

**Joint Base Lewis-McChord Sentinel Landscapes Partnership
Coordinator Position – Application Period Closes February 26, 2021 (5 p.m. Pacific)**

The Executive Leadership Group (ELG) of the Joint Base Lewis-McChord (JBLM) Sentinel Landscape Partnership (Partnership) seeks a highly motivated and qualified individual to become the Partnership's Coordinator. The Coordinator will lead an array of public and private partners to achieve diverse natural resource conservation goals within the Partnership's geographic boundaries. This individual will also collaborate with Coordinators from the other Sentinel Landscapes (currently six) across the country and coordinate with the Sentinel Landscapes Partnership-Federal Coordinating Committee. This is an exceptional opportunity to help advance an extraordinary natural resources conservation partnership.

The Coordinator is expected to be a "force multiplier" who will unify the day-to-day operations of the JBLM Sentinel Landscape Partnership to help achieve agreed-upon collaborative goals. The Coordinator's role can be summarized as:

- **Effectively and efficiently leading the coordinated execution** of the 2020-2023 Implementation Plan (Plan), in collaboration with the Planning and Implementation Committee (PIC) and external partners, and under the guidance of the ELG. Specific requirements include:
 - **Identifying, recommending, and pursuing** funding or other support required to implement the Plan and sustain necessary Partnership capacity.
 - **Optimizing** the public/private partnerships necessary to achieve current and future goals, with an emphasis on the critical collaboration among the Partnership members.
 - **Emphasizing** the Department of Defense (DOD) connection to natural resource concerns that impact JBLM and our community. The Coordinator will represent Partnership members' concerns to the audiences most critical to advancing the JBLM Sentinel Landscape Partnership's goals.

The JBLM Sentinel Landscape program started in 2013. The 2020-2023 Implementation Plan has recently been approved by the ELG (attached). The Coordinator will be responsible for guiding and administering implementation of this plan through collaboration with the Partnership's formal members (organizations that have adopted Partnership's Charter). The Coordinator will also work closely with an array of other partners through the Partnership's various Working Groups and Liaison Positions. These Working Groups may be comprised of formal member representatives and additional organizations with interests in Working Group activities.

The Coordinator will work largely independently, but will have added support when necessary from the people and resources of the Partnership's formal member organizations. These formal member organizations include some of the leading public and private natural resource institutions in Washington. The Coordinator will work closely with the Partnership's Planning and Implementation Committee Chair (PIC Chair). The Coordinator will essentially function as the Operations Manager of the JBLM Sentinel Landscape Partnership. Ultimately, the coordinator is a facilitator of partnership activities, with the expectation that the coordinator will help to guide the partnership to success. This individual should be highly organized, have superior people skills, problem solving skills, and be committed to helping the Partnership achieve the on-the-ground projects necessary for the program to prosper.

For the Partnership to achieve its goals, the Coordinator will need to connect with formal members for resources and other forms of assistance, and supplement their capacity or other needs as required. For

example, the Coordinator might work with a nonprofit partner that has superior public relations staff to jointly craft communications materials and messages, and then independently seek funding from a private foundation to cover the cost of producing and distributing these materials. Similarly, the Coordinator will be expected to work with partners to refine conservation objectives in the areas described below and then may seek funding for the partners to implement those actions. It is not anticipated that the JBLM Sentinel Landscape Partnership will be incorporated as a not-for-profit organization. Thus, the Coordinator will work with partners for assistance administering grants.

This individual will also collaborate with Coordinators from the other Sentinel Landscapes (currently six) across the country and will need to represent the Partnership nationally at a number of Sentinel Landscapes-focused meetings and conferences.

The Coordinator will report to the Partnership's Co-chairs and PIC Chair, rotating positions that serve to represent the broader Partnership interests. Partnership's formal members (organizations that have adopted Partnership's Charter) include:

- U. S. Department of Agriculture - Natural Resources Conservation Service
- U.S. Department of Defense - Joint Base Lewis-McChord
- U.S. Fish and Wildlife Service
- Washington Department of Fish and Wildlife
- Thurston County
- Thurston Conservation District
- Center for Natural Lands Management

A full-time commitment is expected. The Coordinator will most likely serve as a contractor and be responsible for their own health care, taxes, and other expenses.

Background: Sentinel Landscapes Program

The www.sentinellandscapes.org page describes Sentinel Landscapes as working or natural lands important to the Nation's defense mission – places where conserving the working and rural character of key landscapes strengthens the economies of farms, ranches, and forests; conserves habitat and natural resources; and protects vital testing and training missions conducted on the military installations that anchor such landscapes.

The U.S. Departments of Agriculture, Defense, and the Interior established the Sentinel Landscapes Partnership program through a Memorandum of Understanding in 2013. The Sentinel Landscapes Partnership program is a nationwide Federal, state, local and private collaboration dedicated to promoting natural resource sustainability and the preservation of agricultural and conservation land uses in areas surrounding military installations. Agencies from the three Departments coordinate the Partnership at the national level through the Sentinel Landscapes Federal Coordination Committee.

The Sentinel Landscapes Partnership program seeks to recognize and incentivize landowners to continue maintaining these landscapes in ways that contribute to the nation's defense. Where shared interests can be identified within a Sentinel Landscape, the local Partnership coordinates mutually beneficial programs and strategies to preserve, enhance, or protect habitat and working lands near military installations in order to reduce, prevent or eliminate restrictions due to incompatible development that inhibit military testing and training.

For more background information on the JBLM Sentinel Landscape Partnership, please see Appendix.

JBLM Sentinel Landscape Partnership Coordinator—Essential Duties and Responsibilities

Consistent with guidance provided by and in close coordination with Partnership members, the Coordinator will be expected to work generally independently to achieve both near- and long-term goals and objectives of the Partnership. The Coordinator will need to move seamlessly between leadership, management, and support roles, depending on the specific task. All tasks are expected to be completed in a timely and responsive manner. The Coordinator is expected to avoid actual or perceived conflicts of interest and act impartially, avoiding any undue bias and influence on the Partnership’s vision, mission, and goals.

