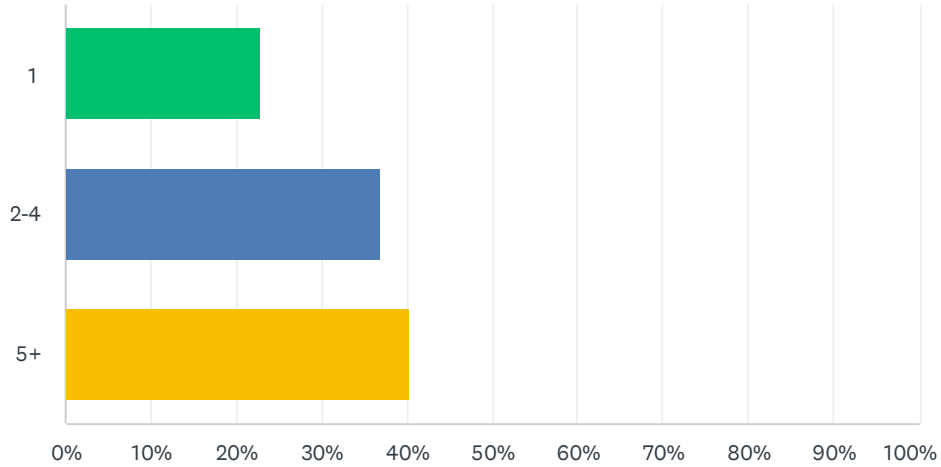


### Q1 How many active OHF grant proposals or appropriations (including various phases) are you currently involved in?

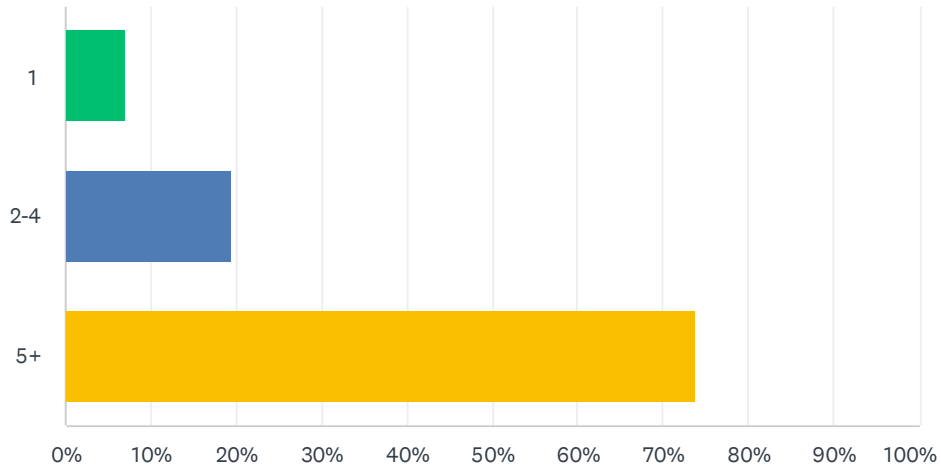
Answered: 57 Skipped: 0



ANSWER CHOICES	RESPONSES	
1	22.81%	13
2-4	36.84%	21
5+	40.35%	23
TOTAL		57

## Q2 How many years total have you been involved with OHF grants?

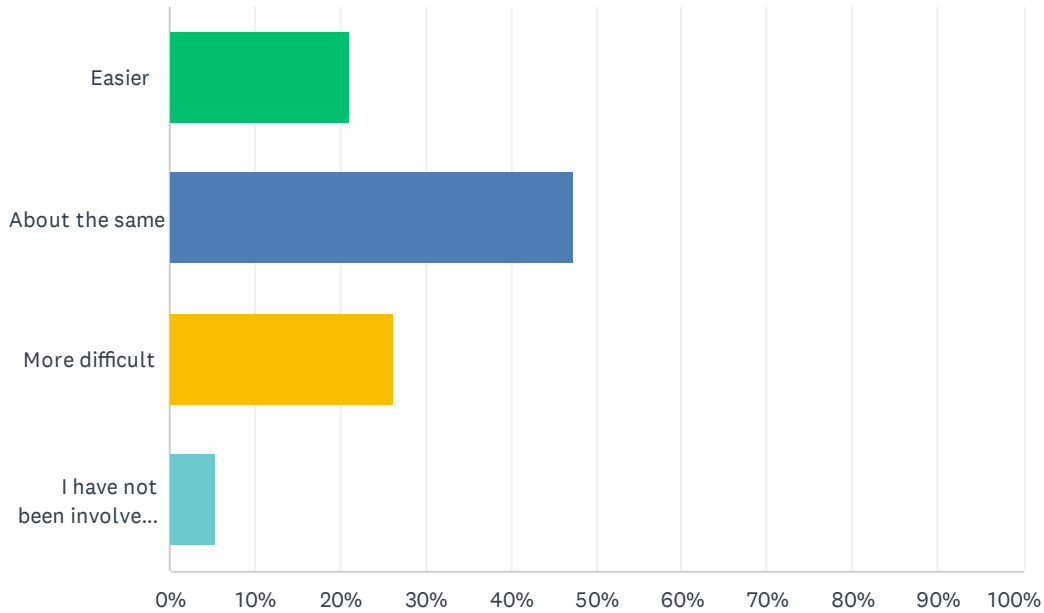
Answered: 57 Skipped: 0



ANSWER CHOICES	RESPONSES	
1	7.02%	4
2-4	19.30%	11
5+	73.68%	42
TOTAL		57

### Q3 How do you feel the OHF grant proposal process compares to other grant proposal processes you have been involved in?

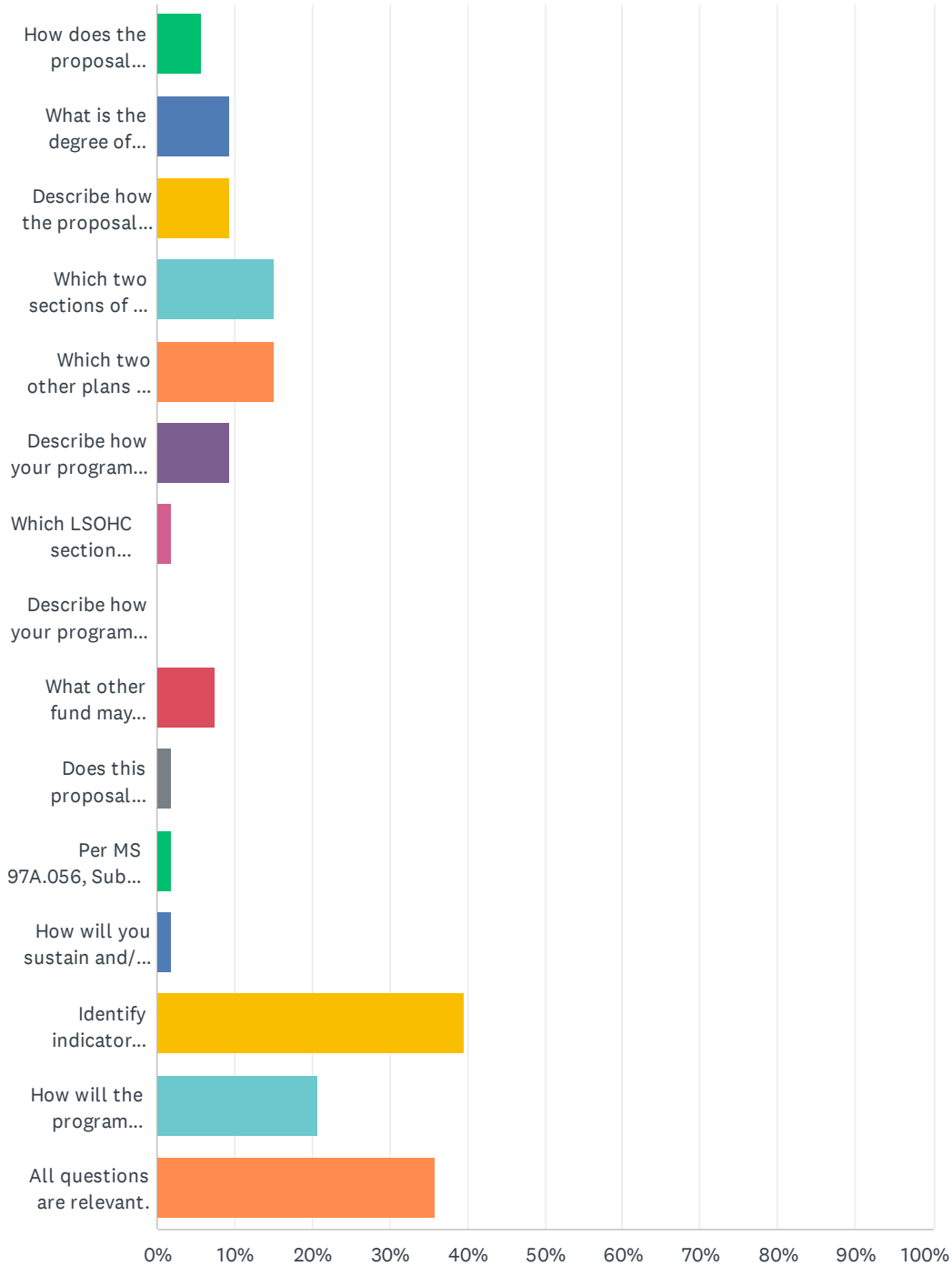
Answered: 57 Skipped: 0



ANSWER CHOICES	RESPONSES	
Easier	21.05%	12
About the same	47.37%	27
More difficult	26.32%	15
I have not been involved in other grant processes	5.26%	3
<b>TOTAL</b>		<b>57</b>

