



**Date:** July 22, 2020

**To:** Alliance for Healthy South Sound Executive Committee

**Subject:** AHSS 2020-21 contract and optional task to tailor LIO coordination to support unique vision and goals of LIO

**Decision needed:** Select priority work for the 2020-21 LIO contract with PSP in light of the increased capacity funding available for next year. Choose *two or more* additional “tailored enhanced” subtasks from a menu provided. Deadline is August 12, 2020.

**Staff recommendation:** select providing seed money for NTAs (5.03) and developing funding strategies (5.06) as the subtasks.

- For NTA seed money: poll South Sound NTAs for seed money needs, looking to provide either match or other funding that is difficult to obtain (e.g., due diligence funding for land acquisition, or restoration planning funding).
- For the funding strategy: develop a written strategy with science and other funding priorities and potential sources of funding; reach out to at least three new funding sources to gauge interest and match between priorities with an emphasis on local/regional foundations; prepare a framework / conceptual document for forming an independent entity for consideration.

**Background:** PSP is increasing capacity funding for LIOs for the 2020-21 contract year to \$125,000 (from \$75,000 in the 2019-21 contract year). As part of this funding increase, PSP is making a number of LIO coordination tasks mandatory that were previously optional. There will also be increased tasking around the 2022-2026 Action Agenda development.

In addition, in the draft 2020-21 Task 5 of the draft PSP-LIO contract template outlines a number of additional “tailored enhanced” subtasks for LIOs to choose from. Each LIO is asked to choose **two or more** of these subtasks in addition to the mandatory work. For subtasks chosen, LIOs will need to develop specific deliverables with associated outputs and outcomes for the contract. We anticipate approximately no more than \$30,000 the LIO capacity budget could be spent on “tailored enhanced” subtasks once the mandatory work is fulfilled.

The term for these agreements is October 1, 2020 through September 30, 2021. LIOs have until August 12, 2020 to determine which “tailored enhanced” subtasks they want to select. The new contract will start October 1, 2020.

**Options:** The “tailored enhanced” options are<sup>1</sup>:

- 5.01: Regional planning and coordinating group participation
- 5.02: Engage with local decision-makers and elected officials
- 5.03: Provide seed money to NTAs

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<sup>1</sup> Full description of tasks provided in Appendix

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- 5.04: Reactivate the ECO Net
  - 5.05: Contribute to barriers removal via continuous improvement project
  - 5.06: Pursue funding for NTAs
  - 5.07: Structured decision making

Past conversations with the Executive Committee indicate that the Committee would be most interested in funding on-the-ground activities, such as:

- 5.03 Provide seed money to the NTAs
- 5.06 Pursue funding for NTAs

Executive Committee also expressed interest in providing seed money to support a fundraising strategy for South Sound science and protection and restoration work and/or to start an independent/non-profit associated with the South Sound work that could grow into a science institute and develop additional outside sources of funding that the Alliance may not otherwise be eligible for. This could help the Alliance expand from a focus on responding to Puget Sound Partnership priorities to be more self-directed in focus. A table of potential alternative organization structures for AHSS is in the appendix.

***The Alliance Council met on July 14 and recommended the following subtasks for the Executive Committee's consideration:***

- 5.01: Regional planning and coordinating group participation
  - *Rationale:* Many organizations are facing budget cuts and providing money for staff to participate in regional planning and coordination groups could help the South Sound maintain a presence in these meetings. This could also allow the South Sound LIO to compensate people who could not normally attend these types of meetings (i.e., diversify participation).
- 5.03: Provide seed money to NTAs
  - *Rationale:* This would provide opportunity to support implementation of on-the-ground work. However, \$30,000 is potentially not enough money for some NTA owners to be interested, even as seed money.
- 5.04: Reactivate the ECO Net
  - *Rationale:* When operating, the ECO Net was a valuable resource. However, there is a risk with investing money this year in the ECO Net only to see the ECO Net dissolve if funding were not available the next year.
- 5.06: Pursue funding for NTAs
  - *Rationale:* There was consensus among the Council that this would be a good use of funding. There was interest in using the funding to help NTA owners with searching for and completing grant applications.

The Council also was interested in / open to a fundraising strategy for South Sound science and protection and restoration work and/or to start an independent/non-profit associated with the South Sound work that could grow into a science institute and develop additional outside sources of funding that the Alliance may not otherwise be eligible for.

Subtask	Council Expressed Interest	Executive Committee Previously Expressed Interest
5.01: Regional planning and coordinating group participation	✓	
5.02: Engage with local decision-makers and elected officials		
5.03: Provide seed money to NTAs	✓	✓
5.04: Reactivate the ECO Net	✓	
5.05: Contribute to barriers removal via continuous improvement project		
5.06: Pursue funding for NTAs	✓	✓
5.07: Structured decision making		

The appendix includes detailed subtask descriptions from the draft PSP-LIO contract template. We anticipate no more than \$30,000 in the LIO capacity budget could be spent on “tailored enhanced” subtasks.

