

# Policy and Guidance Manual

## Fall 2012 Version



ESTUARY & SALMON  
RESTORATION PROGRAM

*Advancing nearshore protection and restoration*



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Cover Photo: A restored coastal embayment (Stavis NRCA) courtesy of WA Department of Natural Resources)

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## Acronyms and Abbreviations

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

## SECTION 1 – BACKGROUND

The [Estuary and Salmon Restoration Program \(ESRP\)](#) is a program of the Washington Department of Fish and Wildlife which provides funding and technical assistance for nearshore restoration and protection efforts in Puget Sound. The program was developed by a consortium of planners, grant managers, and practitioners to move from opportunistic project funding towards strategic ecosystem restoration. Because ESRP is directly linked to a regional science-driven conservation approach, our investments are strategic and maximize benefits to Puget Sound's shorelines, bays and river deltas.

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.** ESRP supports all project phases by incrementally investing public funds based on readiness to complete discrete project phases over a 2-3 year timeframe.
- \* **We support exemplary projects to completion.** Once a project has completed feasibility, and ranks well through a regional competition to receive ESRP funding and shows good progress, the sponsor may apply for supplemental funding through a streamlined "portfolio" process.
- \* **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 about certain types of projects or project actions. We support targeted efforts to collect and analyze data that can be used by our program and the larger restoration community to make more informed decisions, increase efficiency of restoration and reduce risks.
- \* **We build on lessons learned to support adaptive management.** Learning opportunities are best realized when sponsors document objectives, assumptions, and treatments. Using a sequence of standard project deliverables, ESRP develops a consistent record of project work that allows for strong analysis of restoration benefits and promotes exchange of information within the restoration community.

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 \(PSNERP\)](#), the nearshore component of the Puget Sound Action Agenda.

Additional funding authorization for this program did not include administrative funds. NOAA's Northwest Restoration Center filled in this gap by providing technical staff support for development and initial management of this program. Program development was also guided by and the 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 has produced 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 TO PUGET SOUND PARTNERSHIP AND PUGET SOUND NEARSHORE ECOSYSTEM RESTORATION PROJECT

The [Puget Sound Partnership](#) has developed and recently updated 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 by identifying and advancing nearshore ecosystem restoration projects most aligned with PSNERP strategies.

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. Additional technical support and leadership is provided by the Puget Sound Partnership. 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.

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
<u><i>Technical Reports</i></u>	
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.
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.
<u><i>Change Analysis Geodatabase(s)</i></u>	

## 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 regional strategy being advanced by the Puget Sound Nearshore Ecosystem Restoration Project (PSNERP) as the nearshore component of 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) through their National Estuary Program
- \* 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 including NOAA’s Community-Based Restoration program
- \* 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
- Continued 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, a number of locally based organizations allow the ESRP program to engage a broad swath of the voluntary restoration community who are actively developing projects:

- \* Puget Sound Lead Entities and Watershed Leads
- \* Puget Sound Marine Resource Committees
- \* WDFW’s Watershed Stewards
- \* Regional Fisheries Enhancement Groups

**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 annual investment plans. 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 endorsement of the Investment Plan which is then presented to the state Legislature for funding consideration.

**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.

<b>Feasibility Study (for PSNERP)</b>	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).
<b>Future without Project (FWoP)</b>	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.
<b>Lead Entity</b>	Local watershed groups devoted to salmon recovery. Each <b>lead entity</b> 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.
<b>Learning Project</b>	Projects that include monitoring, address ESRP’s adaptive management objectives, or include some other type of project enhancement are collectively referred to as learning projects.
<b>Management Measures</b>	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.
<b>Marine Resource Committees</b>	Each county that borders marine waters of Puget Sound may establish a marine resource committee. The mission of <b>MRC’s</b> 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.
<b>Nearshore Ecosystem Site</b>	Typically this is a single shoreline process unit (SPU), defined by the boundaries of a drift cell or a delta process unit (DPU), but may also include a complex of multiple process units or a separable piece of a process unit such as a coastal inlet if that can be justified.
<b>Nearshore Typology</b>	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.
<b>Portfolio Project</b>	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.
<b>Project Enhancement</b>	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, evaluation of specific restoration techniques (e.g. tide gate replacement), development of adaptive management objectives and monitoring approaches, and outreach.

<b>Puget Sound Nearshore Projects Data Site</b>	A publicly accessible web-based application, to manage nearshore project information in Puget Sound. The <a href="#"><u>Nearshore Data Site</u></a> 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 <a href="#"><u>Habitat Work Schedule (HWS)</u></a> 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.
<b>Shoreforms (or nearshore landforms)</b>	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.
<b>Valued Ecosystem Components</b>	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 of all kinds. ESRP's evaluation process focuses on core criteria 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:

- \* NOAA Funding: Puget Sound Partnership and NOAA’s Community-based Restoration Program Partnership
- \* EPA Funding: Puget Sound Marine and Nearshore Restoration and Protection Grant Program

## 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, 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

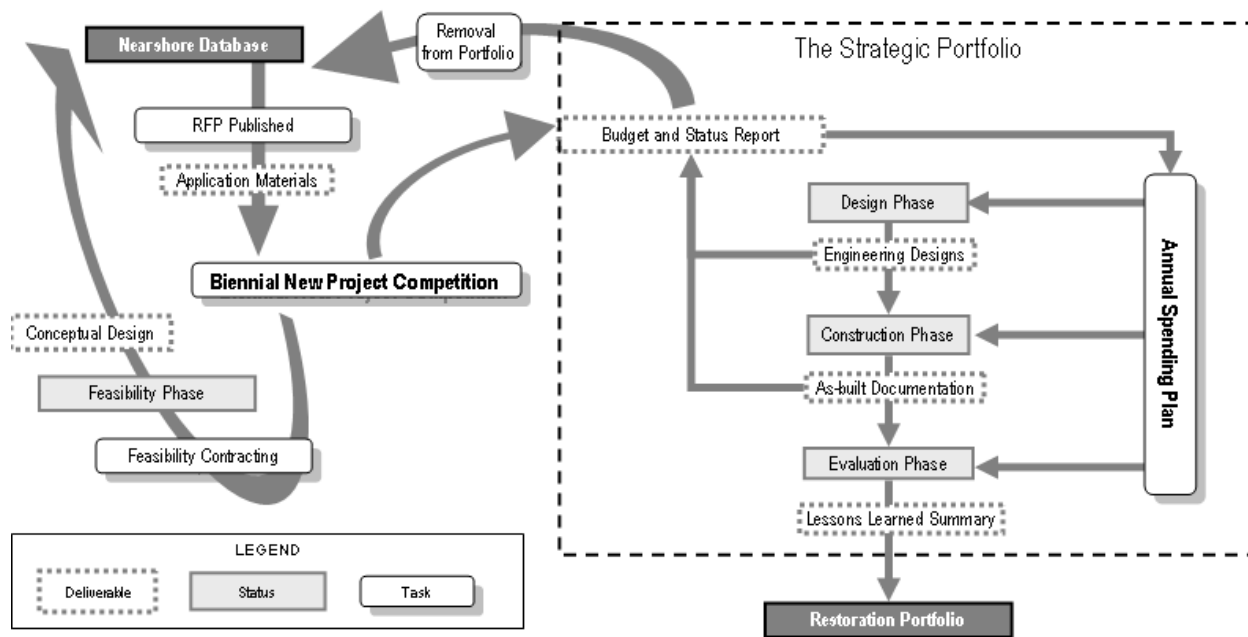
Project proposals are compared based on their cost and likelihood of providing solutions to high priority ecosystem impairment. Technical project comparison using criteria-based peer review results in a ranked list of projects that is not reordered, although funding and scope may be modified in development 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/ CONTRACTING BASED ON PHASED IMPLEMENTATION

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 that can be completed in 2-3 year increments. 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 “portfolio status”. Portfolio status allows for continued financial support through a streamlined process, 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 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. ESRP collaborates with the Nearshore Science Team and the Restoration Community to identify opportunities where additional investments or “enhancements” 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.

ESRP strives to support continued development of restoration theory by supporting project enhancements and to better understand how restoration actions trigger ecosystem responses. Through construction and evaluation of conceptual models of specific sites, we can collectively improve our understanding of how restoration can be implemented to best achieve desired results. 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.