Q4 The questions listed below are currently required as part of the LSOHC grant application. Are there any you feel are not relevant to the process or should be omitted? If so, please select from the list:

Answered: 53 Skipped: 4



## LSOHC Program Manager Survey

ANSWER CHOICES	RESPONSES	
How does the proposal address habitats that have significant value for wildlife species of greatest conservation need, and/or threatened or endangered species, and list targeted species?	5.66%	3
What is the degree of timing/opportunistic urgency and why it is necessary to spend public money for this work as soon as possible?	9.43%	5
Describe how the proposal uses science-based targeting that leverages or expands corridors and complexes, reduces fragmentation or protects areas identified in the MN County Biological Survey.	9.43%	5
Which two sections of the Minnesota Statewide Conservation and Preservation Plan are most applicable to this project?	15.09%	8
Which two other plans are addressed in this proposal? (Related to the previous question.)	15.09%	8
Describe how your program will advance the indicators identified in the [two additional] plans selected. (Related to the previous question.)	9.43%	5
Which LSOHC section priorities are addressed in this proposal?	1.89%	1
Describe how your program will produce and demonstrate a significant and permanent conservation legacy and/or outcomes for fish, game, and wildlife as indicated in the LSOHC priorities.	0.00%	0
What other fund may contribute to this proposal?	7.55%	4
Does this proposal include leveraged funding?	1.89%	1
Per MS 97A.056, Subd. 24, Please explain whether the request is supplanting or is a substitution for any previous funding that was not from a legacy fund and was used for the same purpose.	1.89%	1
How will you sustain and/or maintain this work after the Outdoor Heritage Funds are expended?	1.89%	1
Identify indicator species and associated quantities this habitat will typically support.	39.62%	21
How will the program directly involve, engage, and benefit BIPOC (Black, Indigenous, People of Color) and diverse communities.	20.75%	11
All questions are relevant.	35.85%	19
Total Respondents: 53		

#	IF YOU MARKED ANY OF THE ABOVE QUESTIONS AS NOT RELEVANT, PLEASE EXPLAIN:	DATE
1	Asking about indicator species is great but quantities of such species can take years of monitoring to provide any data that is accurate. Most are just giving cookie cutter rough numbers that are not accurate for all sites.	11/23/2022 3:30 PM
2	The answers to this question are often the same, and are all based on formulas devised by DNR which are not really reliable. Providing an answer to this question that would be reliable enough to mean anything would require population monitoring and modelling that is out of reach for almost all proposers.	11/23/2022 3:06 PM
3	This is an important question, but current guidance and science supporting indicator species seems too weak to be meaningful.	11/23/2022 2:37 PM
4	Use of indicator species quantities (populations or outputs) to predict impact of OHF projects is imprecise and subject to so many external variables such as patch size, location, predators, and weather that it is misleading at best and could bias Council member understanding and support for some proposals.	11/23/2022 12:59 PM
5	Plan references - while generally good, compelling two citations of each seems arbitrary. Also, the LSOHC presumably bases its priorities on the statewide Conservation Plan and in so doing, applicants need only address how they meet LSOHC priorities and will by extension be addressing statewide conservation plan priorities. You could if and how the proposal addresses other plan priorities. Indicator species - this presumes a level of scientific	11/23/2022 12:14 PM

## LSOHC Program Manager Survey

knowledge and simply does not exist and so any claims made here would be neither provable or disprovable. Addressing issues of environmental justice, diversity, equity and inclusion are laudable within organizations and institutions and no programs or services should be designed or implemented in a way that intentionally excludes any persons due to race, ethnicity, socio-economic class, etc. That said, some programs, projects and service are not suited to correcting past wrongs or advancing social causes. I'd argue that the core priorities for OHF of habitat enhancement and protection is a realm that is not suited to address DEI concerns because the vast majority of habitat opportunities exist in rural areas and with limited landowners who's race, ethnicity, or other characteristics do not advance this agenda. Also, this question asked about the impact of a program - OHF doesn't fund programs, true? This may be covered later, but the questions above seem to be designed to aid in application scoring and ranking. Application scoring during the last round, however, seemed to have no impact on the projects that received a hearing or the amount of funds they received (in total or as a percent of the request). Unless the scoring has real consequences, then one could argue that the only questions that matter are those that provide a clear understanding of the nuts and bolts of the project.

6	I feel that proposals should directly involve, engage and benefit ALL people and we should not be specifically mentioning or targeting one group or another.	11/23/2022 6:28 AM
7	It's a research question, and answers are rarely known to a quantitative level	11/22/2022 4:14 PM
8	#1. It would be ok to ask for indicator species but it is near impossible to say what associated quantities this habitat will support. Very few species other than those heavily monitored for hunting license sales have this kind of data. #2. This is not included in the constitutional language, or the conservation plans the council uses to make their recommendations. If a proposal is submitted that will help an endangered species, for example, but is not near a population center and does not provide a specialized recreation opportunity for BIPOC it should not be judged on those merits as that was not the intended use of these funds.	11/22/2022 6:50 AM
9	All groups can be part of working on any of these projects and this should not be a factor in the decision of projects.	11/18/2022 8:31 AM
10	It's very difficult to assign a quantity of species to a particular habitat without looking at the broader landscape. Quantity is going to depend upon surrounding landscape impacts from humans...roads, development, daily/weekly/monthly use, drainage/runoff/hydrology, contamination, previous pesticide use, future development plans, etc.	11/16/2022 2:45 PM
11	Q. How will you sustain... this question has limited relevancy because ideally there would be ongoing restoration work on the state-owned land, but without continued funding there is no way to guarantee this will be done. Q. Identify indicator species... this question has limited relevancy because when a proposal is submitted, if it is not fully funded (and/or if land acquisition opportunities change) it may be that a certain landscape or area is in fact then not ideal for a particular indicator species. Q. How will the program directly... this question has limited relevancy because the statute does not contain language to allow OHF moneys to be used for engagement/outreach with BIPOC communities. There is no guidance as to how OHF moneys should be used to prioritize this activity.	11/16/2022 12:01 PM
12	Many people do not even know what the "MN Statewide Conservation & Preservation Plan" is, what it specifically aims to accomplish, who wrote it, and where to even find it. I believe that statewide plans usually contain good general guidance, but for specific projects they should be attached to either a regional plan or a local plan. For instance, what works in the forested regions of NE Minnesota may not be appropriate for the Twin Cities, SW Minnesota, or the Red River Valley. Other than showing the legislature that the proposed project is aligned with "state" plans, this question does not seem relevant to me.	11/16/2022 8:18 AM
13	Deciphering how Council members prioritize the many questions included in the application has become more challenging over the years. However, I don't recall members asking for more information related to the checked questions above during testimony.	11/16/2022 7:20 AM
14	It is extremely difficult to estimate quantities of indicator species for most projects that don't deal with game species (deer, pheasants, ducks, trout) that have very long legacies of active management for human sporting. Trying to quantify numbers of non-game species, especially rare or special concern species, should not be a requirement of grant writers. This question (as largely indicated by the projects that are consistently and repeatedly funded by LSOHC) advantages established game-protection/production projects and disadvantages those working for non-game habitat and projects in urban areas.	11/15/2022 4:30 PM

## LSOHC Program Manager Survey

15	Referencing this particular plan could be included as an option in a previous question and does not merit standalone consideration. Many projects may have very tangible benefits without applying directly to the plan.	11/15/2022 2:52 PM
16	Indicator species are just that and very hard to quantify or identify vs. program goals. Identification of sections of the State Conservation Plan is more relevant to LSOHC's funding recommendation justification than relevant to the proposals.	11/15/2022 12:58 PM
17	Indicator species - this is a very difficult question to answer accurately. Quantities for work that has yet to be completed are complete guesses. We are not sure what kind of use/productivity exists on past projects so guessing what use/productivity there will be on future projects is very difficult to determine. BIPOC - while I certainly agree that BIPOC communities are underserved, it seems odd to ask how they are engaged directly with habitat conservation work. The OHF portion of the CWLLA should be focused on habitat first and proposals should be judged on their ability to impact habitat.	11/15/2022 10:07 AM
18	Urgency - they are all urgent. Who ever said their proposal wasn't urgent? Plans - Does anyone actually use these in their decision making process? Seems like a useless question. Indicators - Same response as for Plans Supplanting - This is a political question. For agencies its work that wouldn't get done without OHF. Agency budget cuts are beyond LSOHC or the agencies control. this needs to be dealt with legislatively. For non-profits its all supplemental. Indicator species and quantities - Nearly impossible to answer on a site specific basis without extensive research which leads to responses that are very generalized and not particularly useful. BIPOC - Given that OHF is about implementing projects and protecting land we need to deal with the people who own the land. Not much diversity there. OHF has not been used for outreach (except to find landowners) and education. We cant do much about BIPOC without that. Additional comment: Without a clear definition as to what leverage is the leverage questions really don't provide much clarity or usefulness. Its a term that is defined in different ways between proposers and is not directly comparable without sideboards.	11/15/2022 9:36 AM
19	The "science based targeting question" could be written more clearly to explain what leveraging means in the context of habitat. "Other Funds" contributing to the proposal: this question should be re-written to more clearly state that legacy funds are the target of the question. Leveraged funding - LSOHC should make it clear what qualifies as leverage and provide an opportunity to identify leverage "in hand" and/or anticipated leverage. Anticipated leverage could have a follow up question regarding timeline and contingency plan if not received. Because leverage funds are often received after the OHF award, it would be nice to provide an opportunity to reference the past history of leverage. The BIPOC engagement question is important but could be reframed to incorporate Environmental Justice which is more broad and can address equity beyond BIPOC communities while being inclusive of them.	11/15/2022 8:55 AM
20	The question is relevant to the outcomes of the OHF as a whole, but since there is no consistency in which species may be selected and which species-habitat model is used to calculate quantities across proposals it becomes impossible compare between proposals, or to roll-up the overall effect the OHF has on species populations. I'd suggest this be something that is calculated by OHF based on Council priorities and accepted models.	11/15/2022 8:40 AM
21	The "proposal addressing habitats for rare/threatened species" question is similar to the science based targeting question, which also references the MBS, the tool most use to identify rare/threatened species. The number of species question is difficult to answer for proposers, due to multiple biological models available, some more robust than others. This metric might apply in the final report, when completed parcels could be plugged into a GIS model that is accepted by LSOHC as their "priority areas" or "priority species" worthy of the OHF's investment. Staff could then calculate the impact post-program/project for reporting purposes.	11/15/2022 7:53 AM
22	There is no one question above that is irrelevant, it is simply that the sheer volume and minutiae of detail that makes the proposal process challenging. Additionally, the greatest challenge to the proposal process is not the process itself, but rather the fact that even the best proposals only get 40-50% of the funding they request. Thus, budgets must be totally reimagined once funding is allocated.	11/14/2022 2:59 PM
23	The Mn Biological Survey Question, I like being able to talk about expanding parcels, however, I dont think the Mn Biological Survey should be referenced. That Survey is old, and lacks any sort of usable reference. It lacks what truly are habitat areas in our location. I find it to be poorly done, or needs an update. For the indicator species, listing them is great, but everyone seems to use the same response to the number that the project would support.	11/14/2022 2:43 PM

