Acknowledgements

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Executive Summary

The Salish Sea Stewards is a program of the Skagit County Marine Resources Committee (MRC) designed to develop a cadre of well-informed citizens committed to volunteering their time to improve the marine resources of Skagit County. After a ten-week training course, volunteers are expected to donate time to MRC projects in need of volunteers as well as to projects of other partner organizations working on marine conservation in the county. Since 2012, program volunteers have donated over 30,000 hours to projects benefiting Skagit County marine resources.

In 2019, the program Planning Committee undertook a future planning process to evaluate the effectiveness of the program to current volunteers and to develop a new vision and structure for management and coordination of the Salish Sea Stewards Program. The process included three steps: a needs assessment survey, an in-person workshop, and development of a restructuring plan. This report summarizes results of the online needs assessment and in-person workshop and outlines recommended options for future program management.

Report recommendations relate to the program coordinator position, the program training, the program Planning Committee, and program fundraising. The report recommends that the program coordinator position and job duties be integrated into a position at the Padilla Bay Reserve or that an internship position be developed within Skagit County to execute the program coordinator duties. The training should remain much the same but should be shifted to begin earlier in the year to avoid conflicts with other spring training in the County. The Planning Committee structure should be modified to include more volunteers and partner organizations and the Committee’s role should be clarified. The Skagit MRC should continue to provide the bulk of the program funding. The report further recommends that additional funding be sought through training fees, sponsorships, and an annual campaign.
Introduction and background

The Salish Sea Stewards is a program of the Skagit County Marine Resources Committee (MRC) designed to develop a cadre of well-informed citizens committed to volunteering their time to improve the marine resources of Skagit County. Volunteers are expected to donate time to MRC projects in need of volunteers as well as to projects of other partner organizations working on marine conservation in the county. Since 2012, program volunteers have donated over 30,000 hours to projects benefiting Skagit County marine resources.

The program includes an introductory training program involving attendance at ten four-hour classes held in spring. Class curriculum covers important marine conservation issues, including natural history, stressors, resource management, and scientific research and monitoring. Many citizen science projects are featured during the training and opportunities are provided to the trainees to engage with a wide variety of programs in the area. After the training, volunteers are supported in their work by a program coordinator who assists with communications, volunteer recruitment, and partner engagement. Volunteers generally choose which program they want to work for. Any specific necessary training needed for volunteering is provided by the partner organization, rather than by the Salish Sea Stewards Program.

The program operates under the supervision of the Salish Sea Stewards Planning Committee, comprised of members of the Skagit Marine MRC, Friends of Skagit Beaches and program volunteers. In 2019, the program Planning Committee undertook a future planning process to evaluate the effectiveness of the program to current volunteers and to develop a new vision and structure for management and coordination of the Salish Sea Stewards Program. The process included three steps: a needs assessment survey, an in-person workshop, and development of a restructuring plan. The Northwest Straits Foundation hired Natural Resources Consultants to lead the project in coordination with the Salish Sea Stewards Planning Committee. The tasks of the contract with Natural Resources Consultants included:

- Coordination with the Salish Sea Stewards Planning Committee;
- Execution of an online needs assessment survey;
- Execution of an in-person workshop; and
- Development of a refined management plan for the Salish Sea Stewards Program.

This report summarizes results of the online needs assessment and in-person workshop and outlines recommended options for future program management.

Volunteer Needs Assessment Survey

The volunteer needs assessment survey was developed and distributed through an online survey service (Survey Monkey) in May 2019. The survey was disseminated to the Salish Sea Stewards active volunteer Mailchimp list, which has 192 subscribers. A reminder was sent one week after the initial survey email was sent. The deadline for responding to the
The survey included 15 questions that could be answered through multiple choice or short comment answers. There were also questions that asked volunteers to rank by order of importance certain variables. See Table 1 for questions.

<table>
<thead>
<tr>
<th>Question</th>
<th>Type of Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1: Which year did you graduate from Salish Sea Stewards or Skagit Beach Watchers?</td>
<td>Multiple choice</td>
</tr>
<tr>
<td>Q2: In an average month, how many hours do you volunteer your time to marine conservation projects?</td>
<td>Multiple choice</td>
</tr>
<tr>
<td>Q3: For which programs do you volunteer?</td>
<td>Multiple choice</td>
</tr>
<tr>
<td>Q4: How important is it to you to have the Salish Sea Stewards Program as a central hub for your volunteer engagement and continuing education?</td>
<td>Scale</td>
</tr>
<tr>
<td>Q5: How important is it to you to have a central location where the Salish Sea Stewards volunteer coordinator is located?</td>
<td>Scale</td>
</tr>
<tr>
<td>Q6: Please rank by importance the services that the Salish Sea Stewards program provides to you.</td>
<td>Ranked options</td>
</tr>
<tr>
<td>Q7. How important was the training to get you involved in volunteering?</td>
<td>Scale</td>
</tr>
<tr>
<td>Q8: Please rank by importance the what the Salish Sea Stewards program can do to help you to continue being motivated for volunteering?</td>
<td>Rank options</td>
</tr>
<tr>
<td>Q9. Please rank by importance how you find out about volunteer opportunities?</td>
<td>Rank options</td>
</tr>
<tr>
<td>Q10. What ideas do you have for reducing costs of the program?</td>
<td>Multiple choice</td>
</tr>
<tr>
<td>Q11. What sources of funding make sense to help pay for the program?</td>
<td>Choose all that apply</td>
</tr>
<tr>
<td>Q12: Communications Would you consider volunteering for the task for a year at a time?</td>
<td>Yes/No</td>
</tr>
<tr>
<td>Q13: Community Building Would you consider volunteering for the task?</td>
<td>Yes/No</td>
</tr>
<tr>
<td>Q14: Volunteer support and opportunity coordination Would you consider volunteering for the task for a year at a time?</td>
<td>Yes/No</td>
</tr>
<tr>
<td>Q15: Training Would you consider volunteering for the task (a year at a time or per class as indicated)?</td>
<td>Yes/No</td>
</tr>
</tbody>
</table>

Forty (40) responses were received to the Volunteer Needs Assessment sent out via Survey Monkey.

The survey showed that most volunteers (76.92%) volunteer for citizen science projects, indicating that field work is the preferred activity. A minority of respondents (30.77%) volunteered for program planning activities. Respondents generally agreed that having the Salish Sea Stewards Program as a central hub for their volunteering activities was important. The training was identified as Very Important for getting respondents involved in volunteering by most of the respondents.
Most respondents ranked all activities performed by the program as equally important with the exception that most respondents ranked organizing social events as least important. Providing interesting volunteer opportunities was ranked first (54.29%) as most the most important thing the program can do to keep volunteers motivated followed by organizing continuing education events (27.03%). Providing formal recognition was consistently ranked last (50.00%).

Survey responses reaffirmed the value of the bi-monthly WAVE newsletter to inform volunteers about volunteering opportunities.

The majority of respondents chose grants (82.86%, fee for training (71.43%), corporate sponsorships (68.57%), and annual campaigns (51.43%) as likely sources of program funding. A fundraising event was offered as an alternative idea.

Most respondents did not choose the options provided for reducing costs (reducing length of training, have volunteers take on more of the tasks of the raining, reduce volunteer coordination support). Instead, half the respondents provided other ideas. These ideas included:

- Consider requiring a certain amount of volunteer hours to support administration of the program from trained volunteers.
- Get AmeriCorps volunteer support
- Consider transitioning program coordination to Padilla Bay, which could provide the AmeriCorps support
- Do training in phased segments over a period of time
- Ask groups that benefit from the program to provide support
- Have previous grads participate in hosting, setting up and taking down rooms presents a unity and is welcoming to new participants
- Find partner organizations to help host different components of the program and tasks

Respondents were clear in their unwillingness to volunteer for communications tasks, with most answering ‘No’ to all four task options. They were more willing to consider helping with coordinating quarterly social events, with most respondents answering ‘Yes’ or ‘Maybe.’ Most respondents answered ‘No’ to helping with volunteer support. To help with the training, respondents were generally willing to take on hospitality tasks but less willing to help with other task options.

