15 to 30 percent was awarded to umbrella watershed councils.

III. 2007-2009 Application and Review Process

In March 2006, staff started revising the Council Support review process. Significant changes were made to the application, review criteria, and merit evaluation process. The following sections summarize some of the most significant changes and process outcomes.

A. The Application

The most significant change made to the Council Support application was a reduction in its size. In 2005-2007, completed applications ranged from 30 to 90 pages in length. This required a significant amount of time from applicants to prepare and reviewers to evaluate. Revising the application form resulted in grant applications that were 20 pages or less.

Questions in the 2007-2009 application were designed to address the following eight criteria:

- | | |
|-------------|--|
| Criteria #1 | Organization Make-up and Citizen Involvement |
| Criteria #2 | Organization Improvement Efforts |
| Criteria #3 | Management of the Organization |
| Criteria #4 | Fiscal Management |
| Criteria #5 | Leadership Role in Watershed Activities |
| Criteria #6 | Planning Strategically |
| Criteria #7 | Working Collaboratively |
| Criteria #8 | Accomplishments |

In addition to sections related to each criteria, the application included a section called “special circumstances.” This section provided the opportunity for councils to describe staffing situations and demographic or social issues that influenced their work. The objective of the “special circumstances” section was to provide reviewers with a context for evaluating the accomplishments of each council.

B. Scoring the Applications

The make up of the review team or Council Support Advisory Committee (CSAC), was also revised. The CSAC was made up of 18 members and divided into two teams. Each team was comprised of one person from each of OWEB’s regions and four “statewide” representatives. For a list of CSAC members see Attachment A. The role of the CSAC was to assist OWEB in reviewing applications and developing “consensus scores” for each application.

Consensus scoring was a new addition to the process. After pre-scoring the applications, the CSAC met for facilitated “consensus scoring sessions.” At the sessions, the CSAC teams discussed the applications and sought clarification from OWEB’s Regional Program Representatives (RPRs). The results were consensus scores for each application. Instead of averaging scores from each reviewer, as in 2005-2007, each score represented the consensus of the CSAC team.

The reviewers were asked to focus on the criteria and avoid comparing councils to each other as they scored the applications. The reviewers also considered the level of funding previously received in their evaluation of the accomplishments of each council. Because councils are vastly different with regard to their organization, available resources, geography and other factors, staff felt that this was critical in achieving an equitable process.

After the scoring sessions, staff conducted an extensive review of the comments and scores generated by the CSAC. Minor adjustments were made to the scores to improve consistency between the teams. Minor adjustments to some scores were also made based on field staff knowledge of situations where staff felt the reviewers clearly missed an important aspect of a council’s work.

C. Limitations of the Process

Although many changes were made to improve the application, it was not perfect. Some questions did not have the level of validity staff had hoped for, i.e. the information provided in the question response was not what staff had intended, and although staff tried to simplify the application, some questions were confusing for applicants. To be fair, the reviewers had to rely on what was in the application and there were instances where the information provided in the application did not accurately reflect the council.

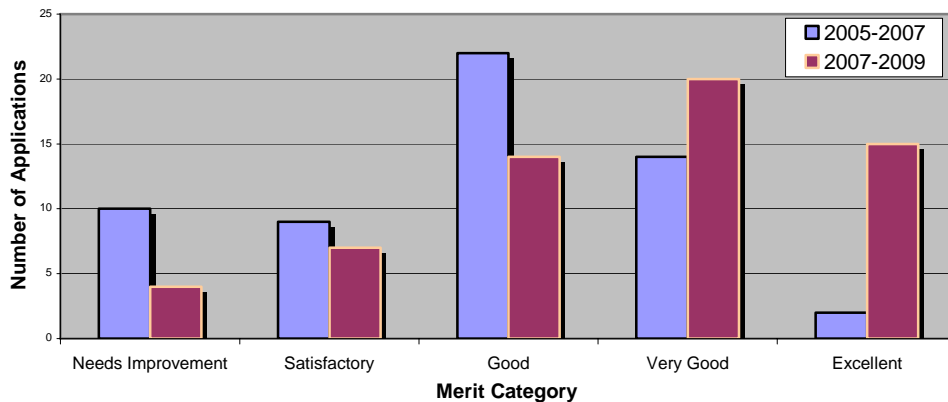
The scoring sessions went very well. The reviewers were very prepared, engaged, and thoughtful in their deliberation of the applications. The two teams were relatively consistent in their evaluation, but they were not as consistent in how the criteria were scored. This was mitigated in part by making minor adjustments to the scores for consistency. However, due to the diversity of councils, scoring will always involve an element of subjectivity.