At this time, tasks largely fall into the following four categories of work, which are not mutually exclusive:

1. Day-to-day to management of Partnership operations

- Lead the collaboration of partners through efficient and effective facilitation of the PIC and ELG.
 - Plan, organize, and lead monthly PIC meetings and quarterly ELG meetings. Take meeting notes and document decisions made and action items needing follow up.
 - If additional PIC/ELG meetings are deemed necessary, provide recommendations as such and then take charge of planning, organizing, and leading as described above.
- Maintain a strong understanding of each individual Partnership member’s goals, primarily as they relate to the Partnership, but also be cognizant of broader interests.
- Keep track of and be prepared to report out to others the status of Working Group activities, to include their organization, membership, meeting schedules, and outcomes.
- Thoughtfully communicate with PIC, ELG, and Working Group members in-between meetings as needed.
- Take charge of the day-to-day management of the Implementation Plan, including prioritizing work for self appropriately and making recommendations about prioritization to Partnership members. Proactively keep Partnership members aware of status on key milestones.
- Establish and create a system for tracking project metrics to be used for reporting purposes.
- Take responsibility for all reporting to the Federal Coordinating Committee and donors.

2. Coordination and communication with National/other landscapes

- Serve as the primary point of contact for the JBLM Sentinel Landscape for the Sentinel Landscape Federal Coordinating Committee.
- Collaborate with coordinators and staff from other Sentinel Landscapes to enhance learnings across partnerships.

3. *Researching/pursuing/obtaining (and, if necessary, managing) funding to achieve desired outcomes, including specific actions identified in the Implementation Plan and as otherwise necessary to ensure the Partnership's success*
 - Efficiently review funding opportunities forwarded from National and/or Partnership members to assess applicability to the JBLM SL Partnership; if needed, coordinate with relevant Partnership member(s) for clarification.
 - Seek out additional sources of public and/or private funding as needed.
 - On an ongoing basis, provide specific recommendations to the PIC about which funding opportunities to pursue. The recommendations should tie to specific strategies and/or goals of the IP; identify primary and/or support Partnership members that would benefit from being directly engaged; include a summary of the work/timeline necessary to respond to the funding opportunity; a priority level assessment of each opportunity (e.g., high, medium, low) and any other relevant details.
 - Create and maintain a list of funding opportunities, with a focus on those which recur, to help the Partnership prioritize and plan for proactively pursuing those opportunities.
 - When pursuit of specific funding opportunities has been agreed upon by PIC and/or ELG, take charge of proposal writing and submission. Coordinate with appropriate Partnership members to provide specific expertise and/or review drafts.
 - Foster synergy between all partners such that negative competition dynamics relating to funding opportunities are avoided.
 - Ensure that Partners fulfill commitments in reporting accomplishments achieved within or through the Partnership and that the Partnership role is appropriately acknowledged.

4. *Outreach/partnership building*
 - Establish and maintain strong relationships with Partnership members, including recruiting new partners.
 - Communicate DOD natural resource concerns to audiences most critical to the JBLM Sentinel Landscape Partnership.
 - Draft, seek approval for, and then administer a communications plan targeting key audiences.

Minimal Qualifications

- Bachelor's degree or equivalent experience in natural resource conservation or comparable field.
- Proven ability and capacity to objectively coordinate diverse interests to achieve large-scale goals.
- Working knowledge/solid understanding of the military culture and operations (e.g., military personnel ranks, customs and courtesies, unit organizational structure, forces' capabilities, etc.).
- Experience working with agricultural community, local governments, and/or private landowners on conservation projects.
- Professional experience working with ESA regulatory requirements for terrestrial wildlife, such as Habitat Conservation Plans, Critical Habitats, and/or military Integrated Natural Resource Management Plans.
- Professional experience in partnership building and management.

- Broad understanding of political, cultural, economic, and environmental issues within the JBLM Sentinel Landscape boundary and within the state itself.
- Superior verbal and written communications skills.
- Strong organization and time management skills.
- Proficient with standard Microsoft Office software (or equivalent).
- Proven ability to plan, organize, and lead highly productive and timely video-based meetings that include external participants.
- Must have and maintain valid (WA) driver's license.
- Ability to work efficiently and effectively with minimal supervision.
- Ability to travel occasionally to out-of-state meetings.

Desired Qualifications

- Career experience working for or with DOD, preferably with the Army and in Washington state;
- Strong understanding of the relationship between the DOD testing and training mission and natural resource challenges.
- Working knowledge of Pacific Northwest prairie ecosystems and/or one or more their associated ESA-listed or candidate species.
- Proven successful fundraising experience with public agencies, private foundations, and/or corporations, with a focus on grants.
- Experience working with Washington State agencies and local municipalities within the state.
- Proficient with project management software.

Compensation

Commensurate with experience. This position is funded by the Sentinel Landscapes Partnership Federal Coordinating Committee for at least two and potentially three years. Following this initial funding, the Coordinator will work with the ELG and partners to secure funding necessary to sustain the position. Ideally, the Coordinator position would remain in place until all Sentinel Landscape goals have been achieved. The Coordinator will participate in annual performance reviews.

Location

Duty station will be in South Puget Sound region. The Coordinator may work from home or be housed with a partner organization, depending on needs and opportunities.

How to Apply

The deadline for receiving application materials is **5pm Pacific on February 26, 2021**.

Interested applicants should send a cover letter and resume to fcc@sentinellandscapes.org. Please include ***"JBLM SL Coordinator Position"*** in the subject of your email.

The cover letter should specifically address how the applicant's skills and experience suit them to the Coordinator's position as described above, and be limited to two pages. Generic cover letters will not be accepted.

Appendix

Background: JBLM Sentinel Landscape Partnership

The [JBLM Sentinel Landscape](#) was established in 2013 and was the first Sentinel Landscape recognized in the country.

The [fact sheet](#) from this announcement notes that the JBLM Sentinel Landscape Partnership builds on a legacy of successful, collaborative conservation in South Puget Sound, and seeks to leverage common interests to further collective goals. Landscape partners from the Natural Resources Conservation Service, U.S. Fish and Wildlife Service, the Army, the State of Washington, and private conservation organizations have worked together to complete the 2020-2023 Implementation Plan which has identified five core strategies each with defined objectives and actions important to natural resources, working economies, and military readiness.

The overarching goals of the Partnership are shown in Table 1:

Military Readiness (G1)	Increase military training flexibility on JBLM by creating opportunities to conserve prairies and listed species outside JBLM.
Working Lands (G2)	Maintain the South Puget Sound agricultural ¹ landscape by promoting mutually beneficial projects that support local agricultural viability, sustainable community development, and prairie conservation on working lands.
Conservation (G3)	Protect and enhance rare species and their habitats outside JBLM to promote rare species conservation and minimize chances of further species listings within the JBLM Sentinel Landscape.

