



DRAFT VERSION for LIO Coordinator and Contract Manager Comment: April 28 – May 15, 2020

TO:

Alliance for a Healthy South Sound
Hood Canal Coordinating Council
Island LIO
Puyallup-White River LIO
San Juan Action Agenda Oversight Group

Snohomish/Stillaguamish LIO
South Central Caucus Group
Strait Ecosystem Recovery Network
West Sound Partners for Ecosystem Recovery
Whatcom LIO

Commented [ER1]: LIO Coordinators- Please confirm that this is the most up to date name for your LIO

Subject: FFY 2021 (FFY Funding 2020) Local Integrating Organization Coordination Grants

Dear Local Integrating Organization Representatives,

The Puget Sound Partnership (Partnership) is administering LIO Coordination Grant funds to Local Integrating Organizations (LIO) under United States Environmental Protection Agency (EPA) Cooperative Agreement #XXXXX for operation and coordination of local activities supporting the Action Agenda for Puget Sound. LIO coordination grant funds will be administered as new contractual agreements between the Partnership and the LIO Fiscal Agents.

TERM: The term for these agreements is October 1, 2020 through September 30, 2021.

ELIGIBLE USES: Eligible uses of grant funds by LIOs include: organizational operations, including LIO staff for administration, coordination and facilitation of the LIO; coordinating and catalyzing implementation of the Action Agenda, including advancement of Implementation Strategies, Near Term Actions (NTAs), and Ecosystem Recovery Plans; reporting performance and progress; communicating, revising and updating LIO Plans; and the task 5 subtasks listed as part of the tailoring coordination grants to needs of individual LIOs.

GRANT AMOUNT: The maximum grant award during this term is up to \$125,000 per LIO for each of 10 LIOs.

Availability of FFY 2021 (FFY Funding 2020) LIO Coordination Grant Funds

LIO coordination grant funds are not available for use until a new contract is fully executed by the LIO Fiscal Agent and the Partnership. The Partnership cannot reimburse expenditures incurred prior to having a signed contract in place.

Eligibility Criteria for FFY 2021 (FFY Funding 2020) LIO Coordination Grant Funds

To receive LIO coordination grant funding, an LIO must:

- Be formally recognized by the Leadership Council as an LIO, have demonstrated the ability to maintain regular LIO functions, and proven readiness to achieve outcomes that contribute to Puget Sound recovery targets within the Action Agenda.
- Utilize (i.e., draw down) at least 85 percent of current LIO coordination grant funding by August 12, 2020 (less than \$11,250 remaining from FFY 2020) or have an approved spending plan in place to spend all remaining funds. (This requirement does not apply to the PWR LIO for new contracting in FFY 2021.)
- Submit deliverables to the Partnership according to deadlines identified in previous scopes of work and subsequent amendments by the Partnership.
- Actively strive to meet the expectations outlined in the [LIO Operating Principles](#)
 - All LIOs should have a direct relationship(s) with the local lead entity(ies) with overlapping geographies in order to streamline priorities, processes, and capacity. All LIOs should strive towards developing this direct relationship with their lead entity(ies) if it does not currently exist.
 - “Direct relationship” is defined as: close coordination between lead entity(ies) and LIO staff (minimum of quarterly check-ins), structural integration or overlap of LIO and lead entity committees (technical, policy, decision-making, etc.), and integration or alignment of the priorities articulated with the local LIO Plans and salmon recovery plan(s).

In addition, an LIO must negotiate:

- A scope of work that demonstrates LIO capacity and task deliverables to fully use the grant fund within the proposed budget.
- A detailed plan and budget for using funds that ensures completion of required deliverables. Past performance and progress toward current deliverables will be considered during the critical review of the proposed budget by Partnership staff.

Role of the LIO Fiscal Agent

Appropriate fiscal agents may include a local governmental entity (such as county, city, or special purpose district), tribal government, or non-profit organization, based on availability and the unique needs of the local community. The LIO fiscal agent is responsible for conducting and reporting on the following activities:

1. Collecting and submitting invoices consistent with the provisions of the agreement with the Partnership.
2. Receiving and disbursing payment according to the agreement.
3. Following state and federal purchasing and procurement guidelines.
4. Retaining records demonstrating disbursement accountability.

