

Proposal to the Leadership Council
Strait of Juan de Fuca Action Area Local Integrating Organization

LIO Proposals to the Leadership Council

Staff Analysis - Strait of Juan de Fuca Ecosystem Recovery Network

1) Describe geographic range

Strait of Juan de Fuca Action Area (portions of Clallam and Jefferson counties and three incorporated cities), including the Lyre/Hoko, Elwha/Dungeness, and a portion of the Quilcene/Snow watersheds

2) Does the proposed organization have broad support from the local community?

Yes. The Strait of Juan de Fuca Ecosystem Recovery Network (Strait ERN) is made up of leaders (i.e., elected officials and high-level staff) from a diverse set of governments, agencies, organizations, recovery processes, institutions, and key businesses and business groups.

3) Do they have the ability/capacity/authority to execute roles and responsibilities inherent to a Local Integrating Organization, such as:

a. Advising the Partnership on Action Agenda Priorities?

Yes. In April 2010, the Strait ERN began work to identify the specific highest priority actions for each strategy within the Action Area that can be reasonably implemented within the next 2 or 3 years, provided funding was made available. They also formed a Strategic Planning Task Force who is working to develop criteria and a process to prioritize those identified actions. All of this work is ongoing.

b. Providing assistance to enhance implementation work by local groups?

Yes. 1. One of the primary work focus areas is to hold forums on various strategies to achieve a common understanding among members and then work together to identify and implement specific actions. To date, a total of four forums were held. Some actions identified as a result of those forums are now complete. 2. The two county Work Groups provide an additional venue to communicate, identify partners, and collaborate to implement more geographically focused actions. 3. As a member organization, Strait ECO Net receives guidance on upcoming actions that need focused attention.

c. Working cooperatively to implement strategic actions in the AA?

Yes. For example, last fall, in response to the 2009 EPA Watershed Management Assistance Program grant opportunity, the Strait ERN formed an EPA Grant Task Force to identify priority actions and facilitate and coordinate a collaborative and competitive response to the EPA RFP. Four integrated and complimentary proposals were submitted, each with multiple partners that cut across political and organizational boundaries. Three of the four proposals were offered funding by the EPA. This mode of operation will likely continue.

d. Basing their work in the best scientific information available?

Yes. Using an ecosystem-based approach to achieve recovery as part of their common goal, the Strait ERN has adopted as one of their objectives, the need to assess results using science. The Strait ERN currently relies on their membership and regional staff from various state agencies to provide the local scientific support to guide actions. Also, at the last Strait ERN meeting, they decided to seek advice from the Partnership's Science Panel on their efforts to prioritize specific actions.

e. Evaluating progress in implementing the AA at the local scale?

Yes, potentially. To date, the Strait ERN has not focused on evaluating progress, though they have identified the need to conduct progress reviews as one of their objectives. Assistance from the Partnership's Performance Management efforts will likely be requested and relied upon in the near future.

4) Is their structure conducive to actualizing the above roles and responsibilities?

Yes, so far their organizational structure has either demonstrated or has the potential too actualize these roles and responsibilities. Leadership from their ECB representative and alternate and direct and significant staff support from the Partnership has, in large part, enabled this to occur. Their capacity to function effectively in the future would be substantially enhanced by operating funds.

5) What ability does this proposed organization have to receive grants and other funds to support staff and to assist in the implementation of the local Action Agenda priorities?

The Strait ERN currently operates completely informally, at the will of its members; no formal agreements exist between members. To receive money the Strait ERN would need either to formalize or enable one of its member governments or organizations to serve as a fiduciary agent.

6) What are the first steps the organization will take, or has taken, toward implementing the Action Agenda?

The Strait ERN has already taken its first steps as discussed above. The next significant steps will be to a.) Prioritize specific actions that are most important to the recovery of the ecosystem, and, b.) Continue to foster collaboration among its members when developing proposals for funding opportunities to accomplish actions.

7) What are the major challenges this group faces? What is being done to address those challenges?