Generally, staff feel that the review process was sound. Throughout the process, suggestions for improving the application and review process were solicited from applicants and CSAC members. Specific areas of improvement have been identified to make the process less reliant on the skill of the grant writer, increase the relevancy of the information we request in the application, and improve the consistency in the scoring. Staff anticipate that there will be some minor adjustments to the application and process for the 2009-2011 grant cycle.

D. The Final Merit Scores and Evaluations

The merit scores ranged from 52 to 100. Figure 1 shows a comparison between the distribution of merit scores for 2007-2009 and 2005-2007. Scores are generally higher for the 2007-2009 grant cycle than for the 2005-2007 biennium; more than half of the applicants scored 85 or higher. This outcome is a result of the attempts to focus on the criteria, not compare councils to each other, and consideration of the level of funding and special circumstances in the evaluation of a council’s accomplishments. One of the objectives in revising the process was to minimize the effects of regional and demographic differences and allow for differences in how these community organizations operate.

Figure 1
Council Support Merit Score Distribution
2005-2007 and 2007-2009 Grant Cycles



Staff prepared written summaries of the evaluation by the CSAC. Copies were sent to Board members and applicants on April 11, 2007. Applicants have until 5:00 p.m., Friday, May 4, 2007, to submit comments on their evaluations. A packet of response letters will then be sent to the Board before the May 15-16 meeting. Staff will not recommend changes to individual grant awards at the May 2007 meeting based on applicant responses to the written comments.

IV. Individual Grant Awards

The current rules governing Council Support [OAR 695-040-0060 (4)] state that individual Council Support grant awards will be based on four factors:

- (a) An applicant’s merit category.
- (b) Whether the applicant is an umbrella watershed council as defined in OAR 695-040-0020(4).

(c) Whether the applicant is two or more watershed councils serving unique geographic areas in a single Watershed Council Support grant where the application demonstrates operational economies of scale over two separate grant applications.

(d) Available funding.

The following sections discuss how each of the factors were used in establishing individual award amounts.

A. Applicant's Merit Category

Once the final merit scores were determined, the next step was to develop an approach to determining base awards that would provide the greatest benefit to the greatest number of applicants, while remaining true to the merit-based review concept. Staff developed three approaches to determine base awards: a "merit point" approach, three merit categories, and five merit categories. All three approaches were discussed with members of the Council Support Board Subcommittee at a meeting in Portland on April 3, 2007, and with OWEB's RPRs. Below is a discussion of the three approaches that were considered.

1. Merit Point

For the "merit point" approach, dollar amounts are assigned to each council based on a standard formula; the total Board award divided by the total of all scores, yielding a per-point dollar amount, which is multiplied by each council's merit score. For example, at the \$5 million funding level, scores would be multiplied by \$950. For a council score of 100, this would translate to an individual award of \$95,000.

The "merit point" approach was used for the 2005-2007 awards. The advantage of this approach is that it most closely reflects a true merit system. The disadvantage is that for every point difference in merit score, there is a significant difference in base award amount. Some staff and Board Subcommittee members thought that the process to determine the merit scores was not sensitive enough to justify using the "merit point" approach.

2. Three Categories

Staff and the Board Subcommittee also considered grouping the merit scores into three categories, "Excellent," "Good," and "Needs Improvement." When three categories are created, a wide range of scores are included in each category. Creation of the base award by averaging the scores within each category results in relatively large differences between categories. For example, at the \$5 million funding level, the award amount for the "Excellent" category is about \$17,000 higher than that for the "Good" category.

The three category approach significantly reduces the award amounts for the highest scorers within each group when compared to the "merit point" approach. Some staff and Board Subcommittee members thought the broad categories did not go far enough to distinguish the high scorers or to establish "merit." Advocates of this approach thought that given the differences in councils and the sensitivity of the scoring process, the three category approach was the most defensible.

3. Five Categories

The third approach was to create five categories, “Excellent,” “Very Good,” “Good,” “Satisfactory,” and “Needs Improvement.” The five category approach results in less difference between adjacent categories and higher award amounts for the highest scorers within each group. For example, at the \$5 million funding level, the award amount established for the “Excellent” category is only about \$10,000 higher than the “Very Good” category. Also, the highest scorers in the “Excellent” category receive only about \$2,000 less than they would in the “merit point” approach. Staff and the Board Subcommittee thought that the five category approach represented a compromise that balances the need to demonstrate merit with the level of sensitivity of the scoring process.

