



ESTUARY & SALMON RESTORATION PROGRAM

funding community actions to protect and restore Puget Sound nearshore

Strategy and Guidance Manual

Summer 2011 Version



Seahurst Park Nearshore Restoration, City of Burien

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Acronyms and Abbreviations

CAPS	Contracts and Projects System
DNR	Department of Natural Resources
EPA	Environmental Protection Agency
ESRP	Estuary and Salmon Restoration Program
MM	Management Measures
NOAA	National Oceanic and Atmospheric Administration
PSNERP	Puget Sound Nearshore Ecosystem Restoration Project
PSP	Puget Sound Partnership
RCO	Recreation and Conservation Office
RFP	Request for Proposal
SNAR	Strategic Needs Assessment Report
USACE	U.S. Army Corps of Engineers
WDFW	Washington State Department of Fish and Wildlife

Section 1 – Background

The [Estuary and Salmon Restoration Program \(ESRP\)](#) was developed by a consortium of planners, grant managers, and practitioners to support the transition from opportunistic project funding to strategic and sustained nearshore ecosystem restoration. This document provides a detailed overview of program principles, procedures, tasks and policies. The ESRP program deviates from customary grant making in several key respects:

- ★ **We provide phased funding to incrementally support complex projects.** At early phases of project development, it can be difficult to accurately estimate the resources and schedule necessary for reaching project goals. ESRP invests public funds incrementally based on readiness to complete project phases within a two year grant period.
- ★ **We continue supporting exemplary projects to completion.** Once a project has completed feasibility, and ranks well through a regional competition to receive ESRP funding, we consider supplemental funding annually for projects showing good progress.
- ★ **We build and share a technical record of project activity.** Learning opportunities are best realized when sponsors document goals, objectives, hypotheses and treatments. Using a sequence of standard project deliverables, ESRP develops a record of project work that allows for strong analysis of restoration benefits and exchange of knowledge.
- ★ **We invest in project-based learning through enhancements.** ESRP enhancement funding is an approach to working with project partners and the scientific community to resolve technical uncertainty to increase efficiency and effectiveness of restoration practice by integrating monitoring, research, and adaptive management.

In these ways, ESRP is not simply a grant program, but rather a tactical element of an ecosystem restoration program. We believe that funding programs like ESRP have a unique and critical role to play in ecosystem restoration and must be directly linked to science-driven strategy development and evaluation.

Program History

In the 2006 supplemental budget, Governor Christine Gregoire and the Washington State Legislature appropriated \$2.5 million in capital funds to the Washington Department of Fish and Wildlife (WDFW) to fund habitat restoration and protection projects under the title “Estuary and Salmon Restoration Program”. Since then an additional \$24 million in state capital funds have been appropriated. Funding requirements associated with these appropriations include a substantial association with Puget Sound Lead Entities or Marine Resources Committees, 33% match was to be secured, and project selection was to be guided by the [Puget Sound Nearshore Ecosystem Restoration Project \(PSNERP\)](#).

As no resources were initially made available to administer this program, NOAA’s Northwest Restoration Center provided staff for development of the program and to coordinate the effort with guidance and technical expertise provided by members of PSNERP, which is a partnership between the state of Washington, through WDFW and the federal government, through the U.S. Army Corps of Engineers. Together, WDFW, USACOE and a broad consortium of governmental, tribal, non-profit, and private representatives are advancing a ‘General Investigation’ of Puget Sound. PSNERP will produce a spatially explicit, process-based ecosystem restoration strategy for the Puget Sound nearshore to be implemented through an

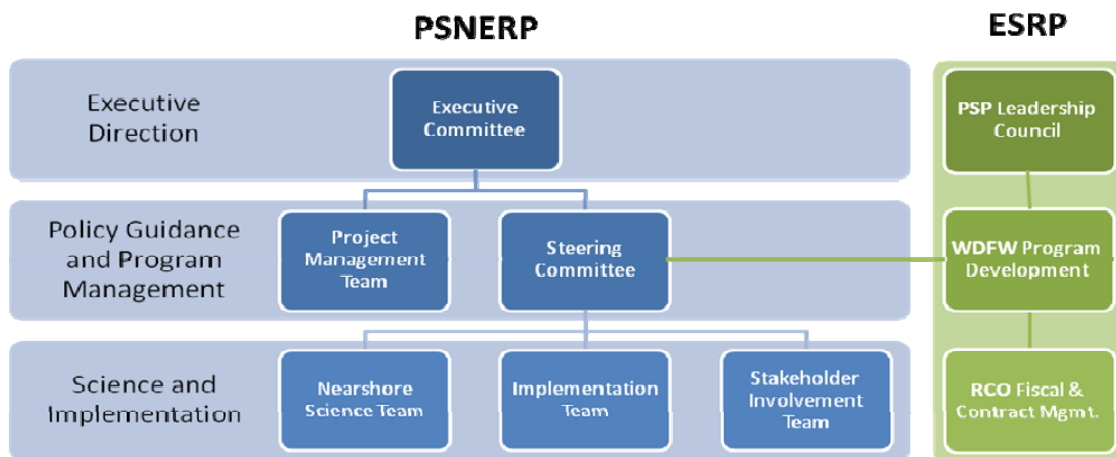
integrated local-state-federal effort. ESRP was conceived to fund ‘urgent and obvious’ early actions, as well as to demonstrate restoration and protection methods in preparation for the expanded effort anticipated under a federal ecosystem restoration initiative. In combination, PSNERP and ESRP build the capacity for comprehensive nearshore ecosystem restoration in the Puget Sound region.

Relationship of the Puget Sound Partnership and Puget Sound Nearshore Ecosystem Restoration Project

The [Puget Sound Partnership](#) has developed an [Action Agenda](#) to achieve a healthy Puget Sound Ecosystem. The Puget Sound Nearshore Ecosystem Restoration Project, initiated in 2001 to study and identify the problems and solutions for nearshore ecosystem degradation in Puget Sound, was formally identified as the “nearshore component” of the Action Agenda. ESRP was created in 2006 to implement restoration projects in the nearshore environment using PSNERP guidance and emerging strategies. While PSNERP will describe a solution set of prioritized restoration and protections actions that will be forwarded to the U.S. Congress for inclusion in a Water Resources Development Act (WRDA) upon completion of the PSNERP General Investigation, ESRP will continue to play an important role for years to come in helping to achieve PSNERP program objectives.

ESRP is jointly administered by Washington’s Department of Fish and Wildlife (WDFW) and the Recreation and Conservation Office (RCO) through an Inter-Agency Agreement. Additional technical expertise is provided to ESRP by a diverse assemblage of agencies and organizations including NOAA’s Restoration Center and members of PSNERP’s Steering Committee, Nearshore Science Team and Implementation Team (Figure 1). Additional technical support and leadership is provided by the Puget Sound Partnership.

Figure 1 – Diagram of relationship between ESRP, PSNERP and PSP. PSNERP and ESRP Teams interact with each other and engage science and implementation teams to perform project work. The PSNERP Steering Committee provides policy guidance to ESRP and the Puget Sound Partnership’s Leadership Council provides final ratification of ESRP’s Investment Plans. All work groups are imbedded in regional stakeholder networks.



Since its creation, ESRP has been recognized by the Puget Sound Partnership and other agency partners including NOAA’s Restoration Center as a model for implementing restoration projects of all sizes using various funding sources. ESRP has a proven record of strategically directing public funds to locally and regionally identified nearshore protection and restoration projects using a rigorous technical peer review process.

ESRP business is commonly conducted at PSNERP meetings with ESRP staff participation in Implementation Team and Science Team discussions and requests to the PSNERP Management Team. ESRP staff report to and receive guidance from the PSNERP Steering Committee on a monthly basis. ESRP works closely with PSP staff at multiple levels from the Implementation Team to the Steering Committee to the Leadership Council which approves our Investment Plan.

Products from PSNERP have direct and indirect benefits to ESRP and many of these may be useful for project and proposal development. Combined, these documents also provide external technical reviewers necessary background information with which to evaluate how well projects are aligned with PSNERP science and Puget Sound recovery.

Table 1 – PSNERP technical products and applications

PSNERP PRODUCTS	APPLICATIONS
<i>Technical Reports</i>	
Valued Ecosystem Components White Papers	Provides an overview of available science for project development and outreach.
Management Measures Technical Report	Describes 21 recovery actions needed to restore nearshore ecosystem processes and how these management measures can be implemented and combined to most effectively. Links specific management measures with restoration of specific types of ecological processes.
(Draft) Strategic Needs Assessment Report	Based on Change Analysis data, identifies a series of problem statements that describe the major types of nearshore degradation. Reframed, the problem statements are the basis for PSNERP’s emerging strategies.
Guiding Restoration Principles Technical Report	Summarizes principles of landscape ecology and conservation biology that are applicable to the conservation and restoration of nearshore ecosystems in the Puget Sound and are intended to guide the prioritization of sites and actions by PSNERP and others. Principles were drawn from a scientific literature review of landscape ecology and conservation biology.
PSNERP Restoration and Protection Strategies	Identifies places where there is the best opportunity to protect and restore natural, self-sustaining processes. Identifies the primary ecological processes responsible for creating and maintaining the dominant shoreforms in Puget Sound and identifies the types of restoration needed to restore processes.
<i>Change Analysis Geodatabase(s)</i>	Spatially explicit data set that describes historic and current nearshore conditions at the scale of a process unit or drift cell.

Constraints and Opportunities

Estuary and Salmon Restoration Program's structure reflects the constraints and opportunities of its inception. ESRP has been developed under the guidance of PSNERP, which has included representatives from the restoration community. Our overriding shared interest has been to build an effective and efficient way of investing public funds in nearshore ecosystem restoration and protection.

Opportunities:

- * The emerging regional strategy being advanced by the Puget Sound Nearshore Ecosystem Restoration Project (PSNERP)
- * Strategic implementation of the Puget Sound Partnership's Action Agenda
- * Strategic investments in the marine and nearshore environs to support WDFW/DNR's cooperative agreement with the Environmental Protection Agency (EPA)
- * Existing organizational and policy infrastructure developed for salmon recovery including large overlap between salmon recovery and nearshore protection and restoration needs
- * Lessons learned from associated regional and national grant programs
- * Networking and resource sharing within PSNERP and ESRP team affiliation with diverse resource agencies and organizations

Constraints:

- Absence of administrative resources outside of capital appropriations
- Uncertainty of future appropriations
- Current economic condition and diminished capacity of agency staff and the local restoration community

Restoration Community Network

While over 87 entities have submitted developed projects to ESRP, three locally based organizations allow the ESRP program to engage a broad swath of the voluntary restoration community:

- * Puget Sound Lead Entities and Watershed Leads
- * Puget Sound Marine Resource Committees
- * WDFW's Watershed Stewards

In addition ESRP actively supports the Puget Sound Partnership's Action Agenda and will continue regional ecosystem recovery planning and implementation.

Decision Making

ESRP decisions are made by WDFW consent, consistent with its statutory authority and consistency with RCO. WDFW has deferred to PSNERP for policy development and critical decisions regarding funding levels and endorsement of the Annual Investment Plan. ESRP staff

consults with PSNERP’s Implementation and Science Teams to develop policy, and presents recommendations to the Steering Committee for approval. The Leadership Council of the Puget Sound Partnership provides final approval of the Investment Plan which is then presented to the state Legislature for funding.

Program Language

Given the complexity of the Puget Sound nearshore ecosystem, PSNERP has developed a lexicon of terms and concepts to define its conceptual approach:

Change Analysis	The method used by PSNERP to compare historic conditions to current conditions to predict the extent and character of ecosystem impairment based on change in shoreline type, as well as shoreline, buffer, and watershed development. Change Analysis information is available for download in a GIS-based geodatabase .
Conceptual Model	A diagram and/or narrative that predicts the relationship between proposed actions, ecosystem dynamics, and desired changes in ecosystem goods and services. A conceptual model should include all factors anticipated to affect outcome, including those outside the control of the proposed action.
Feasibility Study (for PSNERP)	The USACE document to be published at the end of the General Investigation that will describe a solution set of prioritized restoration and protections actions that will be forwarded to the U.S. Congress for inclusion in a Water Resources Development Act (WRDA).
Future without Project (FWoP)	The USACE must consider a ‘no action’ alternative among its potential restoration strategies. The Future without Project analysis supports identification of possible future conditions in Puget Sound by analyzing stressors under different scenarios.
Lead Entity	Local watershed groups devoted to salmon recovery. Each lead entity combines local science and social values to identify salmon recovery projects that are submitted annually to the Salmon Recovery Funding Board for funding. There are 14 lead entities in Puget Sound.
Management Measures	A classification system containing approximately 21 restoration or protection treatments such as dike removal or armor modification. Every project combines a discrete set of management measures to achieve restoration goals.
Marine Resource Committees	Each county that borders marine waters of Puget Sound may establish a marine resource committee. The mission of MRC’s is to address, utilizing sound science, the needs of the marine ecosystem and make prioritized recommendations for additional measures that might be needed to enhance protection of marine resources.
Nearshore Typology	An approach for dividing the Puget Sound nearshore ecosystem into units of shoreline based principally on the geomorphic processes that form and sustain habitat structure. At the broadest level, the typology is used to divide the nearshore into rocky shorelines, beaches, protected inlets, and river deltas.
Portfolio Project	Projects that entered an ESRP competition with feasibility complete may become part of the ‘Strategic Portfolio.’ Portfolio projects that make progress and continue to leverage federal and private resources may request funding for additional project tasks through a streamlined process. These requests can be made without a project engaging in another regional competition—their initial competition establishes their ‘place in line’ as a project of regional priority. These returning ‘Portfolio’ projects

use a streamlined process for presenting requests for funds, focused on evidence of substantial progress and disclosure of additional budget information.

Project Enhancement

Activities added to a proposed project scope of work, or contracted in support of a project, designed to provide benefits to future restoration planning and implementation. To date enhancements have focused on project evaluation and outreach.