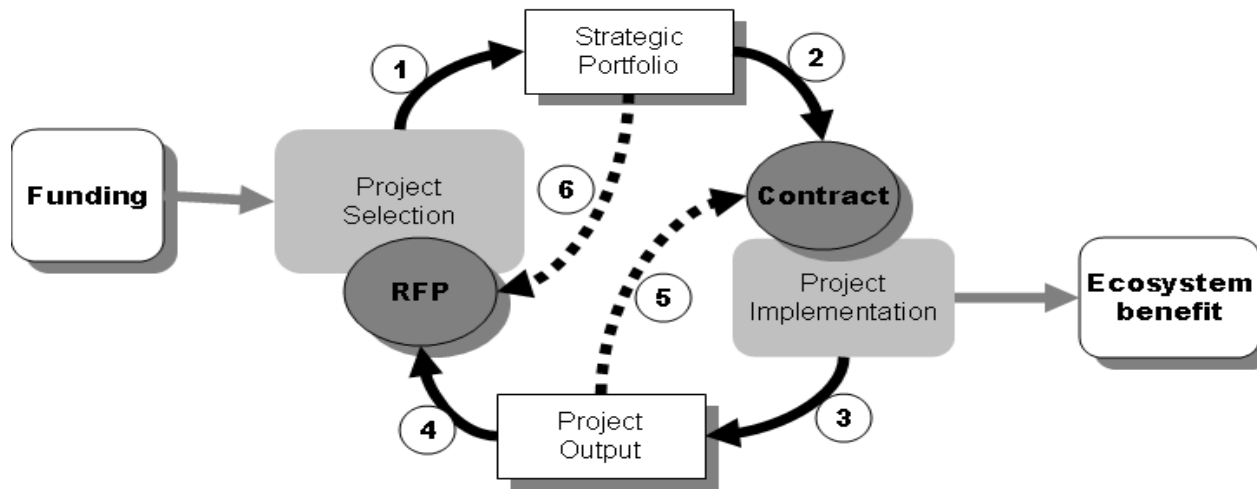
## 7/ SYSTEMATICALLY INCREASE PROGRAM EFFICIENCY

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 PROCESS

The ESRP system involves three 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.
3. “learning projects” include proposals for monitoring or other project enhancements proposed by projects sponsors or by the ESRP Technical Evaluation Team.

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. Complete Learning Project Ranking
8. Develop Annual Investment Plan
9. Execute Contracts

Following step nine, those projects that have earned ‘portfolio status’ and show good progress may return to step six, and through a streamlined process, seek additional funding during ‘off year’ Investment Plan development as funding allows. 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.

## **STEP 1: REVIEW LEARNING AND STEWARDSHIP OBJECTIVES**

In preparation for each biennial grant competition, ESRP staff coordinates development and review of Learning and Adaptive Management Objectives 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. A set of these objectives is published along with the RFP for each grant competition and projects awarded additional points based on the extent to which they meet these objective. ESRP is working to create an integrated approach to learning and stewardship by using learning to inform continued stewardship and new project development.

### ***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 EVALUATION METHODOLOGY FOR PROJECT PROPOSALS**

ESRP staff debrief past project reviewers, applicants and other partners to gather feedback on how to improve the grant application and technical review process. This is done through surveys and personal communications. Based on these analyses, changes to the ESRP approach and policy documents are developed in consultation with PSNERP’s Nearshore Team and other program partners. The following documents contain important program documents that are reviewed prior to the start of each competition and updated as needed.

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 F: 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 will 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 restoring natural processes such that historic ecosystem goods and services are provided. The review team considers consistency with PSNERP 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. New projects may be focused on restoration and/or protection, or on project learning. Separate evaluation criteria are used for these two main categories of proposals. 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 through ESRP's competitive process 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 to the next phase, 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 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. Beginning in 2012, ESRP will first solicit pre-proposals which will be evaluated by the technical evaluation team. Eligible pre-proposals without significance obstacles to implementation will be invited to submit a full proposal. To be eligible to apply for a full proposal, 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) and through those records, creates a link to a new project record in PRISM, the contracting system that will be used for funded projects.

## 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, ESRP Project Managers in consultation with PSNERP Nearshore Teams 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 and streamlines the application phase, 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, supervises production of a ranked project list, and facilitates production of 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.

Beginning in 2012-13, the new project review process begins with a call for pre-proposals which are reviewed and ranked by the technical evaluation team using a condensed version of the ESRP's new project ranking criteria. Projects that do not meet basic eligibility or that have a red flag following the technical review will not be invited to submit a full proposal. All pre-proposal applicants will receive feedback from the technical review team on the strengths and weaknesses of their proposal. Project applicants invited to submit full proposals will also be required to give a short presentation to the evaluation team, prior to submitting their full proposals. The intent of this process is for reviewers and applicants to directly discuss projects and technical issues such that the evaluation team can provide feedback directly to the applicant that will help strengthen the proposal.

## STEP 7: COMPLETE LEARNING PROJECT RANKING

The Learning Project list will be comprised of monitoring or enhancement proposals submitted directly by project applicants, or derived by ESRP staff and/or the Technical Evaluation Team. During the review process, the review team looks for specific opportunities for new learning presented by one or more of the project proposals. ESRP staff also seeks to identify learning opportunities that will help improve some aspect of the grant program function, increase local restoration capacity or 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 PSNERP nearshore team, jointly develop 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 PSNERP nearshore 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: 1) ranked new project list, 2) ranked portfolio list, and 3) ranked learning project lists. The three lists are combined into a single Investment Plan that apportions available funds between old projects, new projects, and learning opportunities, based on an assessment by staff and PSNERP nearshore teams 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). Projects receiving EPA funding must complete a Quality Assurance Project Plan prior to the start of work IF their project generates new environmental data. Peer review of significant technical documents is also required for EPA-funded projects.
- \* **Reporting Requirements** - to clarify reporting requirements associated with funding sources. Additional reporting requirements may exist for project receiving federal or other partnership funds. Projects receiving federal funds, must comply with the relevant federal provisions.
- \* **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 re-appropriation 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 as part of contract negotiation.

#### 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:



### 1/ ATTEND WORKSHOPS

ESRP staff conducts a series of Puget Sound outreach workshops to introduce the ESRP funding opportunity to potential applicants. **The purposes of the workshops are to:**

- 1) Provide an overview of the types of proposals ESRP is seeking
- 2) Review the grant application process and requirements
- 3) Highlight useful technical resources, and
- 4) Answer questions from potential applicants.

#### Email Distribution List

ESRP distributes its funding announcements and other communications including workshop notices through an email mailing list and postings on our website. To be added to the email list, please contact ESRP manager at [betsy.lyons@dfw.wa.gov](mailto:betsy.lyons@dfw.wa.gov).



### 2/ REVIEW ESRP PROJECT SCOPING AND OTHER GUIDELINES

A number of scoping and other guidelines are available to project sponsors as they develop projects and applications. These documents provide applicants with the context and language to describe their projects and proposed actions in a way that relates to PSNERP science and regional restoration strategies. It also provides a way to use common language across all projects to accurately describe their status.

#### 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 AND OTHER TECHNICAL DOCUMENTS

ESRP uses the framework and language of the [Puget Sound Nearshore Ecosystem Restoration Project](#), to organize the population of protection and restoration projects. The recently completed [Strategies for Nearshore Restoration and Protection in Puget Sound](#), is an essential component of ESRP’s review process and can be used to identify a site’s restoration designation and to describe site condition, past, present and predicted future, and to learning more about significant opportunities in Puget Sound. We depend on project sponsors to suggest how their project addresses [PSNERP 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 and included in the Puget Sound Action Agenda. 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 or logic chain that demonstrates 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

3

### 3/ PREPARE AND SUBMIT COMPETITIVE APPLICATION

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.

## PRE-PROPOSALS

Beginning in 2012-13, ESRP will begin its competitive project selection process by requesting project pre-proposals. Depending on project type (restoration or learning), proposals will be evaluated by the Technical Evaluation Team using a condensed version of the new project ranking criteria or the learning project criteria respectively as found in the RFP for each competition. Specific details of the pre-proposal process as well as relevant evaluation criteria are published in the Request for Proposals and can be found in the [grant application materials](#) section of ESRP's website.

## FULL PROPOSALS

Proposals that pass the basic eligibility requirements and were without a flag at the end of the technical review process will be invited to submit a full proposal. Projects may be flagged by the review team for the following reasons:

- \* **other more appropriate funding** source ... encourage funding by more appropriate source, better aligned with project goals
- \* **not ready**...projects with design or feasibility issues that are anticipated to strongly affect ecosystem benefits or implementation timing that cannot be expediently resolved through contract negotiation.
- \* **not process-based** ...projects not consistent with process-based approach to restoration.

Specific details of the pre-proposal process as well as relevant evaluation criteria are published in the Request for Proposals and can be found in the [grant application materials](#) section of ESRP's website. Some major requirements of the grant application process are guidance on how to develop a proposal are described in more detail below.

## ENTER PROJECT INTO NEARSHORE DATA SITE AND SUBMIT TO PRISM

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.

Instructions for entering project information into the Nearshore Data Site or Habitat Work Schedule are typically published within the Request for Proposals for each grant competition. Beginning with the 2012-13 grant competition, applicants will also be required to submit their application to PRISM using the newly developed "contract module" in the Nearshore Data Site and Habitat Work Schedule. The process used will primarily follow that of the Salmon Recovery Funding Board, although slight differences in required information may be required. Applicants invited to submit full proposals will be provided with detailed instructions on how to use the contract module and what minimum information will be required for submittal.

## PROJECT PRESENTATIONS

Project applicants invited to submit full proposals are required to give a 15-20 minute presentation to the technical evaluation team, prior to submittal of their full applications. The purpose of the presentations is to provide applicants with direct and constructive feedback from the Technical Evaluation Team prior to finalization of project proposals. The presentations are also intended to improve reviewer's understanding of complicated projects and enable more accurate scoring. Presentations guidelines will be provided to applicants who are invited to submit full proposals. Following the presentations, reviewers will have an opportunity to ask clarifying questions or discuss other project components as time allows.