After much deliberation, staff and the Board Subcommittee decided to present the five category approach to the Board as part of the funding recommendation.

B. Umbrella Watershed Councils

As defined in OAR 695-040-0020(4), umbrella watershed councils include (a) those that provide support and coordination for at least three watershed groups or councils, have a coordinating council, shared staff, and a single Council Support grant; and (b) those that provide service to a watershed area containing three or more 4th-field hydrologic units.

Staff identified five type (a) umbrella councils, six type (b) umbrella councils, and two type (a and b) councils. Staff seek to have the Board award additional funds to all umbrella councils, *above the base award*, allocated by the Board. Staff recommend that the type “a,” “b,” and “a and b” umbrella councils receive an additional 18, 9 and 22 percent, respectively, of their base award. This amount is commensurate with the umbrella awards for 2005-2007.

C. Two or More Watershed Councils - Single Application

This factor was established to allow flexibility to award additional funding to a few isolated cases where two or more distinct watershed councils that had historically submitted a single application for Council Support were now (by the 2004 rules) prohibited from applying separately. Historically, these councils had shared staff and other resources during the council formation and early development stages, but as each council evolved, the citizen involvement, council organization and project management tasks became too significant for a single organizational structure and coordinator. Staff have not recommended additional funds for this factor, in part because the situations it was developed to address have been resolved by applicants either qualifying for the umbrella council factor because of additional partnerships, or because of approved requests to the Board to apply independently.

D. Available funding

At the time of writing this staff report, the Legislature has yet to take action on OWEB’s budget. As a result, we do not know what the final legislative decision will be with respect to funding watershed councils in the 2007-2009 agency budget. The funding level proposed for Watershed Council Support in the Governor’s Recommended Budget (GRB) is \$4,058,879. The GRB also contained narrative recognizing the Board’s authority to increase Council Support funding beyond the amount recommended by the Governor. The narrative also encouraged the Board to maintain funding parity between watershed councils and soil and water conservation districts. A budget proposed by the co-chairs of the Joint Ways and Means committee proposes funding councils at the same level as the GRB.

Until the OWEB budget is adopted by the Legislature, we will not know with certainty the total amount of funding that will be legislatively appropriated for councils. Also unclear is the total amount of non-capital funds that will be available for grant program purposes. A better understanding of available funds in the 2007-2009 budget will provide important context for the Board in making key funding decisions. At this time, it is not known whether the Legislature will take action on the OWEB budget before the May Board meeting. Staff will provide a budget update at the meeting.

V. Funding Alternatives

Given the current status of OWEB's 2007-2009 budget, staff have developed four funding alternatives using the five category approach described above. Funding alternatives at \$4 million, \$5 million, \$5.5 million, and \$6 million are shown in Attachment B. The attachment also includes the individual Council Support awards for the 2005-2007 biennium as well as the amount requested by each council.

For the current biennium (2005-2007), the Board awarded just under \$4.5 million for Council Support, with an average award of approximately \$74,000. The majority of Council Support funds are used for coordinator salary, with other eligible costs (rent, utilities, travel operations, and fiscal administration). It is clear that \$74,000 over a two-year period is not sufficient to provide what most watershed councils need to effectively operate. This biennium, 47 percent received less than \$74,000.

How have the councils fared under the current level of funding of \$4.5 million? Some councils, who have been very successful in leveraging OWEB Council Support funds, have continued to do very well. Many have struggled.

During the first 18 months of this biennium, at least 17 watershed councils did not have enough funding to employ full-time staff. At least 16 councils experienced staff turnover, which may be related to the levels of and uncertainties about funding. Another 12 councils experienced unexpected temporary layoffs and/or reductions in coordinator hours due to funding shortfalls. Those councils that were able to employ a full-time coordinator did so by supplementing their operations with project management dollars through OWEB capital restoration grants. The effect for some councils has been a shift in attention from capacity and community building to implementing restoration projects. Without the attention to capacity building, there is a higher incidence of volunteer and Board member burnout, a reduction in education and outreach and a dwindling community presence. This was reported as a significant setback for many councils and one that will be difficult to recover from.