**Timeline**

- **Now-August 12, 2020:** LIOs determine which Task 5 subtasks to select.
- **August 12, 2020:** Deadline for LIO SOW and budget to be returned to the Partnership for processing. 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.
- **October 1, 2020:** Expected beginning of next LIO coordination grant.
- **September 30, 2021:** All funds of FFY 2021 LIO coordination grant expended, final deliverables and progress reports submitted

**Additional Information:** Elizabeth McManus (emcmanus@rossstrategic.com or 206-890-9268).

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## Appendix – 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.

**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.*

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- 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**
- **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.

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*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.

#### **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

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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 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.*

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

## Potential Alternative Organization Structures for AHSS

	Description	Example	Notes
501(c)(3)	Nonprofit organization that has been approved by the Internal Revenue Service to be tax-exempt under the terms of section 501(c)(3) of the Internal Revenue Code. Lobbying activities must be less than 20% of budget.	<a href="#">HCCC</a>	<ul style="list-style-type: none"> <li>• May apply for private and public grants</li> <li>• Creating a nonprofit organization takes time, effort, and money. Because a nonprofit organization is a legal entity under federal, state, and local laws, it may be necessary to consult an attorney, accountant, or other professional.</li> <li>• Would need to establish governance and decision making structure (e.g. Board, Director, other?) and participation structure for government.</li> </ul>
501(c)(4)	A social welfare organization, such as a civic organization or a neighborhood association. An organization is considered by the IRS to be operated exclusively for the promotion of social welfare if it is primarily engaged in promoting the common good and general welfare of the people of the community.		<ul style="list-style-type: none"> <li>• Permitted to engage in lobbying to achieve its social welfare purpose</li> <li>• May apply for private and public grants</li> <li>• Would need to establish governance and decision making structure (e.g. Board, Director, other?) and participation structure for government.</li> </ul>
Regional Conference (also referred to as a Council of Governments)	A multi-purpose association of governments that delivers federal, state and local programs while fulfilling its primary function as a regional planning organization. COGs are accountable to their membership - the local units of government within that region. Conceived in the 1960s, COGs were established under Revised Code of Washington (RCW) chapter 36.64.080 for the “purpose of studying regional and governmental problems of mutual interest and concern.” The role of COGs has evolved with changing dynamics within federal, state and local government, as well as the growing awareness that within a region, entities must work together to resolve economic, infrastructure, social and environmental issues.	<a href="#">HCCC</a>  <a href="#">Cowlitz-Wahkiakum</a>	<ul style="list-style-type: none"> <li>• Requires legislative endorsement</li> <li>• May apply for private and public grants</li> </ul>

<b>Regional Planning Commission</b>	<p>RCW 36.70.060 – A county or a city may join with one or more other counties, cities and towns, and/or with one or more school districts, public utility districts, private utilities, housing authorities, port districts, or any other private or public organizations interested in regional planning to form and organize a regional planning commission and provide for the administration of its affairs. Such regional planning commission may carry on a planning program involving the same subjects and procedures provided by this chapter for planning by counties, provided this authority shall not include enacting official controls other than by the individual participating municipal corporations. The authority to initiate a regional planning program, define the boundaries of the regional planning district, specify the number, method of appointment and terms of office of members of the regional planning commission and provide for allocating the cost of financing the work shall be vested individually in the governing bodies of the participating municipal corporations.</p>	<a href="#">TRPC</a>	<ul style="list-style-type: none"> <li>Any regional planning commission or municipal corporation participating in any regional planning district is authorized to receive grants-in-aid from, or enter into reasonable agreement with any department or agency of the government of the United States or of the state of Washington to arrange for the receipt of federal funds and state funds for planning in the interests of furthering the planning program.</li> </ul>
<b>Lead Entity</b>	<p>Lead entities are local, watershed-based organizations that develop local salmon habitat recovery strategies and then recruit organizations to do habitat protection and restoration projects that will implement the strategies. Lead entities perform an essential role in salmon recovery in Washington State. Established in law (Revised Code of Washington 77.85), lead entities consist of:</p> <ul style="list-style-type: none"> <li>A lead entity coordinator (usually a county, conservation district, or tribe)</li> <li>A committee of local, technical experts</li> <li>A committee of local citizens</li> <li>A lead entity grant administrator (usually county, conservation district, tribe, or regional organization).</li> </ul>	<p><a href="#">HCCC</a> (see <a href="#">RCW</a>)</p> <p><a href="#">West Sound Watersheds Council</a></p>	<ul style="list-style-type: none"> <li>Convening governments can designate the lead entity as well as the geographic boundaries</li> <li>May apply for private and public grants</li> </ul>