5. Collecting and submitting deliverables on behalf of the local organization to the Partnership, per the agreement.
6. Reporting on work in a manner consistent with the requirements of the Partnership and the EPA.

The Partnership will work with LIO fiscal agents to develop the grant amendments and associated documents. The fiscal agents on record for each LIO are as follows. If the LIO is changing or designating a new fiscal agent, the Partnership must approve the fiscal agent as being authorized to accept LIO grant funds.

Commented [ER2]: For Coordinators: Please review table for accuracy

LIO	Fiscal Agent
San Juan Action Agenda Oversight Group	San Juan County
Whatcom LIO	Whatcom County
Island LIO	Island County
Snohomish/Stillaguamish LIO	Snohomish County
South Central Caucus Group	King County
Puyallup-White River LIO	Pierce County
Alliance for a Healthy South Sound	Thurston County
Hood Canal Coordinating Council	Hood Canal Coordinating Council
West Sound Partners for Ecosystem Recovery	Kitsap County
Strait Ecosystem Recovery Network	Jamestown S’Klallam Tribe

Common Scope of Work Elements

LIOs are asked to tailor a scope of work specific to the context of the LIO for the October 1, 2020 - September 30, 2021 time period. Coordinators are expected to work with the contract manager and appropriate LIO committee(s) to develop a scope of work that aligns with the goals and vision of their LIO. LIOs are to work with their Partnership Ecosystem Recovery Team liaison to finalize the scope of work. Each scope of work should include:

Commented [ER3]: Note- final negotiations will require increased participation from committee(s)

- A timeline for each task
- Deliverables and outputs for each task
- Budget for each task

Developing the FFY 2021 Scope of Work

To guide development of the FFY 2021 LIO coordination grant scope of work, a template titled *Elements to Use for Drafting FFY 2021 Scopes of Work for LIO Coordination Grants*, is provided at the end of this document. Deliverables for LIOs are described in *Table 1* of the template. Categories of work for LIOs include:

- Organize, Support, Administer, Facilitate and Coordinate a Local Integrating Organization (LIO)
- Steward and Implement Puget Sound Action Agenda 2018-2022

- Conduct performance management, including quarterly progress reporting
- Support Communication, Adaptive Management, and Synthesis of LIO Ecosystem Recovery Plans
- Tailor LIO coordination to support unique vision and goals of LIO

LIO representatives, including fiscal agents, should negotiate the LIO scope of work and budget with their Ecosystem Recovery Team liaison. A table with the Ecosystem Recovery Team liaison contact information follows. Also note the timeline, detailing key dates, related to the LIO coordination grants.

We look forward to working with you over the next year. Thank you for all you do to support the protection and restoration of Puget Sound.

Sincerely,

[Leah Kintner](#)
Ecosystem Recovery Manager,
Integrated Planning Program

[Erin Ryan-Peñuela](#)
LIO Program Coordinator &
Ecosystem Recovery Coordinator

Ecosystem Recovery Coordinator Team Contacts

Partnership Contract Manager	Coverage Area	Contact Information
Alexandra Doty	South Central Action Area Caucus Group	360-280-6664 alexandra.doty@psp.wa.gov
Dan Calvert	Puyallup-White River (PWR) LIO Alliance for a Healthy South Sound (AHSS)	360-789-3165 dan.calvert@psp.wa.gov
Erin Ryan-Peñuela	Strait Ecosystem Recovery Network (ERN)	360-522-0546 erin.ryan-penuela@psp.wa.gov
Laura Rivas	Island LIO San Juan Action Agenda Oversight Group	(360) 819-3388 laura.rivas@psp.wa.gov
Erin Murray	Snohomish/Stillaguamish LIO	360-819-0420 erin.murray@psp.wa.gov
Kristin Hayman	Whatcom LIO	360-480-0475 kristin.hayman@psp.wa.gov
Rebecca Hollender	West Sound Partners for Ecosystem Recovery (WSPER) Hood Canal Coordinating Council (HCCC)	360-280-1023 rebecca.hollender@psp.wa.gov