Puget Sound Nearshore Projects Data Site

A publicly accessible web-based application, to manage nearshore project information in Puget Sound. The [Nearshore Data Site](#) will allow for public access to ESRP project records and PSNERP information including GIS maps, technical information, strategies, objectives and projects. The Nearshore Data Site will also be a repository for ESRP contract deliverables enabling broad learning and sharing within the restoration community. This new data site is shared data site with [Habitat Work Schedule \(HWS\)](#) which is used to support salmon recovery. To qualify for ESRP funding a project must be identified in the Nearshore Data Site or Habitat Work Schedule.

Shoreforms (of nearshore landforms)

Distinct types of nearshore landforms (rocky coasts, beaches, embayments and large river deltas), as defined in Shipman 2008, that are shaped by different geomorphic processes and each gives rise to a different suite of nearshore ecosystems and ecological functions.

Valued Ecosystem Components

VECs are a list of nine charismatic nearshore ecosystem components chosen to illustrate and communicate the diversity and interconnectedness of the nearshore ecosystem: nearshore forests, shorebirds, shellfish, great blue heron, juvenile Pacific salmon, beaches and bluffs, orcas, kelp and eelgrass, and forage fish.

Section 2 – Program Partnerships

ESRP develops key program partnerships through which we can more efficiently and cost-effectively advance shared project priorities that advance nearshore ecosystem restoration and protection in Puget Sound.

Benefits of program partnerships are:

- * Increased funding for sound-wide priorities that advance the Action Agenda
- * Diversification of funding sources provides greater flexibility to meet matching requirements
- * Greater range of technical resources to support programs and project sponsors
- * Use of existing competitive process and contracting reduces administrative burden for project sponsors and granting agencies

ESRP offers a competitive project selection process that is based on a rigorous process and is aligned with regional ecosystem recovery needs identified by PSNERP, the nearshore component of the Action Agenda for Puget Sound. Our evaluation criteria are not focused on single species, but instead steer us towards projects that can restore the underlying ecological processes necessary to create and sustain nearshore habitats. ESRP's evaluation process focuses on core criteria that should be essential to any grant program (e.g. ecological importance, technical merit, readiness, cost-effectiveness and public support) and allows our evaluation criteria to be readily adapted to support diverse program partnerships.

Appendix A: Program Partnerships

Additional information can be found in Appendix A on the following program partnerships:

WDFW/NOAA Community-based Restoration Program Partnership

PSP/NOAA Community-based Restoration Program Partnership

EPA/DFW/DNR Puget Sound Marine and Nearshore Restoration and Protection

Section 3 – Guiding Principles and Hypotheses

With a staff and network built on the shoulders of salmon recovery, elements of ESRP have been inspired by a continuum of grant making systems. While ESRP projects support salmon recovery, the goal of ESRP is nearshore ecosystem recovery. Available public investments are limited, and the task of nearshore ecosystem restoration is formidable. ESRP provides a model for combining grant making with strategic planning to meet this challenge. On-the-ground projects are evaluated to test and refine strategic assumptions with lessons learned used to improve future investment.

1/ Align work with nearshore ecosystem recovery science

Our goal is to identify and deliver projects based on a comprehensive, sound-wide nearshore ecosystem restoration strategy. ESRP staff maintains a high level of interaction with analytical teams assembled by WDFW, the U.S. Army Corps of Engineers, and public and private partners to complete the Puget Sound Nearshore Ecosystem Restoration Project. This interaction is used to inform project selection, develop scope, identify project development needs, and identify project enhancements. ESRP provides a testing ground for ecosystem restoration concepts, a stock of projects for the development of prioritization and evaluation methods, as well as an incubator for the development of new restoration strategies.

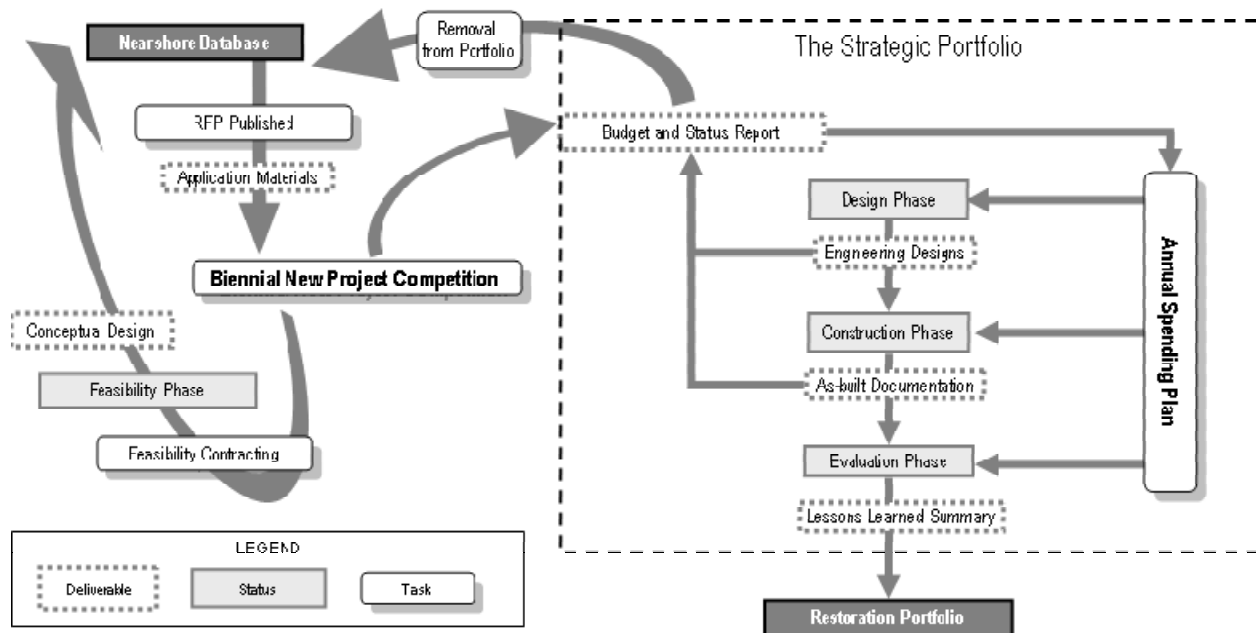
2/ Award funds based on competitive, transparent processes

Project proposals are compared based on their cost and likelihood of providing solutions to high priority ecosystem impairment. Technical project comparison using criteria-based peer review results in a ranked list of projects that is not reordered, although funding and scope may be modified in development of a final Investment Plan. The criteria used for ranking are made available to sponsors as part of the RFP process. Technical ranking and final Investment Plan development is documented in an administrative record.

3/ Contract phased project delivery

Nearshore projects are typically complex and may involve multiple stages of development and implementation. It can be difficult to define accurate costs and schedules at early stages. The public benefits from high standards of project assessment and design. ESRP provides funds incrementally and only for immediate project phases. ESRP negotiates contracts based on a schedule of deliverables, holding sponsors accountable for adequate assessment and conceptual design to build a continuous supply of well-conceived construction actions ready for public investment. In return for these demands, ESRP project managers review their portfolios for progress on an annual basis, rewarding effective project management and fund raising with continued financial support, without requiring participation in subsequent regional competitions to re-affirm project importance (Figure 2).

Figure 2 – Program processes and project lifecycle. This figure describes the movement of projects from the Nearshore Database of potential projects (top left) to a completed restoration portfolio (bottom right). The two principle decision points in an ESRP project’s lifecycle are at a biennial strategic competition (middle left) where potential projects are ranked, and during annual Investment Plan development (far right) where available resources are allocated. Once part of the strategic portfolio, projects need only to demonstrate substantial progress to be considered for continued support. In lieu of the full competitive proposal required for the strategic competition, “portfolio” projects need only provide a status and budget report for consideration as part of an annual Investment Plan.



4/ Acknowledge and address knowledge gaps

Ecosystem restoration is complex and involves risk. ESRP focuses portfolio development on two project types: 1) projects where there is a high level of confidence in cost-effective sustained ecosystem benefits, and 2) projects where experimentation and monitoring can substantially reduce future uncertainty and improve project effectiveness and efficiency. Technical development in the restoration community is dependent on investment of public funds. ESRP collaborates with the Nearshore Science Team and the Restoration Community to identify opportunities where additional investment in project evaluation can improve restoration practice or strategy. Investment in enhancements is based on the confluence of three criteria:

- * where there are uncertainties about project outcome that potentially undermine sustained ecosystem benefit,
- * where project-scale evaluation can effectively resolve those uncertainties, and
- * where resolution of these uncertainties can lead to a change in practical decision making that increases ecosystem benefits.

In support of this systematic development of restoration theory, proposal evaluation is substantially based on evaluating site-specific conceptual models of anticipated ecosystem response to proposed restoration actions. Project implementation is well documented to support retrospective analysis. Projects are implemented as part of an integrated stewardship and learning

strategy which seeks to optimize the contributions of each project to sustained ecosystem recovery, and the knowledge base that supports efficient recovery.

5/ Leverage local, private, and federal investment

Restoration and protection funding is overwhelmingly provided by public sources, and ESRP is dependent on state capital bonds. ESRP focuses its attention on two sources of financial leverage: 1) leverage of local and private funds through private cash match and in-kind service donation, and 2) leverage of federal resources to amplify state and local spending. This goal is attained through development of funding partnerships, and favorably ranking of proposals that have secured other federal or private leverage throughout the project lifecycle. Eligibility requirements may be set by statutory authorities.

6/ Increase local restoration capacity

Restoration planning is entirely dependent on the capacity of a local and increasingly specialized restoration community. Salmon Recovery and the Salmon Recovery Funding Board (SRFB) built and have been supported by the Lead Entity network. We anticipate that Marine Resource Committees may provide a similar role for other living marine resources. Project funding must sustain and support local restoration infrastructure or we will undermine our capacity to complete high quality restoration. ESRP will maintain strong relationships with the PSNERP, the Puget Sound Partnership, Lead Entities, Marine Resource Committees, Fishery Enhancement Groups, Conservation Districts, Tribes, environmental NGOs and other local practitioners for the purposes of defining community needs and supporting a robust and dynamic restoration industry that can support ecosystem recovery. Proposals that demonstrate alignment with local planning (e.g. 3-year salmon recovery/watershed plan), have benefited from interdisciplinary scientific review, and enjoy local support generally rank well.

7/ Systematically increase program efficiency

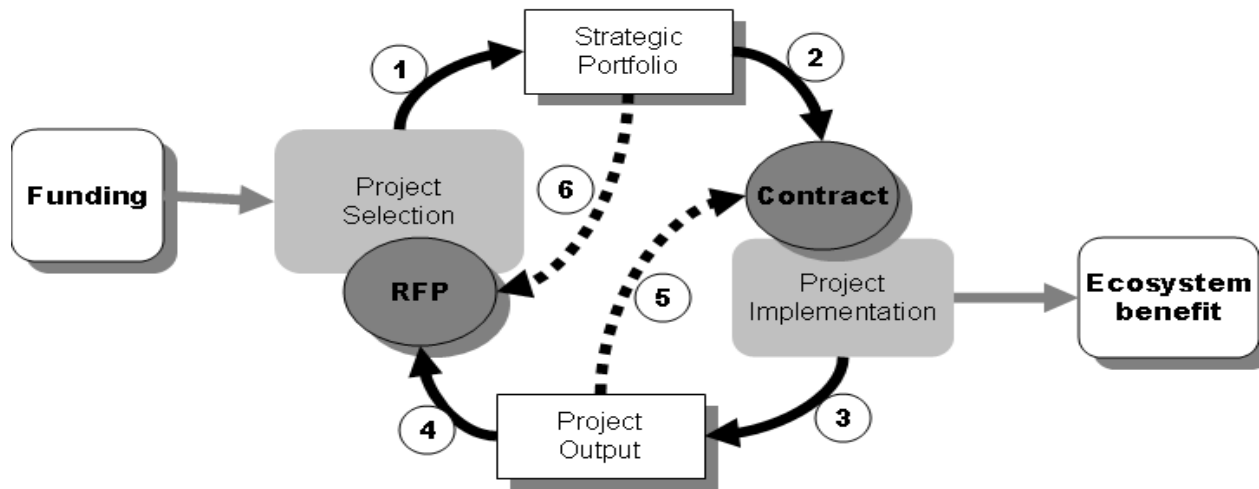
The challenge of ESRP is to maximize the resources directly applied to nearshore ecosystem restoration and protection. Toward this end we aim to minimize administrative activity that does not support ecosystem benefit, while recognizing the importance of science-driven planning and prioritization, accountability, and capacity building as a critical component of the conservation effort. Programmatic goals include:

- * Efficient use of information technology to support project review, communication, and documentation, while minimizing operation and maintenance of non-critical information systems.
- * Coordination with project proponents and other funding sources to deliver state funds through a single contracting process, coordinate deliverables among funders, reduce progress reporting superfluous to project activities, simplify match requirements, and implement other measures that reduce administrative costs.
- * Facilitate development of best industry practices through information sharing and improving networking among restoration practitioners.

While Program activity fundamentally revolves around management of RFP's and contracts (Figure 3), the central goal of program work is to maximize ecosystem benefit, which is only achieved through on-the-ground action. Therefore it is important to regularly evaluate the costs

and benefits of all program activity in terms of short- and long-term leverage of ecosystem benefit. ESRP has been developed around a set of principles that reflect underlying assumptions about the best way to manage a portfolio of ecosystem restoration actions. Our annual policy review begins with analysis of whether our principles and founding assumptions are accurate.

Figure 3 -- Conceptual Model of core ESRP program activity. Principle work involves selection through RFP's and implementation through contracts. Project selection results in a strategic portfolio (1) from where contracts are developed that lead to project implementation (2). In addition to ecosystem benefits, project implementation produces project outputs (3). Learning from project outputs informs both future RFP and contract activity (4 and 5), while examination of portfolio composition influences the target of solicitations (6).