## 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.

## 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. It also 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. Applicants invited to submit a full proposal will be provided with an electronic version of the budget worksheet and other application information.

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 [Manual #3 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.





#### 4/ NEGOTIATE FINAL AWARD AND REVIEW CONTRACT

Proposals are placed in rank order based exclusively on the results of criteria-based peer-review projects. ESRP staff 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.



#### 5/ 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 as evidenced by completion of explicit tasks. 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.



#### 6/ PHASED PROJECTS 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](#).



## 7/ 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.



## 8/ 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 – OTHER ESRP PROGRAM TASKS

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 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.

#### 2013-15 STATE AND FEDERAL BUDGET AWARDS

The next anticipated distribution will be the 2013 Investment Plan, following the 2012 RFP and will distribute a substantial portion of the 2013-15 state capital budget (with a requested appropriation of \$10 million). In addition up to \$2.5 million in federal EPA funding is available for beach restoration projects. Additional funding may also be available through other partnerships and fund sources such as NOAA's Restoration Center.

### D. LEARNING PROJECTS AND EVALUATION

ESRP staff will revise adaptive management objectives and evaluate learning projects to implement under the 2012 RFP. ESRP Staff and the Technical Evaluation Team will evaluate learning projects and any staff recommended project enhancements that address the [Adaptive Management Objectives](#).

## 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.

## E. PARTNERSHIP DEVELOPMENT

ESRP has and continues to offer ESRP's competitive project selection and evaluation process and ranked project list to external partners as an effective mechanism for distributing capital dollars to the most compelling ecosystem restoration opportunities in Puget Sound. ESRP staff regularly coordinates with other state and federal grant programs (e.g. USFWS Puget Sound Coastal Program, Army Corps of Engineers, and Salmon Recovery Funding Board etc.) so that we, as a part of the funding community, can work together to collectively advance important Puget Sound restoration and protection needs.

In addition to state funding, ESRP currently is able to provide federal partnership funds to select projects as described below.

NOAA Funding- Since 2008, federal funding from the National Oceanic and Atmospheric Association (NOAA) has been available to ESRP projects through a 3-year partnership agreement between WDFW and NOAA's Restoration Center. While funds available through this partnership have been expended, ESRP's ranked project list will continue to be a source of potential projects for NOAA under a new partnership agreement between NOAA's Restoration Center and the Puget Sound Partnership (PSP). As part of this new partnership agreement both ESRP and state salmon recovery project lists will be evaluated for NOAA funding.

*Note: All eligible projects on our ranked list will be considered for these funds. No extra application steps are required.*

NEW EPA Funding – As part of this grant competition, up to \$2.5 million in federal funds from the Environmental Protection Agency may be available for eligible beach restoration projects. Through its National Estuary Program, EPA has granted federal funding to WA Departments of Fish and Wildlife (WDFW) and Natural Resources (DNR) to advance Marine and Nearshore Restoration and Protection efforts in Puget Sound. EPA funds targeted towards strategic capital investments in Puget Sound will be distributed using ESRP's competitive project evaluation mechanism.

The focus of EPA Federal Fiscal Year 2012 funds will be on beach restoration projects that: 1) improve habitat and ecosystem processes, *as well as* 2) contribute to reduced demand for armoring along Puget Sound shorelines.

*Note: All eligible beach restoration projects on our ranked list will be considered for these funds. Applicants may need to address some additional criteria.*

## F. OUTREACH AND COMMUNICATIONS

ESRP Staff will maintain clear communications across the PSNERP, Puget Sound Partnership, and the Salmon Recovery Funding Board 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 PSNERP nearshore 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 [ESRP](#) and [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. In addition, ESRP in partnership with The Nature Conservancy, the US Geological Survey and others, have created a new [nearshore.wiki.for.the.Salish.Sea](#) that enables data sharing and critique and provides an open forum for dialogue across the restoration community.

#### 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.

## SECTION 7: APPENDICES

### APPENDIX A – DESCRIPTION OF PROGRAM PARTNERSHIPS

#### NOAA FUNDING: PSP/NOAA COMMUNITY-BASED NEARSHORE RESTORATION PROGRAM PARTNERSHIP

Since 2008, federal funding from the National Oceanic and Atmospheric Association (NOAA) has been available to ESRP projects through a 3-year partnership agreement between WDFW and NOAA's Restoration Center. While funds available through this partnership have been expended, ESRP's ranked project list will continue to be a source of potential projects for NOAA under a new partnership agreement between NOAA's Restoration Center and the Puget Sound Partnership (PSP). As part of this new partnership agreement both ESRP and state salmon recovery project lists will be evaluated for NOAA funding.

*Note: All eligible projects on our ranked list will be considered for these funds. No extra application steps are required. Projects on ESRP's ranked list will be evaluated by NOAA, ESRP and PSP staff, and those projects that best meet the partnership objectives will be offered federal NOAA funding.*

#### Anticipated funding for FY 2012-13: \$350k - 400k

Through the NOAA-PSP Partnership, federal funds will be competitively awarded to restoration projects in eligible watersheds. Projects will be selected based on the following threshold and ranking criteria and evaluated based on the final investment plan.

#### Threshold Criteria

- \* The project restores the floodplain or delta of a wild Puget Sound Chinook or Hood Canal Summer Chum salmon natal system, or a coastal wetland in close proximity to such a system that historically supported juvenile rearing.
- \* The project is listed in a current ESRP Investment Plan, is part of the ESRP Portfolio, or has completed SRFB technical review processes with an application submitted to PRISM.
- \* The project provides direct benefits to NOAA trust species and results in the recovery of ecosystem services that can be estimated in acres or stream miles. Funding for design may be considered if there is evidence that it will lead to restoration. Design includes development of project alternatives, engineering, or permitting, following identification of a restoration site and willing landowner.
- \* The project does not seek to relieve obligatory compensation or mitigation requirements incurred by the sponsor or a third party, nor will the project action result in the creation of credits to be sold for the purpose of relieving compensation or mitigation obligations. Expansion of compensation or mitigation actions may be considered if there is a clear demarcation between the actions required for mitigation or compensation and the actions being requested for funding.
- \* The proposal for funding does not support property acquisition nor is the primary work of the project derelict gear removal, invasive species control, or remediation or the control of contamination.

Ranking Criteria

Ranking criteria are applied using the following rubric: no evidence of meeting criterion = 0; evidence strongly satisfies some elements of criterion or weakly satisfies all elements = 5; evidence strongly satisfies all elements = 10.

Pts	Criterion	Definition
10	<b>The project is within priority geography</b>	The partnership has a preference for projects located in the Skagit, Snohomish, Stillaguamish, Nooksack, Skokomish or Dungeness Watersheds, or coastal wetlands in close proximity to these watersheds that support juvenile salmonid rearing.
10	<b>The project is process-based and self-sustaining</b>	<p>Process-based - With an understanding of the dynamics of alluvial and coastal geomorphology, the project proposes to restore the operation of physiographic processes that create and sustain the desired structural changes in habitat over time.</p> <p>Self-sustaining - The project results in the recovery of lost ecosystem services, which are anticipated to continue over time without significant future intervention through the operation of natural processes. Self-sustaining should take into account the fact that sites naturally evolve and change over time and factors that may effect this evolution such as climate change.</p> <p>This criterion does not necessarily require that a project address changes in these systems that occur at a scale larger than the project. However, applicants should understand how project work is affected by its physiographic setting because this setting and anticipated changes could undermine the self-sustaining character of the project.</p>
10	<b>The project provides a large benefit to NOAA trust populations</b>	The scale of benefit is defined as both the quantity of effect (typically described by area restored or miles opened) and quality of the effect (addressing rare or limiting services) in improving the survival and growth of a NOAA trust resources, especially ESA-listed populations. The partnership favors project which provide a spatially large effect on rare or limiting services that are anticipated to improve survival and growth of NOAA trust resources.
10	<b>The project has multiple-benefits to surrounding communities</b>	The project provides diverse community benefits in addition to natural resource benefits, including but not limited to recreation, tribal traditional use, agricultural productivity, or flood control.
10	<b>There is a high certainty of benefit</b>	We anticipate that either ecological or social factors may result in a funded project ultimately becoming unable to deliver project benefits. Projects with uncertainty that show evidence for how these uncertainties will be addressed will be favored over those with unaddressed uncertainties.

### Final NOAA/PSP Investment Plan

Based on discussion within the project selection committee, resulting in a decision ratified by NOAA and PSP representatives, the award for a ranked project may be modified to better meet initiative objectives, following the ESRP program model:

### Funding Determinations other than 'Fund at Request'

Action	Rationale
<b>Pass over project this round to...</b>	(other funding source) ...allow or encourage funding by another more appropriate source, better aligned with project goals.
	(not ready) ...avoid design or feasibility issues that are anticipated to strongly affect ecosystem benefits or implementation timing that cannot be expediently resolved through contract negotiation.
	(not process-based) ...only fund projects most consistent with process-based ecosystem restoration approach.
	(ineligible) ...enforce eligibility criteria not identified through technical review.
<b>Increase scope of work to...</b>	(case study) ...contract a deliverable that will improve assessment, design, and implementation of future projects.
	(collaboration) ...advance best restoration and protection practices by mandating dialog between planners, project managers, contractors, and scientists.
	(outreach) ...implement an outreach program that advances visibility of nearshore ecosystem restoration.
<b>Reduce scope of work to...</b>	(scale back) ...implement a subset of those project elements as justified by rationales 1 through 4.
<b>Modify funding level to...</b>	(trim) ...where final project scope can be implemented at a lower level of funding than proposed, typically accompanied by a reduced scope of work.
	(enhance) ...to implement an increase in scope as described above.
	(widen impact) ...allow funding of additional projects within spending plan.