Timeline

<u>April 28, 2020:</u>	Draft scope of work (SOW) template available to LIOs to solicit feedback.
<u>May 15, 2020</u>	Deadline for feedback on draft SOW from LIOs to Partnership.
<u>May 18-29, 2020</u>	Partnership staff to finalize content. EPA and fiscal review.
<u>June 12, 2020</u>	Distribute SOW final template for contract negotiations. Begin contract negotiations between LIO contract manager and Partnership contract manager, see the table above.
<u>August 12, 2020</u>	Deadline for SOW and budget to be returned to the Partnership for processing. Also, due date for demonstrating adequate spending or approval of a spending plan (see <i>Criteria for LIO Eligibility</i>). Grant agreements will be returned by the Partnership to fiscal agents seeking final signatures no later than four weeks after receipt of final agreed-upon budget and SOW.
<u>September 30, 2020</u>	All funds of FFY 2020 LIO coordination grant expended, final deliverables and progress reports submitted.
<u>October 1, 2020</u>	Expected beginning of next LIO coordination grant, FFY2021 (FFY2020 funding). LIOs with fully executed contracts should begin invoicing work plan costs against new FFY2021 contract.
<u>September 30, 2021</u>	All funds of FFY 2021 LIO coordination grant expended, final deliverables and progress reports submitted.

Commented [ER4]: For Coordinators:

- Is June 12-August 12 sufficient time to solicit input and discuss with committees to guide Task 5 decisions?
- If not, do you feel comfortable initiating the conversation with the information in this draft template this May?
- Do you need any specific support from the Partnership to facilitate these discussions beyond the template, capacity assessment, and LIO Partnership Proposal Memo approved by the LC in Dec 2019?

Elements to Use for Drafting FFY 2021 Scopes of Work for LIO Coordination Grants:

Please use the tasks and subtasks below to develop a scope of work for LIO coordination grants. Subtasks in this section listed as “required” are required of all LIOs. We expect that all LIOs will allocate funds for each task. All deliverables for each subtask should be posted by the LIO coordinator in the LIO contract Box folder provided by the Partnership.

Associated Documents:

1. Introductory letter
2. [Budget Template](#)
3. [LIO Establishment and Operating Principles document](#)

LIO Scope of Work FFY2021 –Template for Negotiation (Draft 4/28/2020)

Task 1: Organize, Support, Administer, Facilitate, and Coordinate a Local Integrating Organization

The local integrating organization (LIO) is responsible for organizing and supporting a committee of representatives to discuss and make recommendations related to Action Agenda planning, local ecosystem recovery planning, and LIO Plan implementation interests. The Partnership will support the LIO through Ecosystem Recovery Team liaison participation at LIO meetings as the Partnership budget allows. The LIO shall maintain sufficient administration, facilitation, and coordination capacity to support the ongoing goals and objectives of a LIO. (Recommended range \$20-30K)

Required for FFY 2020/2021 funding:

- Subtask 1.01 Maintain a local point of contact for the LIO.
- Subtask 1.02 Serve as an agent for local engagement and coordination in the LIO.
- Subtask 1.03 Arrange LIO meetings, prepare agendas, and facilitate meetings.
- Subtask 1.04 Develop and distribute summary notes and materials to LIO committees and the Partnership.
- Subtask 1.05 Update name, organizational affiliation, contact information, and committee(s) role of each LIO member in MiradiShare. Notify ER Team liaison, and update member roster when there is a change to participation.
- Subtask 1.06 Maintain publicly-available information about the LIO, including notice of meetings, agendas, summary notes, and/or opportunities for content review. Maintain up to date LIO information on a public website.