## LSOHC Program Manager Survey

24	I agree with the level of detail requested for this grant application.	11/14/2022 2:37 PM
25	These questions are all relevant and I think [most?] are identified as attributes of importance to use of OHF, however, many of these questions seem to be phrased as quantifiable required elements of a qualifying proposal when possibly they should be just asking for additional supporting criteria and descriptions.	11/14/2022 2:34 PM
26	If the question goes in to the actual scoring of the proposal and allocations of the funds, then I think that they are relevant. If there are questions that are not used/paid attention to/helpful for scoring, they should be taken out.	11/14/2022 2:24 PM
27	Which two other plans are addressed in this proposal? - This is merely a litany of plan, partial as it may be, and I doubt any review really places any value on this. Identify indicator species and associated quantities this habitat will typically support. - This question was established for a Council desire to get more specific detail related to indicators. However, very few species have this level of information and responses merely highlight the few species that have these data.	11/14/2022 2:22 PM



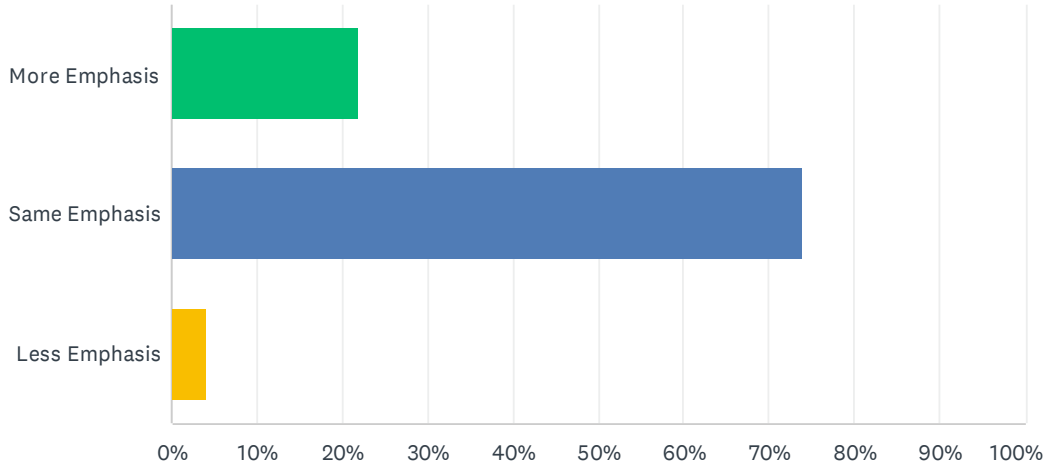
## Q5 Are there any new or additional questions/information that you feel should be included in the grant application process? If so, please list and explain:

Answered: 16 Skipped: 41

#	RESPONSES	DATE
1	There is currently no question asking how projects will be resilient to climate change and other expected stresses. LSOHC should also be considering the potential positive impacts of projects on watershed health and function. Good habitat management includes providing co-benefits to water quality and hydrology.	11/23/2022 3:09 PM
2	No.	11/23/2022 3:03 PM
3	Would be nice for proposals to identify how projects will address resilience or adaptation to climate change and similar stressors such as invasive species.	11/23/2022 2:39 PM
4	There should be more emphasis placed on addressing the specific priority habitat needs of the statewide MN Conservation Plan. There is currently too many ways to justify project and OHF grant requests, and it seems Council members are challenged to determine meaningful, priority wildlife and fish habitat proposals from those that are just novel or in certain geographies.	11/23/2022 1:02 PM
5	A question of phasing and building to a long term goal. Some goal based projects will require a finite investment over multiple phases to achieve and outcome. Other phased projects are a matter of seizing opportunities to act while there's a pool of funds to make it happen and there will never be an end to phasing. Need and opportunity will forever outpace the funds needed to act.	11/23/2022 12:17 PM
6	There doesn't seem to be a place where priorities of the LSOHC council are identified. Certainly some landscapes or habitats are more in need of conservation than others.	11/23/2022 6:30 AM
7	There should be some merit to past experience and accountability	11/18/2022 11:39 AM
8	Is this an administrative proposal or a protection/restoration proposal? Questions may be different depending upon type of proposal.	11/16/2022 2:47 PM
9	Do not add any additional questions. The process is already overbearing.	11/16/2022 12:05 PM
10	The current format and questions seem to provide a thorough documentation of proposals	11/16/2022 8:18 AM
11	No	11/16/2022 7:21 AM
12	There should be an explicit opportunity to relate the numbers of people that will benefit from the project. Yes, these are conservation projects, but the many game-focused projects that are annually approved are ultimately about human use. Requiring applicants to document that benefit would open a window into how projects may provide the important healing aspects of nature that too few urban Minnesotans get to experience.	11/15/2022 4:33 PM
13	It would be nice to see an open-ended question/space for proposers to share additional information that may be relevant to the proposal but didn't fit into previous questions.	11/15/2022 9:00 AM
14	What challenges have you encountered in your conservation work and how are you addressing them.	11/15/2022 8:53 AM
15	What will happen to the natural resources if this project is not completed?	11/14/2022 3:40 PM
16	None that I can think of at this time.	11/14/2022 3:28 PM

Q6 Proposal abstract provides a clear and succinct overview of the proposal activity, outputs, and outcomes. Proposal is clearly written and adequately addresses: Who, What, Where, When, Why, and How.

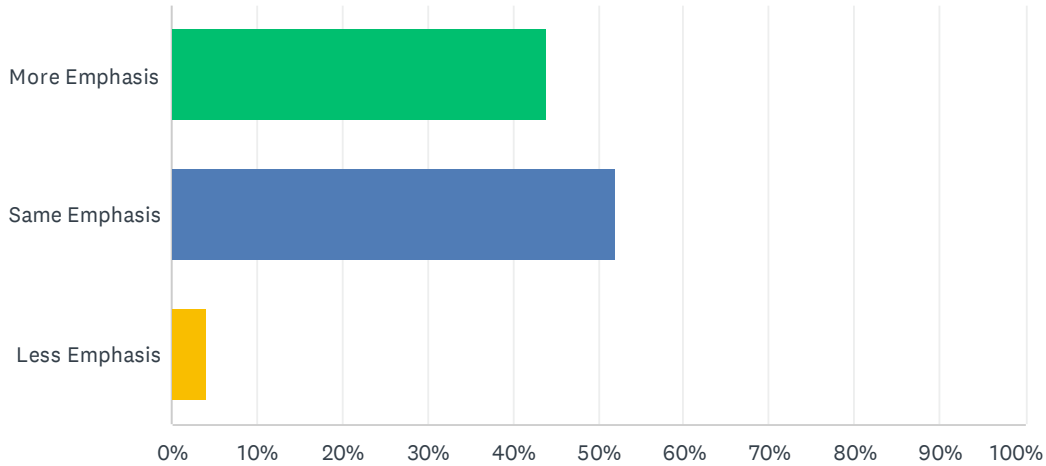
Answered: 50 Skipped: 7



ANSWER CHOICES	RESPONSES	
More Emphasis	22.00%	11
Same Emphasis	74.00%	37
Less Emphasis	4.00%	2
TOTAL		50

**Q7 Proposal addresses priority actions and outcomes of one or more of the ecological sections and is likely to produce and demonstrate significant and permanent conservation legacy and/or habitat outcomes for fish, game and wildlife.**

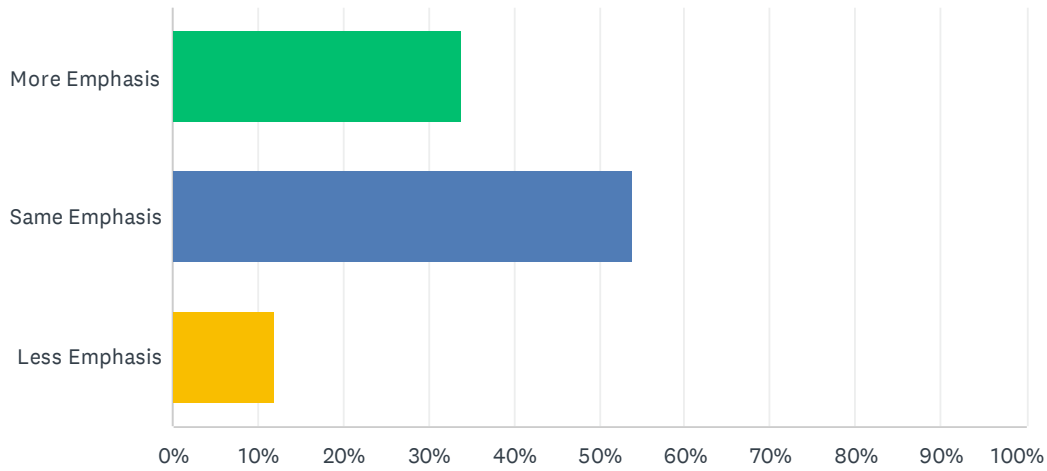
Answered: 50 Skipped: 7



ANSWER CHOICES	RESPONSES	
More Emphasis	44.00%	22
Same Emphasis	52.00%	26
Less Emphasis	4.00%	2
<b>TOTAL</b>		<b>50</b>

### Q8 Proposal uses science-based targeting that leverages or expands corridors and complexes, reduces fragmentation or protects areas identified in the MN County Biological Survey.