- *Operational Support: Currently the Strait ERN relies on the participation of its members and the direct and significant staff support provided by the Partnership. Given the time constraints and substantial funding challenges of many members, the Strait ERN would benefit greatly from additional operational funding and support.*
- *Funding: The informal operation of the Strait ERN does not currently enable it to accept or direct funding.*

8) Will this group evolve/change over time?

Yes. The Strait ERN, when necessary, will evolve over time according to the emerging needs of the organization and its members to implement the Action Agenda.

Strait of Juan de Fuca Local Integrating Organization Proposal

Strait of Juan de Fuca Ecosystem Recovery Network

Common Goal: Recover and sustain the ecological health of the Strait of Juan de Fuca and North Olympic Peninsula using an Ecosystem-Based Management¹ approach, while connecting with and enhancing our socio-economic wellbeing.

Common Objectives:

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| a. Work Together to Recover the Ecosystem's Health | e. Help to Implement Regional Strategies and Actions in the Action Agenda |
| b. Foster Socio-Economic Health | f. Assess Scientifically Derived Results |
| c. Integrate and Prioritize Local Strategies and Actions in the Action Agenda | g. Conduct Progress Reviews |
| d. Identify Local Roles and Responsibilities for Implementing Strategies and Actions | h. Celebrate Successes |

Common Group Formation Criteria:

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| 1. Recruit leaders from diverse interests and stakeholders | 3. Develop incentives to maximize consistent participation |
| 2. Minimize bureaucratic layers, redundancy, and time commitments | 4. Secure staff support/assistance from the Puget Sound Partnership |

Geographic Focus: Strait of Juan de Fuca, from Cape Flattery to Point Wilson and from the crest of the Olympic Mountains to deep water in the Strait of Juan de Fuca

Primary Work Focus: The primary work focus areas for the currently informal but evolving Strait of Juan de Fuca Ecosystem Recovery Network (Strait ERN) are to:

1. Identify high priority Strategies and specific Actions from the Action Agenda (or identified as a priority subsequent to its publication) that are most appropriate for upcoming grant opportunities and work together, where possible, to prioritize, collaborate, integrate, and support competitive proposals among members to obtain new funding to accomplish those high priority Strategies and specific Actions. Also, work to coordinate the use of existing funding to accomplish those high priority Strategies and specific Actions.
2. Provide a mechanism to fully understand the threats and to implement specific local and regional Strategies and Actions contained within the Action Agenda² (or identified as a priority subsequent to its publication) that are common to the Strait of Juan de Fuca ecosystem and both Clallam and Jefferson counties. Specifically, the Strait ERN would initially hold forums that would focus on the following Strategies to achieve a common understanding and then work together to identify and implement specific Actions:
 - Marine Hazards (oil, plastics, bio-invasives)
 - Communication, Outreach, and Education
 - Climate Change/Ocean Acidification/Air Emissions
 - Stormwater (transportation impacts - roads)
 - Intergovernmental SMP Update Coordination and Implementation
 - Ecosystem-Based "Green Jobs" and Businesses
 - Salmon Recovery, Watershed Planning, and Marine Resources Coordination
 - Migration Corridor Integrity (fish, birds, orcas)
 - BuiltGreen™ Development
 - Shellfish and Finfish Aquaculture
 - Treated and Untreated Sewage Discharges (outfalls and ships)
 - Toxics Source Reduction Programs
 - Others as appropriate

Membership (see detailed list of potential members below): The Strait ERN is made up of leaders from the following diverse set of tribal and local governments, agencies, non-profit organizations, educational institutions, and key businesses and business groups, from across the Strait of Juan de Fuca geography, who are working together to establish grassroots-ownership for Strategies, Actions and results.

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| <ul style="list-style-type: none">• Tribes• Counties• Cities• Ports | <ul style="list-style-type: none">• Government Entities/Agencies• Watershed and Marine Processes• Universities and Colleges• Environmental Education Organizations |
|--|---|

- Public Involvement/Volunteer Organizations
- Natural Resource/Working Land Preservation NGOs

- Chambers, EDCs, and Business Associations
- Business-Based NGOs

Decision Making: Recognizing that the Strait ERN, and the associated subgroups described below, currently have informal organizational structures, consensus³ decision-making practices will be employed. Each member attending a meeting can utilize one of three levels of agreement on any decision. These are: A.) Fully support the proposed decision, B.) Do not fully support the proposed decision but will not stand in the way of its implementation, or C.) Do not support the proposed decision prompting a notation of the reasons for the dissent. If any members choose level C for any proposed decision, discussion will ensue among the members in attendance at the meeting in an attempt to achieve levels A or B, putting the decision to a majority vote of the members in attendance at the meeting (if the decision is time critical), or tabling the decision for discussion at a subsequent meeting.