At the \$4 million level, the average award would be approximately \$66,000, which is about \$8,000 less than the average award in 2005-2007. Forty-nine watershed councils would receive less than they did in 2005-2007. Those councils who have in past biennia ranked high and received the largest awards are most impacted at this funding level, because more councils have scored better this cycle and the limited funds are divided more equitably.

The \$6 million level represents a 33 percent increase over the \$4.5 million the Board was able to allocate for 2005-2007 Council Support. The average award would be \$100,002. This amount would greatly increase council ability to retain qualified staff, which is essential for the long-term viability of these local groups.

OWEB recognizes that it has neither the ability, nor the obligation, to fully support all watershed groups. The agency does, however, have an opportunity to make a serious investment in local capacity so that watershed groups can effectively build their organizations to sustain themselves beyond 2014.

VI. Special Funding Considerations

In addition to the funding alternatives discussed above, there are a couple of special situations that warrant Board attention.

A. Councils in the “Needs Improvement” Category

Every biennium, we are faced with a handful of watershed councils that demonstrate poor performance based on the merit criteria. In the last two biennia, the Board has opted to award some level of funding to all applicants, even if the merit score resulted in a low funding award.

The Board could establish a merit threshold below which the Board may approve an alternative funding scenario. The advantages of establishing a merit threshold are:

- It sends a clear message to the Legislature that OWEB is committed to accountability.
- It sends a clear message to councils that funding is not automatic and may provide an impetus for needed change.
- It could be used to reinforce the framework for merit and provide a target for councils to work toward.

Based on review of the distribution of merit scores for the past two biennia, it appears that a significant break in the distribution of scores has consistently occurred around 60 percent of the highest score. The resulting funding award at this level has been relatively nominal (\$60,000 or less). Staff feel that a merit threshold of 60 is reasonable and has used that score to establish the “Needs Improvement” category. Four watershed councils fall into this merit category.

There are a couple of ways that the Board could use the merit threshold to make funding awards for those councils that fall in the “Needs Improvement” category. The first option is to not provide any funding to those councils that do not meet the merit threshold (no fund). Another option is to award funding, but direct staff to release the funds when certain performance benchmarks are met (provisional funding).

1. No Funding

There has been much discussion among staff and the Board Subcommittee around whether the lowest-ranked applicants should receive any funds. The awards at the low funding level are so small as to be potentially useless to those applicants. Also, some felt that the funds would be better spent by being distributed among the better performing applicants.

Others felt that zeroing an applicant might mean permanent demise for a council. In the past, some poorly performing applicants who received limited OWEB Council Support managed to turn themselves around and become solid performers. Also, a nominal amount of funding may provide for delivery of some watershed services, such as

community presentations, which have value. Staff and Board Subcommittee members who do not support the “no fund” option argue for greater attention to poorly performing applicants, rather than cutting them off altogether.

2. Provisional Funding

The notion of providing provisional funding has also been discussed. Under this option, half of the award would be dispersed the first year. The other half would be dispersed after certain performance benchmarks, based on an improvement plan, are met. Since OWEB does not “regulate” watershed council operations, the improvement plan should be developed by the council and mutually agreed upon by staff. Staff believe that there may also be a role for a “mentoring council” or the Network of Oregon Watershed Councils to assist councils in developing their improvement plan and reaching their performance benchmarks.

Staff and the Board subcommittee agreed that provisional funding for one biennium is appropriate, with the potential use of the “no fund” option in the following biennium if performance benchmarks are not met.

B. New Watershed Councils

One new watershed council, The Greater Oregon City Watershed Council (GOCWC), applied for council support this cycle. GOCWC was formed in 2004. The watershed includes two small tributaries to the Willamette River. The council rated in the “Needs Improvement” category. However, reviewers felt that this is highly correlated to their stage of development.

The Board adopted a funding principle in 2003 to limit awards for new watershed council applicants to \$37,500, regardless of merit. Staff and the Board Subcommittee believe that an award of \$37,500 is appropriate in this circumstance.

VII. Recommendation

Staff recognize that previous funding levels for Watershed Council Support have not provided sufficient resources to allow many councils to deliver sustainable and effective levels of watershed services to their communities. The work of watershed councils is critical to the success of OWEB objectives to promote and implement voluntary cooperative conservation actions. We strongly believe increasing the capacity of councils will have direct and positive benefits to further OWEB goals throughout the state. That said, it is staff’s desire to increase funding for watershed councils to the highest practicable level—ideally \$6 million. However, because of uncertainty over the final outcome of the OWEB budget for next biennium, staff do not believe taking action to fund councils at this level would be prudent at this time.