## EPA FUNDING: **PUGET SOUND MARINE AND NEARSHORE GRANT PROGRAM**

The Washington Departments of Fish and Wildlife and Natural Resources co-lead the Puget Sound Marine and Nearshore Grant Program (Grant Program). The Grant Program is partnering with ESRP as a highly effective existing mechanism to distribute EPA funding for strategic capital investments in Puget Sound's nearshore. Grant Program funds for capital investments are being distributed using ESRP's previous investment plan, as well as the 2012 RFP. Similar to the NOAA partnerships described above, individual projects may be selected from ESRP's ranked project list using the evaluation process outlined below. Information on previous Grant Program investments in ESRP projects can be found on the [program partnership page](#) of ESRP's website.

The Grant Program is seeking restoration projects that offer significant ecological benefits by removing armoring along marine shorelines, as well as public access, visibility, and outreach potential. Although projects must provide compelling examples of restored ecosystems, they do not necessarily have to be large enough to fully restore processes within complex landscapes. For example, an armor removal project in the transport zone of a drift cell might have significant benefits to habitat and ecosystem processes without fully addressing impairment of sediment supply or transport. This project could meet the Grant Program's objectives if it was highly visible to the public and was likely to motivate landowners to accomplish similar restoration on their property or to forego armoring along natural shorelines.

The investments the Grant Program will make in beach restoration are a piece of a broader strategy to reduce demand for armoring along Puget Sound shorelines. Projects identified and funded through this RFP, as well as other restoration/removal projects, will be integrated into future marketing and public outreach and education strategies. Applicants for funding through the Grant Program must agree to allow their projects to be part of future public outreach and education efforts.

The Grant Program is funded by the Environmental Protection Agency's (EPA) National Estuary Program. It makes investments that advance the Puget Sound Action Agenda and ecosystem recovery targets. By protecting and enhancing nearshore habitat, our investments also promote Puget Sound salmon recovery. More information about the Grant Program can be found on their website at: [http://wdfw.wa.gov/grants/ps\\_marine\\_nearshore/](http://wdfw.wa.gov/grants/ps_marine_nearshore/).

### **NEW FOR 2012-13 BEACH RESTORATION FUNDING OPPORTUNITY**

Anticipated Funding: up to \$2.5 million for FFY 2012-13

#### Goals for Grant Program (EPA) Funding

Proposals for beach restoration projects that are eligible for EPA funding, and have indicated they are seeking this funding, will be evaluated based on how well they meet multiple goals:

- \* Improve habitat and ecosystem processes along marine shorelines by removing armoring or other shoreline modifications
- \* Provide high visibility and public access and opportunities for public education about alternatives to shoreline armoring
- \* Provide long-term public access and protection of restored sites
- \* Are ready for construction, although proposals to develop designs that meet these goals may be considered

#### Pre-proposal Evaluation

Pre-proposals will be reviewed and ranked by an ESRP technical evaluation team. During that process, a proposal might be flagged for discussion by the review team for one of the following three reasons:

- \* ***another more appropriate funding source*** ... encourage funding by more appropriate source that is better aligned with project goals
- \* ***not ready***... projects with design or feasibility issues that are anticipated to strongly affect ecosystem benefits or implementation timing that cannot be expediently resolved through contract negotiation
- \* ***not process-based***... projects not consistent with process-based approach to restoration

After the review team meeting, any pre-proposals with a remaining flag will not be invited to submit a full proposal. All other applicants will be invited to submit full proposals, and will be given their project rank and feedback on their proposal. Applicants that have indicated they are interested in the EPA funding will also be given feedback on the additional criteria for this funding.

#### Full proposal Evaluation

All full proposals will be reviewed and ranked by the ESRP technical evaluation team and will be considered for state ESRP funding. Beach restoration projects that remove shoreline modifications, and have indicated they are interested in EPA funding, will undergo a secondary evaluation completed by the Puget Sound Marine and Nearshore Grant Program (Grant Program) to those projects that are eligible for EPA funding and best meet the program objectives.

The Grant Program will consider the following information in order to select a set of projects for EPA funding. Although each of the following items will inform our funding decisions, they are listed in order of importance to the Grant Program.

- \* The proposal's score on the Grant Program's evaluation narrative,
- \* The proposal's ESRP rank,
- \* Likely completion date of construction, and
- \* Final set of projects for funding.

#### Proposal's Score on Grant Program Evaluation Narrative

As part of the secondary evaluation, the Grant Program will have reviewers evaluate each proposal based on the criteria listed below. Each reviewer will provide a score of 0-10 on each criterion. This will result in a total score for each project of up to 50 points (the first criterion is weighted). Each reviewer will then have a ranked list of projects based on their highest to lowest scores. The average rank for each proposal across all reviewers will be used to compile a final list of ranked projects based on these criteria.

1. How and to what degree the project provides public access and educational opportunities – This includes relevant features of a proposed restoration project, such as location, general accessibility, site amenities, ability to provide learning opportunities, etc. (0-10 points x 2)
2. The annual number of visitors to the site – This includes the existing or projected number of visitors based on data or other evidence. (0-10 points x 1)
3. How the project demonstrates compelling alternatives to shoreline armoring – This includes how the project demonstrates techniques that landowners are likely to be able to replicate and would be interested in pursuing on their property. (0-10 points x 1)
4. Assurances for long-term protection and accessibility – This includes a description of the long-term plan for the site including assurances of how the site will remain unarmored and how unrestricted public access will be maintained in the future. (0-10 points x 1)

### Proposal's ESRP Rank

The Grant Program will consider each proposal's rank through the primary ESRP evaluation process. A high ESRP rank is desirable, although the Grant Program will select projects for funding that offer the greatest benefit across the multiple goals of this funding opportunity.

### Likely Construction Completion Date

Points will be assigned to each project based on the likely project construction completion date.

- \* Construction likely complete in one year from signed contract (3 points)
- \* Construction likely complete within two years from signed contract (2 points)
- \* Project is at the construction stage, but it is unclear when construction will be complete (1 point)
- \* Project is not at construction stage, or there is a high degree of uncertainty about the timing or likely completion of construction (0 points)

### Final Set of Projects for Funding

The Grant Program seeks compelling projects that provide highly visible educational opportunities to landowners and the broader public across Puget Sound. We retain responsibility for selecting a set of projects that meet our multiple goals. Our final investment decisions may take into account, in addition to the information described above, the geographic distribution and diversity of restoration techniques represented in the proposals.

## 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 and subsequent refinement of program documents including evaluation criteria, the application process, and this policy guidance document. **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. Applicants also have an opportunity to provide feedback to ESRP on the program workshops and application process, as well as on program communication.

### 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. Review team members are given an opportunity to provide direct feedback to ESRP on the strengths and weaknesses of the review process and recommendations on how it may be improved.

### OTHER 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. ESRP consults with other technical teams as opportunities and needs arise. This includes entities such as the Puget Sound Partnership’s Science Team, the Shoreline Armoring Work Group, River Delta Adaptive Management Group, Lead Entities and others.

## 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. Recommendations may be vetted through PSNERP nearshore teams or with the broader restoration community prior to decision-making.

## 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			
PSNERP nearshore 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 provide a base level of project evaluation.

#### LEARNING PROJECTS: 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 objectives. Enhancement spending is linked to specific capital projects identified in the integrated Investment Plan. Beginning in 2012, enhancements may be submitted to ESRP by project applicants through a learning project proposal, or they may be identified and scoped by ESRP staff and the technical evaluation team. Enhancements typically involve increasing project funding to increase the expertise and labor available for a project to generate a specific useful product or tool. Examples of previous enhancements have included development of River Delta Adaptive Management Objectives, and a synthesis of tide gate function. 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**

Limited work has been completed to refine a beach adaptive management strategy. The following postulates are presented as a minor update based on 2012 work. The rigorous testing of some of these postulates may be beyond the scope of a beach restoration learning project.

- 1. As the structural complexity and standing biomass of shoreline vegetation increases, the services to beach-dependant biota also increase.**

Some evidence suggests that insect fallout increases dramatically between forested and un-forested shorelines, and that overhanging vegetation decreases beach temperature improving survival of forage fish eggs. However there is no evidence to determine the extent of character of vegetation necessary to provide a range of ecosystem services in association with beaches.

**2. As beach texture and profile changes, either naturally or due to restoration, benthic fauna shift composition and productivity, changing the way that beaches provide ecosystem services.**

We have some evidence that forage fish spawning is dependent on a particular sediment texture within a particular elevation range, and that juvenile salmon prefer finer textured beaches with low slope and submerged aquatic vegetation, and that beach texture varies somewhat systematically in the landscape based on sediment source wave energy environment. It is unclear if there are consistent mechanisms whereby beaches of different textures and profiles provide different services to a range of biota, thus supporting the assessment of targets for beach restoration. Similarly, in some systems we may predict that loss of sediment supply results in coarsening and steepening of beach profiles, but we have limited basis for linking this to specific losses in services beyond forage fish spawning.