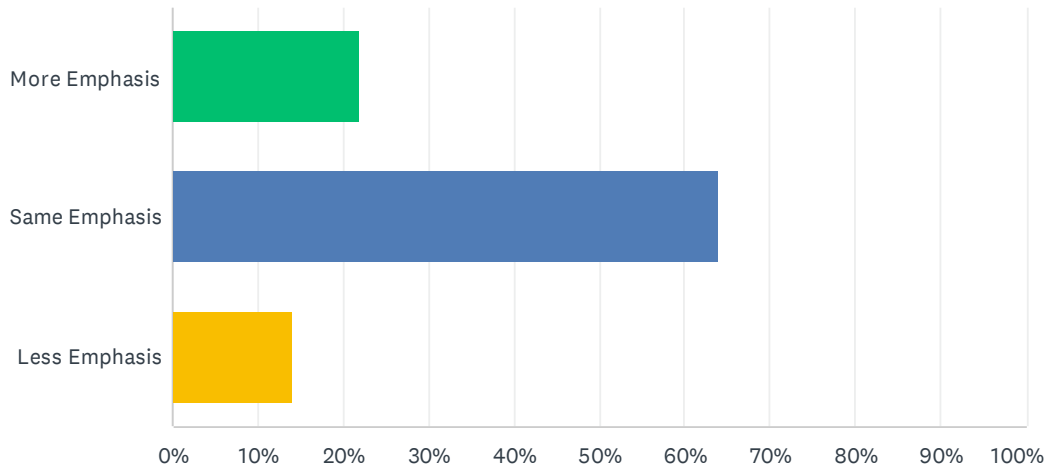
Answered: 50 Skipped: 7



ANSWER CHOICES	RESPONSES	
More Emphasis	34.00%	17
Same Emphasis	54.00%	27
Less Emphasis	12.00%	6
TOTAL		50

### Q9 Proposal addresses habitats that have significant value for wildlife species of greatest conservation need, and/or threatened or endangered species, and lists targeted species.

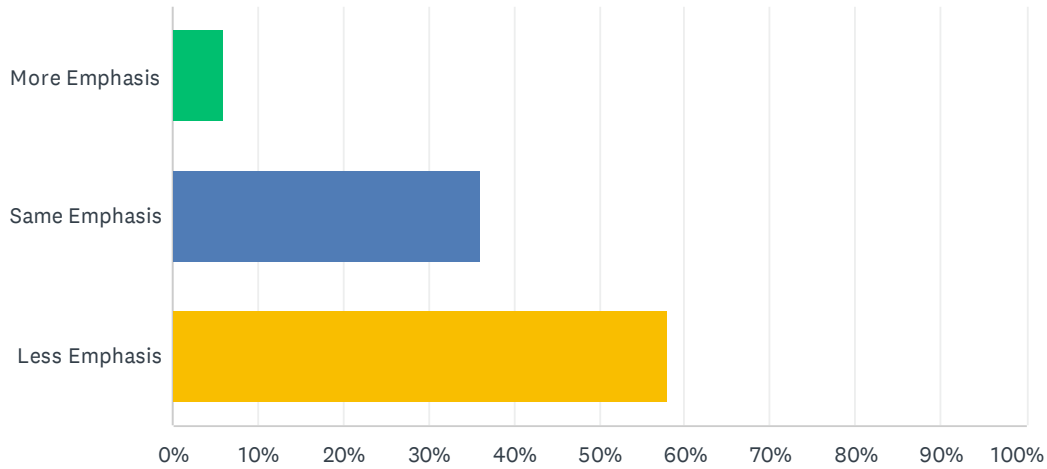
Answered: 50 Skipped: 7



ANSWER CHOICES	RESPONSES	
More Emphasis	22.00%	11
Same Emphasis	64.00%	32
Less Emphasis	14.00%	7
<b>TOTAL</b>		<b>50</b>

### Q10 Proposal identifies indicator species and associated quantities this habitat will typically support.

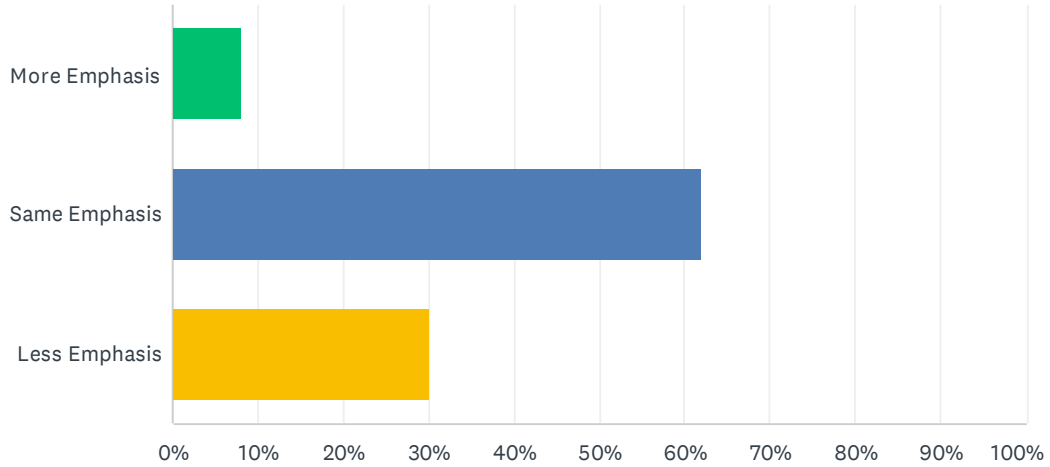
Answered: 50 Skipped: 7



ANSWER CHOICES	RESPONSES	
More Emphasis	6.00%	3
Same Emphasis	36.00%	18
Less Emphasis	58.00%	29
<b>TOTAL</b>		<b>50</b>

## Q11 Performance measures are clearly identified, and have a specific plan for measuring and evaluating outcomes.

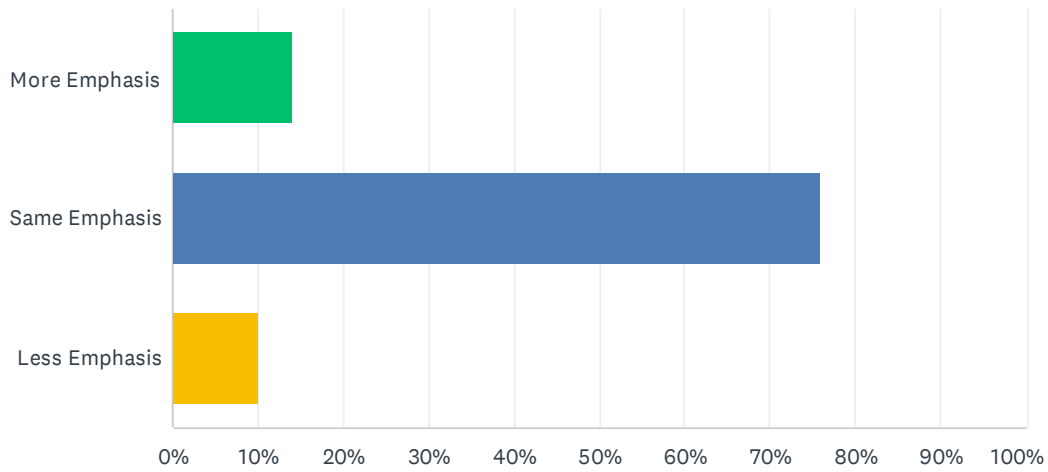
Answered: 50 Skipped: 7



ANSWER CHOICES	RESPONSES	
More Emphasis	8.00%	4
Same Emphasis	62.00%	31
Less Emphasis	30.00%	15
TOTAL		50

## Q12 Proposal outcomes will be maintained over time.

Answered: 50 Skipped: 7

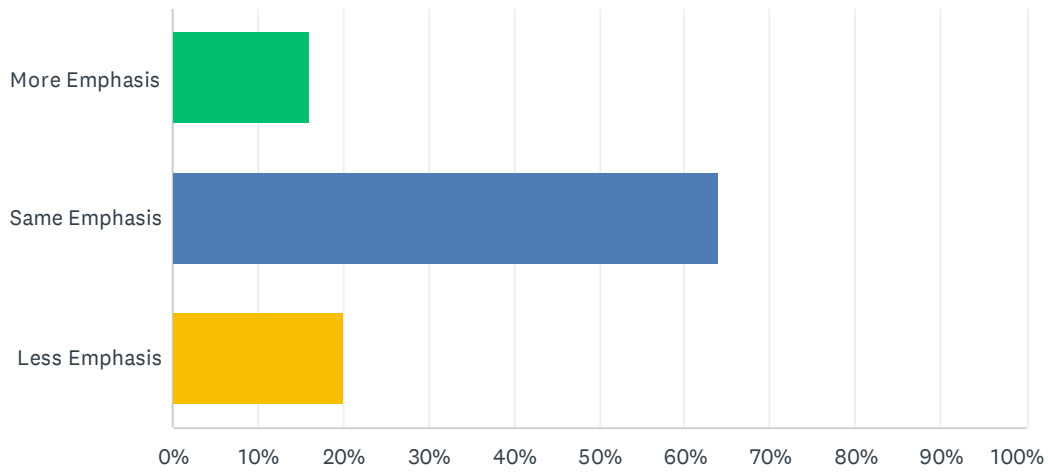


ANSWER CHOICES	RESPONSES
More Emphasis	14.00% 7
Same Emphasis	76.00% 38
Less Emphasis	10.00% 5
<b>TOTAL</b>	<b>50</b>