Commented [ER5]: Outcomes:

- Each LIO meets regularly and reliably as a diverse membership.
- The LIO identifies and addresses agreed upon priority challenges and gaps that inhibit ecosystem recovery and protection in their respective geography
- The LIO committee members commit to pursuing solutions, sharing success stories and best practices, and sharing relevant best available science.
- Individuals outside of the LIO have easy access to the deliberations and decisions of the LIO.
- The LIO coordinator gains and hones skills to continue to develop overall LIO as agents for change
- All LIO Coordinators have information and tools necessary to advance as a sound wide program, and the forum to share and solicit knowledge between one another
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- Subtask 1.07 Participate in regional meetings, including:
- Participate in quarterly (4) 4-6 hour in-person LIO coordinator meetings. Possible dates for the LIO Coordinators in-person meetings are:
 - November xx, 2020 (Tuesday)
 - Partnership may adjust the following dates to better align with Ecosystem Coordination Board (ECB) dates. Meetings will fall on a Tuesday.*
 - February xx, 2021 (Tuesday)
 - May xx, 2021 (Tuesday)
 - August xx, 2021 (Tuesday)
 - Participate in up to eight hours of additional conference calls or web-based meetings facilitated by the Partnership.
- Subtask 1.08 Coordinate with the salmon recovery lead entity(ies). Participate in Partnership facilitated discussions related to ecosystem and salmon recovery integration recommendations from the 2019 integration workshops (discussions intended to occur at already-scheduled LIO Coordinators and Watershed Leads meetings). Adaptively manage LIO structure to better reflect integration.
- Subtask 1.09 Participate on behalf of the LIO at a Partnership Board or Council meeting, if requested by the Boards Team staff at the Partnership. (Only as applicable.)
- Example: Rotating the Management Conference agenda development
 - Winter/ Spring: Puyallup
 - Summer/Fall: TBD
- Subtask 1.10 Assist LIO in the process to nominate the LIO's Ecosystem Coordination Board (ECB) representative and alternate ECB representative. Coordinate with Partnership ER Team liaison to communicate nomination to Partnership via letter or email. (Only if applicable.)
- Subtask 1.11 Attend two Partnership approved trainings that support goals of overall LIO program. Partnership may offer these trainings as part of the LIO program. Topics may include building influential bodies, speaking with decision makers, expanding network of recovery and protection organizations, and building capacity. *Coordinators should plan for two full day events in a centralized location of Puget Sound (ex. Edmonds).*

Commented [ER6]: Will need to follow up with Boards so that we can have location set before grants go under contract. This is a big task for LIOs working with MC

[Task 2: Advance Implementation of the 2018-2022 Action Agenda and Development of the 2022-2026 Action Agenda](#)

LIOs serve an important role in coordinating the identification and implementation of local priorities identified in the Puget Sound Action Agenda. Work under this task is related to advancing Puget Sound recovery through local implementation of Regional Priorities and near-term actions (NTAs) that exist in

Commented [ER7]: Outcomes:

- LIO committee(s) and coordinator inform and participate in regional discussions and decision making as a baseline equitable level
- Regional expertise informs the discussions and decisions of the LIO
- Shared priority NTAs of the LIO and region are funded and successfully implemented

the approved LIO Plan and the 2018 – 2022 Action Agenda. Work under this task is also related to contributing local knowledge, priorities, and needs to inform development of the 2022 Action Agenda. (Recommended range \$15-25K)

Required for FFY 2020/2021 funding:

Subtask 2.01 Coordinate and catalyze implementation of the 2018-2022 Action Agenda through support of NTAs.

All the following activities required:

- Coordinate presentations/status updates from NTA owners on NTA progress to full LIO membership
- Share progress on NTAs relevant to the LIO using Puget Sound Info Action Agenda Tracker
- Identify existing funding sources and leverage existing partnerships that can contribute to NTA implementation
- Share funding opportunities with relevant NTA owners, and assist NTA owners in identification of funding opportunities.
- As requested by NTA owners, coordinate LIO and Partnership letters of support for NTAs for non-NEP funding sources
- Offer local support to implementation of regional NTAs by: identifying funded regional NTAs of significance to LIO geography; and communicating a description of how and what NTA elements are of interest or need to the LIO.

Subtask 2.02 Coordinate and execute a process to identify and recommend an NTA(s) for direct funding by the Strategic Initiative Leads (SIL), if applicable. Provide LIO Coordinator feedback on SIL shortlists, as requested.

Subtask 2.03 By means of your Action Area Ecosystem Coordination Board representative, engage with the Partnership's facilitated discussions with the Management Conference about implementation of the 2018-2022 Action Agenda. Please review [ECB-LIO Expectations document](#) for details.