**3. Beach texture and morphology is dependent on the maintenance of historical rates of sediment input.**

While loss of sediment supply has been observed to change beach morphology in a number of settings, these phenomena are poorly investigated in Puget Sound. Puget Sound beaches vary dramatically in their level of wave energy, the texture of sediment sources, and the influence of historical sediment deposition events. The threshold below which beach texture and morphology will change is unknown in most settings. The effects of sea level rise on this postulate are only conceptual. Understanding the relative importance of sediment supply on beach texture and morphology (and thus on beach functions and services) will improve the efficiency of restoration and protection effort by helping prioritize among sediment management opportunities.

**4. As the local representation of beach components increases, so do the diversity of ecosystem services.**

Beaches are not uniform in structure and are made heterogeneous by depositional structures like spits, creek mouths, low tide terrace morphology, and the character of the upland nearshore. Given the trend of historical development to decrease system complexity, as evidenced by clearing of shoreline forest, filling lagoons, estuaries, and beaches, and channelizing creeks, we currently assume that restoration of the historical complexity of these features results in an increase in ecosystem services. Some study in other systems suggests that some biota benefit from being able to utilize edges or move between habitats cyclically. Understanding how these features and their configuration provide ecosystem services may provide a stronger basis for strategic project development.

**5. Landowners will remove or not install armoring, and setback development from eroding shorelines given a sufficient level of regulatory and financial incentives.**

The overwhelming majority of sediment sources in Puget Sound are under private ownership. Engaging the cooperation of those communities in beach management is anticipated to be crucial in sediment management, particularly under existing climate change and sea level rise scenarios. An effective tool in engaging that cooperation will be the deployment of a combination of regulatory and capital project efforts sufficient to convince landowners to allow the erosion of their property. We don't understand what level of incentives and disincentives are acceptable to landowners or other stakeholders, or how to effectively target



these efforts in the landscape. Outreach efforts to date have resulted in minimal change in project opportunity.

### **River Delta Systems**

A series of workshops hosted by ESRP, NOAA and The Nature Conservancy has supported the development of the following draft postulates. Refinement and peer review of these postulates will result in an update in the next round of ESRP.

- 1. Dike and levee removal projects that allow for distribution of river flow increase downstream marsh formation, while projects without river connectivity may reduce the stability of existing marsh in the vicinity.**

The distribution of sediment, freshwater and other materials is key to system-wide habitat development and the ability to adapt to climate change impacts such as sea level rise and altered flow regime. The landscape location and the design of levee and dike removal projects may affect wave energy, freshwater and suspended sediment routing, and patterns of salinity intrusion. These may substantially affect the function of existing wetlands. Thus some projects may substantially improve ecosystem resilience to climate impacts by increasing retention of river sediment in wetlands. On the other hand some actions may create unstable systems, or degrade existing marsh as a new hydrodynamic and sediment regime may result in marsh erosion. Existing projects are commonly located opportunistically, based on landowner willingness, and hydrodynamic design may be poorly informed or constrained by infrastructure or stakeholder interests (like trails development requiring retention of levees). We need exemplary projects that predict and verify the effects of site position and design on off-site marsh formation processes in a way that builds a more generalized project development policy.

- 2. In deltas where distributary networks have been simplified, the restoration of distributary channels increase the area of delta exposed to the flow of sediments, wood and biota, increasing marsh formation and delta resilience to sea level rise.**

A major impact of historical land use in many estuaries is the simplification of distributary networks. Distributary configuration affects the routing of sediment, large woody debris and freshwater, and the connectivity of estuarine habitats for fish. While some projects may result in distributary reconnection (Stillaguamish Old Channel, Nisqually and Red Salmon Levee Removal) and distributary projects have been proposed in the Skagit, Snohomish deltas, we have limited opportunities for verifying benefits.

- 3. Over time, tidal channel geometry will reach parity with reference conditions without intervention, given restoration of tidal prism.**

Channel networks affect sediment transport, inundation periods, fish access, and the distribution of prey and organic matter affecting food webs. We have predictive models for equilibrium channel development, based on empirical data from reference sites, but these haven't been widely tested at restoration sites. Restoration sites may have compacted soils, reduced organic matter, ditch and drainage tile networks, altered topography, subsided elevations, and remnant levee systems, each potentially affecting channel development. Restoration actions may employ tillage, ditch filling, channel excavation or contouring, affecting project costs. These efforts may facilitate or inhibit channel development, qualitatively change outcomes, or may simply be a waste of effort due to strong natural forces that rework the site following restoration.

**4. Delta projects will accrete at a rate sufficient to restore historical wetlands and will keep up with sea level rise, given restoration of tidal prism.**

On many deltas, the delta plain has subsided following agricultural development. River system sediment and large wood budgets are commonly reduced, and suspended sediments may be piped through delta systems by levee infrastructure. The unusual delta plain structure in partially restored delta ecosystems may create delta forming conditions very different from those observed in naturally forming deltas. A learning project to evaluate on-site sediment dynamics will necessarily consider changes to river basin processes in addition to project design elements, and consideration of alternative treatments, control, and reference sites. Learning is useful to the extent that it can improve future project selection and design.

**5. Given adequate seed source, sites with restored tidal prism will develop vegetation that reflects elevation, salinity, and sediment texture, largely observable through remote sensing, and systematic qualitative observation.**

Naturally occurring tidal marsh zonation has been studied extensively for over 30 years. In the presence of seed source, vegetation has repeatedly established on restoration sites in zones driven by elevation, salinity, as well as the porosity and topography that affect redox conditions. Vegetation appears to be relatively predictable and symptomatic of site conditions. Despite the extent of this scientific record, projects continue to propose extensive sampling of relative species dominance, often without stratification based on known vegetation controls, or prediction of vegetation based on site assessment. Spatially explicit predictions provide a basis for replacing extensive field vegetation data collection, with remote sensing and verification methods that more efficiently and accurately represent patterns of whole system development, and can be related to hydrodynamic and topographic observations. Development of these methods should enable implementation and verification of remote sensing methods on multiple sites. Verification need not be annual, and if delayed, could include productivity estimates that would more strongly document recovery of vegetation processes than measures of species composition.

**6. The combination of inadequate wood recruitment, limited seed source, and introduced species will prevent the development of tidal swamp similar to reference conditions, without extensive intervention.**

Over 90% of freshwater and oligohaline tidal swamps have been extirpated in Puget Sound, limiting seed source on restoration sites, and the availability of reference conditions. There is evidence that swamp development is dependent on the capture of large woody debris as platforms for woody plant recruitment. Some initial study has suggested that wood recruitment may be limited on sites with remnant levees, and that wood levels in rivers are far lower than historical levels. Revegetation in freshwater tidal settings is further challenged by a number of very competitive introduced species (e.g. reed canary grass and purple loosestrife) that have been observed to persist following restoration of tidal inundation, and may limit development of woody vegetation in wetland restoration, and the intensive planting increases the dominance of native species. The traits, tolerances and natural community structures of freshwater tidal species have been poorly described, and so even horticultural introduction of more diverse communities is largely experimental.

**7. The development of benthic invertebrate populations on par with reference marsh is dependent on a period of soil development that requires sediment and organic matter accretion for a period of 15-20 years.**

Long term monitoring of restored east coast *Spartina* marsh suggests that development of surface soils under vegetation, over a period 15 to 20 years, results in the development of detrital food webs, similar to reference conditions, providing forage opportunity for many estuarine dependent species. The recovery of reference levels of productivity and diversity in detrital food webs has not been verified in restored Puget Sound delta wetlands. Changes in basin water quality and poor recovery of tidal sediment and soil attributes may reduce productivity of key taxonomic groups, increasing the area necessary to provide the ecosystem services provided by less modified ecosystems. Standard, robust and comparable methods of assessing biological benthic communities may not need to be frequent, but should account for the many spatial and temporal factors that can confound comparison of benthic invertebrate communities. Proposals for evaluation of soil food web development should synthesize and build on existing work to establish performance measures that reduce the costs of extensive sampling and quantification of benthic communities.

**8. Delta rearing of juvenile Chinook salmon depends on representation of multiple wetland types across salinity gradients, and a deficit in one wetland type limits rearing carrying capacity.**

Delta restoration is anticipated to be partial and incremental. There may be extensive economic and social tradeoffs among restoration opportunities. Use of the delta landscape varies among salmon species and over the period of juvenile outmigration. The size of outmigration has been observed to change Chinook density patterns in a way that suggests competition for rearing space. Lack of particular habitats within a delta may present a limiting factor to the carrying capacity of the overall delta landscape for a particular species or life history group of salmon. Understanding of how whole delta composition affects salmonid rearing may strongly affect site selection, and our prediction of the delta landscape necessary to sustain target populations.