The results of the survey indicate that the program is meeting the needs of most respondents. Responses suggest that the program is already utilizing volunteers for appropriate tasks, such as training hospitality, but that volunteers would prefer to work in the field than do administrative tasks. Responses also indicate that respondents support charging a fee for the training and raising funds through an annual campaign. Respondents do not see obvious ways to reduce the cost of the program.

A full report of the Needs Assessment responses is included in Appendix 7.
In-Person Planning Workshop

Workshop Planning
To ensure the planning workshop helped to inform the future planning for the Salish Sea Stewards Program, a detailed process agenda was developed to guide workshop discussions activities. This process agenda was vetted by the program Planning Committee and included utilizing handouts to guide working group discussions. See Appendix 1.

Additionally, NRC identified four programs similar to the Salish Sea Stewards whose management structures could serve as comparisons and inspiration during the workshop: North Sound Stewards, Sound Water Stewards, Snohomish County WSU Beach Watchers, and Jefferson County WSU Beach Naturalists. Coordinators for these programs were interviewed by NRC prior to the workshop and they were asked to provide a short, pre-recorded PowerPoint to be viewed by workshop participants prior to the workshop. Each coordinator was also invited to the workshop. Pre-recorded PowerPoint presentations were provided by the Sound Water Stewards and the Jefferson County WSU Beach Naturalists. Information about all four programs was summarized in a program comparison handout for review and discussion during the workshop.

To achieve the meeting objectives, the one-day workshop featured a small number of presentations of background information. The focus of the day was on interactive working groups sessions and group discussions. The flow of the workshop was managed adaptively and adjustments to the process agenda were made continually throughout the workshop in response to participants’ engagement and working group results. Major adjustments are noted in the summaries below.

The Objectives of the workshop were to:

- Reinforce the Salish Sea Stewards program community.
- Hear ideas about how to improve the program for the volunteers and partners.
- Gauge interest in engaging volunteers in more program administration tasks.
- Give people an opportunity to help the program.
- Gather ideas about how to pay for the program

The following people were invited:

- Salish Sea Stewards volunteers
- Partner program representatives
- Coordinators of other similar programs
- MRC members
- Northwest Straits Initiative staff

Workshop execution
The planning workshop was held Thursday, June 13, from 9AM to 5PM at the Padilla Bay Reserve. Twenty-eight (28) people attended, mostly Salish Sea Stewards volunteers. Some partners also attended, including representatives from the Northwest Straits Commission,
the Northwest Straits Foundation, and the Sound Water Stewards. The chair of the Clallam County MRC also attended. See Appendix 2 for attendance list.

After introductions and ice-breaker exercises, Pete Haase gave an overview of program history and how the program is currently funded and managed. Subsequently, Joan Drinkwin provided information about similar programs featured in a program comparison handout. See Appendix 3. Salish Sea Stewards program budget fell within the mid-range of program budgets. Programs with larger budgets also engaged volunteers more in administration while also employing more staff. It was difficult to compare some aspects of each program due to the difference in management structure. For example, it was difficult to calculate the value of support provided by third party supporting organizations, such R E Sources and Jefferson County WSU Extension.

Activity 1

For the first working group, participants were randomly divided into four working groups. Each working group included a facilitator responsible for taking notes on a pre-printed sheet of questions. The working groups were asked to answer the following questions:

**What works really well about the Salish Sea Stewards Program?**

**What doesn’t work really well about the program?**

**What can be done to improve those identified weaknesses?**

The group was brought back into plenary and answers discussed in each working group were recorded on flipcharts. See Appendix 4 for flipchart notes from this activity.

In general, the training was perceived as excellent and few changes were recommended to it. Likewise, the WAVE newsletter was identified as something that worked really well. The program was seen as a vehicle for community building and a great way for newcomers to get engaged in the community and learn about the Salish Sea. Participants also noted that the program is seen as a real asset by partner organizations.

The frequent name, staffing and structure changes in program coordination were identified as weaknesses of the program, as was the limited capacity for volunteer coordination. The lack of feedback from partners on data collected during citizen science projects was also noted as a weakness. There was also noted a concern that the program responsibility was concentrated in too few volunteers and that not enough volunteers were helping with program administration. It was noted that the program did not do a great job of helping with long-term community building within the volunteers. Ideas for solving the identified problems were wide-ranging and included:

- Develop a volunteer mentor program
- Ensure partner organization give data feedback
- Include data feedback in the WAVE and at meetings
- Include a requirement that volunteers give some of their hour commitment to administrative tasks
Participants suggested more one-on-one communications and more regular information about the program be included in the WAVE. They also wanted more in-person meetings, with the caveat that they include continuing education.

After the first activity, results of the volunteer needs assessment survey were presented to the workshop participants. See Appendix 7 for survey results.

**Activity 2**

Workshop participants were then divided into three working groups to rotate through discussions of program administration, training, and volunteer support. The process was designed as a World Café style where a facilitator stayed at each table while participants rotated through. The facilitator asked each group a set of questions related to the topic and took notes on the discussion and any suggestions provided by the participants. See Table 2 for questions posed for each topic area. Notes from each table can be found in Appendix 5.

<table>
<thead>
<tr>
<th>Topic Area</th>
<th>Question</th>
</tr>
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<tbody>
<tr>
<td>Volunteer Support</td>
<td>Are volunteers adequately supported now?</td>
</tr>
<tr>
<td></td>
<td>How can the program improve volunteer support?</td>
</tr>
<tr>
<td></td>
<td>How can volunteers help with volunteer support?</td>
</tr>
<tr>
<td></td>
<td>How can the program improve communications?</td>
</tr>
<tr>
<td></td>
<td>How can volunteers help more with communications?</td>
</tr>
<tr>
<td>Training</td>
<td>Is the current training model working for the program?</td>
</tr>
<tr>
<td></td>
<td>How can it be improved?</td>
</tr>
<tr>
<td></td>
<td>What jobs related to the training can volunteers take on?</td>
</tr>
<tr>
<td>Program Administration</td>
<td>Is the current guidance structure with a Planning Committee adequate for the program?</td>
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<tr>
<td></td>
<td>Who should be part of the program advisory or steering committee?</td>
</tr>
<tr>
<td></td>
<td>What should that committee’s job be?</td>
</tr>
<tr>
<td></td>
<td>How should member of that committee be selected?</td>
</tr>
</tbody>
</table>

In general, comments related to volunteer support reflected dissatisfaction with the amount of feedback received from partner organizations. A good deal of volunteer hours are donated to citizen-science projects. Volunteers would like follow-up reporting on how the data they collect is being used. Participants suggested that the Salish Sea Stewards program should take steps to ensure this feedback happens.

Participants expressed desire for more frequent communications about the program and noted the inconsistency of communications between volunteers and volunteer project leads and partner organizations. Some are better at communications than others. They requested more one-on-one communications. Participants were supportive of more regular program gatherings that include continuing education.

As noted above, the training program was generally viewed very favorably by workshop participants. Suggested improvements included more online content and better recruitment strategies. Many jobs related to the training were identified for volunteers. Having veteran
volunteers come to the training to discuss their experiences related to program speakers was encouraged.

Unless they were involved in the program Planning Committee, workshop participants seemed unaware of its existence or its role. Nevertheless, participants were generally satisfied with how the program was managed. The roles suggested for the committee are consistent with its current work.