Section 4 – Project Selection

The ESRP system involves two separate proposal evaluation tracks that are integrated into a single annual Investment Plan:

1. “new projects” that have not been through an ESRP regional competition or have not successfully competed in an ESRP regional competition, or that are seeking feasibility funding must engage in a regional criteria-based, peer-review competition, and
2. “portfolio projects” that have completed feasibility, have competed well for funding based on the results of that feasibility, and have shown good progress may request additional phased funding through a streamlined status and budget review without having to re-compete in the regional competition.

ESRP provides phased funding based on evidence that the proponent can complete work phases described within a specified performance period. Clearly defined **status categories** are critical for evaluating project readiness and making funding recommendations in this system of phased funding. All projects are divided into four status categories based on a natural cycle of project development. ESRP typically makes awards to complete the current project phase and advance to the next status category. Sometimes simple projects with solid budgets and schedules may be funded for more phases. Our goal is to maximize the efficiency of public funding by insuring that investment of funds quickly results in measurable progress. When a high priority project is completed, our goals are reached regardless of which particular public funds pay for which phase of project development.

Project funding is implemented through a multi-step sequence in an on-year/off-year cycle. Steps one through five, and step seven occur once every two years, and generates a ranked list of potential new projects in preparation for a state biennial budget:

1. Review Stewardship and Learning Strategy
2. Review Proposal Evaluation Methodology
3. Engage Practitioner Community
4. Publish Request for Proposals (RFP)
5. Complete Portfolio Project Ranking
6. Conduct Competitive Ranking for New Projects
7. Develop Enhancement Proposals
8. Develop Annual Investment Plan
9. Execute Contracts

Following step ten, those projects that have earned ‘portfolio status’ and show good progress may return to step six, seeking additional funding during ‘off year’ Investment Plan development. The final step of project evaluation and stewardship occurs at a more programmatic scale, consistent with the **stewardship and learning strategies**.

Each step involves a series of tasks, is based on key policy documents, and generates outputs necessary for subsequent steps. Each step is described in greater detail hereafter along with associated key policy and decision products. This portfolio development sequence is further

dependent on data management and communications infrastructure, the development and maintenance of which is described in [Section 6 – Program Task Breakdown](#).

STEP 1: Review Learning and Stewardship Strategies

ESRP Staff coordinates development and review of Learning and Stewardship Strategies based on best available science and restoration community engagement. Central to project-based learning are adaptive management objectives, which are a set of high priority uncertainties that affect project effectiveness and efficiency that can be tested through project work. Long-term effectiveness of habitat investments is protected through legal and voluntary mechanisms that ensure likelihood of stewardship. Stewardship and learning are managed in conjunction through an integrated strategy.

Appendices B and C. Learning and Stewardship Strategies

ESRP pursues a stewardship and learning strategy that incorporates project selection criteria, contracting methods, project and programmatic evaluation procedures, outreach, and information management systems to provide a high value service to the restoration community. This strategy includes five elements:

- 1) Development and funding of adaptive management objectives through project enhancements,
- 2) On-line publication of project documentation,
- 3) Third-party rapid assessment of completed projects,
- 4) Voluntary and legal protective measures, and
- 5) Restoration community development workshops.

STEP 2: Review Proposal Evaluation Methodology

ESRP staff debrief past project evaluation processes with applicants, reviewers and the Puget Sound Nearshore Ecosystem Restoration Project. Based on these analyses, changes to the ESRP approach and policy documents are developed in consultation with Implementation and Nearshore Science Teams. Results of that effort are provided to the Steering Committee for review. Lead Entities, Marine Resource Committees and the Puget Sound Partnership, which comprise the core restoration community network, are represented through Steering Committee Review. The following documents contain core proposal review methodology:

Appendix D. PSNERP Objectives and Target Ecological Processes

Sponsors are provided with PSNERP objectives, target ecological processes and associated management measures that can be used to address the causes of ecosystem degradation. This information will also be available to technical reviewers as they evaluate projects and look for consistency between PSNERP objectives and project proposals.

Appendix E: Project Scoping Guidelines

Project scoping guidelines assist applicants in developing proposals that contain a single discrete restoration or protection ‘project’. Creating a standard for project definition improves our ability to evaluate status, track progress, and compare costs and benefits among proposals. Project scoping guidelines are used to identify a final ‘whole project scope’ at the end of proposal negotiation to be included in an Annual Investment Plan.

Appendix G. Project Status Categories

A project is assigned to a status category based on work completed to date. A critical threshold is completion of feasibility and an associated conceptual design. Projects with feasibility complete can be further divided into projects that are in design, implementation, or evaluation phases. These categories define the deliverables that document project work. Proposal reviewers evaluate evidence to confirm proposed project status. The first task of a contract is to document completion of previous phases.

Appendix H. New Project Ranking Criteria

New projects are evaluated by a technical review team using criteria that compare potential benefits to likely costs. Benefit analysis considers likelihood of self-sustained outcomes in alignment with PSNERP draft objectives and other regional goals, as well as potential for learning and public outreach. Cost considers whole project cost including potential for leverage and risks of project failure. The project ranking is maintained throughout the portfolio development process. Project ranking criteria are a critical expression of program goals.

Appendix I. Portfolio Ranking Criteria

Once a project has completed feasibility and received phased funding for design, construction, or evaluation phases, it may be classified as a 'portfolio project' and receive special consideration for continued funding. Prioritization of funding portfolio projects is based on completion of planned work, readiness to proceed, financial leverage opportunities, urgency of funding need, as well as the strategic rank which carries over from new project ranking. The allocation of available funds between new projects and portfolio projects is a critical policy decision by the Steering Committee that occurs during development of the Annual Investment Plan.

STEP 3: Engage Practitioner Community

ESRP staff distributes program information and facilitates sub-regional workshops with the restoration community to describe changes to program procedures, timing of the grant making process, and program objectives for the next round of grants.

ESRP workshops additionally provide an opportunity to provide PSNERP product updates, solicit recommendations for peer-reviewers, and solicit additions to [*Adaptive Management Objectives*](#).

STEP 4: Publish Request for New Proposals (RFP)

ESRP staff assembles and distributes a request to the restoration community for detailed project proposals. The Request for Proposals contains a detailed description of the review process and policy documents that will inform that review, including: eligibility criteria, project scoping guidelines, status categories, new project ranking criteria, portfolio ranking criteria, and adaptive management objectives.

The RFP contains guidance on the format and content of an application, including project data sheets, and a budget worksheet. To be eligible to apply for funding, ESRP requires that project sponsors to have a project record in the Puget Sound Nearshore Projects Data Site ([*Nearshore Data Site*](#)) or in [*Habitat Work Schedule*](#) (HWS).

STEP 5: Complete Portfolio Project Ranking

Parallel to Step 5, project sponsors with projects that have qualified as part of the ESRP portfolio receive a request for a Status and Budget Report. This request asks about the status of contracted tasks, and readiness to complete additional tasks, and any changes to projects scope.

Following receipt of Status and Budget materials, Project Managers in consultation with the Implementation Team use ***Portfolio Ranking Criteria*** to rank funding requests and complete the following evaluation steps:

1. Has the project changed scope such that costs or benefits represented in the original project definition have substantially changed? If this is found to be true the project may be removed from the portfolio and recommended for re-competition, based on the new project definition. Project definition is memorialized through delivery of feasibility products, particularly assessment of constraints, the scope of the project conceptual design, and the conceptual model of ecosystem benefits based on that conceptual design.
2. What is the status of the project based on existing contractual obligations?
3. What is the recommended funding level and scope of work for contract amendment?
4. If the recommended scope of work differs from the proposal, what is the justification for the change?

Portfolio membership simplifies application, but does not insure continued funding. Portfolio projects are subject to competitive review and evaluation at each subsequent funding request. A Portfolio Review Report is prepared describing funding and scope recommendations and is delivered to the Steering Committee. Portfolio project funding is integrated with new project funding as part of the Annual Investment Plan.

STEP 6: Conduct Competitive Ranking for New Projects

ESRP staff facilitates technical review of new project proposals, supervise production of a ranked list, and facilitate production of a Implementation Team New Project Review Report based on reviewer scoring and comments. Additional details governing a particular RFP review are described in the RFP text.

Review groups are organized to provide diverse reviewer perspective and expertise, and reviewers complete a conference discussion prior to submitting final score based on ***new project ranking criteria***. Each reviewer receives a packet including guidance, a conflict of interest statement, a review score sheet, and a block of proposals. Before completing project technical review, each reviewer is trained in ranking criteria. Reviewers participate in a conference discussion and then provide scores, comments, and recommendations that are used for project ranking and in developing Annual Investment Plans.

Scores, comments and recommendations provided by technical reviewers are compiled and queried to produce a project ranking report delivered from the Implementation Team to the Steering Committee to enable informed decision-making by preserving the detailed substance of technical review. A mean rank statistic is used to normalize reviewer scoring, resulting in a project technical ranking that is maintained throughout subsequent portfolio development.

STEP 7: Develop Enhancement Proposals

ESRP Staff will evaluate projects and develop project enhancements to increase local restoration capacity and meet adaptive management objectives. Current enhancement objectives are memorialized in ESRP's ***adaptive management objectives*** and are updated in published ***with each*** Request for Proposals.

ESRP staff work in conjunction with the Nearshore Science Team to review proposals for monitoring and outreach to identify high value opportunities among new and portfolio projects, consistent with ***guiding principles*** and ***adaptive management objectives***.

Project enhancements may be implemented by a willing and able project sponsor, or by a third party through a successive contracting process. Enhancement development results in a ranked list of proposed enhancements that are integrated into the annual Investment Plan, associated with those projects for which the enhancements were designed.

STEP 8: Develop Annual Investment Plan

ESRP staff and the Implementation Team facilitate Steering Committee development of an Investment Plan that identifies the final award and scope for each high-ranking project. This decision document is the basis for contracting. To establish final project scope and funding level recommendation, ESRP staff and the Implementation Team systematically investigate unresolved issues raised during technical review. Recommendations for modifying project scope are made consistent with ***Project Scoping Guidelines***.

The annual Investment Plan integrates three project lists: the New Project Ranking Report, the Portfolio Ranking Report, and the Enhancement Proposal. The three lists are combined into a single Investment Plan that apportions available funds between old projects, new projects, and enhancements, based on an assessment by the Steering Committee of maximum benefit.

ESRP staff consults this Investment Plan to develop project contract details, including identification of any additional project partners required for enhancements. A final Investment Plan is proposed to the Nearshore Partnership Steering Committee based on available funds and then to the Leadership Council of the Puget Sound Partnership. The final Annual Investment Plan contains:

- ✱ A ranked lists of funding actions,
- ✱ A final whole project scope, a funding scope of work, and a full project budget worksheet for each project in the ranked list likely to be funded, and
- ✱ Justification for any modification to proposal scope or budget

STEP 9: Execute Contracts

The Recreation and Conservation Office, acting as the fiscal and contracting agent for ESRP, uses the Investment Plan to enter into agreements with applicants, funding partners, or enhancement partners to complete restoration and protection actions. RCO maintains a set of documents that are used to rapidly develop contracts consistent with guiding ESRP principles.

The contracting package varies somewhat based on project type and funding source, but generally includes the following documents: (available upon request from RCO/Mike Ramsey; miker@rco.wa.gov)

- * **An Award Letter**- documenting the award decision and funding source
- * **A Grant Agreement**- defining agency and sponsor responsibilities and any special conditions
- * **Statement of Work Template**- used to generate a final scope, schedule, and budget, consistent with project status categories and the program principle of phased funding.
- * **Standard Terms and Conditions** – to manage risk to RCO and control expenditure of public funds. “Terms and Conditions” are attached to each contract and are specific to each of the funding sources available to ESRP projects (e.g. EPA, NOAA, State of Washington).
- * **Reporting Requirements** - to clarify reporting requirements associated with funding sources. Reporting requirements for projects receiving federal EPA funding can be found in [Appendix L](#).
- * **Reimbursement Manual** - to clarify policy regarding invoicing, cost documentation, and payment.
- * **Applicable Policy and Provisions Manuals** – to clarify for funded projects which RCO manuals are applicable to ESRP contracts. Sponsors of ESRP awards must comply with RCO policies and procedures as described below and with the following exceptions:

Board and Decision-making authority- The Steering Committee of the Puget Sound Nearshore Ecosystem Restoration Board provides guidance and decision-making for the Estuary and Salmon Restoration Program. For ESRP projects, the PSNERP Steering Committee, rather than RCO boards identified in the RCO manuals below, should be deferred to for decision-making authority as defined in the [Appendix F: ESRP Amendment Authority Matrix](#). This document replaces the SRFB Amendment Authority Matrix for ESRP funded projects.

RCO Manual 3 (Acquisitions)

- Pre-award costs- For ESRP projects, pre-award costs are not eligible for reimbursement or match with the exception of land costs for which a Waiver of Retroactivity has been granted by RCO.

RCO Manual 7 (Funded Projects)

- Contract Term- ESRP uses a 2-year contract agreement with the ability for a second 2-year extension contingent upon the agency receiving reappropriation authority.
- Contract Start Date- In contrast to SRFB which issues start dates concurrent with the Board approval date, ESRP typically uses July 1, the first day of the state fiscal year, as the start date for new awards which are made at the beginning of the biennium. Exceptions to this are awards made in mid-year or

in the second year of the biennium when existing funds are in hand and not dependent upon new legislative appropriations.

- ESRP matching requirements- ESRP applicants must provide a minimum of 33% of the ESRP award as committed match. This match must be incurred during the award period. When state funds are provided, at least a portion of the match must be non-state funds. Match requirements are typically consistent with RCO-SRFB definitions; however, match eligibility will be determined on a case-by-case basis.

RCO Manual 8 (Reimbursements)

- Billing- ESRP is a deliverables-based program. This means sponsors must complete a task and submit the associated deliverable(s) for that task before invoicing for this work. Tasks should be consistent with contract milestones and deliverables clearly identified in the contract Scope of Work.
- **Other Special Provisions and Documents** - to govern transactions that include land title or rights. These may include Special Provisions for Land Acquisitions and a Deed of Right which outlines the state's rights concerning conservation of habitat functions on a parcel.