The Partnership employs the following five strategies to achieve the above goals:

Rural Land Protection (S1)

One of the largest impediments to achieving the Partnership’s goals is the conversion of rural and working lands to residential development. When lands are converted to residential use, their value for other purposes, including species and habitat conservation, agriculture, and military training, is lost or severely constrained. To reduce these impacts, the Partnership will promote

¹ For the purposes of this Partnership, ‘agriculture’ means farming, ranching and forestry.

incentives and opportunities for landowners who wish to engage in conservation, and will work toward permanent land protection (via fee-title acquisitions and easements) on rural lands.

Community Tools and Resources (S2)

Community Tools and Resources are needed to help simplify regulatory processes for landowners, support and establish programs to assist underserved communities, support the economic viability of working lands, and encourage natural resource conservation on rural lands. Providing tools and resources for communities will increase the Partnership's ability to accomplish its goals.

Habitat Restoration and Stewardship (S3)

The remaining prairies and oak woodlands in South Puget Sound need protection and stewardship to continue supporting the rare species that depend on them. These habitats, as well as lands with compatible agricultural activities, all need long-term active management. To assist with this need, the Partnership will actively engage in Habitat Restoration and Stewardship to help public and private landowners improve their rural, working, or conservation lands for both agricultural production and natural resource conservation.

Outreach and Communication (S4)

Outreach and communication is critical for reaching others who may be able to assist the Partnership in achieving our goals. To strategically focus this effort, the Partnership will prepare an outreach and communication plan, and develop support materials to inform others about the Partnership. The Partnership will also (1) reach out to landowners to increase awareness of, and facilitate enrollment in, Partner programs; (2) reach out to veterans to increase awareness of programs that allow them to be employed, or start businesses, in conservation and agriculture; and (3) collaborate with other organizations as a means to achieve our goals.

Management and Support Resources (S5)

In addition to the above four strategies, there is a need to ensure that the Sentinel Landscape Partnership becomes fully operational and functional. To that end, the Partnership will work to secure programmatic support for the administration of the Partnership, and grant and organizational funding. In addition, the Partnership will work to ensure that there are relevant management and support resources (personnel, funding) put in place, and that we develop lean and adaptive management structures, procedures, and criteria.



Joint-Base Lewis-McChord Sentinel Landscape Partnership Implementation Plan 2020 – 2023



Purpose

The Joint Base Lewis-McChord (JBLM) Sentinel Landscape Partnership Implementation Plan for 2020 – 2023 describes the goals, strategies, objectives, and actions that the Partnership will work on to increase military readiness on Joint Base Lewis-McChord (JBLM), support a vibrant agricultural economy, and conserve rare species and habitats outside of JBLM’s boundaries. This plan complements ongoing species conservation actions on JBLM.

The Partnership will further prioritize the actions within this Plan using the decision-making structure established by the Partnership’s Charter, including the Executive Leadership Group, Planning and Implementation Committee, and Working Groups, to ensure that the objectives and actions contribute to meeting the Partnership's goals.

Background

This Sentinel Landscape is centered on JBLM, an Army/Air Force military installation near Tacoma, Washington. The Sentinel Landscape program was initiated by the Department of Defense (DoD) as an extension of the Readiness and Environmental Protection Integration (REPI) program, established by Congress (USC §2684a) in 2003 to reduce the effects of encroachment on military installations. Encroachment is any activity occurring outside of installation boundaries which negatively affects military training. Through Sentinel Landscapes, DoD joins the Departments of Agriculture and Interior, plus state/local governments and non-profits, to coordinate efforts to reduce encroachment, promote sustainability of agricultural landscapes, and recover species listed, or at risk of being listed, under the Endangered Species Act (ESA). Many lands in the vicinity of military installations can fulfill one or more of the above purposes, and as does JBLM.

In 2006, an Army Compatible Use Buffer (ACUB, the Army’s implementation of REPI) program was established at JBLM to acquire interest in lands outside the installation that could contribute to an improved status for three ESA-listed species that occur on JBLM. Recently, the ACUB program is placing more emphasis on acquiring interest in buffer lands (i.e., adjacent to JBLM’s boundaries) to preclude incompatible development (urban/suburban/industrial) that could negatively affect training. In addition, JBLM has, for the past three decades, carried out multiple conservation actions on the installation to improve habitat for the listed species and reduce the effects of military training on these habitats and the species themselves. These Army activities provide a solid foundation for achieving the goals of this Sentinel Landscape, especially as related to species conservation. The Sentinel Partnership acknowledges the ACUB contributions to our joint missions, and that our actions will be complementary to, and coordinated with, those being taken by JBLM.

Overarching Goals and Strategies

The goals of the Partnership are shown in Table 1:

Military Readiness (G1)	Increase military training flexibility on JBLM by creating opportunities to conserve prairies and listed species outside JBLM.
Working Lands (G2)	Maintain the South Puget Sound agricultural ¹ landscape by promoting mutually beneficial projects that support local agricultural viability, sustainable community development, and prairie conservation on working lands.
Conservation (G3)	Protect and enhance rare species and their habitats outside JBLM to promote rare species conservation and minimize chances of further species listings within the JBLM Sentinel Landscape.

Based upon input from Partners and stakeholder meetings, the Partnership will employ the following five strategies to achieve the above goals:

Rural Land Protection (S1)

One of the largest impediments to achieving the Partnership’s goals is the conversion of rural and working lands to residential development. When lands are converted to residential use, their value for other purposes, including species and habitat conservation, agriculture, and military training, is lost or severely constrained. To reduce these impacts, the Partnership will promote incentives and opportunities for landowners who wish to engage in conservation, and will work toward permanent land protection (via fee-title acquisitions and easements) on rural lands.

Community Tools and Resources (S2)

Community Tools and Resources are needed to help simplify regulatory processes for landowners, support and establish programs to assist underserved communities, support the economic viability of working lands, and encourage natural resource conservation on rural lands. Providing tools and resources for communities will increase the Partnership’s ability to accomplish its goals.

Habitat Restoration and Stewardship (S3)

The remaining prairies and oak woodlands in South Puget Sound need protection and stewardship to continue supporting the rare species that depend on them. These habitats, as well as lands with compatible agricultural activities, all need long-term active management. To assist with this need, the Partnership will actively engage in Habitat Restoration and Stewardship to help public and private landowners improve their rural, working, or conservation lands for both agricultural production and natural resource conservation.

¹ For the purposes of this Plan, ‘agriculture’ means farming, ranching and forestry.