Activity 3

For the final working group discussion, participants were divided into four working groups to discuss program funding. Facilitators for each group were provided with a pre-printed paper with the following questions:

- How should the program cut costs?
- How should the program raise funds?

Participants were then brought back into plenary and ideas from each discussion were noted on flipcharts and discussed. See Appendix 6 for notes from this discussion.

Few participants suggested that the program be curtailed in any way. While there was a suggestion to shorten the training to save costs, it was not universally supported by the workshop participants. Most participants were supportive of collaborating with partner organizations, such as Padilla Bay Reserve, to conduct the training. This was suggested as a cost-saving alternative, though it is unclear if such an arrangement would be less expensive than the current structure.

To raise funds, participants were supportive of charging a fee for the training and for soliciting donations and sponsorships to support the program. Ideas around an earned income event also came up: such as selling a calendar or hosting a summer camp.

The workshop ended with the Salish Sea Stewards Planning Committee thanking the participants for their time and insights. Joan Drinkwin committed to providing a report of the workshop to the participants. She noted that the next step in the program planning process was to develop recommendations for future management changes and to work with the Planning Committee to finalize those recommendations.
Salish Sea Stewards Program Recommendations

Current Program Management

The Salish Sea Stewards Program currently operates under the supervision of the Salish Sea Stewards Planning Committee, which is comprised of members of the Skagit MRC, the Skagit MRC staff coordinator, and a representative from the Friends of Skagit Beaches. Currently, one Salish Sea Steward volunteer who is not on the Skagit MRC also participates on the committee. In general membership is self-selected, meaning that whatever MRC member or Salish Sea Steward volunteer would like to participate is welcomed onto the committee.

The program is coordinated and implemented by a contract volunteer coordinator. This person is responsible for executing the annual training, communications, and volunteer support.

The scope of work of the current coordinator includes:

- Organize and execute the annual volunteer training program, including evaluating the training
- Promote the training and recruit new trainees
- Recruit existing volunteers for Skagit MRC events and programs
- Communications (publish the WAVE, social media, media)

The program is currently funded by the Skagit MRC, which budgets about $20,000 for the program. The Friends of Skagit Beaches also regularly provide about $1,500 to the program to support the training and new volunteers. Funds pay for facility rental, speaker gifts, and t-shirts. Additionally, the Friends of Skagit Beaches have organized program social gatherings each summer and assist with collecting funds from trainees to pay for background checks. Trainees pay for their own background check ($12).

Volunteer support is minimal, with the volunteer coordinator fielding emails and calls to appropriate partners, trouble-shooting problems with Volgistics, and recruiting volunteers through an online system (Signup Genius). The coordinator does not participate in volunteering events and only occasionally attends social gatherings.

The coordinator publishes the WAVE newsletter every two weeks and posts on the program Facebook page at least weekly.

Future Management Recommendations

The following recommendations are based on the results of the online needs assessment, the in-person workshop, interviews with coordinators from similar programs, conversations with partner organizations, Salish Sea Stewards volunteers, and NRC personnel’s professional experience.
Salish Sea Stewards Program Coordinator

The scope of work of the current coordinator does not include:

- Extensive volunteer support for coordination of events and programs;
- Attendance at or participation in events of volunteering activities;
- Organizing volunteer gatherings and extended educational events; or
- Managing the Skagit MRC Planning Committee.

Results for the June 13 workshop did not indicate that current volunteers feel the need for extensive support from the program coordinator. However, there was a desire for better and more frequent communications about the program and for more regular gatherings for social interaction and for continued learning opportunities.

Currently, the Skagit MRC names lead members to coordinate its events and programs. In general, this works well, though some of the events, like Fidalgo Bay Day, require quite a lot of volunteer time and energy. It would be advisable to relieve volunteers of some of this burden in order to retain them.

In general, the current scope of work of the coordinator is about a .1 FTE of a late career professional who can execute the training efficiently with little supervision. Adding more support and organizing could expand the job description to approximately a .5 FTE for an early career professional.

Average salaries for environmental educators in Washington range between $33,000 and $43,000. In general, environmental educators are looking for full-time jobs, rather than part-time jobs and many are not equipped to become independent contractors due to cost of insurance and other reasons. The budget that is set aside by the Skagit MRC to support the Salish Sea Stewards Program generally ranges around $20,000.

The following are options for increasing the amount of volunteer support from the program coordinator position while maintaining the position’s current duties.

**Partner with Padilla Bay Reserve**
Include the role of Salish Sea Stewards program coordinator and volunteer coordinator as part of the responsibilities of personnel at the Padilla Bay Reserve. This will require a clearly written job description that includes coordination with the program Planning Committee. Cost - $20,000 (estimated)

**Pros**
- Consistent staffing for program
- Professional oversight
- Integration with strong partner organization
- Strong and positive history with NERR
- Fit with NERR mission
- Structure in place to charge for training and accept other funding
- Excellent reputation
• Ease of funding mechanism from Northwest Straits Commission

Cons
• No cost savings initially
• Dilution of Skagit MRC ownership of program (potential)
• Loss of control over workplan
• Potential for dilution of job description

Create an annual internship to coordinate the program
Include the role of Salish Sea Stewards program coordinator and volunteer coordinator as part of a new recurring internship opportunity in Skagit County in partnership with Skagit Valley College Environmental Conservation Program or other college. The internship would include coordinating the training and supporting volunteers. Any constraints arising from timing of these internships could be addressed by hiring a contractor to accomplish limited oversight and program coordination. The person would directly report to their supervisor in the County (probably Tracy Alker). However, it would be written into the job description that coordination of the reporting to the program Planning Committee would be required. Cost – TBD

Pros
• Complete control over program identity
• Building capacity for young professionals incorporated into benefits of program
• Cost savings (potential)
• More involvement with citizen science volunteer support
• Could support other MRC projects/help with Committee work

Cons
• Annual change in program coordinator
• Requires more oversight from committee and MRC staff
• Inconsistent performance (potential)
• Requires competition, more complicating contracting through County

Salish Sea Stewards training
A clear timeline of planning events for the training should be developed to ease coordination each year. Rolls and responsibilities of the Planning Committee should be described clearly with timelines. The rolls of any needed volunteers should also be described clearly for recruiting purposes. Example speaker requests and press releases should be provided.

The ten-week training class should start earlier in the year to avoid frequent conflicts with other program trainings and to allow new graduates to participate fully in spring and early summer opportunities. Tuesday afternoons work well for the training. Recommended start date: February 18, 2020. This will still allow for some good tides in the spring for field classes while avoiding conflicts with other trainings.
The program should require that 10 hours of the 40 hours of volunteer work be committed to Skagit MRC projects, including Salish Sea Stewards program support. These programs include:

- Fidalgo Bay Day
- Kids on the Beach
- Kelp Surveys
- Crabber Outreach
- Skagit MRC restoration site monitoring (Bowman Bay, March’s Point)
- Salish Sea Stewards Program

**Volunteer support**

The current process where the Salish Sea Stewards volunteers self-select to engage with partner organizations on volunteer activities works well. However, there are key Skagit MRC events that require heavy volunteer involvement, such as Fidalgo Bay Day. Therefore, it is recommended that the Salish Sea Stewards Program coordinator take a larger role in coordinating Fidalgo Bay Day in order to relieve current volunteers of some work to avoid burn out. That said, it is not recommended that the volunteer coordinator take on coordinating other MRC programs and events, such as forage fish monitoring or crabber outreach. These should remain MRC volunteer led. If the program adopts the internship program coordinator model, heavier involvement by the coordinator in more MRC projects would be beneficial to the intern and relieve some burdens from volunteers.

Clear job descriptions for each program lead position should be written. These should include expectations for volunteer support, scheduling, training, communications, and data feedback.