Meeting Frequency: Initially four meetings per year will be held, later years perhaps less frequently. Depending on speaker availability, public events that compliment forum topics may be organized and held in the evening before or after the meetings.

Clallam and Jefferson Work Groups

Geographic Focus: Clallam Work Group - Strait of Juan de Fuca, from Cape Flattery east to the Clallam-Jefferson county line and from the crest of the Olympic Mountains to the nearshore along the Strait of Juan de Fuca; Jefferson Work Group - Strait of Juan de Fuca, from Clallam-Jefferson county line east to Point Wilson and from the crest of the Olympic Mountains to the nearshore along the Strait of Juan de Fuca.

Primary Work Focus: The Clallam and Jefferson Work Groups would, respectively, provide assistance to enhance the work of their individual member governments, agencies, organizations, and business groups and work collectively to implement the local and regional Strategies and Actions contained within the following Action Agenda Strategic Priorities²:

- Protect Intact Ecosystem Processes, Structures, and Functions
- Restore Ecosystem Processes, Structures, and Functions
- Prevent Sources of Water Pollutants
- Work Effectively and Efficiently Together on Priority Actions
- Assist the Partnership in implementing the Performance Management System

Work Group Membership (see detailed list of potential members below): Each of the two work groups includes a subset of leaders from the Strait ERN membership with interest in assisting or collaborating on work in the respective geographical focus areas.

Business Meetings: The purpose of the business meetings is to convey the status of the work being conducted on various Strategies by members and then identify, through consensus decision-making, opportunities to assist or collaborate on accomplishing specific Actions; Initially, each work group would meet four times per year, later years perhaps less frequently. Each of the two business meetings would be held at the same location and either immediately before or after the Strait ERN meeting. The Jefferson Work Group will periodically meet with the Hood Canal Coordinating Council when their meetings occur in close proximity to Jefferson County.