Subtask 2.04 Engage with the Partnership's facilitated discussions with the recovery community about development of the 2022-2026 Action Agenda.

- Provide feedback and input related to the vision for the 2022-2026 Action Agenda
- Support LIO committee conversations with PSP and the SILs to identify local priorities, programs, and action for inclusion in the 2022-2026 Action Agenda.
- Lead or assist in drafting of local area content for the 2022-2026 Action Agenda and review of draft content (intended for Summer/Fall 2021)

Commented [ER8]: LIO coordinators: Partnership is in communication with EPA around subtasks where SIL coordination is required. The intent will be that these coordination needs are reflected in the SIL work plans.

Commented [ER9]: LIO Coordinators:
▪This subtask is intentionally vague. The conversations on how the 2022AA will come together, and expectations of partners is just beginning- the AA team will initiate conversations with coordinators next week.
▪Questions to you: What type of CCC would you like to see for your LIO involvement in 2022 planning?
▪What has/is working well between Partnership, SILs and LIOs?

Task 3: Performance Management

The LIO shall report on progress toward sub-tasks and deliverables through a quarterly progress report provided to the Partnership by the following dates: **January 15 (Fri); April 15 (Thurs); July 15 (Thur); Sept 30 (Thur)**. The LIO shall provide **monthly** invoices with brief explanations of activities two weeks after the end of each month (final invoice and progress report due on September 30, 2021). These reports (progress reports and invoices) will be used by the Partnership for the Financial Ecosystem Assessment Tracking system (FEATs), NEPORT, NEP Atlas, other reporting needs, and to show how LIOs are advancing their plan locally and regionally. (*Recommended range \$5-15K*)

Required for FFY 2021 funding:

- Subtask 3.01 Send contract progress reports by Task (1-5) on a **quarterly** basis (**January 15 (Fri); April 15 (Thurs); July 15 (Thur); Sept 30 (Thur)**) to the Partnership using the Partnership-provided reporting formats (*i.e. progress report template*).
- Subtask 3.02 Send billing summary by Task (1-5) and proof of expenditure for grant activities on a **monthly** basis (on or before the 15th of each month) to the Partnership using the Partnership-provided reporting formats (*i.e. the "Paypack" document*).
- Subtask 3.03 Support local NTA owners to track implementation status on a 6-month basis and financial data (funding needed, secured, and expended) and progress measures on an annual basis using PS Info. Note: NTA owner is responsible for providing this information. If an NTA owner is not responsive, and if needed, assist Partnership in outreach to NTA owner.
- Subtask 3.04 Develop and distribute LIO Plan progress report to the LIO committees and the Partnership quarterly.

Commented [ER10]: OUTCOMES:

- LIO Coordination Grants are compliant to federal grant rules
- LIO Coordination Grants are fiscally responsible
- Partnership is informed and has a record of challenges in implementing LIO Coordination grants
- LIO committees and Partnership are informed of LIO Plan progress

Task 4: Support Communication, Adaptive Management, and Synthesis of LIO Ecosystem Recovery Plans

The LIO shall manage revisions and communicate LIO Plan content in coordination with local and regional partners. Adaptively managing and strategically communicating the LIO Plan engenders confidence in local and regional decision makers that there are well defined problems in Puget Sound at the LIO scale; that LIOs know what to do to address them; the LIO knows which partners to engage and for what purpose; and that LIO work is well integrated into an overall strategy for Puget Sound Recovery. The Plan serves as a longer term strategic framework from which the Partnership and other partners can produce a variety of products associated with planning and communicating Puget Sound recovery goals, strategies, outcomes, barriers and solutions. Examples of these products include Implementation Strategies and a variety of LIO Plan synthesis products. (*Recommended range \$30-50K*)

Required for FFY 2021 funding:

- Subtask 4.01 Update and adaptively manage LIO Plan.