The volunteer coordinator should work cooperatively with Friends of Skagit Beaches to coordinate quarterly program gatherings to both report on program progress and to provide continuing education. Efforts should be made to include data feedback from partner organizations at these meetings. Recognition awards in some form should be developed for volunteers who donate a certain number of hours. For example: each year, volunteers who donate 100 hours should receive an award (perhaps a gift certificate to a local business, or a new t-shirt or cap).

The volunteer coordinator should continue to publish the WAVE and post weekly on Facebook. At least once a month, the WAVE should include news or progress on the program related to training, staffing, funding, or other subject. Alternatively, the active Salish Sea Stewards Mailchimp list could be communicated with more frequently with program updates.

**Program funding**

The program should continue to receive most of its funding from the Skagit MRC and Friends of Skagit Beaches.
To augment this funding, the program should charge for the training. An initial fee of $50 should be charged in 2020. The fee will pay for the background checks and other costs associated with the training. Funds should be held by the Friends of Skagit Beaches or the Northwest Straits Foundation. Fees should increase incrementally three years to $150 dollars in 2022.

Additional funding to support the training should be sought through training sponsorships from local businesses. It is recommended that the sponsorship levels be modest to encourage participation ($250, $500, $1,000). Sponsorships should be sought from program partners, and local businesses. Sponsorships can be used to augment contracts or partnership arrangements paying for the program coordinator. Or, sponsorship funding could be set aside in a fund of the Northwest Straits Foundation, in case of future shortfalls. An initial goal of $2,000 for the 2020 training should be set, with goals increasing in subsequent years. The sponsorship levels, with accompanying recognition rewards, should be fully developed in a written program development plan for ease of implementation.

An annual giving campaign should be instituted, requesting funding from program participants and partners at the end of each year. Acknowledgement of support should be provided through the WAVE and on social media. An initial goal of $1,000 should be set for 2019. Acknowledgement of gifts should be done through handwritten thank you cards by Planning Committee members. Funds should be held by the Friends of Skagit Beaches or the Northwest Straits Foundation. The process for an annual campaign should be included in the program development plan.

It is recommended that the Northwest Straits Foundation provide fund-raising support for the Salish Sea Stewards Program wherever feasible. This support should be coordinated with the Skagit MRC and the program Planning Committee.

**Salish Sea Stewards Planning Committee**

This committee is integral to ensuring the program meets the needs of the community and the volunteers. Therefore, it should be comprised of MRC members, active volunteers, and representatives from partner organizations. The following are recommendations for structure and organization of the Planning Committee.

The Committee should include no more than ten members and should be comprised thus:

- 3 active members of the Skagit MRC chosen by the MRC, one of which should be chair of the committee
- 3 active Salish Sea Stewards volunteers chosen by the committee
- Skagit MRC staff coordinator
- 1 representative from Friends of Skagit Beaches
- 2 representatives from another partner organization, chosen by the committee. This member could be from the Padilla Bay NERR, Skagit Land Trust, etc.
The committee should have a written description of its responsibilities and members should have written descriptions of their roles on the committee. There should be a chair whose tenure lasts one year and a chair elect who serves for one year before then taking on the chair role. See Table 3 for recommended committee membership and terms.

Meetings should occur at least quarterly with possibly more frequent meetings called by the chair or program coordinator. The committee should be managed by the Salish Sea Stewards program coordinator.

Specific roles should include:

- **Program Management**
  - Supervising program coordinator
  - Recruiting and approving committee members
  - Seeking funding partners

- **Training assistance:**
  - Approving timeline for program training
  - Assisting in promotion and recruitment for training
  - Providing hospitality and other needed support for the training
  - Logistical needs for training venue (insurance, rental fees, etc.)
  - Providing speaker gifts

- **Volunteer support**
  - Assisting in organizing quarterly gatherings/education events
  - Periodic evaluation of volunteer engagement and satisfaction
  - Volgistics management
  - Partner development

- **Communications**
  - Reporting to MRC and partner organizations
  - Reporting from MRC and partner organizations

### Table 3. Recommended Planning Committee membership and terms

<table>
<thead>
<tr>
<th>Member name</th>
<th>Affiliation</th>
<th>Term in years</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skagit MRC member</td>
<td>2*</td>
<td>9/1/19-8/31/20</td>
<td></td>
</tr>
<tr>
<td>Skagit MRC member</td>
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<td>9/1/19-8/31/20</td>
<td></td>
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<tr>
<td>Skagit MRC member</td>
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<td>9/1/19-8/31/21</td>
<td></td>
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<tr>
<td>Active Volunteer</td>
<td>2*</td>
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<tr>
<td>Active Volunteer</td>
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<tr>
<td>Active Volunteer</td>
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<td>9/1/19-8/31/21</td>
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<tr>
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<td>Partner organization</td>
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<tr>
<td>MRC staff coordinator</td>
<td>ongoing</td>
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</tbody>
</table>

* Initial terms for one year to ensure continuity of committee. Thereafter all terms are for two years.
Appendix 1. Process agenda

**Process Agenda**

| 8:30 – 9:00 | Morning refreshments, registration | Joan to set up registration, A/V, etc. | Morning snacks (bagels, fruit, etc.)
|             |                                   | Morning coffee and refreshments to be provided | Sign-in sheet, name tags |

| 9:00 – 9:10 | Welcome TBD Workshop intent, objectives and structure | A welcome from a representative from the advisory committee would be appropriate. Then that person introduces Joan as the facilitator. | Objectives will be on flipcharts on the wall throughout the day
|             | Joan will probably use a PPT presentation as an added visual cue for the objectives. | Joan will probably use a PPT presentation as an added visual cue for the objectives. |

| 9:10-9:30 | Introductions | Participants will be asked to stand and pair up with someone they do not know, introduce themselves. They will be asked to discuss a question:
|           |               | What do you do as a volunteer for the Salish Sea Stewards program and why? – 5 minutes
|           |               | Then participant will be asked to move to talk with someone else they do not know, introduce themselves. They will be asked to discuss a question:
|           |               | Why did you come to this workshop and what are your hopes for the day? What would you like to see come from the workshop? – 5 minutes
|           |               | Then we will reconvene as a large group and people will introduce the last person they spoke with. – 10 minutes |

| 9:30-10:00 | The Salish Sea Stewards Program – History and current Nuts & bolts | Objectives: Ensure everyone has an understanding of how the program works: funding, program implementation, volunteer opportunity development, training execution | Powerpoint from Pete Haase |

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**Salish Sea Stewards Planning Workshop**

**June 13, 2019**

**Natural Resources Consultants**
<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:00-10:45</td>
<td>Panel discussion of similar programs</td>
<td>Joan to introduce other programs for discussion. Here it would be good to include anything that is off the table, like creating a non-profit, or taking the program out of the MRC, or whatever. Joan will introduce the fact sheets from each program. Thank the program coordinators who prepared the PPT presentations and the workshop participants who viewed the presentations beforehand. Joan will go through the fact sheet on the screen — 10 minutes. Joan will encourage an open discussion and questions and answers about other programs. Participants will be able to ask questions. Joan will develop a few questions to ask to get the ideas flowing. Sample questions: Q: What is the most innovative and cost-effective aspect of your program administration? Q: What challenges have you overcome and how? Q: What are the most important program administration tasks done by volunteers? Fact sheets with key information about each program compared to the Salish Sea Stewards Program.</td>
</tr>
<tr>
<td>10:45-11:00</td>
<td>Break</td>
<td>Break</td>
</tr>
<tr>
<td>11:00-12:00</td>
<td>Facilitated Group Discussion: What works and what doesn’t work about the Salish Sea Stewards</td>
<td>Objective: Start people talking about the program. Identify strengths and weaknesses about the program. Joan will have people count off by 4. People will be asked to break into groups of 4-5 people by table with pictures. Breakout Questions A Handout. Questions will be up on the screen and will also be on</td>
</tr>
<tr>
<td>12:00-12:15</td>
<td>Review of Needs Assessment survey results</td>
<td>Joan will present the results of the needs assessment survey. There will be time for Q&amp;A. PPT of Needs Assessment Survey results. Could move this after lunch if necessary.</td>
</tr>
<tr>
<td>12:15-1:00</td>
<td>Lunch</td>
<td>Lunch will be a buffet catered affair — Joan will arrange. Volunteers to help with setup and take down as needed. Probably won’t need too much as the caterer will do most of the work.</td>
</tr>
</tbody>
</table>