Outreach and Communication (S4)

Outreach and communication is critical for reaching others who may be able to assist the Partnership in achieving our goals. To strategically focus this effort, the Partnership will prepare an outreach and communication plan, and develop support materials to inform others about the Partnership. The Partnership will also (1) reach out to landowners to increase awareness of, and facilitate enrollment in, Partner programs; (2) reach out to veterans to increase awareness of programs that allow them to be employed, or start businesses, in conservation and agriculture; and (3) collaborate with other organizations as a means to achieve our goals.

Management and Support Resources (S5)

In addition to the above four strategies, there is a need to ensure that the Sentinel Landscape Partnership becomes fully operational and functional. To that end, the Partnership will work to secure programmatic support for the administration of the Partnership, and grant and organizational funding. In addition, the Partnership will work to ensure that there are relevant management and support resources (personnel, funding) put in place, and that we develop lean and adaptive management structures, procedures, and criteria.

Objectives and Actions

Each of the strategies above has associated objectives and actions for ensuring that the strategy is successful at meeting the Partnership's goals. There is a total of 28 objectives and 78 actions across the five strategies. The following summarizes the objectives and actions associated with each strategy, as well as objectives and actions associated with managing and supporting the Partnership.²

Rural Land Protection Strategy

There are five objectives and 15 actions in the Rural Land Protection Strategy.³ Under this strategy, the Partnership will **Collaboratively Map and Prioritize** areas for conservation by the end of 2021. This process will identify Conservation Opportunity Areas (COAs) mapped within a Geographic Information System (GIS) environment. The analysis will then be used to identify and prioritize other work among multiple strategies. For example, the Partnership will use the results to **Protect Buffer Lands** around JBLM to prevent uses that are incompatible with military training. The Partnership will also work towards **Keeping Working Lands Working** by informing agricultural landowners of options for conservation and permanent protection on their lands. Simultaneously, the Partnership will work to **Increase Conservation Lands** by securing interest in conservation reserves to protect and recover rare species and their habitats, and in some cases, for use as mitigation sites for permitting programs. The Partnership will also **Increase Funding for Rural Lands Protection** by increasing and diversifying sources of funding, increasing partner capacity, and streamlining acquisition processes to support permanent land protection (fee-title, easements) within the Sentinel Landscape.

² For more details see tables in the appendix

³ See Strategy One (S1) Table in the appendix

2020-2023 JBLM Sentinel Landscape Partnership Implementation Plan

Overall, we seek to protect a total of 500 acres by engaging with willing landowners. These acres should include at least 100 acres of JBLM buffer lands, 200 acres of agricultural working lands, 100 acres of conservation reserves, and 100 acres of mitigation lands to offset loss of species habitat to development. It is important to note that land parcels can fulfill more than one of the above purposes. For example, agricultural properties with conservation easements can provide species habitat and keep working lands working. Additionally, they could serve as buffer lands if they are adjacent to JBLM. Rural land protection efforts will focus on opportunities that provide the greatest benefit to all aspects of our overarching goals (military readiness, working lands, and conservation), not necessarily favoring any one goal over the other.

Community Tools and Resources Strategy

Landowners need tools and resources to support their ability to sustain working lands and conserve species, while also assisting the military in protecting training lands. The Community Tools and Resources Strategy includes seven objectives and 18 actions for supporting landowners.⁴ Under this strategy, the Partnership will work to *Streamline Regulatory Processes* in order to provide predictability and efficiency, and to incentivize conservation actions.

The Partnership will also work to *Diversify Mitigation Options* for landowners by seeking both conservation banks and conservation easement opportunities. In addition, the Partnership will place particular focus on *Supporting Agricultural Producers and Veterans* through programs that assist new and existing producers. For example, the Partnership will provide liaison positions and other direct technical assistance to connect veterans with farming, provide conservation-oriented career development opportunities, and promote participation in existing local government conservation programs. The Partnership will also establish new, and expand existing, agricultural *Marketing Support* for producers who seek to implement conservation practices.

The Partnership will also seek opportunities to Expand Agricultural Economic Opportunities through exploring market-based opportunities that link producers with buyers, identifying local farm-to-school programs, and establishing a farmer's market on JBLM. The Partnership will also develop a *Sentinel Landscape Participant Award* program to acknowledge landowner conservation efforts.

Habitat Restoration and Stewardship Strategy

The Partnership will develop a Habitat Restoration and Stewardship Strategy to help public and private landowners improve their rural, working, or conservation lands for both agricultural production and natural resource conservation. There are nine objectives and 24 actions the under this strategy.⁵

The Partnership will work to *Improve Prairie Habitat on Working and Conservation Lands* by restoring degraded habitat and maintaining good habitat on at least 600 acres of public and private properties. The Partnership will also work to *Build Regional Capacity for Prairie Restoration* by increasing the Partnership's infrastructure and personnel for native plant seed and plug production, expanding the use of prescribed fire for land management, and developing training for planners to incorporate conservation

⁴ See Strategy Two (S2) Table in the appendix

⁵ See strategy Three (S3) table in the appendix

2020-2023 JBLM Sentinel Landscape Partnership Implementation Plan

practices for rare species. Another key objective of this strategy is to **Ensure Funding for Perpetual Management** of conservation lands to ensure that easement holders will have the funds to monitor, enforce, and legally defend their conservation easements, and that the owners or operators of conservation lands (easement or in-fee acquisition) will have the funds to cover the costs of basic operations and stewardship (habitat and species management).

Another element of this strategy is to **Improve the Population Status of Rare Species**. For example, the Partnership will work to improve prairie habitat to suitability for the Taylor's checkerspot butterfly, and will release captive-bred Taylor's checkerspots on three conservation reserves where they once existed. The Partnership will also contribute to existing efforts to create conservation reserve networks, restore habitat, and reintroduce rare species throughout the species' geographic ranges in the larger Pacific Northwest region. Simultaneously, the Partnership will support **Rare Species Research** to improve restoration outcomes and to better understand the relationship between limiting factors, such as habitat quality and barriers to movement, on species population viability.

In addition, **Working Lands Research** will be conducted on the ability of various agricultural management regimes to simultaneously support agriculture, prairie restoration, and recovery of rare species. The Partnership will also **Increase Funding for Habitat Restoration and Stewardship** through grant-writing and by taking advantage of mitigation crediting opportunities.