Commented [ER11]: LIO Coordinators:

This will be a Miradi LIO Plan status reports combined with PS Info NTA funding status report

Commented [ER12]: Outcomes:

- All LIOs incorporate necessary information to LIO Plans to inform regional discussions and decision making.
- All LIOs use Open Standards for the Practice of Conservation and align with community agreed upon taxonomy
- LIO purpose and existence is broadly understood and actors know and understand their relationship and role within the LIO
- LIO Plans are vetted and approved by committees

- In preparation for Action Agenda 2022, work with LIO committee(s) to:
 - Link pressure stressors to strategies
 - Prioritize pressure stressors and strategies
 - Identify, describe, and prioritize barriers, gaps, and proposed solutions to priority strategies
 - Begin or continue to develop quantitative goal statements
- Keep LIO Plan Miradi files up to date (e.g., goals, objectives, results chains, NTA status reports).
- Incorporate content from adaptively managed or updated salmon recovery chapters into LIO Plan.
- Document implementation progress on results chains and/or revise results chains based on new information or priorities

Commented [ER13]: LIO Coordinators:
 •Understanding that there is significant planning fatigue, the Partnership plans to work with LIOs to determine the exact scope and scale to make targeted updates. The Action Agenda planning team leaders will be sharing next week the approach to the 2022 AA, and we will begin conversations with LIO coordinators then what and how to CCC with LIOs through AA development.

Subtask 4.02 Contribute to development of communications products and presentations of LIO Plan. This should be done in coordination with subtask 3.04.

- Begin development of a strategic communication/action plan for LIO Plan to committee members, elected officials, decision-makers, public, and others.
- Provide copy, coordination support, and review of materials to communications contractor that will support website development and LIO tailored media. Details TBD

Commented [ER14]: LIO Coordinators
 •This is pending decisions on return funds from LIOs and funds that intended to support LIO program

Subtask 4.03 Support LIO Plan synthesis development for Implementation Strategy integration and/or other regional product and discussion integration. Review and provide feedback on draft LIO synthesis content.

Subtask 4.05 Review materials and provide feedback and/or input on needed materials for Puget Sound Info platform.

Commented [ER15]: LIO Coordinators
 •This should be a minimal effort subtask. If you would like to spend more time working with the PS Info team, please see task 5

Task 5: Tailor LIO coordination to Support Unique Vision and Goals of LIO

The Partnership is eager to invest and empower LIOs for the continued development and implementation of the Action Agenda and LIO Plans. Ultimately, ecosystem recovery goes beyond near-term actions and is addressed in ongoing programs and other avenues of local and regional influence in decision making. Sustainable ecosystem recovery and protection requires a socio-political and cultural shift that incorporates the value of ecosystem services. LIOs are powerful networks that recognize the local nuance of these elements and are the heart of driving the changes necessary to pursue them. This subtask enables LIOs to pursue the individual goals and vision that are unique to their LIO.

Commented [ER16]: OUTCOMES:
 LIO Coordination is tailored to the vision and goals of each individual LIO. See principles bulleted below Task 5 heading description

The LIO will choose two or more additional “tailored enhanced” subtasks for advancement of the LIO Plan in their geography. This section includes tasks that fulfill the following principles:

- Supports an individual LIO’s vision and effort for meaningful engagement in Puget Sound Recovery system including the Action Agenda.
- Supports greater coordination and efficiency and does not simply increase process

- Supports the integration of salmon recovery priorities
- Aligns with Action Agenda and the implementation strategies

LIOs will need to develop highly specific deliverables with associated outputs and outcomes with this portion of the coordination grant. (Not to exceed 60K)

Select from the following list for FFY 2021 funding:

Subtask 5.01 Regional Planning and Coordinating Group Participation

Support LIO participation in regional planning and coordinating groups (e.g., SIAT, AACG, ISWG, HWB, CAT, PSEMP, NWSC, Puget Sound Info, progress measures advisory groups, special group caucuses) to offer local expertise and build awareness and consideration of local priorities. This work should prioritize Action Agenda related external working groups for engagement. *Any bulleted item may occur independently without the others. During negotiations, identify how participation will elevate the stature of the LIO and/or help LIO achieve goals. This subtask may exist as a stipend to LIO committee member (s) for participation and/or reimbursements for travel costs. If separate subcontract is required for LIO committee member participation, copy should be provided to the Partnership by the LIO fiscal agent.*

- Participate in regional planning and coordination groups with the EPA, Strategic Initiative Leads (SIL), and/or the Partnership.
- Participate with Implementation Strategy Leads (IS Leads) and appropriate IS work groups to further refine and develop IS's. Provide input on how best IS can be implemented in local LIO areas and throughout Puget Sound.
- Identify which groups the LIO wishes to engage with, where openings are available, and how. Work to create opportunities to engage with groups where not currently available. Establish parameters and support requirements for engagement with Action Agenda groups. Determine who will participate and what will be needed to enable participation. Outline how many actual meetings to attend, and structure of engagement role.