1 Harvesting means that facilitator asks a table for their answer to a question, then asks other tables if they have anything NEW to add to the answer. Each question is addressed this way, with facilitator asking different tables to give the first list to ensure each table gets a chance to be first.
<table>
<thead>
<tr>
<th>Time</th>
<th>Breakout Group Discussion</th>
<th>Objective</th>
<th>Breakout Questions C</th>
<th>Handout</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:00-2:30</td>
<td>Needs Assessment results</td>
<td>Gather ideas about how volunteers can plug into program roles. Get ideas about how to improve aspects of the program.</td>
<td>Scribes: TBQ, Program administration: Rachel Best, Training: Darla Gay Smith, Volunteer support: Pete Naase</td>
<td></td>
</tr>
<tr>
<td>2:30-2:45</td>
<td>Break</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2:45-3:30</td>
<td>Solutions Ideas</td>
<td>Get ideas about costs/fundraising and gauge people's interest in various solutions.</td>
<td>Questions will be on the screen and also on Breakout Questions C. Scribe will write out responses. Facilitators: Tracy Alker, Sasha Horst, Jan Herron, Rachel Best</td>
<td></td>
</tr>
</tbody>
</table>

1630-1700  Wrap up Intent for Restructuring Plan Joan Dinwiddie
Reflections Participants perspectives Farewell and close - TBD

Joan will give an overview of the process for developing the restructuring plan and timeline decision process. Provide opportunity to add more ideas. Idea: Provide e-signup sheet for people to volunteer for program tasks discussed during the day. Facilitated discussion and airing of participant reflections Anyone from the program should wrap up and thank participants, perhaps Rachel Best? There is some schedule flexibility built in here in case some agenda items go long.

SignUp sheet for program tasks.
# Appendix 2. Workshop attendance list

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
<th>email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alan Clark</td>
<td>Clallam MRC</td>
<td><a href="mailto:alankayaks@q.com">alankayaks@q.com</a></td>
</tr>
<tr>
<td>Betty Carteret</td>
<td>Salish Sea Steward</td>
<td><a href="mailto:sydster2@wavecable.com">sydster2@wavecable.com</a></td>
</tr>
<tr>
<td>Darla Gay Smith</td>
<td>Salish Sea Steward</td>
<td><a href="mailto:konadarlagay@live.com">konadarlagay@live.com</a></td>
</tr>
<tr>
<td>Dennis Parent</td>
<td>Salish Sea Steward</td>
<td><a href="mailto:Parentease46@gmail.com">Parentease46@gmail.com</a></td>
</tr>
<tr>
<td>Erica Pickett</td>
<td>Salish Sea Steward</td>
<td><a href="mailto:ericapickett@frontier.com">ericapickett@frontier.com</a></td>
</tr>
<tr>
<td>Jason Morgan</td>
<td>NW Straits Foundation</td>
<td><a href="mailto:morgan@nwstraitsoftoundation.org">morgan@nwstraitsoftoundation.org</a></td>
</tr>
<tr>
<td>Jay Lind</td>
<td>Skagit MRC</td>
<td><a href="mailto:jayjilind@aol.com">jayjilind@aol.com</a></td>
</tr>
<tr>
<td>Jen Herron</td>
<td>Friends of Skagit Beaches</td>
<td><a href="mailto:jen.m.herron@gmail.com">jen.m.herron@gmail.com</a></td>
</tr>
<tr>
<td>Joan Drinkwin</td>
<td>Natural Resources Consultants</td>
<td><a href="mailto:jdrinkwin@nrccorp.com">jdrinkwin@nrccorp.com</a></td>
</tr>
<tr>
<td>Joan Helen Linder Magee</td>
<td>Salish Sea Steward</td>
<td><a href="mailto:joanmagee@gmail.com">joanmagee@gmail.com</a></td>
</tr>
<tr>
<td>Lynne Davidson</td>
<td>Salish Sea Steward</td>
<td><a href="mailto:lwenberg9@gmail.com">lwenberg9@gmail.com</a></td>
</tr>
<tr>
<td>Michelle Marquardt</td>
<td>Salish Sea Steward</td>
<td><a href="mailto:gibsonmarquardt@outlook.com">gibsonmarquardt@outlook.com</a></td>
</tr>
<tr>
<td>Nan Maysen</td>
<td>Sound Water Stewards</td>
<td><a href="mailto:director@soundwaterstewards.org">director@soundwaterstewards.org</a></td>
</tr>
<tr>
<td>Pete Haase</td>
<td>Skagit MRC</td>
<td><a href="mailto:pgypsy@wavecable.com">pgypsy@wavecable.com</a></td>
</tr>
<tr>
<td>Phyllis Bravinder</td>
<td>Skagit MRC</td>
<td><a href="mailto:gobravinder@gmail.com">gobravinder@gmail.com</a></td>
</tr>
<tr>
<td>Rachel Best</td>
<td>Skagit MRC</td>
<td><a href="mailto:rachel_best@hotmail.com">rachel_best@hotmail.com</a></td>
</tr>
<tr>
<td>Sasha Horst</td>
<td>NW Straits Commission</td>
<td><a href="mailto:horst@nwstraitsoft.org">horst@nwstraitsoft.org</a></td>
</tr>
<tr>
<td>Sue White</td>
<td>Salish Sea Steward</td>
<td><a href="mailto:jim.sue.white@gmail.com">jim.sue.white@gmail.com</a></td>
</tr>
<tr>
<td>Susan George</td>
<td>Salish Sea Steward</td>
<td><a href="mailto:susanjanegirge@yahoo.com">susanjanegirge@yahoo.com</a></td>
</tr>
<tr>
<td>Susan Wood</td>
<td>PBNERR</td>
<td><a href="mailto:swood@padillabay.gov">swood@padillabay.gov</a></td>
</tr>
<tr>
<td>Tim Gohrke</td>
<td>Salish Sea Steward</td>
<td><a href="mailto:tim.gohrke@gmail.com">tim.gohrke@gmail.com</a></td>
</tr>
<tr>
<td>Tracy Alker</td>
<td>Skagit MRC</td>
<td><a href="mailto:tracya@co.skagit.wa.us">tracya@co.skagit.wa.us</a></td>
</tr>
<tr>
<td>Wayne Huseby</td>
<td>Salish Sea Steward</td>
<td><a href="mailto:whuseby@gmail.com">whuseby@gmail.com</a></td>
</tr>
<tr>
<td>Bob Weathers</td>
<td>Salish Sea Steward</td>
<td></td>
</tr>
</tbody>
</table>
### Appendix 3. Program comparisons handout