Pending a final decision on OWEB’s budget, staff recommend the Board approve funding for councils at the \$4,058,879 level proposed by the GRB and Co-Chairs’ budgets. Staff further recommend that the Board meet again, by conference call, soon after the final OWEB budget is adopted by the Legislature. At that time, the Board will have a clearer understanding of the availability of non-capital funding for the 2007-2009 biennium and can consider additional funding options for council support. Staff anticipate the conference call will take place in early July.

Regardless of when OWEB's budget is passed, grant agreements will be written to be effective starting July 1, 2007.

Staff and the Board Subcommittee recommend:

1. The Board adopt the creation of five base award categories: "Excellent," "Very Good," "Good," "Satisfactory," and "Needs Improvement."
2. The Board award umbrella watershed councils an additional amount of 18, nine and 22 percent of the base award for "a," "b," and "a/b" type umbrella watershed councils, respectively.
3. The Board direct staff to provide provisional funds to watershed councils in the "Needs Improvement" merit category.
4. The Board adopt the \$4,058,879 funding level for Council Support.
5. The Board meet via conference call to further consider Council Support after final passage of OWEB's budget.

Attachments

- A. Council Support Advisory Committee Members
- B. Council Support Proposed Funding Awards

Council Support Advisory Committee Members

Team 1

Debbie Pickering	OWEB Region 1	The Nature Conservancy
Brian Barr	OWEB Region 2	National Center for Conservation, Science & Policy
Ed Emrich	OWEB Region 3	City of Salem/Public Works
John Merwin	OWEB Region 4	Upper Chewaucan WSC
Tom Straughan	OWEB Region 5	Oregon Department of Agriculture
Mike Powers	Statewide	Oregon Department of Agriculture
Dave Ross	Statewide	US Fish/Wildlife Service
Jason Dedrick	Statewide	City of Eugene/Planning
Mitch Wolgamott	Statewide	DEQ/Pendleton

Team 2

John Sanchez	OWEB Region 1	US Forestry Service
Bobbi Lindberg	OWEB Region 2	DEQ
Stephanie Page	OWEB Region 3	Oregon Department of Agriculture
Mike Connelly	OWEB Region 4	Klamath Basin Ecosystem Foundation
Ken Diebel	OWEB Region 5	Oregon Department of Agriculture
Alan Henning	Statewide	Environmental Protection Agency
Sam Chan	Statewide	OSU-Extension
Cassandra Moseley	Statewide	Ecosystem Workforce Program
Chuck Korson	Statewide	Bureau of Reclamation-MP Region