Subtask 5.02 Engage on policy with local decision-makers and elected officials

Work with LIO committee members to determine opportunities to communicate and problem solve on policy-related LIO Plan barriers with local and regional decision makers and elected officials.

- Examples of policy related efforts include: 1) deficiencies in enforcement and compliance; 2) regulatory inconsistencies and lag between old and new regulation adoption; 3) policy effectiveness unclear or unknown; 4) lack of comprehensive ecosystem services valuation; 5) lack of policy maker and elected official engagement; 6) current law insufficient (doesn't match local needs; inequitable; too many exceptions); 7) lack of adequate policy incentives and/or disincentives

Commented [ER17]: LIO Coordinators:
 • We want to be sure to capture the value that increased investment in LIO coordination provides the recovery community so that we can best advocate for consistent funding

Commented [ER18]: Bonus points if you say out all acronyms !!

Commented [ER19]: Note : There is no limitation from EPA on stipend caps here. Checking with Partnership fiscal

- Discuss already identified (see subtask 4.01) LIO Plan gaps, barriers, and strategies to support policy development and accountability measures with local and regional decision makers and elected officials.
- Work with ER Team liaison to define attendance role for LIO coordinators or committee member(s) attendance at local and regional decision-maker workgroups and forums in order to communicate LIO gaps, barriers, and further LIO initiatives.

Subtask 5.03 Provide Seed Money to NTAs

Provide seed money to near-term action (NTA) owner(s) to catalyze implementation via capacity of one or more unfunded 2018-2022 NTAs of highest priority to the LIO and the region.

A minimum of \$5,000 and a maximum of \$30,000 can be applied to this subtask. Funds allocated to subtask 5.03 must cover (1) the administrative costs required to identify and select NTAs to receive seed money, (2) the administrative costs associated with allocating funds to NTA owners, and (3) the amount of money allocated to NTA owners. If separate subcontract is required for LIO committee member participation, copy should be provided to the Partnership by the LIO fiscal agent.

- Catalyze implementation includes capacity to:
 - Complete feasibility and preliminary design
 - Complete inventories and/or assessments
 - Complete planning strategy
 - Secure partnership agreements, memorandums, or other pre-requisite work necessary
 - Complete outreach activities
- Work with NTA owners and ER Team liaison to identify NTAs that are ready to use seed money to catalyze implementation of an NTA. For all NTAs that are being considered for seed money, determine required amount of seed money
- Facilitate the LIO's selection of one or more 2018-2022 NTAs of highest priority to the LIO and the region. Document selection process to the Partnership.
- Work with selected NTA owners to allocate funds according to the selections made by the LIO. Copy of subcontract should be provided to the Partnership. Document final product with the Partnership.

Commented [ER20]: As identified in the AA, but could include outreach to SILs and IS teams

Subtask 5.04 Reactivate the ECO Net

Reactivate the Education, Communication, and Outreach Network (ECO Net) within the LIO area, to advance and catalyze implementation of LIO Plan priority public engagement, awareness raising, incentive, and/or compliance projects and programs within the LIO (including NTAs).

Any bulleted item may occur independently without the others. If separate subcontract is required for LIO committee member participation, copy should be provided to the Partnership by the LIO fiscal agent.