### Q13 Degree of timing/opportunistic urgency.

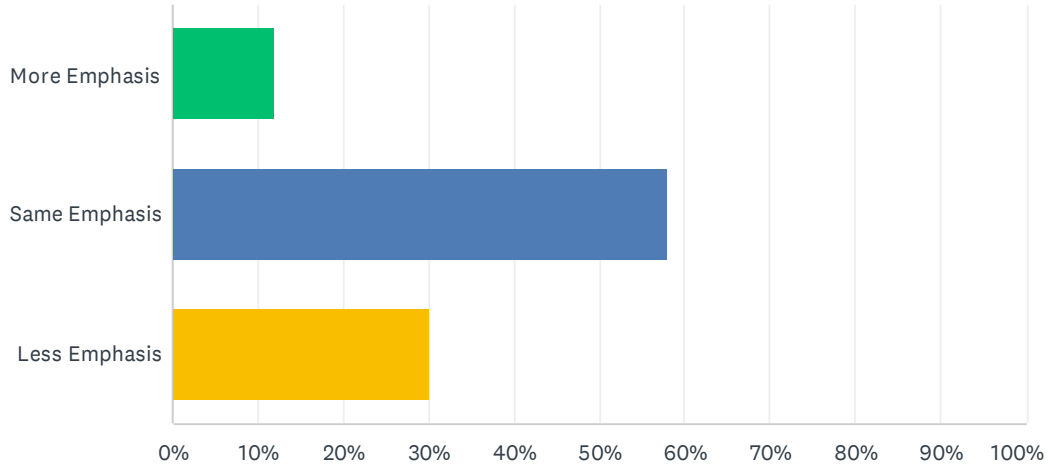
Answered: 50 Skipped: 7



ANSWER CHOICES	RESPONSES	
More Emphasis	16.00%	8
Same Emphasis	64.00%	32
Less Emphasis	20.00%	10
<b>TOTAL</b>		<b>50</b>

## Q14 Proposal includes leverage in funds or other effort to supplement any OHF appropriation.

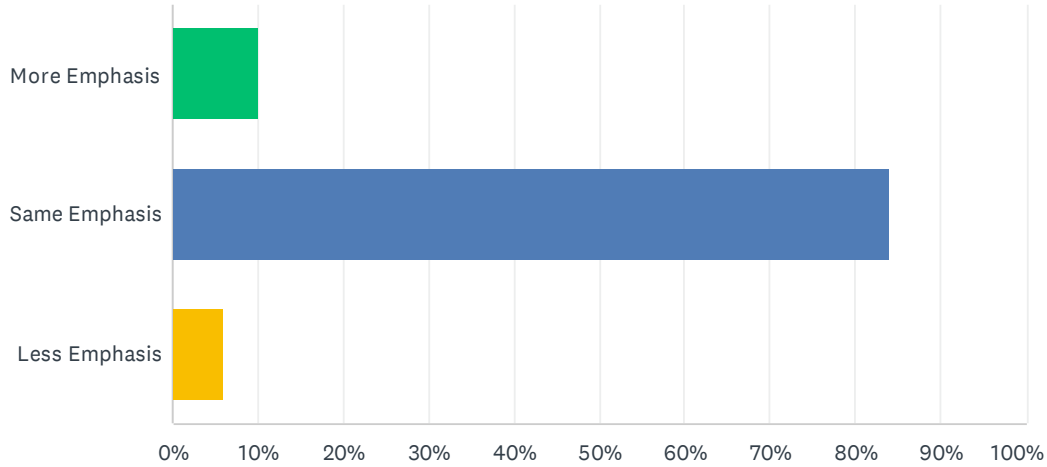
Answered: 50 Skipped: 7



ANSWER CHOICES	RESPONSES	
More Emphasis	12.00%	6
Same Emphasis	58.00%	29
Less Emphasis	30.00%	15
TOTAL		50

### Q15 Proposed budget is appropriate to accomplish the outcomes described in the scope of work.

Answered: 50 Skipped: 7



ANSWER CHOICES	RESPONSES
More Emphasis	10.00% 5
Same Emphasis	84.00% 42
Less Emphasis	6.00% 3
TOTAL	50

## Q16 Do you have any additional scoring criteria suggestions you feel should be added for Council consideration? If so, please list:

Answered: 21 Skipped: 36

#	RESPONSES	DATE
1	Similar to my suggested questions above- Council should consider how projects will improve habitat and landscape resilience to future stresses, including climate change; and should consider the benefits projects will have to watershed function.	11/23/2022 3:12 PM
2	No but how can the same proposal get such a varied amount of points if each question has a scoring criteria?	11/23/2022 3:04 PM
3	Degree to which project addresses resilience/adaptation to climate change and other pervasive stresses like invasive species.	11/23/2022 2:43 PM
4	Respectfully, Council should identify and focus on fish and wildlife habitat needs identified in the statewide conservation plan and associated species plans developed by MNDNR, and provide more clear guidance on what Council priorities are for proposals and projects rather than leaving it open for proposers to justify our requests. Currently, it seems as though any/all reasonable proposals receive robust funding and funding levels are based on factors other than how important their work is for addressing fish and wildlife habitat goals as identified by state conservation plans. This may require some revisiting and revision of state plans to better formulate focus for OHF grant funding. While everyone is doing good work and all work is important to a certain extent, there is simply higher priority habitat conservation activities that most professional fish and wildlife biologists will agree should be emphasized for OHF funding during remaining years of the CWLLA to address significant species declines and population concerns. However, it is important to note that while habitat conservation is often the most important variable affecting wildlife populations, Council should be remember that variables outside of our control often drive population levels (especially migratory species) and both state and federal regulations often dictate habitat and species population condition and abundance more than can be affected by OHF projects. OHF is critically important and super meaningful, especially for the public, but it won't alone completely solve most problems facing wildlife populations.	11/23/2022 1:15 PM
5	I strongly urge the council factor in projects that are open to public use vs those that improve habitat on private land. I don't believe habitat improvement projects on private land, or conservation easements on private land should be scored the same as those on public land that benefit all Minnesotans vs just a few private landowners.	11/23/2022 6:33 AM
6	What outreach, engagement, media coverage, and dissemination do you anticipate?	11/22/2022 4:17 PM
7	Does the proposal address outcomes found in conservation plans the counsel uses in its recommendation process?	11/22/2022 6:54 AM
8	Does the applicant have a history of successfully using OHF appropriations?	11/17/2022 3:24 PM
9	How many other conservation organizations are you directly collaborating with in this proposal?	11/16/2022 3:03 PM
10	It is unclear what weight each area of scoring has currently. We did not feel there was a way to recommend any change without that knowledge.	11/16/2022 12:08 PM
11	Possibly consider regional and/or local goals and priorities. This could be tied to plans or initiatives of regional and local agencies and organizations, or even non government organizations.	11/16/2022 8:22 AM
12	No	11/16/2022 7:22 AM
13	No	11/15/2022 1:01 PM
14	The scoring process is based on the number of members to recommend funding for a proposal. However, when a council member claims a conflict of interest, it gives the appearance of a lower rank for that proposal. Proposals should be ranked by the % of eligible	11/15/2022 12:21 PM

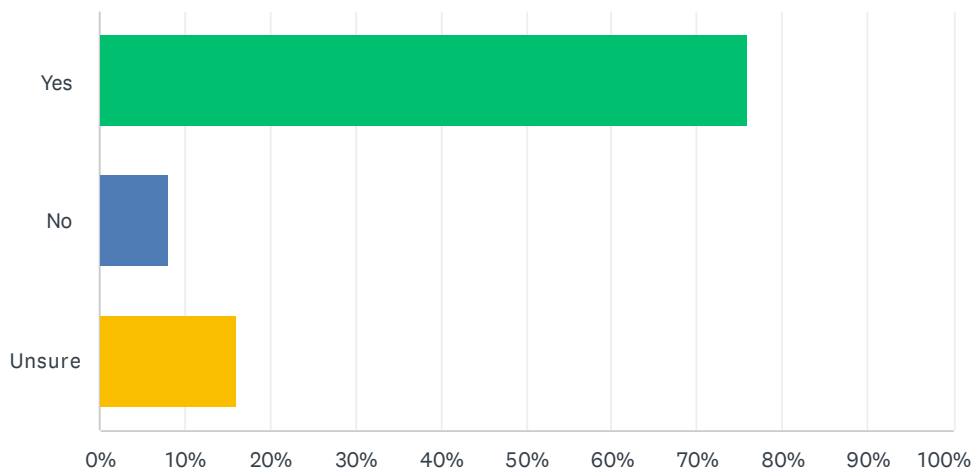
## LSOHC Program Manager Survey

members that recommended funding a proposal rather than by the raw number of members that recommend funding.