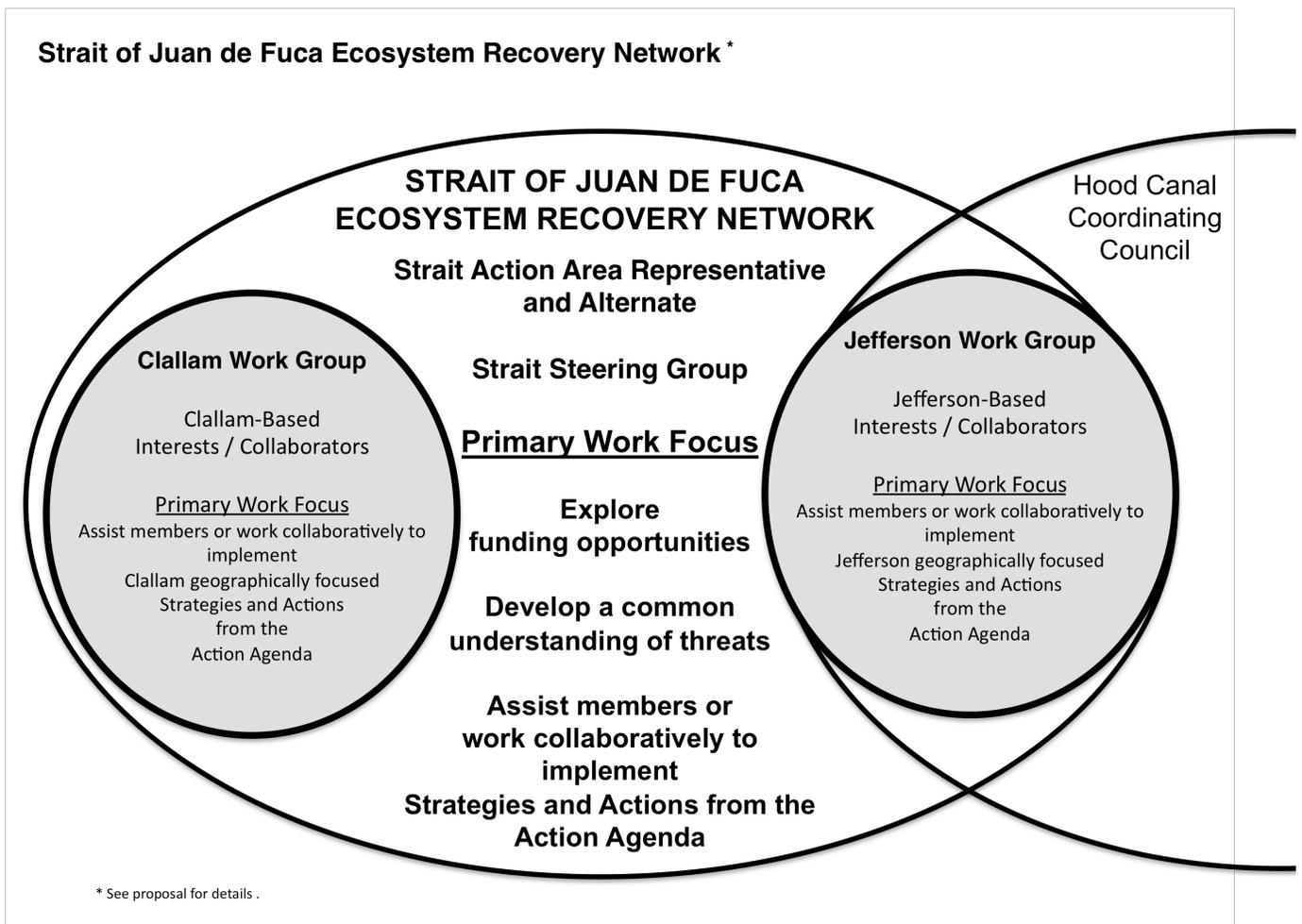
Strait of Juan de Fuca Action Area Representative and Alternate – The Representative (or their Alternate or designee) for the Strait of Juan de Fuca Action Area on the Puget Sound Partnership’s Ecosystem Coordination Board functions as the “lead” individual on the Strait Steering Group, Strait ERN, and where appropriate, the Clallam and Jefferson Work Groups.

Strait Steering Group – The Strait Steering Group will provide advice on developing meeting agendas and guide staff on accomplishing next steps from decisions made by the Strait ERN or Clallam and Jefferson Work Groups. The Strait Steering Group will consist of 5 volunteers from the Strait ERN membership who regularly participate. Volunteers will serve for 1 year. To volunteer to be on the Strait Steering Group, members must have attended at least 2 of the past years

meetings of the full Strait ERN. The Strait Action Area representative or alternate to the Partnership’s Ecosystem Coordination Board (ECB) would lead the Strait Steering Group. In their absence at meetings, the Strait Action Area representative or alternate can designate a member or staff to lead the Strait Steering Group. The Strait Steering Group will hold at least one meeting between the full quarterly meetings of the Strait ERN and will communicate by email as needed.

Task Force Groups – When needed, Task Force Groups would be formed from the membership of the Strait ERN and Clallam and Jefferson Work Groups to work on accomplishing strategies and actions that need focused attention to make significant progress. When deemed more time efficient, Task Force work may be combined with the work of the Strait Steering Group. When taking on Task Force responsibilities, the Strait Steering Group membership may be temporarily expanded to accomplish this work.

Staff Support – Currently, the Puget Sound Partnership’s Ecosystem Recovery Coordinator for the Strait of Juan de Fuca Action Area provides organizational, technical, and administrative support. The need for future staff support, administrative support, and budget requirements are yet to be determined.