Outreach and Communications Strategy

The degree to which this Implementation Plan will be successful depends in large part on the Partnership's ability to effectively engage partners, local communities, and other organizations. The Outreach and Communication Strategy has five objectives and 16 actions related to collecting and organizing the right information and getting it to the right audience at the right time.⁶ The Partnership will focus first on preparing an **Outreach and Communication Plan**, along with materials, web platforms, guidance documents, and pamphlets, to ensure that we reach the necessary individuals and groups.

With these tools and processes established, the Partnership will then **Reach Out to Landowners** (at least 50 landowners annually) to increase awareness of Partner programs and enlist at least 10 landowners annually in one or more of the Partner's programs. Partners will seek landowner involvement through partnering with existing programs, utilizing agricultural liaisons, holding workshops and outreach events, and participating in other partners' on-farm technical assistance programs. The Partnership will also **Reach Out to Veterans** (at least 20 veterans annually) to increase their awareness of programs that support veteran employment and aid veterans in starting conservation and agriculture businesses.

The Partnership will also **Collaborate with Other Organizations** (at least 10 annually). The Sentinel Landscape is large, the audiences and markets are diverse, and the ability to effectively implement the 78 actions will depend upon the combined actions of all of our Partners. Collaborating with others will expand our ability to reach landowners, support our partner's efforts, and leverage collective actions. Toward this end, the Partnership will utilize websites, develop social media streams, and partner with others on outreach programs to reach our target audiences. In addition, we will hold annual multi-stakeholder meetings to **Share Successes and Seek Partnering Opportunities**.

⁶ See Strategy Four (S4) table in the appendix

Management and Support Resources Strategy (S5)

In order to effectively progress the Implementation Plan and ensure the Partnership becomes fully operational and functional, dedicated management and support resources will be needed, and programmatic guidance and governance structures developed. This strategy has two objectives and five actions related to increasing the Partnership's capacity and improving its governance.⁷ In order to **Build Staffing Capacity**, the Partnership will, within the next three months, develop a position description for a full-time coordinator, secure funding for this position, and identify a Partnering organization that can hire and supervise the coordinator. The Partnership will also secure funding to support liaison positions to assist with progressing the Working Lands Strategy (S2) and the Habitat Restoration and Stewardship Strategy (S3). In order to **Improve Administration of the Implementation Plan**, the Partnership will, within the next three months, develop mechanisms, governance structures, and guidance for progressing the Implementation Plan and Goals of the Partnership.

⁷ See Strategy Five (S5) table in the appendix

APPENDIX: Action Tables for Meeting the Goals and Objectives of the Implementation Plan

Rural Land Protection Strategy (S1)

The largest impediment to achieving the Sentinel Landscape goals is conversion of lands to incompatible uses – habitat for rare species is destroyed, agricultural capacity lost and incompatible development with military training occurs adjacent to JBLM. Utilization of a wide range of land-protection techniques (acquisition, easement, cooperatives, etc.) will be the key to success.

Objectives for Each Strategy (quantifiable over the next 3 years)	Action	Aligns with Goal(s)
<p>Objective 1.1 - Collaborative Mapping and Prioritization Work within the Sentinel Landscape Partnership to collaboratively identify and establish Conservation Opportunity Areas (COAs). COAs delineate geographic cluster/hot spots to focus land-protection and restoration efforts toward our overarching goals.</p>	<p>Action 1.1.1 – Develop a web-based Geographic Information System (GIS) site for the Partnership which includes all publicly available data layers and allows contributing partners to upload spatial data.</p>	G1,G2,G3
	<p>Action 1.1.2 – Collaboratively develop COAs to help the Partnership identify priorities for conducting habitat restoration and securing interest (fee-title acquisition, easement) in conservation, agricultural, and buffer (prevent development adjacent to JBLM) lands.</p>	G1,G2,G3
	<p>Action 1.1.3 – Develop a GIS spatial tool for landowners that provides information on agricultural and conservation incentive programs, mitigation potential, and technical assistance offered by the Partnership throughout the Sentinel Landscape.</p>	G1,G2,G3
<p>Objective 1.2 – Increase Buffer Lands Acquire at least 100 acres of interest in rural lands adjoining Joint Base Lewis-McChord (JBLM) to act as buffers preventing land uses incompatible with military readiness.</p>	<p>Action 1.2.1 – Use COAs to prioritize potential JBLM buffer land acquisitions based on benefits to military readiness, working lands, and listed and at-risk species.</p>	G1,G2,G3
	<p>Action 1.2.2 – Secure interest in at least 100 acres of COA properties to buffer JBLM through the Army Compatible Use Buffer (ACUB) program and other compatible sources.</p>	G1,G2,G3

Rural Land Protection Strategy (S1)

The largest impediment to achieving the Sentinel Landscape goals is conversion of lands to incompatible uses – habitat for rare species is destroyed, agricultural capacity lost and incompatible development with military training occurs adjacent to JBLM. Utilization of a wide range of land-protection techniques (acquisition, easement, cooperatives, etc.) will be the key to success.

<p>Objective 1.3 – Keep Working Lands Working Provide benefits to the agricultural community through appreciation of their stewardship, increased focus on providing clear options to agricultural landowners who wish to engage in conservation, and permanent protection of at least 200 acres of working lands that jointly conserve productive agriculture and rare species.</p>	<p>Action 1.3.1 – By 2020, develop and finalize the Conservation Easement Staircase (Staircase) outreach product, a suite of incentive programs and other resources that provides a variety of options for agricultural landowners to continue ranching or farming while providing conservation benefits.</p>	G2,G3
	<p>Action 1.3.2 – By 2021, complete expanded Staircase, adding more details to each step (in order of increasing conservation commitment: Legacy Ag, Bronze, Silver, Gold, Platinum) and expanding on information and concepts relating to conservation practices, essential easement components, mitigation potential, and species habitat requirements.</p>	G2,G3
	<p>Action 1.3.3 – Work with at least two agricultural producers to become “Sentinel Landscape Ambassadors” who are willing to highlight how their conservation easements provide benefits to listed and at-risk species while maintaining economically productive agricultural working lands.</p>	G2,G3
	<p>Action 1.3.4 – Acquire interest in at least 200 acres of COA properties (Staircase – Legacy Ag, Bronze, Silver, Gold), using USDA Farm Bill programs, such as ACEP, or other compatible programs to simultaneously maintain agriculture, and, for listed and at-risk species, expand suitable habitat and improve connectivity between occupied areas.</p>	G2,G3
<p>Objective 1.4 – Increase Conservation Lands Secure interest in at least 200 acres of conservation lands as either reserves for conservation and species recovery or mitigation sites for Endangered Species Act permitting programs and mitigation buyers.</p>	<p>Action 1.4.1 – Acquire interest in at least 100 acres of COA properties, using species recovery grant programs, to become conservation reserves that expand suitable habitat and improve connectivity between occupied areas for listed and at-risk species.</p>	G3
	<p>Action 1.4.2 – Acquire interest in at least 100 acres of COA properties, using funds generated by permitting programs, such as Habitat Conservation Plans (HCPs), and mitigation buyers, such as developers and JBLM, to expand permanently protected, suitable habitat for listed and at-risk species to off-set loss of habitat from development.</p>	G1,G2,G3