<table>
<thead>
<tr>
<th></th>
<th>Salish Sea Stewards</th>
<th>Jefferson County Beach Naturalist</th>
<th>Snohomish WSU Beach Watchers</th>
<th>North Sound Stewards</th>
<th>Sound Water Stewards</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash budget outlay</strong></td>
<td>$20,000 Program</td>
<td>$6,000/year not including MRC coordination</td>
<td>$70K Program</td>
<td>Approx. $40,000 program coordination, volunteer coordination, communications</td>
<td>$96K</td>
</tr>
<tr>
<td><strong>How funded last 3 years</strong></td>
<td>Skagit MRC/NWSC $20K/yr; Friends of Skagit Beaches $1-2K/yr</td>
<td>WSU Extension, $150 course fees</td>
<td>WSU Extension, Grants, contracts, gift, fees</td>
<td>RE Sources, Whatcom MRC</td>
<td>Income SWU, Lighthouse Enviro Program, Whale Watching cruise, donations, training fees</td>
</tr>
<tr>
<td><strong>Program directions</strong></td>
<td>Skagit MRC and Program Planning Committee</td>
<td>Beach Naturalist Coordinator with some guidance from WSU Extension</td>
<td>WSU Extension program coordinator w 20 volunteer team leaders</td>
<td>RE Sources and the Whatcom MRC Program Advisory Committee</td>
<td>Board of Directors and Several Committees</td>
</tr>
<tr>
<td><strong>Paid staff</strong></td>
<td>.1 FTE part time contractor, County MRC coordinator administration</td>
<td>.2 FTE, WSU Extension administration</td>
<td>1.0 FTE</td>
<td>RE Sources administration and communications</td>
<td>1.75 FTE 4, all part time: ED, Island-based volunteer coordinators</td>
</tr>
<tr>
<td><strong># volunteers</strong></td>
<td>190</td>
<td>Not sure</td>
<td>190</td>
<td>60</td>
<td>200</td>
</tr>
<tr>
<td><strong>Training</strong></td>
<td>10 weeks, 40 hours</td>
<td>40 hours in spring over 6 weeks, weekly 9-4PM</td>
<td>80 hours in the spring</td>
<td>Provided by partner programs; require 50 volunteer hours/yr</td>
<td>90 hours over 14 weeks split into fall and spring</td>
</tr>
<tr>
<td><strong>Program tasks done by volunteers</strong></td>
<td>Planning Committee; training logistics; training hospitality; team leads (forage fish, interpretation, Fidalgo Bay Day, Kids on the Beach)</td>
<td>ad hoc</td>
<td>Team project leads; maintain online calendar; edit newsletter; mange social media; compile evaluation data; office work parties; lead refresher training</td>
<td>None</td>
<td>Committees run by volunteers, projects developed and approved by volunteers; several established projects: SWU, Digging for Dinner, Cruise, Intertidal monitoring, etc.</td>
</tr>
<tr>
<td>布局</td>
<td>Salish Sea Stewards</td>
<td>Jefferson County Beach Naturalist</td>
<td>Snohomish WSU Beach Watchers</td>
<td>North Sound Stewards</td>
<td>Sound Water Stewards</td>
</tr>
<tr>
<td>------</td>
<td>--------------------</td>
<td>----------------------------------</td>
<td>----------------------------</td>
<td>---------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>发展志愿者机会</td>
<td>否</td>
<td>否</td>
<td>是</td>
<td>否</td>
<td>是</td>
</tr>
<tr>
<td>是否与需要志愿者的其他社区项目合作</td>
<td>是</td>
<td>是</td>
<td>是</td>
<td>是</td>
<td>是</td>
</tr>
<tr>
<td>沟通</td>
<td>WAVE双周报，Facebook帖子，电子邮件列表偶尔</td>
<td>月刊</td>
<td>列表服务；月刊</td>
<td>月刊邮件，志愿者机会通知；电子邮件列表按项目</td>
<td>月刊邮件；Facebook；网站日历；项目内大量沟通</td>
</tr>
<tr>
<td>与会者会议</td>
<td>季度社交/继续教育活动</td>
<td>无</td>
<td>5次会议/年；5次额外培训/年</td>
<td>无</td>
<td>月度董事会和执行委员会会议；月度会员会议/岛屿与演讲者；惠德比月度早餐</td>
</tr>
<tr>
<td>志愿者认可</td>
<td>培训毕业时——衬衫、证书、按钮</td>
<td>证书培训完成</td>
<td>培训完成和偶尔在日志中列出小时；2年前举办了一个颁奖活动</td>
<td>无</td>
<td>培训完成；年度Jan Holmes奖，小时认可（徽章、证书）</td>
</tr>
</tbody>
</table>
Appendix 4. Notes from flipcharts Activity 1

1. What works really well about the Salish Sea Stewards Program?
   - Training is sterling
   - Facility
   - Helps connect volunteers with projects. Provides a pathway.
   - Build community of like-minded people
   - Brings diverse skillsets together and lots of ideas
   - The WAVE is really good
   - It’s a resource for other programs
   - Provides perspective on Salish Sea issues
   - Great way for newcomers to learn about area and connect
   - Provides post-career vehicle to connect, share expertise, learn
   - Opportunistic education is good – interpretive stations at monitoring events
   - Classroom outreach

2. What doesn't work really well about the program?
   - Uncertainty of adequate funding
   - Inconsistent funding, staff coordination
   - Without capacity to lead volunteer coordination – makes it harder to connect volunteers to projects
   - Not clear description/understanding of volunteer opportunities makes it hard for volunteers to decide
   - Disruption of structure/name weakens reputation
   - Demographic limited
   - Difficult to understand where Salish Sea Stewards fits in the context of all organizations involved in marine conservation
   - Lack of inter-volunteer connectedness – especially over time.
   - Low community building over time
   - Could do better at volunteer recognition
   - Limited volunteer help with administration
   - Time invested in partner projects that don’t provide funding
   - Lack of access to date being collected
   - Overwhelming choices of projects
   - Training could explain more about why data is being collected and how it will be used
   - Responsibility concentrated to too few volunteers

3. What can be done to improve the program?
   - Ensure partner organizations give data feedback
   - Include data feedback with reporting in the WAVE and at meetings
   - Including administrative tasks for all volunteers as an expectation (part of 40-hour commitment)
   - Training fee
   - Year-round active volunteer coordinator
   - Strengthen partnerships with organizations that can fundraise for program
• Help Friends of Skagit Beaches with events to raise funds for the program
• Volunteers take a bigger role in training to free funding for more volunteer coordination
• Project partners could be partial funders
• Break training into sections. Collaborate with other partners for speaker event
• Step certificate – 10-hour training – guppy. Establish steps/goals for volunteers
• Mix up training schedule times
• Provide greater clarity of relationships between organizations
• Volunteer spotlight in the WAVE
• Mentor program
• Publicly recognizable garb
• Provide clarity on scheduling commitment for volunteer opportunities

4. How can the program improve communication?
• More one on one communications
• Continuing education, data feedback
• More regular information about the program
• More in-person meetings
• Online repository for program

5. How can volunteers help with the program administration?
• Facebook/project groups
• Communications about individual projects
Appendix 5. Notes from Topic Area Discussion

Volunteer Support
Are volunteers adequately supported now?
- No, not enough feedback on data collection or explanation of why we are collecting data.
- Need appreciation events
- Low expectations
- Seems okay
- Informal “support” process/network

How can the program improve volunteer support?
- Organizations doing project need to feedback results
- Individualized attention
- Specific information to person interested
- How can volunteers help with volunteer support?
- Buddy system/mentor program
- Better chance for volunteers to clarify expectations
- Organize and facilitate less formal speakers and information sharing session bi-monthly
- Can volunteers shepherd newbies to project – less formal ways
- Bridge the gap between scientist and citizen scientist

How can the program improve communications?
- Some project better than others at communications
- Facebook groups
- Google groups???
- “What’s going on?”
- Website as access easily
- Some kind of more complete locations of hosting information
- More one-on-one communications with individuals
- Continued speakers, quarterly to share other information

How can volunteers help more with communications?
- Make social media groups – needs volunteer to administer diligently
- Volunteers leads communications for each project (those that need communication)
- Some might do website section “what’s going on?”
- Sustaining effective volunteers
- Volunteer group/project ‘leader’ needs to keep group & newbies well-informed

Training
Is the current training model working for the program?