Strait of Juan de Fuca Ecosystem Recovery Network (Strait ERN) Potential Membership List

- Tribes – Makah, Lower Elwha Klallam, Jamestown S’Klallam, and Port Gamble S’Klallam
- Counties – Clallam and Jefferson
- Cities – Port Angeles, Sequim, and Port Townsend
- Ports - Port Angeles and Port Townsend
- Government Entities / Agencies – Clallam and Jefferson Conservation Districts, Clallam and Jefferson Public Utility Districts, Hood Canal Coordinating Council (HCCC), Puget Sound Partnership, Washington Departments of Fish and Wildlife, Ecology, Natural Resources, Health, State Parks, US Forest Service, Olympic National Park, US Fish and Wildlife Service (Dungeness National Wildlife Refuge), US Coast Guard, US Army Corp of Engineers, Pacific Northwest National Laboratory (and their DOE connections), Port Angeles Harbor Development Authority, Clallam – Jefferson Resource Conservation and Development Council
- Watershed and Marine Processes – North Olympic Lead Entity for Salmon and HCCC-Lead Entity (for salmon recovery), Planning Units for Watershed Resource Inventory Areas 19, 18 (including Elwha-Morse Management Team and Dungeness River Management Team), and 17, and Clallam and Jefferson Marine Resources Committees, a part of the Northwest Straits Commission
- Universities and Colleges - Peninsula College (including WWSU Huxley Program) and WSU Clallam and Jefferson County Extensions
- Place-Based Educational Public Involvement Organizations – Olympic Park Institute, Feiro Marine Science Center, Dungeness River Audubon Center, and Port Townsend Marine Science Center
- Public Involvement / Volunteer Organizations – Washington State University Clallam and Jefferson County Beach Watchers/Water Watchers and Shore Stewards and Clallam County Streamkeepers
- Natural Resource-Based and Working Land Preservation Non-Governmental Organizations (with wide Strait of Juan de Fuca geographic coverage) - North Olympic Salmon Coalition, North Olympic Land Trust, Jefferson Land Trust, Jefferson Land Works, Coastal Watershed Institute, Wild Fish Conservancy, Cascade Land Conservancy, Ducks Unlimited, Olympic Environmental Council, Protect the Peninsula’s Future, People for Puget Sound, Friends of the Fields, Future Wise, Olympic Trails Coalition, Washington Water Trails, Puget Sound Anglers, 10,000 Years Institute, North Olympic Peninsula Group of the Sierra Club, and Surfriders
- Chambers of Commerce and Economic Development Organizations - Neah Bay Chamber of Commerce, Clallam Bay-Sekiu Chamber of Commerce, Port Angeles Regional Chamber of Commerce, Sequim-Dungeness Chamber of Commerce, Port Townsend Chamber of Commerce, Clallam Economic Development Council, and Team Jefferson
- Business-Based Non-Governmental Organizations - North Olympic Timber Action Committee, Pacific Shellfish Growers Association, North Peninsula Home Builders and Jefferson Home Builders Associations (including BuiltGreen® committees), Port Angeles, Sequim, and Port Townsend Realtor Associations, Port Angeles Business Association, Northwest Natural Resource Group, and ShoreBank Enterprise Cascadia

It’s important recognize that the communities along the Strait of Juan de Fuca are relatively small hence, individual participants often represent more than one entity on the Strait ERN and the associated subgroups described above.

¹ Andrew Rosenberg, Professor, University of New Hampshire, Puget Sound Georgia Basin Ecosystem Conference, Day 1 Opening Plenary Speaker (http://www.psp.wa.gov/videos/mediaplayer/video_library_psgb.php)

² See the draft Work Plan Matrix for the Strait ERN and Clallam and Jefferson Work Groups.

³ Consensus is defined as: 1. General agreement, 2. Judgment arrived by most of those concerned (see this webpage: <http://mw1.merriam-webster.com/dictionary/consensus>)

⁴ See this webpage for examples to consider: http://books.google.com/books?id=7j-sc-Q1ONwC&pg=PA220&lpg=PA220&dq=%22decision+matrix%22+and+%22facilitator's+fieldbook%22&source=bl&ots=yGQwLsvVj&sig=BJ1XzJeBsLWKc0ix81N9MBY-Suk&hl=en&ei=ISzrSt-oHYeEswO62FXUCA&sa=X&oi=book_result&ct=result&resnum=1&ved=0CA0Q6AEwAA