Rural Land Protection Strategy (S1)

The largest impediment to achieving the Sentinel Landscape goals is conversion of lands to incompatible uses – habitat for rare species is destroyed, agricultural capacity lost and incompatible development with military training occurs adjacent to JBLM. Utilization of a wide range of land-protection techniques (acquisition, easement, cooperatives, etc.) will be the key to success.

Objective 1.5 – Improve Funding for Rural Lands Protection Increase and diversify sources of funding, increase partner capacity, and streamline acquisition processes to support permanent land protection within the Sentinel Landscape, especially in COAs.	Action 1.5.1 – By December 2020, provide a nexus for increasing land trust coordination and diversification by establishing a diverse and inclusive Land Acquisition Work Group.	G1,G2,G3
	Action 1.5.2 – Build capacity in, and increase number of, organizations that can hold easements to support Sentinel Landscape goals.	G1,G2,G3
	Action 1.5.3 – Develop a funding strategy for purchasing interest in lands identified in objectives 1.2 and 1.4.	G1,G2,G3
	Action 1.5.4 – Develop a strategy to support and streamline acquisition processes within and between partner organizations.	G1,G2,G3

Community Tools and Resources (S2)

People in the Sentinel Landscape need key tools and resources to support the Partnership's goals. Support communities by providing tools and resources that can 1) help simplify regulatory processes, 2) support and establish programs to assist underserved communities, and 3) support the economic viability of working lands, and 4) encourage conservation on working lands.

Objectives for Each Strategy (quantifiable over the next 3 years)	Action	Aligns with Goal(s)
<p>Objective 2.1 – Streamline Regulatory Processes Create streamlined, predictable regulatory processes to incentivize and efficiently achieve conservation goals and community needs. Complete 2 of 4 actions over the next 3 years.</p>	<p>Action 2.1.1 – By December 2020, complete streamlining of the regulatory process for NRCS incentive programs by completing, implementing, and providing key capacity support for a programmatic Endangered Species Act consultation for NRCS Farm Bill programs.</p>	G1,G2,G3
	<p>Action 2.1.2 – Assist partners with developing other streamlined regulatory processes to help them ensure their incentive programs are effective for land conservation.</p>	G2,G3
	<p>Action 2.1.3 – Develop the concept of a landowner “one-stop-shop” approach for all available incentive programs within the Sentinel Landscape.</p>	G1,G2,G3
	<p>Action 2.1.4 – Plan, progress, and complete Habitat Conservation Plans (HCPs) for local communities within the Sentinel Landscape, such as the Thurston County HCP, to permit discretionary actions and support individual landowner development needs.</p>	G2,G3
	<p>Action 2.1.5 – Create a standardized conservation credit and debit method for the Sentinel Landscape that can be leveraged amongst diverse mitigation buyers, foster conservation banker interest, and maximize conservation benefits.</p>	G1,G3
	<p>Action 2.1.6 – Assess interest and potentially create a Safe Harbor Agreement template for releasing Taylor’s checkerspot butterfly on working lands, including properties adjacent to any release sites.</p>	G2,G3
<p>Objective 2.2 – Diversify Mitigation Options Establish diverse mitigation options to offset the effects of residential and commercial development on listed and at-risk species. Complete first Conservation Bank (Bank) by 2020.</p>	<p>Action 2.2.1 – Catalyze creation and use of future Banks, thus providing more mitigation options for potential mitigation buyers.</p>	G1,G3
	<p>Action 2.2.2 – Link mitigation tools for buyers and sellers with Agricultural Easement Staircase actions in Strategy 1 - Rural Lands Protection (Actions 1.2.1 and 1.2.2).</p>	G1,G2,G3

Community Tools and Resources Strategy (S2)

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<p>Objective 2.3 – Agricultural Producer and Veteran Support Support programs that assist new and existing agricultural producers and veterans. Complete at least 2 of 4 actions by 2023.</p>	<p>Action 2.3.1 – Support the Partnership Liaisons (Agriculture, Veterans) and their activities, over the next three years, such as the Voluntary Stewardship and Agri-Preneur Business Planning Programs, to support Partnership objectives.</p>	G2,G3
	<p>Action 2.3.2 - Enhance capacity for veterans’ programs that connect veterans with farming- and conservation-oriented career development and business opportunities.</p>	G1,G2,G3
	<p>Action 2.3.3 – Enhance participation in existing local government conservation incentive programs, such as those in Thurston County, by improving these programs to better meet landowner needs.</p>	G2,G3
	<p>Action 2.3.4 – Develop a financial planning services program to assist agricultural landowners with estate planning and using easements and other conservation tools to help them achieve their long-term goals.</p>	G2,G3
<p>Objective 2.4 – Marketing Support Provide marketing support for agricultural producers implementing conservation practices. Complete or substantially progress action by 2023.</p>	<p>Action 2.4.1 – Develop or adapt a brand certification program for conservation grazing, including a review of successful programs elsewhere, such as that of the Grassland Alliance.</p>	G2,G3
<p>Objective 2.5 – Expand Agricultural Economic Opportunities Find opportunities to support agricultural economic development through market expansion that meets Partnership goals. Complete or substantially progress one action by 2023.</p>	<p>Action 2.5.1 – Link food sellers and buyers within the Sentinel Landscape by working with the South Sound Food Network’s Food Hub.</p>	G1,G2,G3
	<p>Action 2.5.2 – Identify indicators of readiness and capacity for establishing a farm-to-school program within Sentinel Landscape communities. Create a Work Group to evaluate and develop the next steps.</p>	G2
	<p>Action 2.5.3 – Establish a JBLM farmer’s market that links local farms and soldiers.</p>	G1,G2,G3

Community Tools and Resources Strategy (S2)

People in the Sentinel Landscape need key tools and resources to support the Partnership's goals. Support communities by providing tools and resources that can 1) help simplify regulatory processes, 2) support and establish programs to assist underserved communities, and 3) support the economic viability of working lands, and 4) encourage conservation on working lands.