- Fund capacity for LIO coordinator (or subcontract funds to a separate ECO Net coordinator, approximately \$6,000, not to exceed \$10,000) to: (1) Identify alignment between the LIO Plan and the ECO Net, through conversation with ECO Net members. Consider beginning by reviewing the NTAs within the behavior change activity type taxonomies: [Awareness Raising](#), [Incentives](#), [Compliance](#); (2) Within the LIO Plan, identify if there are key barriers or gaps to making progress in LIO ecosystem recovery relating to public engagement, awareness raising, incentive, and/or compliance projects and programs, and coordinate with key Partnership staff to identify opportunities within the LIO (and outside of the LIO) to address gaps or remove barriers (see Subtask 4.01); and/or (3) Enable ECO Nets to operate as subcommittees of the respective LIO—**work of the ECO Net within this LIO contract should support local LE and LIO Plans.**
- Provide seed money (between \$5,000 - \$10,000 per project, not to exceed \$15,000) specifically for capacity components of specific NTAs within the behavior change activity type taxonomies: [Awareness Raising](#), [Incentives](#), [Compliance](#). Copy of subcontract and specific NTA IDs should be provided to the Partnership.
- Fund an annual ECO Net and LIO partner symposium (not to exceed \$10,000), with the purpose of gathering all partners in the LIO area (including ECO Net partners, LEs, LIO partners) who are implementing behavior change projects or programs to share successes, discuss challenges or barriers, and to provide networking and collaboration opportunities.

Subtask 5.05 **Contribute to Barriers Removal via Continuous Improvement Project**

Facilitate removal and/or reductions of LIO priority barriers through Continuous Improvement. A minimum of \$5,000 and a maximum of \$15,000 can be applied to this task.

Any bulleted item may occur independently without the others.

- Prioritize barriers to recovery within the LIO, consulting with LIO Plan and Continuous Improvement opportunities list. *(Complete within first quarter).* For all LIO priority barriers, determine if the barrier is specific to the LIO's geographic area or impeding recovery work throughout Puget Sound. Update the LIO Plan to reflect barriers identified. Add any new barriers identified to the Continuous Improvement opportunities list.
- Lead removal or reduction of LIO priority barrier by developing an A3 solution document. This process could include hosting a workshop with other coordinators and practitioners to develop solutions.
- Participate in barrier removal efforts of regional and LIO partners. This could include participating in the Continuous Improvement small group led by Paul Cereghino and/or attending solution development workshops

Commented [KL21]: Deliverable: A3 solution document, ready to propose to the ECB and relevant agencies.

organized by Puget Sound recovery partners (ex. SILs, Boards, Partnership, NGOs, universities, etc.), focused on resolving a barrier to restoration that is priority for the LIO. Review A3 solution documents for LIO priority barriers that are developed by recovery partners.

Subtask 5.06 **Pursue Funding for NTAs**

Support priority NTAs by building LIO capacity to efficiently and effectively compete for project funding.

Any bulleted item may occur independently without the others. If separate subcontract is required for LIO committee member participation, copy should be provided to the Partnership by the LIO fiscal agent.

- Increase LIO capacity to strategically craft competitive grant proposals and match the project with the appropriate funding source(s) to advance 2018-2022 Action Agenda NTAs. Conduct grant writing.
- Develop an integrated funding strategy. Develop communications materials to target potential funders. Funding for staff and/or consultant to carry out activities including:
 - developing a sequenced list of projects for funding
 - cost-benefit-analysis of the projects to demonstrate the value to funders/the community
 - leveraging opportunities analysis to identify and target funding gaps
 - increase overall capacity to support partners with strategically targeted grant applications.
- Increase LIO capacity to integrate and align with existing funding opportunities. Funding for staff and/or consultant to carry out activities including but not limited to:
 - Manage PS Info:
 - Keep PS Info up to date so that external funders can access information for their RFPs
 - Design, upload, and keep up-to-date more robust information
 - Host workshops on grant search and alignment or other relevant topics

Subtask 5.07 **Structured Decision Making**

Use structured decision-making (SDM) process to define LIO Plan priorities. *Any bulleted item may occur independently without the others.*

- Work with SDM/DASEES team at EPA and the Partnership to learn process and best practices for structured decision-making.
- Implement SDM three-step decision-sketching process for prioritization of LIO Plan elements (e.g., define decision context, perform objectives hierarchy, refine measures, develop alternatives, and estimate

Commented [ER22]: LIO does not need to be working already with OSU

- consequences and evaluate trade-offs)
- Continue integration of human wellbeing framework into the LIO Plan.

Schedule and Deliverables—forthcoming