Council Support Proposed Awards for Four Funding Levels

App #	Applicant	4 million	5 million	5.5 million	6 million	Requested	2005-2007
208-010	Coos Watershed Association	\$ 75,500	\$ 96,000	\$ 104,000	\$ 114,000	\$ 126,344	\$ 90,794
208-041	Crooked River WSC (b)	\$ 82,295	\$ 104,640	\$ 113,360	\$ 124,260	\$ 154,245	\$ 96,453
208-049	Grande Ronde Model WS (b)	\$ 82,295	\$ 104,640	\$ 113,360	\$ 124,260	\$ 196,205	\$ 89,421
208-043	Hood River WS Group	\$ 75,500	\$ 94,100	\$ 94,100	\$ 94,100	\$ 94,100	\$ 88,602
208-026	Johnson Creek WSC	\$ 75,500	\$ 96,000	\$ 104,000	\$ 114,000	\$ 155,343	\$ 98,755
208-027	Long Tom WSC	\$ 75,500	\$ 96,000	\$ 104,000	\$ 114,000	\$ 143,638	\$ 96,447
208-028	Marys River WSC	\$ 75,500	\$ 96,000	\$ 104,000	\$ 114,000	\$ 158,707	\$ 74,910
208-038	McKenzie WSC	\$ 75,500	\$ 96,000	\$ 104,000	\$ 114,000	\$ 131,645	\$ 83,678
208-003	Midcoast (a)	\$ 89,090	\$ 113,280	\$ 122,720	\$ 134,520	\$ 179,520	\$ 115,783
208-004	Nehalem WSC (a)	\$ 89,090	\$ 113,280	\$ 122,720	\$ 134,520	\$ 139,072	\$ 100,185
208-016	Southcoast (a)	\$ 89,090	\$ 113,280	\$ 122,720	\$ 134,520	\$ 155,700	\$ 119,784
208-017	Tenmile Lakes Basin Partnership	\$ 75,500	\$ 96,000	\$ 97,980	\$ 97,980	\$ 97,980	\$ 77,642
208-047	Upper Deschutes WSC	\$ 75,500	\$ 96,000	\$ 104,000	\$ 114,000	\$ 187,800	\$ 90,910
208-054	Walla Walla Basin WSC	\$ 75,500	\$ 96,000	\$ 104,000	\$ 114,000	\$ 126,799	\$ 89,525
208-039	Yamhill Basin WSC	\$ 75,500	\$ 96,000	\$ 104,000	\$ 114,000	\$ 115,050	\$ 66,682
208-008	Applegate River WSC	\$ 67,500	\$ 86,000	\$ 96,000	\$ 104,000	\$ 186,342	\$ 92,063
208-022	Calapooia WSC	\$ 67,500	\$ 86,000	\$ 96,000	\$ 104,000	\$ 115,214	\$ 86,295
208-023	Clackamas River Basin Council	\$ 67,500	\$ 86,000	\$ 96,000	\$ 104,000	\$ 212,957	\$ 82,912
208-024	Coast Fork Willamette WSC	\$ 67,500	\$ 86,000	\$ 93,462	\$ 93,462	\$ 93,462	\$ 35,595
208-025	Columbia Slough WSC	\$ 67,500	\$ 86,000	\$ 96,000	\$ 104,000	\$ 131,632	\$ 86,987
208-011	Coquille Watershed Association	\$ 67,500	\$ 86,000	\$ 96,000	\$ 104,000	\$ 157,698	\$ 69,991
208-012	Illinois Valley WSC	\$ 67,500	\$ 86,000	\$ 96,000	\$ 99,211	\$ 99,211	\$ 47,762
208-045	Lake County WSC (a)	\$ 79,650	\$ 101,480	\$ 113,280	\$ 122,720	\$ 129,200	\$ 65,376
208-014	Lower Rogue WSC	\$ 67,500	\$ 86,000	\$ 94,331	\$ 94,331	\$ 94,331	\$ 83,295
208-058	Luckiamute WSC	\$ 67,500	\$ 86,000	\$ 96,000	\$ 104,000	\$ 205,260	\$ 32,400
208-029	Middle Fork Willamette WSC	\$ 67,500	\$ 86,000	\$ 96,000	\$ 104,000	\$ 164,220	\$ 72,335
208-015	Middle Rogue WSC	\$ 67,500	\$ 86,000	\$ 96,000	\$ 104,000	\$ 110,616	\$ 84,910
208-001	North Coast WSC (a)	\$ 79,650	\$ 101,480	\$ 113,280	\$ 122,720	\$ 134,096	\$ 95,386
208-056	Owyhee WSC (b)	\$ 73,575	\$ 93,740	\$ 104,640	\$ 113,360	\$ 130,900	\$ 101,300
208-018	Partnership for the Umpqua (b)	\$ 73,575	\$ 93,740	\$ 104,640	\$ 113,360	\$ 142,370	\$ 105,607
208-034	Sandy River Basin WSC	\$ 67,500	\$ 86,000	\$ 96,000	\$ 104,000	\$ 108,056	\$ 89,064
208-035	Scappoose Bay WSC	\$ 67,500	\$ 86,000	\$ 96,000	\$ 104,000	\$ 105,115	\$ 89,756