<p>Objective 2.6 – Sentinel Landscape Participant Award Develop an award for those participating landowners who achieve stewardship goals. Complete action by 2022.</p>	<p>Action 2.6.1 – Create a program to meaningfully acknowledge landowner conservation efforts in a way that’s visible to the public.</p>	<p align="center">G2,G3</p>
<p>Objective 2.7 – Coordinate Partnership Actions Improve coordination of funding proposals and actions linked to the Sentinel Landscape Partnership strategies. Complete action by December 2021.</p>	<p>Action 2.7.1 – Review, track, and develop funding proposals for Partnership program implementation that leverage matching dollars.</p>	<p align="center">G1,G2,G3</p>

Habitat Restoration and Stewardship Strategy (S3)

Grasslands, oak woodlands, and agricultural systems share the need for long-term, active management. Actions are needed to help public and private landowners improve their rural, working, and/or conservation lands for both agricultural production and natural resource conservation.

Objectives for Each Strategy (quantifiable over the next 3 years)	Action	Aligns with Goal(s)
Objective 3.1 – Improve prairie habitat on private lands Restore and maintain prairie on private lands in COAs towards native prairie habitat and ecological processes by working with private landowners and agricultural producers.	Action 3.1.1 - Restore 100 acres of degraded prairie on private lands towards native prairie quality.	G3
	Action 3.1.2 - Maintain 200 acres of existing restored prairie on private lands.	G3
Objective 3.2 – Improve prairie habitat on conservation lands Restore and maintain prairie on conservation lands (private or public) in COAs towards native prairie habitat and ecological processes for recovery of listed/at-risk species.	Action 3.2.1 – Restore 100 acres of prairie on conservation lands towards suitable habitat for listed and at-risk species.	G3
	Action 3.2.2 – Maintain 200 acres of existing restored prairie on conservation lands.	G3
Objective 3.3 – Build capacity for prairie restoration Build regional capacity to support long-term habitat restoration. Complete or substantially progress all actions by 2023.	Action 3.3.1 – Expand and increase Partnership infrastructure and personnel to produce seeds and plugs of native plant species to meet habitat restoration needs.	G3
	Action 3.3.2 – Expand and increase Partnership infrastructure and personnel to reintroduce fire as an ecological process through increased use of prescribed fire.	G3
	Action 3.3.3 – Expand and increase Partnership personnel to provide technical assistance on conservation grazing on working lands.	G3
	Action 3.3.4 – Develop training opportunities (e.g., NRCS planning certification) for planners to expand use of conservation practices relating to listed and at-risk species.	G3

Habitat Restoration and Stewardship Strategy (S3)

Grasslands, oak woodlands, and agricultural systems share the need for long-term, active management. Actions are needed to help public and private landowners improve their rural, working, and/or conservation lands for both agricultural production and natural resource conservation.

<p>Objective 3.4 –Rare species: Improve population status In collaboration with partners, increase the number and sizes of listed and at-risk species populations to improve the conservation value of restoration sites and meet species recovery goals. Complete or initiate all actions by 2023.</p>	<p>Action 3.4.1 – Release captive-reared Taylor’s checkerspot butterflies annually on at least one Sentinel Landscape property with sufficient suitable habitat for the species (new site or augmenting existing site). To verify the effectiveness of reintroduction, monitor source- and release-site populations.</p>	G3
	<p>Action 3.4.2 – Increase the area of available habitat for at least one Mazama pocket gopher population annually on an existing Sentinel Landscape property through habitat restoration and removal of threats.</p>	G3
	<p>Action 3.4.3 -- Continue support for the checkerspot captive-rearing and release program to provide animals for reintroduction.</p>	G3
<p>Objective 3.5 – Rare Species: Recovery across their geographic ranges Promote and integrate species recovery actions within the geographic ranges of listed and at-risk species by collaborating on at least one project outside of the Sentinel Landscape boundaries.</p>	<p>Action 3.5.1 – Contribute to existing efforts to create conservation reserve networks, restore habitat, or reintroduce listed and at-risk species in the San Juan Islands, the Willamette Valley, lower Columbia River, southwest Washington coast, northern Puget Sound, or Vancouver Island.</p>	G3
<p>Objective 3.6 –Rare species: Research to improve restoration outcomes Support research that improves restoration outcomes linked to listed and at-risk species by filling data gaps in species biology and refining prairie restoration methods.</p>	<p>Action 3.6.1 - Initiate research on the effects of varying habitat quality on Mazama pocket gopher density and demography (survival and recruitment rates). Habitat quality includes, but is not limited to, presence of Scotch broom, native plant cover, and soil rockiness.</p>	G3
	<p>Action 3.6.2 – Initiate research to gain a better understanding of the potential impacts of barriers (physical and biotic) to Mazama pocket gopher movement.</p>	G3
	<p>Action 3.6.3 – Support research on limiting factors, effects of management, and threats to listed and at-risk species population viability in the Puget Lowlands.</p>	G3

Habitat Restoration and Stewardship Strategy (S3)

Grasslands, oak woodlands, and agricultural systems share the need for long-term, active management. Actions are needed to help public and private landowners improve their rural, working, and/or conservation lands for both agricultural production and natural resource conservation.

	Action 3.6.4 - Conduct surrogate species study on translocation of juvenile streaked horned larks to unoccupied, suitable habitat.	G3
Objective 3.7 – Working lands research Support research to develop agricultural management regimes that simultaneously support prairie restoration and recovery of listed and at risk species, while aligning with landowner goals.	Action 3.7.1 - Expand existing study of grazing compatibility with species recovery on working lands to more properties and grazing regimes.	G2,G3
Objective 3.8 - Increase funding for habitat restoration and stewardship Increase and diversify sources of funding for implementing new agricultural regimes, habitat restoration, research on restoration and species recovery, and long-term management of restored lands. Complete three actions by 2023.	Action 3.8.1 - Develop a funding strategy to coordinate with mitigation buyers on funding habitat restoration and stewardship (habitat maintenance, monitoring) opportunities where mitigation credits are desired.	G3
	Action 3.8.2 - Develop a funding strategy with grant funders and landowners (in-kind contributions) to support 600 acres of habitat restoration and stewardship on working and conservation lands.	G3
	Action 3.8.3 - Develop a funding strategy with potential funders to support restoration research needed to improve working and conservation lands management and desired outcomes for listed and at-risk species.	G3
	Action 3.8.4 – Diversify funding sources to include Federal and State programs, tribes, and private philanthropy.	G3
Objective 3.9 –Establish funding for perpetual management All of the listed and at-risk species in our region require human intervention to remain viable and meet the goals of their recovery plans. Create one funding mechanism by 2023.	Action 3.9.1 Identify barriers to, and develop solutions for, funding management of conservation lands in perpetuity.	G3
	Action 3.9.2 – Ensure that all easement grantees have perpetual funding to cover costs of MED (monitoring, enforcement, defense) endowments or equivalent legal instruments.	G1,G3

Habitat Restoration and Stewardship Strategy (S3)

Grasslands, oak woodlands, and agricultural systems share the need for long-term, active management. Actions are needed to help public and private landowners improve their rural, working, and/or conservation lands for both agricultural production and natural resource conservation.