Section 5– How to Apply for ESRP funds

The specific schedule, limitations, requirements and procedures for applying to receive ESRP funds are described in a biennial Request for Proposals. This section provides additional background to give applicants more general information about what they might expect before, during, and after an ESRP application process.

The following seven steps describe a typical project lifecycle:

Step 1 –Attend Workshops and Maintain Project Records in the Nearshore Data Site

Step 2 – Prepare Competitive Applications

Step 3 – Negotiate Final Award and Review Contract

Step 4 – Complete Project Work

Step 5 – Make Streamlined Request for Supplemental Awards

Step 6 – Close Project

Step 7 – Provide Critique to ESRP Staff

STEP

1

1/ Attend Workshops and Maintain Projects in the Nearshore Data Site

For a proposal to be considered for funding it must be entered into the [Nearshore Data Site](#) or [Habitat Work Schedule](#) with basic project information that allows ESRP to:

- * describe the potential demand for funds for Puget Sound restoration and protection,
- * compare proposed actions to assessments of nearshore ecosystem protection and restoration needs, identifying gaps in the potential project portfolio, and
- * search for project types and locations in alignment with regional strategies or particularly funding sources for the purpose of supporting project development
- * make project information, contract deliverables and program accomplishments publicly accessible to encourage learning and promote outreach activities.

ESRP staff conducts a series of Puget Sound outreach workshops, to present the status of regional planning and introduce the ESRP funding opportunity to potential sponsors. Workshop attendees and primary contacts in the nearshore database automatically receive funding announcements and other communications.

Review Project Scoping Guidelines

[Project scoping guidelines](#) aim to create a shared definition of ‘project’ that supports peer-review, and regional cost/benefit analysis. Projects that enter ESRP competitions that fundamentally conflict with these scoping guidelines are likely to be modified as part of award negotiation.

Consult PSNERP Guiding Principles

ESRP uses the framework and language of the [Puget Sound Nearshore Ecosystem Restoration Project](#) to organize the population of protection and restoration projects. We depend on project sponsors to suggest how their project addresses [PSNERP draft objectives](#) and [Guiding Restoration Principles](#) and how it fits into PSNERP's system of [management measures](#), [shore types](#) and [project status categories](#).

ESRP implements process-based ecosystem protection and restoration principles and objectives identified by PSNERP. These protection and restoration principles are described in the [PSNERP's technical reports](#). These principles focus sponsors on developing actions that restore nearshore ecosystem processes that will form and maintain nearshore habitat structures and functions. A premium is placed on clear analysis of the diverse factors that will affect habitat benefits. We anticipate that in accordance with best ecological restoration practice, practitioners develop a conceptual model of how project actions will affect ecosystem processes and functions and result in a change in ecosystem goods and services. That model is used to evaluate ecosystem benefit and uncertainty, and that uncertainty is the basis for any project evaluation.

Consider Adaptive Management Objectives

ESRP publishes a list of [Adaptive Management Objectives](#) in its annual RFP as part of its stewardship and learning strategy. These objectives are uncertainties that may affect achieving ecosystem protection and restoration, and can be resolved through analysis and experimentation at the project scale, or among a suite of projects. Sponsors should consider whether their project can potentially support Adaptive Management Objectives.

Consider Puget Sound Dashboard Indicators and Targets

ESRP provides a mechanism for funding priority projects that will help implement the nearshore components of the Action Agenda. Consider the extent to which your project will restore natural process and make progress towards the marine and nearshore targets recently identified by the Puget Sound Partnership (PSP). This type of information could be addressed in the Ecological Importance section of your proposal. Indicators identified by PSP associated with marine and nearshore ecosystems include:

- dissolved oxygen
- eelgrass
- estuaries
- marine sediment quality
- wild Chinook salmon
- shoreline armoring
- orcas
- pacific herring

STEP

2

2/ Prepare and Submit Competitive Applications

ESRP conducts one competition for new or previously unfunded projects every two years through a Request for Proposals, preparing a list of potential projects in

advance of each new ‘odd year’ biennial state budget. It is important to read and understand the RFP. Some funds are reserved for ‘even years’ for the purpose of leveraging federal investment, or other fund sources that operate an annual cycle, and meet the needs of projects that are ready for supplemental funding. This on-year-off-year cycle results in a series of annual Investment Plans, with large odd-year Investment Plans at the beginning of the state budget biennium, and small even-year Investment Plans in time with the federal fiscal year. ESRP may also elect to publish RFP’s to support project selection for partnership funds that become available between ESRP competitions and/or in cases where partnership funds are to be targeted toward specific needs.

ESRP will fund projects at all stages of development, but demands that substantial and demonstrable progress be made for each award. An award need not result in on-the-ground implementation, but phased funding still considers the costs and benefits of whole projects. [New Project Ranking Criteria](#) define how ESRP values whole projects. ESRP turns applications into a ranked project list using a criteria-based peer-review process. Applicant’s technical staff is encouraged to review ranking criteria and consider how their own projects are likely to rate.

Define the Whole Project Scope and Location

A competitive proposal should very quickly identify the full scope, schedule, and budget of the proposed action and locate the boundaries of project work in terms of the physical landscape and property boundaries. Data on historic and current nearshore conditions can be found in PSNERP’s [Change Analysis Geodatabases](#). County level GIS data is available on-line for [Clallam](#), [Jefferson](#), [Kitsap](#), [King](#), [Whatcom](#), [Skagit](#), [Snohomish](#), [Pierce](#), [Thurston](#), [Mason](#), and [San Juan](#) counties. Washington Department of Ecology’s [Coastal Atlas](#) provides a wide range of data to support project context including current drift cell predictions, and local wetland distribution. University of Washington’s [River History Project](#) serves historic shoreline maps, and the Point No Point Treaty Council has produced an analysis of [coastal wetland change in Hood Canal](#). We assume that assessing historic, current and potential future conditions, and identifying the precise location and extent of project work are typical tasks completed early in the development of science-based restoration projects. A whole project budget worksheet and datasheet are critical parts of an application that describe the use of [management measures](#), and the anticipated costs of the project through its lifecycle.

Conceptual Models

We request that proponents present a ‘conceptual model’ of how project actions affect ecosystem processes and structures resulting in increased ecosystem goods and services. We anticipate that your conceptual model will summarize the specific characteristics of your project site and the goals and objectives of your proposed actions. Conceptual models should account for uncertainty that may substantially affect project outcome including factors outside of the control of the practitioners. Well over a quarter of project ranking points are based on the ability of your conceptual framework to predict project effectiveness, and the degree to which it is supported by high-quality observations and assessments of site, neighborhood, and landscape conditions. Guidance on developing conceptual models is available in PSNERP technical report on [conceptual models](#).

Project Budget Worksheet

Applicants vary widely in how they present project budgets in proposals. ESRP has a project [budget worksheet](#) that presents whole project costs in terms of project tasks and object class, and identifies the status of the sponsors funding strategy. This worksheet must be supported by narrative and/or other supporting materials that justify task costs. Additional budget detail is welcome, but the project budget worksheet and narrative are required.

Project funding is typically limited to what the sponsor can commit to accomplishing within an approximately two year award period, with the understanding that the initial award may be amended to include additional tasks should the project win a supplemental award through a portfolio review competition. In this way we demand that projects commit to a clear scope, schedule, and budget, and in return ESRP will work with partners to bring high-value projects to completion by streamlining subsequent award competition. Please note that phased funding and portfolio membership does not insure subsequent funding, and sponsors incur all risks of costs and commitments made before award notification.

Waiver of Retroactivity for Acquisition

Property Rights Acquisition for protection of nearshore habitats often requires taking advantage of acquisition opportunities that are not necessarily aligned with grant review schedules. ESRP has adopted a ‘waiver of retroactivity’ procedure as practiced by Washington Recreation and Conservation Office and as specified in the RCO/SRFB Acquiring Land: Policies (March 8, 2007 or most recent version) that allows acquisition costs incurred prior to award notification and contracting to be eligible for reimbursement under specific circumstances.

STEP

3

3/ Negotiate Final Award and Review Contract

Proposals are placed in rank order based exclusively on the results of criteria-based peer-review projects. Implementation and Science Teams work from top-ranked project down, study reviewer recommendations, and investigate project details to recommend a final project scope and funding for each proposal. ESRP project managers may request additional details related to readiness and project need. The results of this negotiation will conclude with the Puget Sound Partnership’s Leadership Council ratifying an Annual Investment Plan. That Investment Plan will justify any final adjustment of funding level and establish a whole project scope consistent with [project scoping guidance](#).

While final project funding level and scope may change between the proposal and the final Investment Plan, the rank order of proposals, as established by criteria-based peer-review does not change. The final agreement language will be based on contracting templates aligned with the schedule and budget described in the final project budget worksheet.

An ESRP contract proposal will arrive in the mail consistent with the award negotiation. When the project is signed and returned the project will become active and reimbursement requests can be submitted consistent with contract scope and terms. Appendix A contains additional information on requirements and applicable policies for funded projects.

STEP

4

4/ Complete Project Work

ESRP contracts are built around tasks, a schedule, and a budget that advances a protection or restoration action through one or more phases or [status categories](#).

ESRP award contracts do not require ‘progress reports’ but rather schedule the delivery of progress. Task work is reimbursable and requires cost documentation. Deliverables associated with each task provide a meaningful record of project work. Our goal has been to define deliverables that would typically be produced over the course of a high-quality science-based restoration or protection effort, both to encourage such practice, as well as reduce additional administrative costs not supportive of best restoration/protection practice. Project deliverables are published by ESRP to provide a public record of restoration activity.

We expect sponsors to discuss any slippage in schedule with their assigned ESRP project manager. We allow some adjustment of costs between tasks to support flexible project management. We retain 15% of project costs pending completion of contract requirements consistent with negotiated scope of work.

STEP

5

5/ Make Streamlined Request for Supplemental Award

Projects that entered an ESRP competition with feasibility complete, and receive an award for post-feasibility tasks may become part of the ‘ESRP Portfolio’. Portfolio projects may request funding for additional project tasks without participating in a regional competition—their initial competition establishes their status as a project of regional priority. These returning ‘ESRP Portfolio’ projects use a separate process for presenting requests for funds. Membership in the ESRP Portfolio does not assure a project of continued funding. Projects that deviate substantially in scope must re-enter competition to re-establish their Portfolio status.

The purpose of the Portfolio system is to support phased funding of project work, while providing a mechanism for continuing to advance regional priorities to completion. In this way, ESRP can optimize the amount of project work supported by limited funds within a given grant period. In addition, if unexpected sources of funds are identified, portfolio projects can be quickly advanced by ESRP staff with approval from PSNERP’s Steering Committee.

The request for a ‘status and budget update’ is conducted parallel to new project review. All portfolio projects are compared to each other, ranked, and finally integrated into a single list as part of an annual Investment Plan. A variety of situations may lead to a project be removed from the project portfolio, as described in [portfolio ranking criteria](#).

STEP

6

6/ Close Project

At the close of the project, the sponsor will have completed their scope of work, provided deliverables, and provided cost documentation for reimbursement. A piece of this project closure is a ‘lessons learned report’. This brief document contains basic statistics about the project, as well as key lessons related to planning, design, execution and evaluation of management measures employed on the site. This report serves as a capstone to project work in support of the restoration community.

STEP

7

7/ Provide Critique to ESRP Staff

At any point in the process, ESRP staff and leadership maintain an open door for dialog or critique. We cannot solve all problems—however we take seriously our duty to wisely invest funds in Puget Sound protection and restoration and our obligation to future generations who benefit from ecosystem health, and will

continue the work of ecological stewardship.

Please understand our [*guiding principles*](#), and if we stray from that commitment, or if you discover ways we can better meet these goals, please don't hesitate to contact us. Our commitment to ecosystem recovery is also a commitment to a community of restoration and protection practice that requires focus, humility, and continued learning.

Section 6 – Program Task Breakdown

While portfolio development and management are the core of ESRP activities, ESRP staff manage a range of tasks that make the program possible and contribute to restoration community capacity. Work areas and tasks are aligned with program ***guiding principles***. The following six work areas provide a framework for labor allocation and work plan development:

A. Information Technology

Staff will develop and support information systems that support ecosystem recovery planning and reduce administrative costs of program activities and reporting through automation and data management. This section describes both new advances in technology uses as well as planned future actions.

Linkages to Habitat Work Schedule

The former, PRISM-based ***Nearshore Project Database*** is now housed on the Ekosystem platform which hosts the ***Habitat Work Schedule***. WDFW maintains this new Nearshore Projects Data Site and will rely on this on-line tool to describe nearshore restoration consistent with PSNERP planning needs. Nearshore project records will be shared across these sites making more efficient use of data entry. Nearshore projects in HWS are linked to and viewable in the Nearshore Projects Data Site and updates only need to be made in a single location. WDFW continues to work with RCO and contractors to develop a more seamless mechanism for moving from project data from HWS or the Nearshore Projects Data Site to PRISM for purposes of contracting.

Contract Management

In early grant rounds, contracts were managed in CAPS, WDFW's contacting system. With the exception of these early awards, PRISM will be the standard system used for ESRP contracting. At present, it is not possible to automatically export project data needed for contracting from HWS or the Nearshore Data Site into PRISM. We continue to support RCO in efforts to improve the ability of PRISM and HWS/Nearshore Data site to interact.

B. Proposal Evaluation and Investment Plan Development

ESRP Staff will continue to develop a peer-review, criteria-based process for identifying the highest priority projects that are anticipated to provide exemplary and sustained protection and restoration of ecosystem processes. Investment Plans will be developed to implement phased delivery while supporting local restoration capacity, addressing uncertainty, and leveraging private and federal investment.