**9. The connectivity of channel networks, woody debris, low tide pools (including beaver pools), and reference levels of tidal channel geometry all cumulatively affect rearing capacity for juvenile salmon.**

Specific habitat attributes have been suggested to affect rearing capacity for juvenile salmon. The processes necessary to form these structures may or may not be present at a site in restoration, preventing development of full habitat function. On the other hand, costly habitat enhancement may or may not provide anticipated value for the investment if implemented without evidence or evaluation. Predicting the effect of habitat characteristics on salmonid rearing capacity can inform the costs and benefits of habitat enhancement or the potential for enhancement to offset permanent loss of estuarine area or to meaningfully accelerate recovery. However, use of density estimates alone to evaluate the effects of localized structures is fraught with statistical and conceptual hurdles, like density dependence and connectivity gradients that make the inference of benefits difficult.

**10. Establishment of extensive patches of woody vegetation, based on large wood jams is necessary to support beaver modification of delta landscapes.**

We have no ability to predict the conditions necessary to support beaver modification and management of habitat structure on delta islands. As in freshwater systems, beaver modify the hydrologic structure of freshwater and oligohaline tidal systems by the construction of channels, dams and pools. These modifications affect habitat qualities anticipated to benefit salmonid rearing. In freshwater systems, adequate woody plants for forage and dam building have been suggested to limit beaver populations, with local depletion of forage resulting in emigration. If beaver architecture has a demonstrated benefit to fishery habitat, delta restoration would benefit from development of conditions sufficient to support beaver colonization.

**Delta Social Dynamics**

Delta ecosystems are intertwined with human communities. The real and perceived interests of delta stakeholders may either enable or disable restoration efforts, and restoration efforts can in turn impact stakeholders. We anticipate that efforts to evaluate the relationships between delta ecosystems, restoration efforts, and human communities may be critical to project success and ecosystem restoration.

The following list describes potentially important project-based learning opportunities. Projects that assess the risks, impacts, and benefits to communities, and the perceptions of restoration by communities, are important to ESRP where community perceptions are anticipated to critically enable or disable current or future restoration effort.

Social investigations are expected to increase two-way communication between stakeholders and project proponents. Effective projects involve clear collaboration between project proponents and stakeholders to define values, goals, objectives and the evidence necessary to satisfy all parties. Learning projects around social dynamics are expected to demonstrate with letters of support, the relationships necessary to adequately engage stakeholders.

**11. If we measure the right economic value of delta restoration, community members will change their preferences, enabling delta restoration.**

We have no broadly recognized measurement or documentation of specific non-ecological benefits of delta restoration. Both the maintenance of status quo tidal defenses and drainage, and restoration alternatives, have social and economic costs and benefits, in addition to ecological effects. How stakeholder groups value different delta conditions is likely to vary. The standards of evidence necessary to influence stakeholder opinion may also vary, and need to be considered. Valuation methods should build from the stated interests and values of diverse stakeholders so that findings can be shared among stakeholders. Development of projects that use innovative techniques to demonstrate diverse values may increase community willingness to participate in restoration.

**12. If we demonstrate flood hazard mitigation as a product of restoration, community members will change their preferences and enable delta restoration.**

We lack broadly accepted methods for evaluating the effect of projects on flood hazards, or whether innovative restoration design can mitigate flood impacts. Restoration of tidal prism can alter water levels and flow pathways through the delta, potentially increasing or decreasing the risk that existing flood defenses will fail. Sea level rise and climate change effects are anticipated to reduce the effectiveness or increase the costs of flood defenses. Innovative methods of restoration may be able to reduce flood hazards, potentially leveraging funding sources appropriated for flood management. In the absence of planning or evaluation, restoration may be perceived as increasing flood risk, potentially disabling restoration efforts. Evaluation should consider the condition, continuity, and the current and future maintenance costs of existing flood defenses in comparing restoration/flood tradeoffs, and result in specific increased project opportunities.

**13. Local community members will increase their support for delta restoration if they are more educated about and involved in delta restoration.**

We have limited examples of how local and regional stakeholders perceive delta restoration, and how project related engagement may affect those perceptions. While scientists working on the recovery of historical ecosystem services are focused on ecosystem dynamics, local, regional, and national observers, and stakeholders of restoration may have an entirely different set of assumptions about the purposes and value of

restoration. How can monitoring and evaluation affect those assumptions? Each restoration project has the potential if perceived as a success or a failure, to either enable or disable further restoration. Communication and engagement efforts may affect stakeholder perception, but there have been limited efforts to evaluate how different approaches to stakeholder engagement affect stakeholder perceptions or future behavior.

**14. By developing a transparent approach to evaluating the effects of delta restoration on agricultural drainage, local community members will change their preferences and enable restoration efforts.**

We lack broadly accepted and efficient methods for evaluating and monitoring the effects of delta restoration on adjacent agricultural field drainage. Restoration actions using public funds are required under state and federal law to make informed decisions based on an understanding of the effects of restoration actions on adjacent land uses. The delta ecosystem currently provides drainage channels for removing water from agriculturally developed lands. Changes in flow pathways and sediment routing may affect the effectiveness of drainage infrastructure, or alter groundwater flow patterns. Even where restoration has no impact on drainage systems, perception of impact may disable future restoration efforts.

**15. Evaluating and monitoring the potential for increased tidal prism to cause adjustments in downstream distributary channel structure will increase community support for restoration.**

We lack the ability to predict the effect of restoration as downstream distributary channels adjust to increased tidal prism. Restoration projects alter tidal prism and may result in channel migration or widening. Channel instability may increase the likelihood of channel bifurcation or flipping, altering the pathways for distribution for sediment, fish, freshwater and wood. Increased tidal prism resulting from restoration may lead to downstream or upstream changes in channel geometry and flow velocities and vectors which could increase or decrease risks to infrastructure such as bridges, levees, drainage outlets, or shipping channels. A better understanding of off-site restoration effects would inform project selection, prioritization, design, funding and monitoring.

**Embayments and Inlets**

PSNERP Strategy analyses suggest huge variability in the structure and processes affecting Puget Sound embayments. Some systems appear to be very dependent on beach processes and structures, while other embayments are located within drowned creek channels. Some coastal inlets are large stream deltas with many of the attributes of river deltas. Considerable work has yet to be completed in testing our postulates about embayment condition and restoration.

**1. Embayments provide a range of ecosystem services that are unique to these systems that can be predicted based on structural attributes.**

We have a very strong set of regional data to describe and compare the structure and setting of Puget Sound embayments. Some work has been completed to predict biotic communities based on nearshore habitat attributes like texture, exposure, and salinity. We have not isolated a set of valued ecosystem services that we believe to be unique to embayment systems, and to evaluate whether we can predict the relative quantity and quality of these services based on our existing ability to describe embayment ecosystems. Alternately, the configuration or concentration of embayments in the landscape, or spatial relationship of embayments to oceanographic variables like currents and upwelling zones may strongly affect the use of embayments by biota and thus their value to conservation. Without this kind of understanding we have very limited ability to prioritize restoration of one embayment over another except based on predicted density of salmon rearing.

**2. Embayment habitat services to chum and Chinook salmon are greatest in embayments that are close to the mouth of natal Chinook and Chum salmon streams, and decline with distance.**

A range of nearshore utilization studies suggest that as salmon increase in size, that they become increasingly less nearshore-dependant in their foraging habits. Strong preferential use has primarily been observed in the Whidbey Basin. The structural factors that increase carrying capacity, or the cost/benefit of restoring multiple small embayments, as compared to restoration of large embayments, has not been strongly evaluated.

**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 basic 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.
4. Funding project enhancements that support learning efforts that will improve stewardship

## APPENDIX D -- PSNERP OBJECTIVES AND TARGET ECOLOGICAL PROCESSES

### PSNERP RESTORATION OBJECTIVES

#### 1. Restore the size and quality of large river delta estuaries and the nearshore processes the deltas support

##### Sub-objectives:

- Restore tidal flow and inundation area in river deltas
- Increase the shoreline length of large river deltas
- Restore quality and quantity of tidal wetlands in river deltas with emphasis oligohaline and tidal freshwater wetlands
- Improve connectivity between the nearshore and adjacent uplands/watershed
- Preserve relatively intact deltas including adjacent upland areas
- Prevent further degradation of delta processes



#### 2. Restore the number and quality of coastal embayments

##### Sub-objectives:

- Restore embayments that have transitioned to an artificial shoreform or have been lost through conversion to uplands
- Restore existing embayments that have been degraded
- Restore quality and quantity of tidal wetlands in coastal embayments
- Restore shoreline length of embayments
- Preserve embayments of intact tidal flow
- Preserve embayments of fewest shoreline alterations and least wetland area loss



#### 3. Restore the size and quality of beaches and bluffs

##### Sub-objectives:

- Restore sediment input by reducing degradation of bluff-backed beaches in divergence zones and transport zones of sediment drift cells
- Improve sediment transport and accretion processes by removing subtidal and intertidal stressors contributing to process degradation
- Prevent degradation of divergence zones and bluff-backed beaches
- Protect bluff-backed beaches in divergence zones and transport zones with minimal shoreline alterations





**4. Increase understanding of natural process restoration in order to improve effectiveness of program actions**

**Sub-objectives:**

- Gather and analyze data to inform adaptive management and ensure project success
- Gather and analyze data to inform future restoration efforts by the Corps and others