	Action 3.9.3 – Ensure that all landowners have stewardship endowments to cover the costs of basic operations and habitat and species management in perpetuity.	G3
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Outreach & Communications Strategy (S4)

Conduct outreach and share Information linking agricultural and conservation communities.

Inform private landowners of opportunities to protect land, conduct land stewardship, and mitigate for potential development of their lands.

Strategy Objectives (quantifiable over the next 3 years)	Action	Aligns with Goal(s)
<p>Objective 4.1 – Develop an Outreach and Communication Plan By 2020, develop an outreach and communication plan that informs others about Sentinel Landscapes and helps progress the Partnership’s goals. Update annually.</p>	Action 4.1.1 – Assess existing incentive programs to determine gaps, barriers, and opportunities for participation.	G1,G2,G3
	Action 4.1.2 – Develop an inventory of landowners interested in participating in programs.	
	Action 4.1.3 – Develop online materials and platforms , such as the local JBLM Sentinel Landscape website, a Facebook site, and other online social media. Produce online media releases about events and Partnership news.	
	Action 4.1.4 – Develop pamphlets and guidance documents for the various actions undertaken by each Strategy.	
	Action 4.1.5 – Identify targeted opportunities for communication and outreach.	
<p>Objective 4.2 – Outreach to Landowners Reach out to at least 50 landowners annually to increase awareness of Partner programs and enlist at least 10 landowners annually in one or more of the Partner’s programs.</p>	Action 4.2.1 – Utilize existing Partner programs to reach out to landowners about the Partnership’s technical assistance and funding opportunities, e.g., NRCS Farm Bill programs, the USFWS Partners for Fish and Wildlife Program, and Thurston County’s Voluntary Stewardship Program.	G2,G3
	Action 4.2.2 – Utilize Partnership’s existing agricultural liaison (Thurston Conservation District staff), as a means of linking people with Partnership programs and facilitating enrollment in, or application of, various assistance programs.	G2,G3
	Action 4.2.3 – Hold workshops and outreach events , such as those held in 2019 by Washington State University, about management practices that demonstrate compatibility between agriculture and conservation.	G2,G3

Outreach & Communications Strategy (S4)

Conduct outreach and share Information linking agricultural and conservation communities.

Inform private landowners of opportunities to protect land, conduct land stewardship, and mitigate for potential development of their lands.

	Action 4.2.4 – Utilize on-farm technical assistance , such as the Thurston Conservation District’s Individual Stewardship planning, as a means to promote and provide access to conservation programs.	G2,G3
Objective 4.3 – Outreach to Veterans Reach out to at least 10 veterans annually to increase awareness of programs that allow them to be employed, or start businesses, in conservation and agriculture.	Action 4.3.1 – Reach out to veterans about programs to help them start and maintain agricultural and conservation businesses, such as Enterprise for Equity’s veterans program.	G2
Objective 4.4 – Collaborate with Other Organizations Coordinate and directly collaborate with at least 10 organizations annually to assist with progressing joint goals between our organizations.	Action 4.4.1 – Utilize other organization’s websites to communicate our efforts and needs , (e.g., Cascadia Prairie-Oak Partnership), to inform others of new opportunities and collaborate on ways to progress joint goals.	G2,G3
	Action 4.4.2 – Hold annual multi-stakeholder meetings with other organizations, such as the Regional Working Groups for each listed species.	G2,G3
	Action 4.4.3 – Provide outreach materials to organizations and partners for use in outreach events and on their websites.	G2,G3
	Action 4.4.4 – Continue to support and maintain a presence at the Annual Prairie Appreciation Day.	G3
Objective 4.5 – Share Successes and Seek Partnering Opportunities Provide consistent information on Partnership successes, opportunities, and priorities to all existing, and at least 10 potential new, partners by 2023.	Action 4.5.1 – Post materials on our Sentinel Landscape website and other websites.	G1,G2,G3
	Action 4.5.2 – Hold an annual summit meeting with other conservation, agriculture, and military organizations and agencies.	G1,G2,G3

Management and Support Resources (S5)

Provide programmatic support (personnel, funding) for the administration of the Partnership, and seek grant and organization funding to support the operations of the Partnership and progress the Implementation Plan.

<p align="center">Strategy Objectives (quantifiable over the next 3 years)</p>	<p align="center">Action</p>	<p align="center">Aligns with Goal(s)</p>
<p>Objective 5.1 – Build Partnership Staffing Capacity Ensure that there is programmatic support for the administration of the Partnership, and that grant and organizational funding is sought to support the strategies and actions in the Implementation Plan.</p>	<p>Action 5.1.1 – The Executive Leadership Group jointly updates the Coordinator position description within the next 1-3 months to refine duties and core skillsets required to meet the Partnership’s goals over next three years.</p>	<p align="center">G1,G2,G3</p>
	<p>Action 5.1.2 – Apply the new Coordinator position description to secure funding within the next 1-3 months to support a full-time Coordinator for at least two years.</p>	
	<p>Action 5.1.3 – Identify an organization that can work with the Partnership to solicit, hire, and supervise a full-time Coordinator position.</p>	
	<p>Action 5.1.4 – Secure funding for the Liaison positions to support implementation of Strategies 2 and 3.</p>	
<p>Objective 5.2 – Build upon the Landscape’s Charter to improve Implementation Plan administration Adapt a governance structure for the Partnership for the purpose of effective and efficient administration of the Implementation Plan within the next six months.</p>	<p>Action 5.2.1 –The Executive Leadership Group develops mechanisms and processes for administering the Implementation Plan.</p>	<p align="center">G1,G2,G3</p>