Policy Review

Review and revision of ***project selection and award procedures*** for consistency with ***program guiding principles*** is on-going as PSNERP science and work products emerge. Future policy review will use Implementation Team and Steering Committee for draft work, and allow for review by the restoration community.

C. Award Distribution

ESRP project managers will collaborate with RCO contracting staff to execute agreements with selected project sponsors.

Contracting Standards

ESRP and Puget Sound Partnership staff in collaboration with RCO contracting staff will continue evaluation of the award package documents to ensure that they reflect ESRP guidance but are also consistent in content and context with other RCO manuals continues to support development of a streamlined application and contracting system.

2011-13 State Budget Awards

The next anticipated distribution will be the 2011 Investment Plan, following the 2010 RFP and will distribute a substantial portion of the 2011-13 state capital budget (with a projected appropriation of \$5 million) and any additional partnership funds generated hereafter.

D. Enhancement and Evaluation

ESRP Staff will evaluate projects and implement project enhancements to increase local restoration capacity and address critical uncertainties as reflected in the **Adaptive Management Objectives** found that are part of our **Learning Strategy**. ESRP staff and the Puget Sound Nearshore Ecosystem Restoration Project will develop a programmatic review process to systematically increase program effectiveness.

Stewardship and Learning Strategy

ESRP staff will collaborate with the Nearshore Science and Implementation Teams to revise adaptive management objectives to implement under the 2010 RFP. Objectives will be grouped by management measure and largely solicited through ESRP outreach workshops, including wood waste BMP development, river delta monitoring pilot projects, and Shoreline Armoring Workgroup activities.

Programmatic Performance

ESRP staff will identify performance criteria that can be used to set goals and evaluate performance of program procedures and outputs, in relation to program costs.

Project Rapid Assessment Methods

ESRP has provided support for development of rapid project assessments for river delta and shoreline projects. ESRP staff, contractors, workgroups and a number of restoration practitioners are currently working to develop these management measure-driven rapid project assessment methods. Once complete, ESRP staff will calibrate these methods to existing project documentation deliverables.

E. Partnership Development

Partnership Development

We will continue dialog with NOAA, Puget Sound Partnership, Environmental Protection Agency, Salmon Recovery Funding Board, Northwest Straits Commission, U.S. Fish and Wildlife Service Coastal Program, U.S. Army Corps of Engineers Puget Sound and Adjacent Waters Program, and other local entities with substantial programmatic restoration resources,

to identify opportunities to increase efficiency and leverage federal and private investment through partnerships.

F. Outreach and Communications

ESRP Staff will maintain clear communications across the PSNERP, and develop efficient conduits for presenting program activities with regional stakeholders.

PSNERP Workgroups

The ESRP Program Manager provides monthly reports to the PSNERP Steering committee, and uses the Implementation Team to support project selection and review policy options. ESRP will continue to develop direct collaboration with the Nearshore Science Team in improving project selection and developing learning opportunities through implementation of protection and restoration actions.

Websites

ESRP information and resource materials are distributed via [PSNERP website](#). Staff will periodically review and update content for accuracy and usability. ESRP project information is also now available on our new [Nearshore Data Site](#). Through this new data site, project data, maps and contract deliverables will be made publicly available to facilitate sharing and learning among restoration practitioners and the public. This site will also be used for public outreach and will provide an opportunity to display PSNERP technical products in a spatially explicit format.

Year End Report

ESRP staff will publish an annual end of year report that presents program status and initiatives as well as the progress of funding activities, which will be available on the above web site.

Stakeholder Outreach

Collaboration with Lead Entities/Watershed Leads and Marine Resource Committees is considered fundamental to ESRP maintaining a close alignment with real needs of the restoration community. ESRP staff will lead timely briefings and discussions with these stakeholder groups.

Appendices

Appendix A – Description of Program Partnerships

WDFW/NOAA Community –based Nearshore Restoration Program Partnership- CLOSING December 2011

In 2007, WDFW and NOAA’s Restoration Center entered a 3-year partnership to advance nearshore restoration in Puget Sound Sound including riparian revegetation, coastal stream restoration, bulkhead removal, beach enhancement and other community-scale projects. NOAA funds were used to support ESRP projects with typical awards in the range of \$25,000 to \$100,000 per community-scale project shared equally between state funding and NOAA funds. ESRP staff worked closely with NOAA Restoration Center staff in the development of projects with potential partners and in the scoring and ranking of project proposals.

Projects selected for NOAA funding from the ESRP project lists were those that could provide benefits to NOAA trust species, and realize opportunities for high visibility involvement of local communities and leadership in restoration activities. Projects selected for NOAA funding met the following additional criteria:

1. Funding will result in completion of an implementation phase within the grant period.
2. Projects must present “no significant impacts to the human environment” as determined by a programmatic NEPA review conducted by NOAA Restoration Center, or may be required to complete additional NEPA review.

Projects that were eligible for NOAA funding typically received a mix of state and federal funds. Funds were awarded based on a modified rank determined by adding up to 25 additional points to the ESRP technical ranking score using the following criteria as applied by NOAA staff.

Pts	Criteria	Definition	Evidence
10	NOAA Trust Resources	The project will provide direct benefits to NOAA Trust resources	NOAA trust species receiving direct benefits from project actions are listed.
10	Community-based Restoration	The project will result in high visibility involvement of local communities and leadership in restoration activities.	Clear plan for public relations and volunteer engagement, supported by scope and budget.
5	Measurable Performance	The project will leverage substantial non-federal match, and project results are quantifiable into acres and volunteer count and hours.	Dedicated and secured non-federal match source identified in budget table. Performance measures clearly defined.

PSP/NOAA Community-based Nearshore Restoration Program Partnership- NEW

In 2011, NOAA and the Puget Sound Partnership (PSP) developed a new 3-year partnership to advance nearshore and salmon recovery elements of the Action Agenda. As with the WDFW/NOAA partnership described above, projects on the current and future ESRP Investment Plan lists are eligible to receive NOAA funding as part of their ESRP award. NOAA, ESRP and PSP staff will develop additional criteria to award NOAA funding. Funding through this partnership may also be open to salmon recovery projects identified on approved 3-yr. workplans or locally approved lists submitted to the Salmon Recovery Funding Board.

EPA/DFW-DNR Puget Sound Marine and Nearshore Restoration and Protection - NEW

In 2010, WDFW and DNR jointly submitted a proposal (Implementation of Marine and Nearshore Strategies to Protect and Restore Puget Sound) to EPA to become a lead organization for the marine and nearshore component of EPA's Puget Sound Action Agenda: Ecosystem Restoration and Protection project. The proposed approach presented in this proposal was for WDFW and DNR to align their authorities, scientific and technical expertise, and programs to co-lead implementation of marine and nearshore protection and restoration actions consistent with the Puget Sound Action Agenda and recovery of the Sound to health by 2020. Through a competitive, transparent, and coordinated subaward process, DFW and DNR will invest in (1) an adaptive management framework of target-setting, action, evaluation, and adjustment to measure and accomplish marine and nearshore ecological improvements; (2) projects that increase the effectiveness of regulation and stewardship programs; (3) capital protection and restoration projects; (4) programs that address high priority threats; and (5) projects that are cross-cutting and address issues in two or more areas of emphasis. In all phases of implementation, DNR and DFW will work closely with the Puget Sound Partnership, Tribes, local and federal governments, non-governmental organizations, and other stakeholders.

In early 2011 WDFW, DNR and EPA signed a cooperative agreement to advance the elements described in the proposal. ESRP was identified in the proposal as a highly effective existing mechanism that could be used to distribute EPA funding for strategic capital investments in Puget Sound nearshore. EPA funding for capital investments will be distributed using ESRP's current investment plan and future competitive solicitations. Similar to the NOAA partnerships described above, individual projects may be selected from ESRP's ranked project list using additional criteria identified by WDFW, DNR and EPA to award extra points to projects that meet these additional criteria. An emphasis on project readiness will be an important factor in awarding EPA funding to projects, particularly during year one of the cooperative agreement.

Appendix B-- ESRP Learning Strategy

The practice and science of using capital projects to effect nearshore ecosystem restoration is young, both in our design of projects and of the overlying programs. There are many lessons to learn that will improve program operations and restoration effectiveness and efficiency. This ESRP Learning Strategy describes a set of procedures for learning throughout both programmatic and project lifecycle and incorporates activities like monitoring and adaptive management.

ESRP is accountable for spending limited public resources. In addition ESRP is in the prime position to manage information and build collective knowledge. The ESRP learning strategy attempts to create a 'learning program' where program output is greater than the sum of its project outputs—we produce useful knowledge in addition to our direct conservation benefit. Our goal is to support learning both within the program, and among project sponsors.

Program learning is achieved through policy critique preceding each new distribution of funds. *Project Learning* is achieved through a series of Learning Strategy Elements integrated into the project lifecycle.

Program learning is achieved through a policy critique routine that precedes each new Investment Plan development. This critique must identify areas of strength and weakness among the range of program elements, and then identify possible changes to those program elements that will increase performance. ESRP's program learning is based on policy critiques from a number of potential sources of information and is an on-going process to be improved upon as learning increases.

Applicants

At the publication of each Investment Plan, all applicants received a formal letter describing the outcome of their application. This notification is accompanied by an opportunity to provide feedback on the review process.

Grantees

Current awardees are contacted as part of policy review and asked to make recommendations about how ESRP operations could be improved to support their program work.

Review Panels

Individuals who complete criteria-based scoring of proposals are in a particularly good position to evaluate the ability of ESRP procedures to identify good quality projects.

Technical Teams

As a program refines procedures for the next round of Investment Plan development, there should be an opportunity for real and thorough critique by program partners as well as scientific advisors.

Policy Teams

Individuals involved in the political stewardship of the program are in a unique position to evaluate whether the program is meeting their goals, and whether the program is building a compelling case for continued operations.

Program Principles and Hypotheses

The purpose of policy critique is to reevaluate the assumptions underlying program principles that drive program operations, and more practically to adjust mechanisms used to implement those assumptions. Program principles and assumptions are described in Section 2. Each program element should be evaluated against program principles.

Reflections of program staff

Ultimately, program staff must review the range of comments received and make a recommendation for areas on which to focus change, and propose adjustments of program mechanisms.

Program Elements—Objects of Critique

Table A1 - Sources of critique for each program element. Critique of all elements by all sources may reduce the quality of critique and would not be a strategic use of resources.

KEY: [o] = program element is undeveloped and not ready for review.

Source of Critique	Program Elements: Objects of Critique												
	Operational Elements						Learning Elements						
	Review Sequence	Scoping Guidelines	Ranking Criteria	Ranking Panels	Internet Services	Annual Report	Project Classification	AM Objectives	Project Documentation	Rapid Assessment Protocols	Enhancements	Publication and Facilitation	Policy Review
Applicants	X		X		X			X					
Grantees					X				X			X	
Review Panels	X	X	X	X			O	X			X		
Implementation Team	X	X	X	X			O	X	X	X	X	X	
Science Team	X	X	X	X			O	X	X	X	X	X	
Policy Teams	X				X	X				X		X	X
Program Principles	X	X	X	X	X	X	O	X	X	X	X	X	X
Program Staff	X	X	X	X	X	X	O	X	X	X	X	X	X

The ESRP program is constructed of a series of discrete elements that can be modified to alter program function. The overall program performance is a result of these elements and the talent and capacity of program staff. Program elements are loosely divided into operational elements, central to the function of grant making, and learning elements developed specifically for the purpose of knowledge and information management.

Operational elements are those program policies and procedures that result in the selection of grant awardees. They follow a time sequence from development of decision procedures, to solicitation, selection and contract development, and end in contract oversight.

Project Ranking Criteria

Project ranking criteria are used by peer review panels to evaluate and rank project proposals. The information used to rank proposals is determined by the flow of information specified in the solicitation and selection sequence.

Project Scoping Guidelines

It can be difficult to define the extent of a project. Each grantee may have a different way of defining ‘project scope’. To support ESRP projects to completion, it is necessary to have a standard definition of ‘project’ or **project scoping guidelines**. That definition is used to evaluate each proposal and determine if there is one or more ‘projects’ that are being considered for review.

Solicitation and Selection Sequence (Section 3)

The solicitation and selection sequence defines the stepwise procedure by which an annual Investment Plan is generated. This has typically involved outreach, an RFP, a series of proposal review procedures and finally policy review. Section 3 is devoted to outlining these procedures.

Project Ranking Panels

Within the Solicitation and Selection Sequence, expert panels are formed to provide peer review of proposals. The composition, characteristics, and preparation of these panels can strongly affect their ability to apply the criteria, the level of labor applied to review, and the kind of projects that are considered ‘viable’.

Annual Reporting

A critical communications tool is the annual report which provides a detailed briefing on program work. This has been traditionally prepared in time for the beginning of the state legislative session in January of each year.

Project Documentation

Contracts require documentation of project goals, design assumptions, as-built treatments, strategic monitoring, and reflection on lessons learned.

Project documentation is required by the ESRP standard scope of work template and defined by deliverable specifications. Archived project deliverables are distributed through our internet platform. Delivery and publication of project documentation is intended to replace and improve on the traditional practice of ‘progress reporting’. Commitment to a delivery schedules, and sharing of technical products puts the impetus for performance on the practitioner and generates a public record of work subject to evaluation.

Rapid Assessment Protocols

Rapid assessment protocols, combine quick surveys, analysis of project documentation, site observations, and sponsor monitoring, to determine if projects appear to be functioning well or point to the need for project enhancements or a change in policy.

Nearshore systems are dynamic, complex, and naturally subject to disturbance—a most difficult context for collecting data. Qualitative assessments by interdisciplinary staff,

supplemented by inexpensive quantitative metrics, can provide rapid feedback on a broad range of site characteristics at a lower cost than robust data collection.

The results of rapid assessment are likely to suggest important uncertainties that can be resolved with more robust quantitative investigations through project enhancements. During proposal review, projects are flagged for a level of monitoring, evaluation and analysis that matches their ability to provide useful information. Rapid assessment protocols provides a base level of project evaluation.