**TARGET ECOLOGICAL PROCESSES AND PRIMARY MANAGEMENT MEASURES**

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

## 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 PSNERP nearshore 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
<b>Pass over project this round to...</b>	<ol style="list-style-type: none"> <li>1. <b>(other funding source)</b> ...allow or encourage funding by another more appropriate source, better aligned with project goals.</li> <li>2. <b>(not ready)</b> ...avoid design or feasibility issues that are anticipated to strongly affect ecosystem benefits or implementation timing that cannot be expediently resolved through contract negotiation.</li> <li>3. <b>(not process-based)</b> ...only fund projects most consistent with a process-based</li> </ol>

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

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## 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 <sup>1</sup>	PSNERP nearshore team	PSNERP Steering Committee	Example
1. Increase project funds due to project overruns (scope stays the same) <sup>2</sup>	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

<sup>1</sup> Current WDFW authority- Lisa Veneroso, WDFW Habitat Program Director; Current RCO authority- Kaleen Kottingham; RCO Director

<sup>2</sup> Cost increases only may be granted if funding is available

Amendment Request	ESRP Staff	WDFW/RCO Program Authority <sup>1</sup>	PSNERP nearshore team	PSNERP Steering Committee	Example
					be used for permitting and construction.
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"> <li><input type="checkbox"/> Map of project boundaries showing parcel boundaries.</li> <li><input type="checkbox"/> Current ownership of all affected parcels and status of access agreements.</li> <li><input type="checkbox"/> An available professional report of the existence of important ecological impairment or risk.</li> <li><input type="checkbox"/> List of site-specific risks and issues likely to affect design.</li> <li><input type="checkbox"/> List of project stakeholders and their positions and concerns.</li> <li><input type="checkbox"/> General goals driving conceptual design.</li> <li><input type="checkbox"/> A scope, schedule and budget for completing assessment and conceptual design.</li> </ul>

## Design and Permitting Phase

Criteria	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.
Evidence of Readiness	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed site assessment evaluates factors that will affect design and engineering including:             <ul style="list-style-type: none"> <li>○ change from historic condition,</li> <li>○ dominant geomorphic processes controlling habitat formation and maintenance and identified reference sites,</li> <li>○ site restrictions and conflicting uses including naturally occurring and anthropogenic stressors,</li> <li>○ dynamics of key species present, and</li> <li>○ off site effects in relation to surrounding resources and processes.</li> </ul> </li> <li><input type="checkbox"/> Completed conceptual design including:             <ul style="list-style-type: none"> <li>○ quantified estimates of proposed management measures,</li> <li>○ spatial extent of work site,</li> <li>○ rationale for selection of conceptual design compared to viable alternatives, and</li> <li>○ opportunities for learning from project outcome.</li> </ul> </li> <li><input type="checkbox"/> Completed conceptual model listing predicted ecological outcome, factors affecting outcome, and certainty of predictions.</li> <li><input type="checkbox"/> Project goals, objectives and a draft evaluation strategy.</li> <li><input type="checkbox"/> Site access agreement and a strategy for long-term protection.</li> </ul>



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	<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	<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"> <li>* A conceptual model detailing relationships to be evaluated through modeling.</li> <li>* A scope and schedule for a qualitative monitoring strategy including project photo-documentation and visual inspection.</li> <li>* 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.</li> <li>* A clear sampling plan that includes frequency, duration, intensity and planned method of statistical data analysis, and identification of reference and control sites.</li> <li>* A scope and schedule describing how qualitative or quantitative observations will trigger management actions or reporting.</li> <li>* A description of the staff expertise required to complete monitoring, and how that expertise will be secured for the project.</li> <li>* A description of the products that will be generated from monitoring and an anticipated delivery schedule.</li> </ul>

## 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 Readiness	of <ul style="list-style-type: none"> <li><input type="checkbox"/> The spatial extent of parcel identification</li> <li><input type="checkbox"/> Specific protection goals and a prioritization framework</li> <li><input type="checkbox"/> Consistency with regional protections strategy.</li> </ul>

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 Readiness	of <ul style="list-style-type: none"> <li><input type="checkbox"/> "Proof of listing", a "Letter of Intent" or a "notice of fair market value" acknowledged by the landowner should be provided.</li> <li><input type="checkbox"/> Scope and schedule for pre-agreement diligence to be completed.</li> </ul>

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 Readiness	of <ul style="list-style-type: none"> <li><input type="checkbox"/> A purchase option, or purchase and sale agreement signed by the seller.</li> <li><input type="checkbox"/> A strategy for long-term disposition and protection of the parcel.</li> <li><input type="checkbox"/> A scope and schedule of pre-closing diligence to be completed.</li> <li><input type="checkbox"/> A valid appraisal and title report.</li> </ul>

## APPENDIX H -- PROJECT RANKING CRITERIA

### NEW PROJECTS- PRE-PROPOSAL RANKING CRITERIA

<b>Importance and Benefits</b>	<b>40</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Project restores/protects primary ecological processes appropriate to the landform.</li> <li><input type="checkbox"/> Project addresses all or large proportion of impairment at the PU scale (or has good rationale for incremental restoration). Projects sites that are large relative to other sites of the same shoreform are generally considered to provide more benefits (e.g. a large coastal inlet may provide ecological goods and services than a smaller coastal inlet).</li> <li><input type="checkbox"/> Project is identified in regional plans such as PSNERP, the Action Agenda, or other species recovery plans.</li> <li><input type="checkbox"/> The project will restore or protect an ecosystem that has experienced significant loss in size or quantity in Puget Sound or is located in a sub-basin or that contains rare, vulnerable or ecologically important species or resources.</li> </ul>	
<b>Technical Merit and Readiness</b>	<b>35</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Proposed actions are consistent with PSNERP strategy recommendations.</li> <li><input type="checkbox"/> Project has demonstrated readiness to proceed based upon ESRP status categories.</li> <li><input type="checkbox"/> Major technical uncertainties or constraints have been or will be addressed by project.</li> <li><input type="checkbox"/> General approach appears feasible and sustainable.</li> </ul>	
<b>Public Support and Involvement</b>	<b>10</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Project engages multiple partners in opportunities for outreach, education or other activities.</li> <li><input type="checkbox"/> Project provides benefits beyond ecological benefits (e.g. educational, recreational, flood control etc).</li> <li><input type="checkbox"/> Funds needed for project implementation are secured or pending and likely; matching funds are secured</li> </ul>	
<b>Cost Justification</b>	<b>15</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> The diversity of funding partners reflect the diversity of benefits provided (e.g. if flood control benefits, match might include in-kind from flood control district; if strong salmon recovery funds, SRFB dollars included etc.)</li> <li><input type="checkbox"/> The majority of grant funds are targeted toward the most relevant management measures or project actions at the site.</li> <li><input type="checkbox"/> Costs seem reasonable based on needs, location, and project type.</li> </ul>	

### NEW PROJECTS- FULL PROPOSAL 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.

#### UNDERSTANDING AND APPLYING ESRP's NEW CRITERIA

##### Defining nearshore ecosystem sites

Every action occurs within a landscape setting. The PSNERP approach proposes that important physical and ecological processes operate at large scales, drive ecosystem structure, and control the delivery of ecosystem services. Therefore our ability to evaluate the importance and technical merit of a nearshore action depends, in part, on understanding how an action effects and is affected by a larger landscape.

For the purposes of ESRP, the landscape context should be evaluated at the scale of one of three “process domains”: shoreline process unit, delta process unit (Simenstad et al. 2011), or coastal inlet site (Cereghino et al. 2012) unless a compelling rationale (e.g. local assessment) demonstrates that a larger or smaller frame of analysis than the process unit is sufficient to insure sustained ecosystem services over time. Projects that fully restore processes within large complex landscapes (i.e. high potential sites in the sense of Cereghino et al 2012) are generally favored over comparable projects at smaller sites.

An application should clearly identify the 'nearshore ecosystem site' in which project actions are proposed. Typically this is a single shoreline process unit (SPU) or delta process unit (DPU), but may include a complex of multiple process units or a separable piece of a process unit such as a coastal inlet if that can be justified. The definition of a 'nearshore ecosystem site' is therefore somewhat subjective, and depends on what the applicant is willing to 'bite off' and what the scale of benefits is in relation to the scope of their proposed work. Larger more complex sites are generally encouraged, but within that site you must account for risks and the degree to which your action addresses the integrity of the system.

#### Changes and Recommendations

The requirement for a formal conceptual model has been eliminated. However, sufficiently meeting the restructured importance and technical merit criteria requires a conceptual understanding of how the site is presently functioning and how it would ultimately function following your proposed restoration action. Proposals should describe a logic chain that justifies how physical changes being proposed will deliver predicted ecological/ecosystem functions, goods and services (e.g. Restoration Action → Restored Process → Structural Changes → Functional Response).

To adequately address the revised criteria an application should:

**Define the 'nearshore ecosystem site' in which the action is being proposed.** Unless a compelling justification is provided, this should be the Process Unit or Delta Process Unit as found within the [PSNERP Geodatabase](#) or [Nearshore Data Site](#). Instructions on identifying the process unit in which your project is located are found on page 10.