15	does this proposal include paved trails and metro parkland? if so, to what extent of the overall proposal?	11/15/2022 10:23 AM
16	Consider letting council staff review and screen mandatory requirements to reduce workload for council members. Environmental Justice/BIPOC engagement is a proposal question but is not scored. Regarding leverage, it would be nice if the scoring criteria were written to consider both "in hand" and anticipated leverage. Note that the balances of previous appropriations is not in the scoring criteria but seems to be a major influence when funding proposals. If it is a major factor, there should be more opportunity to discuss/explain it in the proposal.	11/15/2022 9:14 AM
17	No	11/15/2022 8:56 AM
18	Past performance and % Personnel and DSS compared to the other categories (acq,contracts, etc.)	11/15/2022 8:21 AM
19	I can't think of any at this time.	11/14/2022 3:32 PM
20	Project locations that are identified prior to allocation should rank higher than 'sign up' criteria.	11/14/2022 2:46 PM
21	I think it might be interesting to tie this into the climate action framework and the national goals of using nature based solutions to address climate change and strengthen communities.	11/14/2022 2:42 PM

## Q17 Do you feel that partially funding a larger number of grant proposals leads to proposers asking for higher dollar amounts in hopes of receiving at least 30% of their ask?

Answered: 50 Skipped: 7



ANSWER CHOICES	RESPONSES	
Yes	76.00%	38
No	8.00%	4
Unsure	16.00%	8
<b>TOTAL</b>		<b>50</b>

#	PLEASE EXPLAIN:	DATE
1	I think a few people asking for large dollar amounts results in others having to “play the same game” and ask for more because they will be subject to higher percent cut even if they ask for less.	11/23/2022 3:36 PM
2	The evidence of organizations increasing their ask in response to expected partial funding is clear to see and predictable. Organizations have a target budget they need, and when they consistently receive between 25 and 40% of their ask, they scale their ask accordingly.	11/23/2022 3:14 PM
3	Everyone seems to know that they can't get a proposal fully funded, so in order fund projects at needed amounts, proposers ask for higher amounts than actual need or actual capacity to spend in a given amount of time.	11/23/2022 2:46 PM
4	To applicants, there is value in funding stability and predictability. The bulk of OHF funds are allocated to recurring projects and a relatively small number of entities with multi-phase projects. The critical funding objective that recurrent applicants have is not to fill the overall conservation need, but to consistently fuel their staff capacity to complete projects. Eg. if they have enough staff to put to use \$1.5M/year to worthwhile habitat protection and management, they will request enough to fuel that capacity. They learn from LSOHC what that means. Recently applicants should ask for \$3.5M if they can handle \$1.5M. Their unspoken fear is that they will receive the whole \$3.5M and have to staff up temporarily and then lay staff off in three years. Not knowing how the LSOHC is going to approach funding in any given year makes the process a gamble.	11/23/2022 12:44 PM

## LSOHC Program Manager Survey

5	<p>Partial awards lead to the need to access multiple grant programs, and Minnesota has an extremely complicated framework of grant applications and timelines. Managing the application, award, and funding timelines across multiple programs is a nightmare. Every funding program wants to be the "last piece" of the project puzzle - every funding program wants to know all of the other for-sure funding commitments, without making a commitment themselves. When we are required to secure some funding to leverage other sources, the first awards will inevitably have expiration dates that are ticking away - so you are forcing applicants into needing extensions. It is surprising to me just how long it takes from the point of application to the point when grant awards can actually be accessed - and timing that with construction bids and construction seasons is extremely difficult - and this is multiplied when we have to access different state grant programs. In Minnesota, our construction season can be extremely limited - May thru September minus rain delays. If our organization receives a grant partial award say in the year 2020, we will have to apply to other programs in 2020-2021 (and therefore miss the 2020 and 2021 construction seasons), and depending on how long it takes for a grant agreement to be produced and signed, we will likely not have funding in place for the 2022 construction season. So now we have acquired more grants, but the original grant is at or near expiration. Having a common application timeline and award timelines for CPL, LCCRM, LSOHC, BWSR, etc. would result in significantly in more successful projects.</p>	11/23/2022 8:41 AM
6	<p>Absolutely. We are encouraged to do this so we can get back to the funding level we are trying to achieve. We often joke about what would happen if they actually gave us the money we're asking for? How would we spend it? It would be far better to fully fund some proposals fully and not fund others.</p>	11/23/2022 6:36 AM
7	<p>If we got only 30% of our ask we would have to ask for more than we need, or we would not have a project.</p>	11/22/2022 4:49 PM
8	<p>lower priority parcels and ALL possible activities are included. While nice, this is a wish list and not always fully anticipated</p>	11/22/2022 4:18 PM
9	<p>Every year we accomplish our goals with the funds that were allocated to us by the council. If we came back with an ask for what we "anticipate" or what we realistically think we can accomplish, we would likely get 1/3 of that amount, which would be significantly less than what we are currently accomplishing. We would love to write a proposal that is more realistic if we knew that it wouldn't be cut to 1/3. We have discussed writing a proposal with a more realistic budget and stating that it was no scalable but our experience is that those proposals tend to be more heavily scrutinized by the council and doing so is much more of a risk.</p>	11/22/2022 7:07 AM
10	<p>DNR proposers have been directed to not artificially inflate proposals to get the actual amount they need. Other proposers are not held to this standard and gain an advantage.</p>	11/17/2022 3:29 PM
11	<p>It likely means large projects have to be phased and overlapping (parcels on multiple years of appropriations) rather than being successful in a single appropriation.</p>	11/16/2022 3:09 PM
12	<p>Our observation is that larger/more established organizations can propose larger projects in order to accommodate receiving just 30%-50% of their ask which puts newer/smaller organizations at a disadvantage overall. LSOHC has established this as their working norm.</p>	11/16/2022 12:12 PM
13	<p>It may not result in asking for higher amounts, but it does result in the proposer coming back to the council in multiple years, so it extends the project timeline.</p>	11/16/2022 8:23 AM
14	<p>Yes, our program anticipates reductions to our requests. However, we would be able to meet goals outlined in our accomplishment plan if we were fully funded. We would likely reduce requests in subsequent years if we were fully funded though.</p>	11/16/2022 7:25 AM
15	<p>This is not what we do, because we feel it would soon be obvious if we were "overcharging" for certain improvements. I do not know if others are operating this way. I certainly hope not!</p>	11/15/2022 4:36 PM
16	<p>Especially for acquisition or larger planning projects, proposers are likely to request enough funding so that even at 30%, they are still able to accomplish some of their goals. However, many restoration-focused proposals do not inflate their dollar asks and end up getting hurt by this.</p>	11/15/2022 2:56 PM
17	<p>In order to receive a reasonable amount to accomplish significant goals as state in a proposal, most organization will ask for more than is sometimes reasonable or can be accomplished just to be assured of a reasonable amount.</p>	11/15/2022 1:02 PM
18	<p>Because the process is known and expected, project managers are likely to inflate the cost of</p>	11/15/2022 12:22 PM

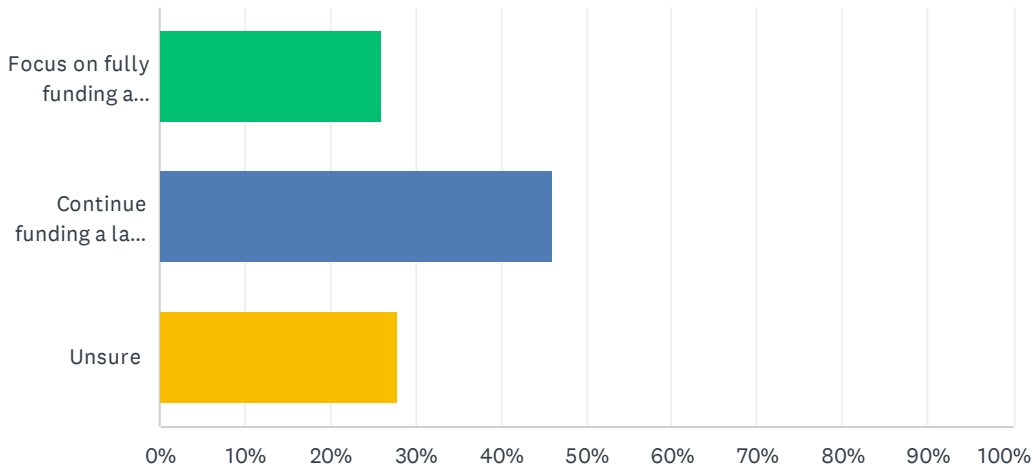
## LSOHC Program Manager Survey

	their projects by including parcels that can later be eliminated.	
19	Programmatic proposals are asking for high dollar amounts that would fully fund their program over the life of the appropriation (4-5 years). If they know they will likely be funded at 25% of their ask, that just means they will have to come back next year and ask for more.	11/15/2022 10:57 AM
20	when doing budget, the ask is always high, and we assume getting 38%. The council should fund some proposals at 100% that hit the ball out of the park. Rather than giving everyone the same and then forcing the proposers to ask every year. TNC was asked why they come back. The answer was so clear. Because the requested funding to do the program is never given. The council complains about the number of proposals, well fund less. Make the hard choices.	11/15/2022 10:30 AM
21	Proposers aren't dumb. They know how this works. Pretty much every grants program has the same issue.	11/15/2022 9:40 AM
22	Proposers have a good idea what the true cost is for a project. If they know they will only receive 50% of their request they will inflate the costs. If a project with a realistic budget only gets 50% of needed funding then the project will not be successful or not done at all.	11/15/2022 9:14 AM
23	There might be some, but overall I think people ask for what they know they have the capacity to complete if awarded. More of what I have seen is a reluctance to propose big projects because of the likelihood of reduced funding.	11/15/2022 8:50 AM
24	If awarded 100% we could deliver on our proposal, but can't speak for other proposers	11/15/2022 8:24 AM
25	Scalable programs (not projects) have always received less than requested. Applicants factor this into their proposal, because if they ask for exactly what is needed to start or continue conservation work and receive 30% of that request, the program is likely not viable at the smaller budgeted amount. If applicants knew the grants were either approved or not, the asks would be less, knowing scalability is not an option.	11/15/2022 8:05 AM
26	I'm not sure what motivates others to request the dollar amounts they do, which is why my answer is "unsure." I do know that when we request a dollar amount, we ask for what we think we can spend based on a variety of factors and what we think we can accomplish during the appropriation timeframe; however, we also know we're likely not going to get the amount we requested.	11/14/2022 3:37 PM
27	The number of conservation projects far outnumber the dollars to fund them. Our entity submits applications that we know could be completed with a full funding appropriation.	11/14/2022 2:50 PM
28	I think that this is entirely possible, especially for returning grant proposers who understand the way the LSOHC considers grant requests.	11/14/2022 2:43 PM
29	In some cases	11/14/2022 2:36 PM
30	YES! Absolutely yes. Maybe not all proposers do this, but there are certainly some that do. I honestly don't think that some of the groups could even spend all of the money that they ask for on their proposed activities.	11/14/2022 2:28 PM
31	Yes and No. I have found that requests are getting higher because of the (at times) smaller percentage of awarded funding does not address the true conservation need in the area. A good question to ask of the proposers is whether they have the capacity to achieve the outcomes proposed within the 4-year timeframe.	11/14/2022 2:28 PM