Project Enhancements and Adaptive Management Objectives

ESRP recognizes that funding programs play a critical role in improving restoration practices and that field implementation offers a critical opportunity to evaluate tactics and strategies. ESRP manages its project portfolio under an adaptive management model with a small percentage of project funds available for project enhancements which can improve effectiveness of the program. Enhancement spending is linked to capital spending priorities to focus enhancements on the most relevant on-the-ground needs. Individual restoration projects provide the opportunity to learn and improve the practice of restoration so that the accumulation of projects leads to the restoration of ecosystems that are able to adapt in the face of long-term changes in climate and population. In addition, restoration at scale often requires broad community support and benefits, and ESRP seeks to identify socio-economic obstacles along with alternatives for their resolution in order to broaden public support for ecosystem restoration.

Enhancement candidates are identified as part of the project solicitation and selection sequence, and are evaluated against adaptive management objective. Enhancement spending is linked to specific capital projects identified in the integrated Investment Plan.

Enhancements typically involve increasing project funding to increase the expertise and labor available for a project to generate a specific useful product or tool. This additional enhancement work can occur at any point in project development, and may be completed by project sponsors or a third party depending on an analysis of capacity, and potential for conflict of interest.

*The following questions or **enhancement objectives** have been identified as having an impact on restoration practice, and could be answered through ESRP project enhancements and coordination:*

Beach Systems

- **What is the biotic response to changes in shoreline vegetation?** We would like to be able to predict how changes in shoreline vegetation affect shoreline dependant biota.
- **What is the biotic response to changes in beach profile and texture?** We would like to be able to predict how a change in beach structure will affect shoreline dependant biota.
- **What level of sediment supply is necessary to sustain beach structure?** We would like to be able to predict how change in rate of sediment supply will affect the structure of beach ecosystems both locally and at the scale of a drift cell.
- **How does the condition and configuration of beach ecosystems components affect ecosystem functions?** We would like to be able to predict the extent to which the presence and condition of creek mouths, backshore and low tide terrace features, and marine riparian zones, cumulatively affect ecosystem functions.

River Delta Systems

- **How does variable extent of dike removal (full removal vs. partial breaching) affect restoration benefits?** We would like to be able to predict the effects of remnant dike configuration on channel development, hydrology, salinity, sediment deposition and biota, both on-site and off-site, for the purpose of designing dike and fill removal actions.
- **How should we be preparing sites for dike removal?** We would like to be able to predict the effect of earthwork treatments, such as channel excavation, tillage, ditch filling, soil amendment, or soil stripping or mounding, on channel formation, marsh aggradation, vegetation development and biotic response for the purpose of determining optimal restoration treatments.
- **What vegetation will develop following restoration of tidal inundation, and how does this affect ecosystem functions?** We would like to be able to predict tidal marsh vegetation development and associated functions based on controlling factors to predict the value of actions designed to affect intertidal re-vegetation. To do this requires a robust regional model of vegetation in relation to elevation, inundation periods, salinities, and soil types.
- **How does tidal marsh channel character contribute to estuarine function?** We would like to be able to predict the effect of tidal channel structure on biotic community response for the purpose of evaluating actions that effect channel formation outcomes.
- **How should we evaluate actions that change the distribution of river distributaries across a delta?** We would like to be able to predict how the characteristics and configuration of river delta distributaries affect biota for the purpose of prioritizing distributary reconnection in river delta restoration.
- **How does the size and connectivity of delta habitat patches affect ecosystem functions?** We would like to be able to identify how the representation of wetland types, their size, and their connectivity to each other and alluvial processes affects the biological benefits of delta restoration.
- **What are the cumulative benefits of multiple treatments within a system?** We would like to be able to predict how combinations of actions or very large scale actions result in detectable ecosystem effects at a landscape scale in order to improve planning, design and sequencing of long-term ecosystem restoration at appropriate spatial and temporal scales.
- **How does the spatial configuration of river distributaries affect estuary processes and biota?** We would like to be able to predict how the characteristics and configuration of river delta distributaries affect the distribution of sediment, salinity and biota for the purpose of prioritizing distributary reconnection or creation in river delta restoration.
- **How do hydrologic modifications, such as self-regulating tidegates, affect channel geomorphology, hydrodynamics, fish accessibility, detrital and primary production, water quality, and local groundwater dynamics?** We would like to be able to predict how partial restoration of hydrology in relict tidal channels affects biota and ecological processes to determine optimal design specifications and thresholds for ecological benefits.
- **How do restoration projects affect ecosystem services to adjacent communities?** We would like to be able to predict the effects of restoration on services such as disturbance regulation (flood and storm hazards), groundwater characteristics and water quality in order to broaden public support for habitat restoration.

Embayments and Inlets

- **What parameters can be used to best evaluate the effects of restoration, as well as shoreline and watershed development, on the habitat functions of embayments and coastal inlets?** We would like to more efficiently characterize and monitor changes in the function of embayments as a result of restoration or other changes in ecosystem structures and processes.

Social Barriers to Restoration

- **What factors determine whether a landowner installs shoreline armoring or is willing to remove shoreline armoring?** We would like to be able to predict the location of willing landowners for the purpose of protecting and restoring sediment supply and transport within segments of drift cells or across a whole drift cell.
- **How can river delta restoration provide multiple benefits to delta residents?** We would like to be able to develop restoration strategies within river deltas that engage and provide increased ecosystem services to local stakeholders.

Publication and Facilitation

Project documentation will be published to a web-based data site ([HWS](#) and/or [Nearshore Data Site](#)) to support transfer of learning. Regional conference activities and workshops build and share our knowledge base and shape program policy.

Based on the cumulative output of the ESRP learning strategy, we will create opportunities for technical education across the restoration community. This knowledge transfer is bi-directional. Practitioners educate planners about the realities of project work. Planners educate practitioners about the results of large-scale ecosystem assessment. Scientists educate practitioners about observed and predicted patterns of ecosystem function related to restoration and protection, while practitioners teach scientists about nuance in design and implementation that may be controlling ecological outcome.

A funding program, with its responsibility for effective investment of public funds, broad portfolio of projects, linkages to regional planning, and broad audience of practitioners, is a natural nexus for facilitating the development and transfer of knowledge. The workshop format currently used for outreach at the beginning of an RFP process is a natural vehicle for some kinds of information transfer. ESRP staff will continue to identify and develop communication tools that make best use of available knowledge and information technology.

Policy Review

Project selection and contracting procedures are reviewed to incorporate project based learning prior to each competitive request for proposals.

Appendix C -- ESRP Stewardship Strategy

ESRP preferentially funds the protection of intact systems, or restoration of impaired sites to a self-sustaining condition. Investments in ecosystems are vulnerable to degradation and require the development of stewardship strategies. At core, stewardship strategies must resolve a fundamental economic issue—habitat only generates “revenue” or ecosystem benefits indirectly and over long periods of time. To protect restoration investments, stewardship must occur at both the project and landscape scales.

Community-based stewardship can support protracted but subtle restoration treatments, and reduce the risk of future impairment. However, implementation of stewardship requires resources, and ultimately some legal recourse for preventing conversion of protected or restored habitat.

ESRP supports stewardship by:

1. evaluating stewardship strategies during project review and preferentially funding projects with clear stewardship planning,
2. requiring stewardship planning as part of restoration project implementation, and
3. supporting restoration community development workshops for the purposes of developing viable stewardship strategies that protect public restoration investment, and facilitating the public and private institutional structures necessary to support those strategies.

Appendix D -- PSNERP Objectives and Target Ecological Processes

Sponsors may consult the following information to assess the extent to which a project addresses PSNERP objectives and focuses on the target ecological processes identified by PSNERP for each of the main categories of shoreforms. Also included are the primary management measures identified as being the most important or most effective in restoring the target ecological processes. This information will be available to technical reviewers as they evaluate project proposals.

1. Restore connectivity and size of large river deltas
a. Restore tidal flow in river deltas
b. Restore wetland quantity and quality with emphasis on oligohaline and tidal freshwater classes
c. Improve connectivity between nearshore and adjacent uplands/watershed
d. Increase the shoreline length of large river deltas
2. Restore sediment input, transport and accretion
a. Rehabilitate sediment input by reducing degradation of divergent zones and bluff backed beaches
3. Restore shoreline complexity and length
a. Restore shoreline length
b. Restore embayments that have transitioned to artificial or have been lost
c. Restore existing embayments
4. Enhance landscape heterogeneity and connectivity
a. Restore richness of shoreforms
b. Reduce fragmentation of the shoreline
c. Improve connectivity between adjacent uplands and the nearshore
5. Protect relatively undegraded large river deltas
a. Preserve relatively intact deltas including adjacent upland areas
b. Prevent further degradation of delta processes
6. Protect relatively undegraded sources of sediment
a. Prevent degradation of divergence zones and bluff-backed beaches
b. Protect bluff-backed beaches and divergence zones with minimal shoreline alterations
7. Protect relatively undegraded embayments
a. Conserve areas with intact tidal flow
b. Conserve areas with fewest shoreline alterations and least wetland area loss
8. Increase understanding of natural processes in order to improve effectiveness of program actions

Target Ecological Processes and Management Measures

Shoreform Type	Target Ecological Process	Management Measures				
		Berm/dike Removal	Topographic Restoration	Armor Removal	Groin Removal	Hydraulic Modification
River Delta	Tidal Flow Freshwater Input	Yes	Yes			
Beaches	Tidal Flow Freshwater Input			Yes	Yes	
Barrier Embayments	Sediment Input Tidal Flow	Yes	Yes	Yes	Yes	
Coastal Inlets	Tidal Flow Freshwater Input	Yes	Yes			Yes

Appendix E -- Project Scoping Guidelines

ESRP proposes the following definition of the word *project* for the purpose of clarifying proposal review and cost/benefit analysis of restoration and protection projects:

1. A restoration *project* contains a minimum of four phases of project work including feasibility, design, construction and evaluation, such that project work begins with an assessment and design process and ends in evaluation of project outcomes. Initial phases may be brief, or may be complete at the time of application and ranking.
 - a. A restoration *project* contains a ‘single discrete restoration treatment’ that may combine multiple *management measures*. A restoration *project*:
 - i. is based on a set of clear goals and objectives regarding restoration of specifically identified ecosystem processes and structures,
 - ii. has clearly defined spatial boundaries of proposed work,
 - iii. occurs over a finite period of time, even if phased,
 - iv. only combines acquisition and restoration where acquisition is completed for the purpose of allowing restoration (i.e. an ‘acquire and restore’ project.) In this case, the acquisition is necessary however ecosystem benefit is related to restoration potential. In these cases the restoration action must be fully described and assessed, as it bears the burden of justifying project benefits.
2. A protection *project* may require three phases of project work: parcel identification, negotiation, and closing, although initial phases may be complete at the time of application and ranking.
 - a. An acquisition *project* is a protection method for reducing losses to identified ecosystem goods and services through fee simple, conservation easement purchases of property, or other and may combine multiple management measures. An acquisition *project*:
 - i. is based on a clear set of goals and objectives regarding the protection of specifically identified ecosystem processes,
 - ii. has clearly defined legal boundaries for property to be purchased in perpetuity,
 - iii. occurs over a finite period of time, even if phased,
 - iv. identifies its contribution to ecosystem processes in the project vicinity specifically addressing its connection with other protected and/or restored properties.

The purpose of project scoping guidelines are to:

- ❑ create a consistent definition of *project* that supports competitive comparison of cost and benefits,
- ❑ control ‘scope creep’ while allowing for incremental funding of multiple project phases, and

- ❑ support objective assessment of project portfolios through a regional planning process.

These scoping guidelines are used at three points in development of an ESRP Annual Investment Plan to:

1. help project sponsors to develop proposals that contain single *projects* and associated whole project budgets based on this ESRP definition,
2. provide an opportunity for project reviewers to evaluate benefits associated with the whole project even though only a portion of the project may be funded by ESRP
3. guide Nearshore Implementation Teams recommendations for *final project scope*, which may modify draft proposal scope, and
4. justify PSNERP Steering Committee recommendations for *final project scope*, which defines the project both for initial contracting and in subsequent funding decisions as part of the ESRP project portfolio.

Completing ecosystem restoration in the dynamic nearshore environment will likely require a portfolio of *projects* implemented across a landscape that combine to achieve cumulative effects. For the purpose of evaluating and assembling these portfolios, we find it useful to use a more constrained definition of *project*.

Throughout the review process, we reserve the right to substantially modify or split off elements of proposals that contain:

1. divergent treatments that are substantially different in goals, boundaries or timing, that appear to have been combined solely for the purpose of fundraising, or
2. management measures that are at very different phases of development, such that there is substantial differences in likely benefits and uncertainties among proposal elements.

Through the ESRP review process, the project scope as defined in a proposal may be modified to arrive at a **final award scope** included in the annual Investment Plan. **Final award scope** may be greater than or less than project scope proposed in the draft proposal. Final scope is memorialized as part of the grant contract, both in a narrative project description, and through a completed budget table, thereby amending the draft scope presented in the proposal.

Despite a project's rank, it may be skipped over in a particular Investment Plan for a variety of reasons. To maintain a high level of transparency in Investment Plan development, all changes to proposed scope are linked to one of a set of acceptable reasons for scope change, as determined by the Nearshore Partnership Steering Committee, and presented in the following table:

Table B1 – Decision framework for defining ‘whole project scope’ -- The rationale-based decision framework allows for transparency in decision making, and serves as a social contract within the Nearshore Partnership that reduces opportunities for attempting to re-rank project priorities based on political patronage systems.

Action	Rationale
Pass over project this round to...	<ol style="list-style-type: none"> 1. (<i>other funding source</i>) ...allow or encourage funding by another more appropriate source, better aligned with project goals. 2. (<i>not ready</i>) ...avoid design or feasibility issues that are anticipated to strongly affect ecosystem benefits or implementation timing that cannot be expediently resolved through contract negotiation.