Note: the responses on the question sheet for this question did not answer the question. Rather, the notes merely listed aspects of the training.

How can it be improved?
- Include information on how to inform policy
- Mentor program
• Class projects
• More specific information preparing volunteers for volunteer jobs
• Some people want bigger classes – more effective recruitment
• Improve recruitment strategy
• Speaker likes size of class 20-25 people
• Record classes for people who miss and post on website
• Segment online – additional or optional information
• Post more protocol online
• Improve community building in the training class

What jobs related to the training can volunteers take on?
• Administrative support: scheduling, etc.
• Fundraising
• Inventory status
• Volunteer records reporting
• Outreach
• Care & feeding of volunteers
• Grants
• Need someone/volunteer coordinator to stay in contact with veteran volunteers
• Train the trainer to get jobs done
• Volunteers don’t know what they are committing to
• Volunteers helped Nan all the time with entries
• Office parties
• Post administrative volunteer opportunities
• Recruit and introduce speakers
• Have volunteers come talk about activities related to speakers

Program Administration
Is the current guidance structure with a Planning Committee adequate for the program?
• Yes, it is
• As far as we know
• Great communications
• Depends on what they do
• Yes, good volunteers are being provided for after training
• In the past, lacking consistent ‘management’ Joan has been consistent these last 2 years
• New blood/more blood – “refresh” but with a consistent base (successions planning)
• Has been in reactionary mode for several years so hard to know

Who should be part of the program advisory or steering committee?
• A marketing person
• A ‘monitor’ to assess the quality of work of volunteers (retired Fish & Wildlife) scientist. To make sure data is accurate.
• Program manager/administration/support
• Philanthropy/fund-raising background
• Technical expert, IT, social media
• Stakeholders

What should that committee’s job be?
• Define how the Salish Sea Stewards are trained for their needs
• Assessment, evaluation, how did we do?
• Setting curriculum
• Organizing, recruiting
• Coordination – hiring a coordinator
• A face for the Salish Sea Stewards program
• Define the program’s goals
• Establishing funding requirements – identifying the baseline budget to run this program
• Directing the budget (not just fundraising)
• Branding of the programs

How should member of that committee be selected?
• Someone with a pulse and their own transportation
• A microcosm of the Skagit MRC: Tribe members, Industry (Shell), City of Anacortes, Mt. Vernon, etc.
• Identify the needs of the program to determine committee members
• Friends of Skagit Beaches
• Padilla Bay Reserve
• Stakeholder representatives
• Volunteer members
• Past Salish Sea Stewards trainer/speaker
• Skagit County
• MRC
• WDFW, DNR, Ecology
• Cast the net broader, past Salish Sea Stewards volunteers or trainers
Appendix 6. Notes from Funding Discussion

How should the program cut costs?
- Volunteers do more for the training so staff can do more work after the training
- Continue charging for background checks
- Don’t cut costs
- Shorten training program
- Reduce volunteer coordination contract
- Volunteers do recruitment for the program
- Collaborate with PBNERR on training
- Transfer program to a different organization (does this reduce costs?)

How should the program raise funds?
- Charge for the training class
- Annual member fee
- Charge for continuing educations
- Business sponsorship
- Partner with local non-profits to raise funding for the program
- Get advice from program volunteers with fundraising experience
- Ask for funding from partner organizations
- Rose Foundation grassroots fund
- Earned income event
- Science camp for tourist/ grandparent/child event
- Some revenue generating event/product
- Explore housing program in a non-profit
- Pay for development staff
- Sell calendar with advertisements
Appendix 7. Volunteer needs assessment responses
Salish Sea Stewards Program 2019 Volunteer Needs Assessment

Thursday, June 06, 2019
40
Total Responses

Date Created: Wednesday, May 15, 2019
Complete Responses: 36
Q1: Which year did you graduate from Salish Sea Stewards or Skagit Beach Watchers?

Answered: 40   Skipped: 0
Q2: In an average month, how many hours do you volunteer your time to marine conservation projects?

Answered: 39  Skipped: 1
Q3: For which programs do you volunteer?

Answered: 39    Skipped: 1
Q3: For which programs do you volunteer?

Answered: 39    Skipped: 1

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Citizen Science monitoring (intertidal, forage fish spawning, kelp, beach seining, etc.)</td>
<td>76.92% 30</td>
</tr>
<tr>
<td>Education outreach (crabber outreach, plastics projects, Padilla Bay outreach, etc.)</td>
<td>33.33% 13</td>
</tr>
<tr>
<td>Education events coordination (Fidalgo Bay Day, Lecture series, Kids on the Beach, etc.)</td>
<td>53.85% 21</td>
</tr>
<tr>
<td>Program planning/committee work (Skagit MRC, Friends of Skagit Beaches, Fidalgo Bay Aquatic Reserve, etc.)</td>
<td>30.77% 12</td>
</tr>
<tr>
<td>Other (please describe)</td>
<td>30.77% 12</td>
</tr>
</tbody>
</table>

Total Respondents: 39
Q4: How important is it to you to have the Salish Sea Stewards Program as a central hub for your volunteer engagement and continuing education?

Answered: 38    Skipped: 2
Q5: How important is it to you to have a central location where the Salish Sea Stewards volunteer coordinator is located?

Answered: 38   Skipped: 2
Q6: Please rank by importance the services that the Salish Sea Stewards program provides to you. (drag and drop icon on left to rank)

Answered: 38    Skipped: 2
Q7: How important was the training to get you involved in volunteering?

Answered: 39  Skipped: 1

- Very important
- Important
- Not at all important
Q8: Please rank by importance the what the Salish Sea Stewards program can do to help you to continue being motivated for volunteering?

Answered: 38    Skipped: 2
Q8: Please rank by importance the what the Salish Sea Stewards program can do to help you to continue being motivated for volunteering?

<table>
<thead>
<tr>
<th>Option</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>TOTAL</th>
<th>SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide interesting volunteer opportunities</td>
<td>54.20%</td>
<td>17.14%</td>
<td>8.57%</td>
<td>5.71%</td>
<td>11.43%</td>
<td>2.86%</td>
<td>35</td>
<td>4.69</td>
</tr>
<tr>
<td>Organize regular Salish Sea Stewards continuing education events</td>
<td>27.03%</td>
<td>54.05%</td>
<td>0.00%</td>
<td>2.70%</td>
<td>10.81%</td>
<td>5.41%</td>
<td>37</td>
<td>4.68</td>
</tr>
<tr>
<td>Hold monthly program gatherings</td>
<td>5.86%</td>
<td>5.63%</td>
<td>35.29%</td>
<td>35.29%</td>
<td>11.76%</td>
<td>5.88%</td>
<td>34</td>
<td>3.41</td>
</tr>
<tr>
<td>Organize regular social gatherings</td>
<td>0.00%</td>
<td>12.12%</td>
<td>24.24%</td>
<td>39.39%</td>
<td>18.18%</td>
<td>6.06%</td>
<td>33</td>
<td>3.18</td>
</tr>
<tr>
<td>Provide less strenuous volunteer opportunities</td>
<td>3.13%</td>
<td>6.25%</td>
<td>21.58%</td>
<td>12.50%</td>
<td>31.25%</td>
<td>25.00%</td>
<td>32</td>
<td>2.63</td>
</tr>
<tr>
<td>Provide formal recognition of hours served</td>
<td>11.11%</td>
<td>0.00%</td>
<td>8.33%</td>
<td>8.33%</td>
<td>22.22%</td>
<td>50.00%</td>
<td>36</td>
<td>2.19</td>
</tr>
</tbody>
</table>
Q9: Please rank by importance how you find out about volunteer opportunities.