### Q18 Do you feel the Council should continue partially funding most grant proposals, or shift their focus to fully funding a smaller number of grant proposals (which would result in fewer overall proposals being funded)?

Answered: 50 Skipped: 7



ANSWER CHOICES	RESPONSES
Focus on fully funding a smaller number of proposals	26.00% 13
Continue funding a large number of proposals at 30-50%	46.00% 23
Unsure	28.00% 14
<b>TOTAL</b>	<b>50</b>

#	PLEASE EXPLAIN:	DATE
1	I think proposers need to ask for less upfront. A talk with proposers on this could go a long way. Maybe even a cap on the size of proposal would help.	11/23/2022 3:39 PM
2	Significantly reducing awards forces organizations to go back to LSOHC more often. If awards were fully funded, more programs would likely request funds on every-other or every-three-year cycles instead of annually. Awarding more smaller grants increases the number of awards staff need to administer, increasing the overall administrative burden for both LSOHC staff, and the partners who are managing multiple phases at once instead of a single, larger award.	11/23/2022 3:16 PM
3	This could result in a more predictable process, with more efficiency. With larger, fully funded grants, proposers could submit proposals less frequently and this could reduce the amount of time spent on administrative tasks such as grant agreements and reporting.	11/23/2022 2:50 PM
4	Unless Council places a cap on proposal request amounts, which is problematic (limits requests for special projects), it is difficult to level the playing field. One approach may be to ask proposers to differentiate their requests between one-time project-specific requests and ongoing programmatic requests, and to place a cap or limit on the latter ongoing programmatic requests (e.g., \$10M) or some other similar approach.	11/23/2022 1:19 PM
5	Funding more projects brings more partners into the fold. This creates more success stories spread out over a larger geography and empowers non-standard entities (cities, county departments, water management entities, etc.) to become part of the solution to habitat problems. They serve as an example to sister entities and overall interest in, and commitment	11/23/2022 1:00 PM

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to habitat conservation and management grows. This is all a good thing. Broad based utilization of and benefit from OHF is critical to building an army of advocates, both the renew Legacy funding when the current Amendment expires and to also carry on the effort if the funds are not renewed. Not only that, but without land use authorities deeming themselves to have a responsibility to consider the habitat impacts of their decisions, many OHF habitat advances over these decades could be lost. If you plan to make the shift to fully funding fewer applicants - let it be known ahead of the application. I think you'll find requested amounts go down or the frequency of requests for phased efforts goes down. I would say, fully fund smaller finite project requests and partially fund long term phased endeavors. Also, CPL is considered by LSOHC as the answer to smaller dollar amount projects. It is not! The structure of CPL makes it only viable for projects that are almost entirely contracted out (due to extreme limits on reimbursements for agency staff time). This bakes inefficiency into the process by compelling outsourcing project management to expensive consulting firms instead of attending to it in-house. As a small agency, I can't afford this approach.

6	You could break the program into two - a large size program and a small size program - then they are not competing against each other, but within similar project scales.	11/23/2022 8:42 AM
7	Definitely. This should not be politics of spreading the wealth. Some proposals are better than others and should be fully funded. If you're going to do this, I would state this very clearly beforehand so people know not to ask for more than they can spend.	11/23/2022 6:37 AM
8	Project scalability helps to ensure that project funds are expended during the grant lifespan. Some applications have issues spending down their appropriation and fully funding them would exacerbate that issue.	11/22/2022 4:11 PM
9	Technically I don't think any of these options is correct. In my perspective the correct thing to do is "Fully fund proposals as submitted (or revised)" Many/most of the proposers would submit more realistic proposal requests if they were not cut to 1/3rd, meaning there would still be a large number of proposals that could be funded. Additionally I believe the council should evaluate proposals and funding amounts based on the proposers ability to achieve the goals stated by MN conservation plans as required by 97a. "The council shall make recommendations to the legislature on appropriations of money from the outdoor heritage fund... that will achieve the outcomes of existing natural resource plans, including, but not limited to, the Minnesota Statewide Conservation and Preservation Plan..." There is a list of the councils approved conservation plans on the website. A proposal that will accomplish higher priority goals of these plans, should receive more funding and priority than other proposals. The questions asked in the proposal as well as the scoring system mostly align with these plans and the constitutional language, but when presentations are heard and allocations given these plans are almost entirely ignored.	11/22/2022 7:33 AM
10	Some scorers seem to have a bias against DNR proposals and they fare poorly in the current scoring process. Funding a smaller number of high scoring proposals would negatively impact the ability of DNR proposals to be funded.	11/17/2022 3:32 PM
11	I think it will be much more political if you shift to funding a smaller number of proposals. The smaller organizations will not be nearly as successful. Giving as many organizations as possible an opportunity to participate is important, even if it's not at 100% of their initial request.	11/16/2022 3:15 PM
12	If this shift were to happen, organizations would propose projects at a rate they can accomplish and get funded. This would also allow space for new partners and feel a bit more like a level playing field for funds.	11/16/2022 12:14 PM
13	Possibly consider fully funding some of the high ranking proposals that are low cost and continue to partially fund the higher cost proposals.	11/16/2022 8:25 AM
14	Smaller projects are less efficient, especially under a public bidding scenario. Instead of essentially requiring us to come back year after year with phase after phase, funding projects nearer the initial request would allow us to complete the envisioned project and then move on.	11/15/2022 4:37 PM
15	It seems like there are generally two types of proposals - those that are seeking something akin to "programmatic" support (those that have a scoring criteria instead of a parcel list) and those that are seeking support for very specific projects. Both are needed. Seems like fully funding works better for those very specific project proposals, and the 30-50% model works well for those programmatic requests. Both types of request get really excellent habitat work	11/15/2022 3:09 PM

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done and are valuable. Maybe consider having two different categories of funding to accommodate these two different ways of approaching this work?

16	I lean toward continuing the current funding model, because if there was to be a certain scoring cutoff below which proposals weren't funded, there would be far more power given to specific reviewers. For example, a LSOHC member who does not value Metro-area projects and scores them "0" may have an outsized effect on that project's success.	11/15/2022 2:58 PM
17	Depends on the programs proposed. Some programs can succeed with smaller amounts of money if the goals and geographic focus are narrow. For other programs that have a broader program and geographic focus, smaller amounts are detrimental to accomplishing realistic goals.	11/15/2022 1:04 PM
18	By partially funding more proposals, more projects are able to be enacted. I worry that if fewer proposals were funded, most of the work would go toward game species and less toward overall biodiversity and ecosystem health.	11/15/2022 12:25 PM
19	This continues at least partially funding a larger number of entities. If the switch was made, it would be a lean 12-18 months for some organizations that have ramped up their programs to deliver OHF projects with uncertainty about reauthorization.	11/15/2022 10:59 AM
20	Make the hard choices. If funded at 100% then proposers would not try again for 2 to 3 years and focus on the program.	11/15/2022 10:33 AM
21	There is a lot of work that needs to be done. Keeping all organizations engaged and funded results in more work being accomplished in the long run. Much of the work that we do is highly technical and takes several years to learn. Boom and bust cycles where proposers are alternately overwhelmed and then later laying off staff is the worst case scenario. This applies to both non-profits and agencies.	11/15/2022 9:45 AM
22	I think both strategies could be used. Some proposals are "one time" asks for a specific project that could not proceed without full funding. Other proposals are "programmatic" with more partnerships and leverage opportunities. Established programs are better positioned to apply for new federal funds that require non-federal match (such as Infrastructure Act) that could supplement the OHF appropriation. OHF funding at the 30-50% level is still valuable to these programs. Can the proposals be structured to identify where full funding is critical and different strategies used to evaluate and fund them?	11/15/2022 9:24 AM
23	I feel you will get better projects because there will be adequate funds to properly complete a project. If the council feels that they want to fund lower amounts require a cost share so the proposer knows they have to find additional funds up front.	11/15/2022 9:17 AM
24	Always partially funding proposals create the added step of revising accomplishment plans usually to the detriment of the proposed project. If the council still wishes to fund a large number of projects a cap could be set for proposals. If that idea is followed there should be a category then for big one-off projects like the Vermillion State Park land acquisition that exceed the cap.	11/15/2022 8:59 AM
25	There still needs to be a balance and not every proposal receives 100%, but it would be more efficient on the administrative side of things. If awarded full amount potentially limits proposers from putting an application in every year or at least until all funds are obligated and/or spent.	11/15/2022 8:29 AM
26	Having more applicants distributes funding across the state where different proposers bring their expertise to the table. Reducing the number of projects could limit the impacts the OHF will have.	11/15/2022 8:07 AM
27	Make big progress on items that you view the most important that Minnesotans will see the value in!	11/14/2022 3:43 PM
28	I really don't know. We certainly wish we could receive the amount we request; however, we appreciate any amount to help us with our project.	11/14/2022 3:38 PM
29	As mentioned before, conservation projects outnumber the funds to complete them. This style of funding allows many more applicants to work towards their goals and doesn't put "all the eggs in one basket" per to say. If it is truly a great project that needs a full recommendation, it would be best to phase the project.	11/14/2022 2:52 PM
30	More projects on the ground is wonderful and even partial support of a project may make the difference between a portion of the project being completed or none of it.	11/14/2022 2:45 PM