Appendix E -- Project Scoping Guidelines

	3. (<i>not process-based</i>) ...only fund projects most consistent with a process-based ecosystem restoration approach.
	4. (<i>ineligible</i>) ...enforce eligibility criteria not identified through technical review.
Increase scope of work to...	5. (<i>case study</i>) ...contract a deliverable that will improve assessment, design, and implementation of future projects.
	6. (<i>collaboration</i>) ...advance best restoration and protection practices by mandating dialog between planners, project managers, contractors, and scientists.
	7. (<i>outreach</i>) ...implement an outreach program that advances visibility of nearshore ecosystem restoration.
Reduce scope of work to...	8. (<i>scale back</i>) ...implement a subset of those project elements as justified by rationales 1 through 4.
Modify funding level to...	9. (<i>trim</i>) ...where final project scope can be implemented at a lower level of funding than proposed, typically accompanied by a reduced scope of work.
	10. (<i>enhance</i>) ...to implement a increase in scope as described above.
	11. (<i>widen impact</i>) ...allow funding of additional projects within Investment Plan.

Appendix F - ESRP Amendment Request Authority Matrix

Appendix F - ESRP Amendment Request Authority Matrix

Throughout the lifetime of a grant agreement, there may be circumstances led to a request from a project sponsor for a contract amendment. To clarify the approval process for addressing amendment requests, ESRP staff developed a new “Amendment Authority Matrix” which provides guidance on the review and approval of such requests. This document is modeled after other RCO’s Salmon Recovery Funding Board policy guidance and was approved by the PSNERP Steering Committee in June 2010.

Amendment Request	ESRP Staff	WDFW/RCO Program Authority ¹	PSNERP Implementation Team	PSNERP Steering Committee	Example
1. Increase project funds due to project overruns (scope stays the same) ²	Recommend approach	May approve up to 20 percent of the total project cost		May approve over 20 percent	The site had different soil types than expected and it cost more than anticipated to do the geotechnical analysis, design, and dike removal. The sponsor now requests an increase in ESRP funds.
2. Change project scope (no funding change)	Recommend approach	May approve scope change	Consult as technical expertise needed		Sponsor planted 3,000 trees and shrubs on 3 acres of nearshore habitat, as outlined in the contract. Funds remain and the sponsor wants to plant an additional 100 trees and shrubs on adjacent acres. Sponsor plans to replace two barrier culverts. After designing the project, the sponsor realizes he only has funds to install one culvert. He requests a scope reduction, but still needs to use all the funds.
3. Change project scope (with funding change)	Recommend approach	May approve up to 20 percent scope/budget change	Consult as technical expertise needed	May approve scope/budget change over 20 percent	A shoreline property owner plans to remove shoreline armoring. During project design, the sponsor is able to convince the landowner to also remove some adjacent overwater structures which increases the scope and cost of the project.
4. Change project type		May approve			Sponsor proposed to design removal of a shoreline road and bridge. Additional funding became available for the county to complete the design and the sponsor requested that ESRP funds be used for permitting and construction.

¹ Current WDFW authority- Lisa Veneroso, WDFW Habitat Program Director; Current RCO authority- Kaleen Kottingham; RCO Director

² Cost increases only may be granted if funding is available

Appendix F - ESRP Amendment Request Authority Matrix

Amendment Request	ESRP Staff	WDFW/RCO Program Authority ¹	PSNERP Implementation Team	PSNERP Steering Committee	Example
5. Transfer sponsorship		May approve			Original sponsor is unable to start or complete the work and requests a different sponsor finish the project.
6. Reduce match	May approve up to 20 percent	May approve over 20 percent			Sponsor proposed a 50 percent match, but later, realized he only could raise a match of 33 percent, the required ESRP minimum. The match/award ratio is reduced to reflect a 33% match.
7. Location change to a contiguous site	May approve site add / change		Consult as technical expertise needed		Sponsor proposed to purchase six parcels. One of the parcels is not available, and the sponsor asks to buy a different contiguous site.
8. Location change site to a non-contiguous site	Recommend	May approve site add / change	Consult as technical expertise needed		Sponsor proposed to purchase four parcels. One of the parcels is not available, and the sponsor asks to buy a different site on a different part of the river.
10. Significant change in the project location	Recommend		Consult as technical expertise needed	May approve	Sponsor is unable to replace a culvert at the proposed location and asks to replace a culvert on another river, WRIA, or to benefit different PSNERP strategies.
9. Pay more than fair market value (no increase in funding)		May approve up to 10 percent		May approve over 10 percent	Sponsor and landowner negotiate a purchase price above the fair market value.

Appendix G -- Project Status Categories

Estuary and Salmon Restoration Program uses formal ‘status categories’ to sort projects into phases and systematically fund them through completion. Projects are typically funded to complete one or perhaps two phases based on evidence of readiness and potential progress of a project prior to the next funding cycle. Typically projects that have not completed feasibility are not funded beyond the feasibility phase, unless feasibility needs are minor and not anticipated to affect project scope.

Restoration design can be iterative, where you end up having to revisit assessments or conceptual design when you encounter challenges in design development. The status of a complicated project may need to be clarified through dialog with the project partner. Complex projects may have multiple cycles of design and construction following completion of feasibility.

Definition of *whole project scope*, as formalized in the Investment Plan, provides further clarification of status categories by identifying the extent and goals of a project. Project readiness is evaluated based on evidence of readiness described below. We ask proponents to identify a whole project scope and identify project status in terms of these status categories.

Restoration Status Categories

Feasibility Phase	
Criterion	A site has been identified that has a high likelihood of ecological impairment and where restoration is likely to be effective, and where access and protection are likely to be secured. Feasibility work is necessary to assess the site, define the restoration strategy, or secure site access. Feasibility phase ends with completion of assessment and conceptual design, and secured site access.
Evidence of Readiness	<ul style="list-style-type: none"> <input type="checkbox"/> Map of project boundaries showing parcel boundaries. <input type="checkbox"/> Current ownership of all affected parcels and status of access agreements. <input type="checkbox"/> An available professional report of the existence of important ecological impairment or risk. <input type="checkbox"/> List of site-specific risks and issues likely to affect design. <input type="checkbox"/> List of project stakeholders and their positions and concerns. <input type="checkbox"/> General goals driving conceptual design. <input type="checkbox"/> A scope, schedule and budget for completing assessment and conceptual design.

Design and Permitting Phase	
Criteria	<p>Feasibility is complete. The sponsor has access to the parcel(s), has assessed site conditions, and has selected a conceptual design from among alternatives based on a conceptual model of ecosystem dynamics that predicts project outcome. The design phase ends with production of documents necessary for construction and evaluation, with either permits or perhaps bid-ready construction documents in hand.</p>
Evidence of Readiness	<ul style="list-style-type: none"> <input type="checkbox"/> Completed site assessment evaluates factors that will affect design and engineering including: <ul style="list-style-type: none"> ○ change from historic condition, ○ dominant geomorphic processes controlling habitat formation and maintenance and identified reference sites, ○ site restrictions and conflicting uses including naturally occurring and anthropogenic stressors, ○ dynamics of key species present, and ○ off site effects in relation to surrounding resources and processes. <input type="checkbox"/> Completed conceptual design including: <ul style="list-style-type: none"> ○ quantified estimates of proposed management measures, ○ spatial extent of work site, ○ rationale for selection of conceptual design compared to viable alternatives, and ○ opportunities for learning from project outcome. <input type="checkbox"/> Completed conceptual model listing predicted ecological outcome, factors affecting outcome, and certainty of predictions. <input type="checkbox"/> Project goals, objectives and a draft evaluation strategy. <input type="checkbox"/> Site access agreement and a strategy for long-term protection.

Appendix G -- Project Status Categories

Implementation Phase	
Criteria	Permits have been received, and perhaps bid documents are ready. A fairly accurate estimate of construction costs has been developed based on a specific plan set and is ready to secure the labor and expertise to complete implementation. The implementation phase ends with documentation of the 'as-built' treatment and contracting for any maintenance needs.
Evidence of Readiness	<ul style="list-style-type: none"> <input type="checkbox"/> Demonstrated experience managing the scale or scope of construction contracts necessary for implementation. <input type="checkbox"/> An engineer's construction estimate completed permits and concurrences, and perhaps bid ready construction documents. <input type="checkbox"/> Completed monitoring, maintenance, and adaptive management plan. <input type="checkbox"/> Final site access agreement.

Evaluation Phase	
Criteria	The project has either completed construction or has secured all resources necessary for construction and is seeking additional resources to complete project evaluation. The evaluation phase ends with publication of a project evaluation that contributes to regional restoration capacity.
Evidence of Readiness	<ul style="list-style-type: none"> <input type="checkbox"/> Either a funded implementation plan or as-built documentation potentially supported by pre-construction monitoring. <input type="checkbox"/> A monitoring and adaptive management plan including: <ul style="list-style-type: none"> * A conceptual model detailing relationships to be evaluated through modeling. * A scope and schedule for a qualitative monitoring strategy including project photo-documentation and visual inspection. * Hypotheses to be tested through quantitative monitoring, descriptions of the parameters to be estimated, and the temporal and spatial patterns that may affect their accurate and precise measurement or estimation. * A clear sampling plan that includes frequency, duration, intensity and planned method of statistical data analysis, and identification of reference and control sites. * A scope and schedule describing how qualitative or quantitative observations will trigger management actions or reporting. * A description of the staff expertise required to complete monitoring, and how that expertise will be secured for the project. * A description of the products that will be generated from monitoring and an anticipated delivery schedule.

Acquisition Status Categories

The following alternate status categories are used for projects where the goal is to acquire an interest in real estate for the purpose of habitat protection. No evaluation phase has been identified for acquisition projects at this time.

Parcel Identification Phase	
Criteria	The project will lead to identification of specific parcels to be proposed for acquisition. This phase may include early landowner contact to determine landowner willingness to sell. The parcel identification phase is completed with identification of a specific parcel(s), a population of landowners showing willingness to negotiate, and site visits to evaluate any outstanding issues related to negotiation.
Evidence of Readiness	<ul style="list-style-type: none"> <input type="checkbox"/> The spatial extent of parcel identification <input type="checkbox"/> Specific protection goals and a prioritization framework <input type="checkbox"/> Consistency with regional protections strategy.

Negotiation Phase	
Criteria	The project is ready to begin active negotiations with landowner(s) for properties that are for sale. A title report and appraisal (or formal opinion of value) has been secured. An environmental site assessment and any other necessary survey work are in process or completed. The negotiation phase ends with an agreement that provides control of one or more properties.
Evidence of Readiness	<ul style="list-style-type: none"> <input type="checkbox"/> "Proof of listing", a "Letter of Intent" or a "notice of fair market value" acknowledged by the landowner should be provided. <input type="checkbox"/> Scope and schedule for pre-agreement diligence to be completed.

Closing Phase	
Criteria	An agreement has been signed, a closing date has been set and there is very little uncertainty about purchase. An option or purchase and sale agreement has been obtained. Closing ends with acquisition of property rights.
Evidence of Readiness	<ul style="list-style-type: none"> <input type="checkbox"/> A purchase option, or purchase and sale agreement signed by the seller. <input type="checkbox"/> A strategy for long-term disposition and protection of the parcel. <input type="checkbox"/> A scope and schedule of pre-closing diligence to be completed. <input type="checkbox"/> A valid appraisal and title report.

Appendix H -- New Project Ranking Criteria

Project ranking criteria are intended to both guide proposal development, and support consistent proposal review and analysis. Reviewers look for specific evidence that the proposed project meets the criteria. The scoring rubric is guided by both the criteria definition and a suggested list of evidence that allows a proposal to meet the criteria. The following rubric is used when scoring a proposal to a given criterion:

Guidelines for Scoring	Maximum Score
There is no evidence that the proposed project will meet the criterion.	0 pts
Evidence weakly supports some elements of the criterion.	1 pts
Evidence weakly supports all elements of the criterion or strongly supports some elements of the criterion.	50%
Evidence strongly supports all elements of the criterion.	100%

Pts	#	Criteria	Definition	Evidence
30	1	<i>ECOLOGICAL IMPORTANCE</i>	<i>The Project targets recovery of ecosystem processes and functions</i>	<i>The proposal predicts treatment outcomes by referencing published and peer-reviewed work.</i>
9	1a	Priority Habitats	The project will protect or restore ecosystem processes that are critical to the long-term maintenance and development of priority habitat functions/systems as demonstrated by a regional assessment or plan.	Ideal projects are those that restore or protect target ecological processes identified by PSNERP in Appendix XX)) and are identified in both large-scale and local assessments such as 3-year watershed plans that prioritize actions based on diverse ecosystem benefits. The assessment's opinion of proposed work is explicitly described.
7	1b	Habitat Linkages	The project is positioned in the landscape to maximize benefits of restoration or protection by restoring or maintaining landscape connectivity and linkages between ecosystems.	Specific position and extent of proposed work, is defined using maps. Relevant supporting projects are also located. Hypothesized relationships between project work and surrounding ecosystems are listed, explicitly described, and linked to cited assessments or research.
8	1c	Self-sustaining processes	The project would protect functioning ecosystems or restore degraded ecosystem processes. The project addresses the cause of degradation at a scale that is self-sustaining. The project is designed to minimize the need for ongoing maintenance or intervention to sustain nearshore functions.	All factors that could substantially affect long-term sustainability of proposed benefits are listed and addressed. Such factors could include operations and maintenance, surrounding natural and anthropogenic stressors and processes, and uncertainty in management measures. Maximum points would be provided to projects that fully restore or protect ecosystem processes.