Answered: 38    Skipped: 2

[Bar chart showing rankings for different methods of finding volunteer opportunities, with WAVE being the most important and Media being the least important.]
Q10: What ideas do you recommend for reducing costs of the program? (choose all that apply)

- Reduce length of training
- Have volunteers take on more of the tasks of the training
- Reduce volunteer coordination support
- Other ideas

Answered: 32    Skipped: 8
Q10: What ideas do you recommend for reducing costs of the program? (choose all that apply)

Answered: 32    Skipped: 8

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce length of training</td>
<td>21.88%</td>
</tr>
<tr>
<td>Have volunteers take on more of the tasks of the training</td>
<td>37.50%</td>
</tr>
<tr>
<td>Reduce volunteer coordination support</td>
<td>15.63%</td>
</tr>
<tr>
<td>Other ideas</td>
<td>50.00%</td>
</tr>
<tr>
<td>Total Respondents: 32</td>
<td></td>
</tr>
</tbody>
</table>
Q10: What ideas do you recommend for reducing costs of the program? (choose all that apply)

Answered: 32    Skipped: 8

Some other ideas:
• Consider requiring a certain amount of volunteer hours to support administration of the program from trained volunteers.
• Get AmeriCorps volunteer support
• Consider transitioning program coordination to Padilla Bay, which could provide the AmeriCorps support
• Do training in phased segments over a period of time
• Ask groups that benefit from the program to provide support
• Have previous grads participate in hosting, setting up and taking down rooms presents a unity and is welcoming to new participants
• Find partner organizations to help host different components of the program and tasks
Q11: What sources of funding make sense to help pay for the program? (choose all that apply)

Answered: 35  Skipped: 5
Q11: What sources of funding make sense to help pay for the program? (choose all that apply)

Answered: 35  Skipped: 5

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants</td>
<td>82.86%</td>
</tr>
<tr>
<td>Charge a fee to take the training</td>
<td>71.43%</td>
</tr>
<tr>
<td>Corporate sponsorships</td>
<td>68.57%</td>
</tr>
<tr>
<td>Annual fundraising campaign</td>
<td>51.43%</td>
</tr>
<tr>
<td>Fundraising event</td>
<td>48.57%</td>
</tr>
<tr>
<td>Membership fees</td>
<td>28.57%</td>
</tr>
<tr>
<td>Other ideas</td>
<td>25.71%</td>
</tr>
<tr>
<td>Total Respondents: 35</td>
<td></td>
</tr>
</tbody>
</table>
Q11: What sources of funding make sense to help pay for the program? (choose all that apply)

Answered: 35    Skipped: 5

Some other ideas:
- Charge tuition (but provide waivers)
- PLEASE no auction.
- Do a fundraising day cruise in the Salish Sea
- Collaborate with environmental agencies in the area and have them make a financial donation
- "Merger" with Friends of Skagit Beaches and/or become a program of Padilla Bay
Q12: Communications
Would you consider volunteering for the task for a year at a time?

Answered: 33    Skipped: 7
Q12: Communications

Would you consider volunteering for the task for a year at a time?

Answered: 33    Skipped: 7

<table>
<thead>
<tr>
<th>Task Description</th>
<th>YES</th>
<th>NO</th>
<th>MAYBE</th>
<th>TOTAL</th>
<th>WEIGHTED AVERAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publish the WAVE twice monthly. Estimated time required after being trained: 3 hours/month.</td>
<td>6.06%</td>
<td>75.76%</td>
<td>18.18%</td>
<td>33</td>
<td>2.12</td>
</tr>
<tr>
<td>Weekly social media Facebook posts. Estimated time required after being trained: 2 hours/month.</td>
<td>6.06%</td>
<td>75.76%</td>
<td>18.18%</td>
<td>33</td>
<td>2.12</td>
</tr>
<tr>
<td>Program promotion via press releases, interviews, etc. Time needed after being trained: varies by effort.</td>
<td>12.12%</td>
<td>72.73%</td>
<td>15.15%</td>
<td>33</td>
<td>2.03</td>
</tr>
<tr>
<td>Documenting accomplishments via interviews, etc. Time needed: varies by effort.</td>
<td>18.18%</td>
<td>45.45%</td>
<td>36.36%</td>
<td>33</td>
<td>2.18</td>
</tr>
</tbody>
</table>
Q13: Community Building

Would you consider volunteering for the task?

Answered: 33    Skipped: 7

Quarterly social/continuing education event coordination. Time needed: 8 hours/event including attending event.

- Yes
- No
- Maybe
Q14: Volunteer support and opportunity coordination

Would you consider volunteering for the task for a year at a time?

Answered: 34    Skipped: 6
Q14: Volunteer support and opportunity coordination
Would you consider volunteering for the task for a year at a time?

Answered: 34    Skipped: 6

<table>
<thead>
<tr>
<th>Task Description</th>
<th>YES</th>
<th>NO</th>
<th>MAYBE</th>
<th>TOTAL</th>
<th>WEIGHTED AVERAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Connecting volunteers and volunteer opportunities. Time needed: 4 hours/month on average (more in summer)</td>
<td>19.35%</td>
<td>45.16%</td>
<td>35.48%</td>
<td>31</td>
<td>2.16</td>
</tr>
<tr>
<td>Managing the Volgistics interface with the Salish Sea Stewards. Estimated time needed after being trained: 2 hours/month</td>
<td>8.82%</td>
<td>64.71%</td>
<td>26.47%</td>
<td>34</td>
<td>2.18</td>
</tr>
<tr>
<td>Developing new partnerships and volunteer opportunities. Time needed: varies by effort</td>
<td>9.68%</td>
<td>48.39%</td>
<td>41.94%</td>
<td>31</td>
<td>2.32</td>
</tr>
</tbody>
</table>
Q15: Training
Would you consider volunteering for the task (a year at a time or per class as indicated below)?

Answered: 33  Skipped: 7
Q15: Training
Would you consider volunteering for the task (a year at a time or per class as indicated below)?

<table>
<thead>
<tr>
<th>Task Description</th>
<th>YES</th>
<th>NO</th>
<th>MAYBE</th>
<th>TOTAL</th>
<th>WEIGHTED AVERAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide hospitality (coffee, tea set-up). Time needed: 3 hours/class.</td>
<td>32.26%</td>
<td>29.03%</td>
<td>38.71%</td>
<td>31</td>
<td>2.06</td>
</tr>
<tr>
<td>Recruitment for new class via press releases, poster distribution, partner</td>
<td>25.81%</td>
<td>35.48%</td>
<td>38.71%</td>
<td>31</td>
<td>2.13</td>
</tr>
<tr>
<td>communications. Time needed after training: 15 hours/year</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Speaker recruitment. Time needed after training: 20 hours/year</td>
<td>15.63%</td>
<td>53.13%</td>
<td>31.25%</td>
<td>32</td>
<td>2.16</td>
</tr>
<tr>
<td>Facilitate training sessions. Time needed after training: 6 hours/class time</td>
<td>16.13%</td>
<td>48.39%</td>
<td>35.48%</td>
<td>31</td>
<td>2.19</td>
</tr>
<tr>
<td>including attending class.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training curriculum planning and scheduling. Time needed: varies by effort</td>
<td>9.38%</td>
<td>59.38%</td>
<td>31.25%</td>
<td>32</td>
<td>2.22</td>
</tr>
<tr>
<td>Organize materials for training class (information reminders, speaker evaluation,</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dropbox folder etc.) Time needed after training: 2 hours/class.</td>
<td>6.45%</td>
<td>51.61%</td>
<td>41.94%</td>
<td>31</td>
<td>2.35</td>
</tr>
</tbody>
</table>