208-06	Siuslaw WSC	\$ 67,500	\$ 86,000	\$ 96,000	\$ 104,000	\$ 172,780	\$ 83,526
208-007	Tillamook Bay WSC	\$ 67,500	\$ 86,000	\$ 96,000	\$ 104,000	\$ 127,007	\$ 82,026
208-037	Tualatin River WSC	\$ 67,500	\$ 86,000	\$ 96,000	\$ 104,000	\$ 108,912	\$ 83,180
208-009	Bear Creek WSC	\$ 61,000	\$ 76,000	\$ 83,000	\$ 91,880	\$ 91,880	\$ 73,951
208-021	Elk Creek WSC	\$ 61,000	\$ 76,000	\$ 83,000	\$ 94,000	\$ 96,800	\$ 12,500
208-050	Harney County WSC (b)	\$ 66,490	\$ 82,840	\$ 84,282	\$ 84,282	\$ 84,282	\$ 67,265
208-040	Klamath WSC (a/b)	\$ 74,420	\$ 92,720	\$ 101,260	\$ 114,680	\$ 244,294	\$ 99,522
208-002	Lower Columbia River WSC	\$ 61,000	\$ 76,000	\$ 77,820	\$ 77,820	\$ 77,820	\$ 76,890
208-051	Malheur WSC (a/b)	\$ 74,420	\$ 92,720	\$ 101,260	\$ 114,680	\$ 136,121	\$ 88,669
208-052	North Fork John Day WSC	\$ 61,000	\$ 76,000	\$ 83,000	\$ 94,000	\$ 136,560	\$ 81,449
208-030	North Santiam WSC	\$ 61,000	\$ 76,000	\$ 83,000	\$ 94,000	\$ 152,733	\$ 77,642
208-057	Powder Basin WSC (b)	\$ 66,490	\$ 82,840	\$ 90,470	\$ 102,460	\$ 121,906	\$ 49,620
208-032	Rickreall & Glenn-Gibson Cr WSCs	\$ 61,000	\$ 76,000	\$ 83,000	\$ 94,000	\$ 132,500	\$ 76,009
208-020	Seven Basins WSC	\$ 61,000	\$ 76,000	\$ 83,000	\$ 94,000	\$ 119,240	\$ 41,417
208-036	South Santiam WSC	\$ 61,000	\$ 76,000	\$ 83,000	\$ 94,000	\$ 132,500	\$ 68,759
208-053	Umatilla Basin WSC	\$ 61,000	\$ 76,000	\$ 83,000	\$ 94,000	\$ 101,227	\$ 64,297
208-048	Wasco Area WSCs	\$ 61,000	\$ 76,000	\$ 83,000	\$ 94,000	\$ 121,934	\$ 62,068
208-013	Little Butte Creek WSC	\$ 52,000	\$ 63,000	\$ 70,500	\$ 80,000	\$ 92,840	\$ 55,529
208-044	Middle Deschutes WS Councils	\$ 52,000	\$ 63,000	\$ 70,500	\$ 80,000	\$ 140,408	\$ 66,452
208-005	Nestucca-Neskowin WSC	\$ 52,000	\$ 63,000	\$ 70,500	\$ 80,000	\$ 117,816	\$ 37,494
208-031	Pudding River WSC	\$ 52,000	\$ 63,000	\$ 70,500	\$ 80,000	\$ 162,129	\$ 62,298
208-046	Sherman County WS Councils	\$ 52,000	\$ 63,000	\$ 70,500	\$ 80,000	\$ 120,072	\$ 63,914
208-019	Upper Rogue WS Assn	\$ 52,000	\$ 63,000	\$ 70,500	\$ 80,000	\$ 90,547	\$ 73,835
208-055	Wheeler County WS Groups	\$ 52,000	\$ 63,000	\$ 70,500	\$ 80,000	\$ 132,612	\$ 70,143
208-042	Gilliam-East John Day WSC	\$ 43,000	\$ 50,250	\$ 60,000	\$ 63,470	\$ 63,470	\$ 51,375
208-059	Greater Oregon City WSC	\$ 37,500	\$ 37,500	\$ 37,500	\$ 37,500	\$ 39,280	\$ -
208-033	Salem Keizer WSCs	\$ 43,000	\$ 50,250	\$ 60,000	\$ 67,000	\$ 75,000	\$ 52,261
208-060	Smith River WSC	\$ 43,000	\$ 50,250	\$ 60,000	\$ 67,000	\$ 131,985	\$ 10,500
Average		\$ 66,594	\$ 83,567	\$ 91,661	\$ 100,002	\$ 130,125	\$ 73,887
Total		\$ 3,995,630	\$ 5,014,030	\$ 5,499,685	\$ 6,000,096	\$ 7,807,483	\$ 4,433,196

Excellent

Very Good

Good

Satisfactory

Needs Improvement

(a), (b) or (a/b) next to the applicant name, indicates an umbrella council.
The award amounts include the umbrella awards of 0.18, 0.09 and 0.22 times
the base award for type (a), (b) and (a/b) umbrellas, respectively.
Amounts in red were adjusted to the requested amount or amount recommended by staff.