Appendix H -- New Project Ranking Criteria

Pts	#	Criteria	Definition	Evidence
3	1d	At Risk Species	Long-term project benefits will be realized for populations currently managed as 'at risk' by state or federal authorities.	'At risk' species whose populations are expected to benefit are listed, their 'at risk' status identified, and direct benefits are supported by the conceptual model. The project will restore or protect an ecosystem that has experienced significant loss in size or quantity in Puget Sound or sub-basin or that contains rare, vulnerable or ecologically important species or resources
3	1e	Information Gap	The project design and subsequent evaluation of outcomes will fill an information gap critical to increase effectiveness and predictability of nearshore ecosystem restoration or protection. (e.g. CHIPS Research Plan link below)	Hypotheses that will be answered by the proposed work are explicitly listed. Information gained is relevant based on ESRP adaptive management objectives.
30	2	TECHNICAL MERIT	<i>The project will result in the desired outcomes.</i>	<i>Prediction of project outcome considers all important factors.</i>
10	2a	Conceptual Model	The project proponent will explain how the proposal will result in restoration or preservation of ecosystem processes, structures and functions.	The conceptual model should consider the manner in which the proposed work will affect the natural interplay of ecosystem structure and process, and make quantitative and qualitative predictions about how change in ecosystem structure and function will affect habitat functions. The model should consider all influential factors specific to the site even if outside the scope of work or control.
4	2b	Interdisciplinary Review	The project design has received and incorporated interdisciplinary scientific review and input. (e.g. a Lead Entity Technical Committee)	The individuals providing review should be identified, the intensity of review described, and specific critiques that caused a change in design should be listed. Review reports may be included as supporting materials.
8	2c	Probability of success	The stated project goals and objectives are likely to be achieved by the proposed action(s). The project design has addressed a wide range of factors that could affect the outcome such as cumulative impacts. Implementation is likely to enhance delivery of ecosystem functions, goods and services.	Reviewers must use best professional judgment to reconsider project predictions, determine if risks have been addressed, and evaluate if likely project outcomes have been accurately represented. The restoration action has considered the potential impacts of climate change.

Appendix H -- New Project Ranking Criteria

Pts	#	Criteria	Definition	Evidence
8	2d	Monitoring	The project provides hypothesis-driven monitoring to demonstrate that goals and objectives will be met.	Project performance metrics are listed. Success thresholds are identified. Methods for gathering data or observations are outlined in terms of timing, frequency, duration and intensity. Relative value of quantitative vs. qualitative methods has been considered.
15	3	READINESS	<i>The project will be implemented quickly and effectively</i>	<i>Project status is clearly defined and justified with no indicators of insufficient capacity.</i>
5	3a	Qualifications	The proponent team has the demonstrated skills and capacity to complete the full project scope.	Resume or CV of key staff demonstrates project management experience of similar scope and scale.
5	3b	Record of Success	The proponent team has successfully completed similar projects and is not currently delinquent on any other grant or contract.	Previous awards should be listed, and grant manager contact information provided. Projects where full scope was not delivered under the proposed schedule should be identified. Previous ESRP contracts should be identified by PRISM number.
5	3c	Project Readiness	Projects will be evaluated for readiness as defined within each of the status categories.	Evidence is described in status category readiness evidence. A low score here may indicate a need to renegotiate status, scope, and funding level.
15	4	COST JUSTIFICATION	<i>The project plan maximizes benefits</i>	<i>Cost and benefit are clearly defined for the whole project scope.</i>
5	4a	Cost-effectiveness	The relationship between expected outcomes and total project cost is appropriate for the project location.	The total project cost should be described in the project cost worksheet and compared to typical project costs and benefits.
5	4b	Reasonable Budget	The budget is complete and includes all elements required for successful implementation, including contingency planning, post construction data collection, and maintenance.	A complete ESRP total project cost worksheet describes whole project costs and is supported by a legible budget narrative. Tasks are well defined or consistent with the ESRP Standard Statement of Work.
5	4c	Match	The project leverages private and federal sources of funding to maximize protection and restoration benefits for requested funds.	Secured and pending awards are listed by source, type, and award date. Unsecured whole project needs should be identified.
10	5	PUBLIC SUPPORT	<i>The project will build community support for protection and restoration</i>	<i>Letters of support and concrete outreach goals and objectives are documented.</i>

Appendix H -- New Project Ranking Criteria

Pts	#	Criteria	Definition	Evidence
5	5a	Public Education	The project has a high potential for public education and the proponent has an effective project communications plan.	Resources allocated to outreach should be identified in the budget narrative. Outreach outputs should be listed and included in the scope of work. Number of citizens engaged should be estimated and justified.
5	5b	Partnership	The project actively engages a range of local and regional partners that will support education, technology transfer, and stakeholder participation.	Partnership is evidenced by diverse letters of support and/or in-kind donations.

Appendix I -- Portfolio Ranking Criteria

ESRP conducts a criteria based peer-review of new projects to identify regional work well aligned with the Nearshore Partnership’s ecosystem restoration approach. The goal of ESRP is to make initial investments lead to completed projects, while not over-committing public funds to future phases of work. Toward this end ESRP defines a list of projects for which it makes an annual consideration of status and budget needs to be included in an Annual Investment Plan, without requiring the project sponsor to compete in another regional competition.

Membership in the ESRP Portfolio is not an assurance of funding. While the application process is streamlined, funding is still dependent on competitive evaluation among portfolio projects and across the Investment Plan. Sponsors bear all risks for commitments or costs incurred prior to signature of a contract.

Portfolio projects are those projects among active contracts that have ranked well in a regional competition with feasibility phase substantially complete, such that the scope of project work and those factors likely to affect project implementation have been subjected to regional competitive review. The Nearshore Partnership Steering Committee evaluates portfolio membership on an annual basis based on ESRP staff recommendations.

Instead of a full proposal, a portfolio project produces a ***Budget and Status Report*** in response to an annual request. These portfolio ranking criteria are intended to support consistent review and ranking of ***funding requests*** provided by partners.

Scoring is conducted by the ESRP project manager, and reviewed by the Nearshore Partnership Implementation Team. For additional phases of funding, projects must still satisfy eligibility criteria, particularly match requirements. Reviewers look for specific evidence that the proposed project meets the following criteria:

Pts	Criteria	Definition	Rubric
5	Enhancement	The project is part of an enhanced evaluation strategy.	5 points
15	Technical Ranking	The project performed well within its strategic competition.	Top 2% = 15 pts; top 5% = 12 pts; top 10% = 9 pts; top 15% = 6 pts; top 25% = 3 pts
15	Leverage	The project has secured additional matching resources for subsequent phases of work.	3:1 leverage for next phases = 15 pts 2:1 leverage for next phases = 10 pts 1:1 leverage for next phases = 5 pts
15	Readiness	The project has completed proposed work on time and on budget and has provided evidence of readiness to complete subsequent project phases.	on time under budget = 15 pts on time and within budget = 10 pts tasks complete = 5 pts
10	Urgency	Failure to provide additional funding may jeopardize initial investments or result in substantial cost increases beyond inflation.	Project may terminate without funding = 10 pts. Project may face substantial cost increases without funding = 5 pts

Appendix I -- Portfolio Ranking Criteria

Pts	Criteria	Definition	Rubric
10	Project type and location	The project type or location has been identified as a high local or regional priority.	local AND regional priority = 10 pts local OR regional priority = 5 pts

In addition to project ranking, the portfolio review team may provide a recommendation to Steering Committee to skip funding based on the 4 ‘pass over project’ criteria provided under [project scoping guidelines](#).

In addition to skipping funding for a round, projects may be removed from portfolio status. Projects removed from the portfolio are welcome to compete for funding in a regional competition.

A project may be removed for any of the following reasons:

- ★ The scope of the project has changed substantially from the scope proposed and funded through regional competition and as memorialized in whole project scope.
- ★ The partner has failed to meet WDFW contracting terms, conditions, or requirements or is non-responsive to requests to re-negotiate scope.
- ★ Information is obtained and verified that indicates that the project partner has substantially misrepresented in the proposal or subsequent communications, project scope, site constraints, whole budget requirements, availability of funds, project status, association with mitigation requirements, or level of local controversy.

Subsequent project review indicates that the project will result in natural resource impacts that cannot be avoided and those impacts are not adequately mitigated by project benefits

Appendix J -- Management Measures

Appendix J -- Management Measures

The following is a list of 21 recovery actions or “management measures” that address protection or restoration of nearshore ecosystem processes, functions, and structures. It was derived from an analysis of National Estuary Restoration Inventory techniques and compared to other management measure taxonomies. The full [Management Measures technical report](#) can be found on PSNERP’s website.

Table 1 – Description of PSNERP Management Measures

No. ¹	Management Measure	Description ²
1	Armor Removal or Modification	Removal, modification, or relocation of coastal erosion protection structures such as rock revetments, bulkheads, and concrete walls on bluff-backed beaches, barrier beaches, and other shorelines.
2	Beach Nourishment	The intentional placement of sand and/or gravel on the upper portion of a beach where historic supplies have been eliminated or reduced.
3	Berm or Dike Removal or Modification	Removal or modification of berms, dikes and other structures to restore tidal inundation to a site that was historically connected to tidal waters. Includes dike/berm breaching and complete dike/berm removal.
4	Channel Rehabilitation or Creation	Restoration or creation of channels in a restored tidal wetland to change water flow, provide habitat, and improve ecosystem function.
5	Contaminant Removal and Remediation	Removal or remediation of unnatural or natural substances (e.g., heavy metals, organic compounds) harmful to the integrity or resilience of the nearshore. Pollution control, which is a source control measure, is a different measure.
6	Debris Removal	The removal of solid waste (including wood waste), derelict, and otherwise abandoned items from the nearshore.
7	Groin Removal or Modification	Removal or modification of groins and similar nearshore structures built on bluff-backed beaches or barrier beaches in Puget Sound.
8	Habitat Protection Policy or Regulations	The long-term protection of habitats (and associated species) and habitat-forming processes through zoning, development regulations, incentive programs and other means.
9	Hydraulic Modification	Modification of hydraulic conditions when existing conditions are not conducive to sustaining a more comprehensive restoration project. Hydraulic modification involves removing or modifying culverts and tide gates or creating other engineered openings in dikes, road fills, and causeways to influence salt marsh and lagoon habitat. This measure is used in managed tidal systems (as opposed to naturally maintained systems).
10	Invasive Species Control	Eradication and control of nonnative invasive plants or animals occupying a restoration site and control measures to prevent introduction or establishment of such species after construction is complete.
11	Large Wood Placement	Installment of large, unmilled wood (large tree trunks with root wads, sometimes referred to as large woody debris) within the backshore or otherwise in contact with water to increase aquatic productivity and habitat complexity.

Appendix J -- Management Measures

No. ¹	Management Measure	Description ²
12	Overwater Structure Removal or Modification	Removal or modification of overwater structures such as piers, floats and docks to reduce shading and restore wave regimes.
13	Physical Exclusion	Installation of exclusionary devices (fences, barriers, mooring buoys, or other devices) to direct or exclude human and/or animal use of a restoration site.
14	Pollution Control	Prevention, interception, collection, and/or treatment actions designed to prevent entry of pollutants into the nearshore ecosystem.
15	Property Acquisition and Conservation	Transfer of land ownership or development rights to a conservation interest to protect and conserve resources, enable restoration or increase restoration effectiveness.
16	Public Education and Involvement	Activities intended to increase public awareness of nearshore processes and threats, build support for and volunteer participation in restoration and protection efforts, and promote stewardship and responsible use of nearshore resources.
17	Revegetation	Site preparation, planting, and maintenance to manipulate soils and vascular plant populations to supplement the natural development of native vegetation.
18	Species Habitat Enhancement	Installation or creation of habitat features (sometimes specific structures) for the benefit of native species in the nearshore.
19	Reintroduction of Native Animals	Reestablishment of native animal species at a site where they existed or as replacement for lost habitat elsewhere.
20	Substrate Modification	The placement of materials to facilitate establishment of desired habitat features and improve ecosystem functions, structures, or processes.
21	Topography Restoration	Dredging, excavation and /or filling to remove or add layers of surface material so that beaches, banks, tidal wetlands, or mudflats can be created.
<p>¹ The management measures are listed in alphabetical order. No hierarchy or priority order should be inferred.</p> <p>² See individual management measure chapter for a complete definition.</p>		

Appendix K -- Shipman Shore Types

Table 2. Puget Sound geomorphic units, including geomorphic systems, landforms and components. Landforms do not necessarily include all identified components.

Systems	Landforms	Components
Rocky coast Resistant bedrock with limited upland erosion	Plunging Rocky shores with minimal erosion/ deposition and no erosional bench or platform	Cliff/slope
	Platform Wave-eroded platform/ramp, but no beach	Cliff Ramp/platform
	Pocket Beaches Isolated beaches contained by rocky headlands	Cliff Backshore Beach face Low tide terrace
Beaches Shorelines consisting of loose sediment and influenced by wave action	Bluffs Formed by landward retreat of the shoreline	Bluff face Berm Beach face Low tide terrace
	Barriers Formed where sediment accumulates seaward of earlier shoreline	Berm Beach face Low tide terrace
Embayments Protected from wave action by small size and sheltered configuration	Open coastal inlets Small inlets protected from wave action by their small size or shape, but not extensively enclosed by a barrier beach	Stream delta Tide flats Salt marsh Channels
	Barrier estuaries Tidal inlet largely isolated by a barrier beach and with a considerable input of freshwater from a stream or upland drainage	Stream delta Tide flats Salt marsh Channels Tidal delta
	Barrier lagoons Tidal inlet largely isolated by a barrier beach and with no significant input of freshwater	Tide flats Salt marsh Channels Tidal delta
	Closed lagoons and marshes Back-barrier wetlands with no surface connection to the Sound	Salt marsh Pond or lake
River deltas Long-term deposition of fluvial sediment at river mouths	River-dominated deltas Extensive alluvial valleys with multiple distributaries and significant upstream tidal influence Wave-dominated deltas Deltas heavily influenced by wave action, typically with barrier beaches defining their shoreline Tide-dominated deltas Deltas at heads of bays where tidal influence is much more significant than fluvial factors, typically with wedge-shaped estuary Fan deltas Steep, often coarse-grained deltas with limited upstream tidal influence	Alluvial floodplain Salt marsh Tide flats Subtidal flats Distributary channels Tidal channels