## LSOHC Program Manager Survey

31	Many proposals are scalable and the application offers an opportunity to accept that or insist on full funding only. Possibly in proposals that have identified very accurate cost estimates and where the project is not scalable to accomplish goals, Council should give some stronger consideration to fund fully. In other proposals however, the partial funding system allows applicants to move forward on highest priority portions of their application- after already having invested in investigating and compiling the application.	11/14/2022 2:41 PM
32	I think that partially funding a large number of proposals helps spread the money between many conservation partners. There are some partners that ask for 1/3 of the total of OHF every year, not a lot of partners could be funded if they got all of their funding. However, I would like a question about how proposers will be funding some of the rest of their work that they put in their proposal if they aren't funded through OHF. Will they not do the work? Will they fundraise? Will they ask CPL? Wait for the next OHF cycle?	11/14/2022 2:31 PM
33	This seems to work and disperses the funding. However, the Council could identify those that it wants to fund at a higher level and fund others at a lower level. That has always been at their disposal, but one periodically use it.	11/14/2022 2:29 PM

## Q19 Is there anything else you would like to share about the LSOHC grant proposal process that has not been addressed in this survey?

Answered: 25 Skipped: 32

#	RESPONSES	DATE
1	If the council decides to award a higher proportion of funding to fewer projects, it should find a way to communicate that intent clearly to proposers in advance, so they can appropriately scale their requests.	11/23/2022 3:17 PM
2	It would be nice to see more discussion about how success will be measured over the long term, perhaps with some funding from the OHF dedicated to monitoring.	11/23/2022 2:52 PM
3	LSOHC Staff and the online grant management system have been super helpful. This should not be understated, as it makes the administration of OHF grants manageable, especially in light of the huge amount of funding and projects involved. Similarly, Council members have generally been approachable and understanding of conservation organization and professional efforts and challenges. This makes the process of requesting and spending these invaluable OHF grant funds efficient and practical. On the other hand, MNDNR bureaucracy and rules regarding how OHF grant funds are to be spent and associated requirements are excessive and becoming overbearing, especially in regards to land acquisitions. Specifically, appraisal review requirements by MNDNR are overbearing as is the time it takes for MNDNR to conduct them (all >\$1M require DNR review, which takes 2-3 months minimum) which has not changed in decades despite increasing land values and increasing pace of realty transactions. Council should request MNDNR review and improvement of requirements to make land acquisitions more efficient and time sensitive to help facilitate our efforts in partnership fashion to accommodate NGO ability to move faster than state government can typically move. THANKS!	11/23/2022 1:30 PM
4	If there was a way to provide a truncated accomplishment plan throughout the application process that would be helpful since it is subject to being modified based on council allocation recommendations, state budget updates, and legislative deviation from council recommendations. Thank you for the opportunity to comment.	11/23/2022 1:25 PM
5	The lack of feedback or comments from members regarding our proposals is extremely disappointing. Some members recommend not funding a proposal, but provide no comments? It leads many of us to believe they just read the title and made up their mind without even reading the proposal. I would also suggest that the presentations include some type of visuals or slide show. Many members are half asleep during the presentations because they are read vs a conversation with real questions and visuals. This should be better.	11/23/2022 6:44 AM
6	Lsohc committee makeup, tenure, etc.	11/22/2022 6:43 PM
7	The process takes 18 months. Many projects are ready to move quicker than that. Can it be shortened. when the legislature does not follow recommendations, everyone loses credibility.	11/22/2022 4:20 PM
8	No.	11/22/2022 4:11 PM
9	The council needs to take the necessary steps to fully identify what their priorities are. These priorities should align, as required by 97a, with the states conservation plans. Proposals should be accepted and funded based on their ability to accomplish these priorities. Currently the proposal asks questions about the states conservation plans however during presentation and allocations these plans seem to be ignored. Currently the LSOHC webpage lists the Minnesota Statewide Conservation and preservation plan, MN Duck Actions Plan, MN Pheasant Action Plan, and the MN Prairie Conservation Plan, as the resource documents the council will use to make recommendations, to name a few. As an example to illustrate my point, the Duck Action Plans first objective is to maintain an average of 4,500 acres, per year, of WMA acquisitions. I have never heard discussion from council members about meeting this particular objective or any of the specific objective listed by the states conservation plans. When proposals are being evaluated and funding allocated these types of objectives should be the highest priority.	11/22/2022 7:51 AM

## LSOHC Program Manager Survey

10	Seems to be discrepancies in scores between Council members. If everyone is using the same scoring system, why such variance? Are members basing scores on factors not related to the official scoring criteria?	11/17/2022 3:35 PM
11	At a minimum, Council members should have the required illustrative document and optional handout (if one was provided) in front of them during proposal presentations. The illustrative document and handout are meant to paint a visual summary of the proposal as an alternative to the written words. It is another way to convey information and should help tell the story!	11/16/2022 3:22 PM
12	We support the notion of addressing systemic racism and inequity in public spaces. However it's difficult to have that question be part of the proposal when it's unclear how that response would impact that organization's scoring since it's not in the statute. This application process compared to others is difficult, especially if you do not have seasoned staff who have navigated it before to assist in the process. The committee has been politicized: lawmakers favor their own districts and the House and Senate don't seem to trust the citizen members/the Committee as a whole to make the best recommendations. We wonder how necessary the 5 minute proposal defense in front of the committee is. We have seen these sessions create opportunities for "gotcha" moments to presenters that in the end had no bearing on the ranking from members. Although the proposal defense could be helpful, it also creates a tremendous burden on applicant organizations: that part of the process and the outcome of that time feels unclear how much it impacts the ranking and funding in the end.	11/16/2022 12:26 PM
13	1) I would like to receive more input from Council members on their decision making process. In particular, justification should be provided by Council members who do not recommend funding for specific proposals. 2) Many members seem to prioritize simplistic values such as cost/acre, % leverage, and % personnel and dss in their decision making process. There is a lot of nuance to these values as well as inconsistency in how some managers are reporting these values. 3) Adhering to strict scaling of personnel costs favors larger groups that have more diverse revenue streams. Small non-profits and LGU's are not able to absorb these costs and greater flexibility is needed.	11/16/2022 7:37 AM
14	The attitudes of certain reviewers against specific types of projects (metro projects, acquisition projects, etc) are problematic and limit the amount of good land protection and restoration happening statewide. The use of these dollars are for conservation, and should not be a political tool.	11/15/2022 3:01 PM
15	No	11/15/2022 1:05 PM
16	For every question asked and every table required from proposal through final reports there should be a real need. Ask yourself "Will this information actually be used in decision making?" or "Will this information actually be used by LSOHC in generating reports for the public?" and "Specifically how will we use this information?" If the answer is we don't know, the question shouldn't be asked. There is a cost associated with each question asked and although it may be small for one question on one proposal, the cumulative cost (both financially and in time lost that could be spend working on projects) over all of the proposals and all of the years can be substantial.	11/15/2022 11:07 AM
17	Stay away from funding parks. Focus on wetlands and grassland. Some proposals are for areas that are 75% protected. Urgency!! Focus on landscape that is declining rapidly.	11/15/2022 10:37 AM
18	The initial scoring does not seem to correlate with the final funding decisions. Proposers are not consistently given the opportunity to respond to questions, comments, and criticisms that come up during council meetings. These discussions often greatly impact the final decision.	11/15/2022 9:27 AM
19	We appreciate the process being used	11/15/2022 8:57 AM
20	Council members might get more out of the scoring process if they reviewed the written proposals, wrote down questions for each application, heard testimonies which should address their questions, and then scored after the fact, having heard all the proposals and knowing the funding is limited. Some proposals may not be chosen for a hearing if it is evident they do not qualify, but usually all proposals have been heard in recent years. Limiting testimony to 15-20 minutes can reduce the interaction that may be needed to get clarity on some of the proposals. Overall the LSOHC process is sound and trusted and easy for grantees to understand, and commend the staff and council for their dedication to process improvement.	11/15/2022 8:22 AM
21	The staff is fantastic	11/14/2022 3:44 PM
22	We are an applicant who has requested and received past appropriations. I'd like to see less	11/14/2022 3:40 PM

## LSOHC Program Manager Survey

concern on the part of the Council for funding numerous phases of a project. If it's a good and successful project, it should be funded, regardless of the number of phases.

23	The online application/reporting process is one of the best that I have ever used.	11/14/2022 2:52 PM
24	I think it would be helpful for new grant applicants to have more guidance about the decorum of the presentation portion of the grant process. I felt unprepared for the way that the committee expected to be addressed and it would have been helpful to have had more guidance, even if it was just from a seasoned presenter.	11/14/2022 2:47 PM
25	I don't think that any of the questions are un-valuable, but I do think that there are a lot of responses that may not get read. I would like to hear what the council members really focus on when they are reading proposals.	11/14/2022 2:32 PM