**Define the effect of the action** in relation to the change from historical conditions. High ranking projects would substantively address the impacts to a site, rather than proposing superficial treatments that do not address impacts. Proposals should identify the documented (and undocumented) stressors, nearshore and watershed modifications influencing the site, and specifically list those that will be affected by the proposed restoration action.

**Describe the 'target state' of the nearshore ecosystem site**—How will the composition and configuration of the site look when the site has reached a certain level of "restoration maturity?" Partial and incremental actions may be perfectly appropriate. However, if there is no pathway toward substantive restoration of a whole site, that is a concern that may affect prioritization. ESRP strives to fund actions that move us toward some target future condition that is sustainable and has integrity.

**Describe how the project overcomes risks from degradation**, both from current process degradation, and potential future impacts. Currently Bolte and Vache 2011 data are our only Sound-wide estimates of predicted population changes. However local planning analyses, [PSNERP Change Analysis](#) upland and watershed modifications, zoning and other information can provide another perspective. Projects should address the extent to which existing protection mechanisms and/or land ownership patterns create risk.

**Link the anticipated outcomes of an action to precise benefits for target species.** The presence of a species in the system does not necessarily indicate there is benefit to the population. If the applicant wishes to claim benefit to a valued species, the mechanisms that result in population benefits should be explicitly stated and supported.

**Indicate a peer-review mechanisms employed** to insure that design is rigorous and the action maximizes ecological and social benefits. Many projects are developed in isolation. Transparent, independent,

interdisciplinary, and well-documented peer review should increasingly become a standard feasibility task for restoration actions.

**Be focused on primary restorative and prerequisite management measures** (in the sense of Clancy et al. 2009) to ensure the majority of funding is focused on actions that have the ability to protect or restore the target ecological processes at the site. A strong justification should be provided for funding requests that focus on other less significant management measures. Match or partnership funds may be more appropriate for these non-essential management measures.

**Tailoring Proposal Review to Landform** Our criteria will be applied based on what we understand about the dynamics of different coastal landforms (following Shipman 2008). Deltas, beaches and their barrier embayments, and coastal inlets each are shaped by a different set of physical processes and provide a unique set of services, that are in turn degraded by distinct patterns of development. The interpretation of ESRP evaluation criteria will be informed by strategic recommendations developed for each landform (Cereghino et al. 2012). The following describes how ecological *importance* may be differentially evaluated based on landform:

**Deltas - Substantial benefits** are derived for restoring large estuarine areas to both tidal flow and freshwater inputs, through dike and levee setback. **System Integrity** requires consideration of sediment deposition, and representation of diverse wetland types, particularly oligohaline transition and freshwater tidal components, which are delta components which have been disproportionately lost in Puget Sound (Fresh et al. 2011; Simenstad et al. 2011). **Sustainability** may be compromised in places where accretion rates are insufficient for keeping up with sea level rise, and/or where the potential for landward wetland migration in response to sea level rise is limited. **Highly valued services** include nursery services for estuarine dependant fish like Chinook and chum salmon.

**Beaches – Substantial benefits** are derived by restoring or protecting substantial sources of sediment or removing substantial barriers to sediment transport to large beach systems that support complex depositional features. **System Integrity** requires the presence of a critical mass of sediment supply and transport, nearshore forest, intact groundwater and surface hydrology. **Sustainability** is threatened by residential clearing and shoreline stabilization in combination with sea level rise, and can be overcome through nearshore ecosystem site scaled local management of sediment and coastal forest resources. **Highly valued services** include forage fish spawning.

**Embayments (both barrier embayments and coastal inlets) – Substantial benefits** are derived from reconnecting or reestablishing tidal flow to large historical embayments that have been lost or degraded, or reestablishing large areas of tidal wetlands where they have been lost. **System Integrity** requires management of coastal forest, and maintenance of freshwater quantity and quality through watershed management, and for barrier systems, the integrity and sustainability of the surrounding beach system. **Sustainability** is threatened by watershed development that degrades freshwater inputs, and where barriers sustain embayment structure, the degradation of updrift sediment supply. Sea level rise potentially affects both the sustainability of wetlands (similar to deltas) and increases the importance of sustained sediment supply. **Highly valued services** include nearshore rearing associated with natal salmon streams and rivers, and shellfish production.

Project proposals are reviewed and scored using four primary criteria. Each criterion is broken down into a number of sub-criteria each associated with evidence that sponsors can provide to demonstrate how a project meets criteria and sub-criteria. How well an applicant provides evidence will determine many points they receive for a

given sub-criteria. For evaluation, Ecological Importance and Technical Merit are generally evaluated within the context of the “whole project” not just the current phase being proposed. For other criteria, evaluation will focus on the current phase of effort.

CRITERIA- Sub-criteria- EVIDENCE	Pts
<p><b>1. ECOLOGICAL IMPORTANCE-</b> <i>An ideal project would completely and rapidly restore natural ecosystem processes, structures and services, within a large complex process unit, resulting in site conditions where the composition and configuration of the landscape reflects historical complexity, and where the site is both resilient to current and future development impacts, and known to provide highly valued habitat services to target species.</i></p>	35
<p><b>1a. Substantial Benefits</b> – The project will maintain existing ecosystem services or provide a large increase in sustainable ecosystem services by protecting or restoring the most significant sources of degradation to ecosystem processes.</p>	10
<p><b>EVIDENCE:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Proposed action restores or protects historical target processes appropriate to landform—(e.g. unconstrained tidal flows in deltas and embayments, freshwater inputs for river deltas and coastal inlets, and sediment inputs and transport on beaches and where barrier embayments are dependent on beaches for their structure).</li> <li><input type="checkbox"/> Proposed projects protects intact areas or restore the primary natural processes of the site and addresses a high proportion of the restoration or protection needs (i.e. degradation or future risk) within a site. Project site is large and complex relative to other sites of a similar shoreform (e.g. a large coastal inlet or a large beach process unit).</li> <li><input type="checkbox"/> Proposed action addresses the needs of a high potential site (based on PSNERP’s potential score in Cereghino et. al. 2012 or other measure), or would cumulatively restore critical stressors within a group of smaller and simpler process units.</li> </ul>	
<p><b>1b. System Integrity</b> – The project results in a highly functioning site that 1) reflects historical ecosystem dynamics and connectivity, and if not delivered fully by the project action, the proposal 2) describes how incremental work will reach this target condition at the site scale.</p>	10
<p><b>EVIDENCE:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Expected future condition of target ecosystem state is clearly described including predicted changes over time. A full range of ecosystem components (Shipman 2008) or conditions (Cereghino et al 2012) will increasingly provide historical ecosystem services over time.</li> <li><input type="checkbox"/> Rare shoreform types (e.g. lost barrier estuaries, oligohaline and freshwater tidal marsh), and relatively rare ecosystem components (e.g. stream deltas) are recovered.</li> <li><input type="checkbox"/> Proposed actions will result in large contiguous patches of habitat that are hydrologically connected in a manner sustainable by natural processes, and open to unconstrained river and/or tidal processes.</li> <li><input type="checkbox"/> Adjacent areas support the function of the site (e.g. well-vegetated buffers deliver clean, cold water; up-drift bluffs provide sediment etc.).</li> <li><input type="checkbox"/> If incremental restoration is proposed, future restoration is feasible and designs do not preclude full restoration in the future.</li> </ul>	
<p><b>1c. Sustainability</b> – The project approach is 1) responsive to potential risks of intense or complex site degradation, and 2) potential future impacts from population growth, and 3) demonstrates a preference for work where historical processes will be restored or protected at the scale of the process unit or ‘nearshore ecosystem site’ (Note: climate change should be addressed in 2c).</p>	10

CRITERIA- Sub-criteria- EVIDENCE	Pts
<p><b>EVIDENCE:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> The project will protect or restore an ecosystem component or landform that is critical for increasing the integrity of the region, compared to historical composition.</li> <li><input type="checkbox"/> Project actions are consistent with the scientific record, respond to risks identified in Cereghino et al. 2012, and utilize local assessments.</li> <li><input type="checkbox"/> The whole of intact sites are protected, and/or target processes are comprehensively restored. The project addresses multiple stressors and their cumulative impacts.</li> <li><input type="checkbox"/> Upland and watershed modifications do not substantially limit the ability of the proposed actions to provide intended benefits and/or such modifications are or will be addressed through the project design.</li> <li><input type="checkbox"/> The potential for future development within and adjacent to the site is explicitly explored. The processes and services of the site will be resilient to anticipated change. Cereghino et al. (2012) provides a range of risk metrics following Simenstad et al. (2011) and Bolte &amp; Vache (2010).</li> </ul>	
<p><b>1d. Valued Ecological Services</b> - The site provides a high level of ecological habitat services to known species of concern compared to other similar landforms, based on an identified and accurately cited assessment.</p>	5
<p><b>Evidence:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Proposed actions restore or protect ecosystems that have experienced significant loss in size or quantity in Puget Sound or sub-basin, or that contain rare, vulnerable or ecologically important species or resources (e.g. PSP indicators: estuarine wetland, eelgrass meadow, seabirds, unarmored sediment sources, forage fish, and Chinook salmon; state or federal listed species, WDFW's priority habitats and species).</li> <li><input type="checkbox"/> Proposed action is logically linked to a change in habitat and other conditions that provide direct benefits for species of concern. The mechanism by which habitat change leads to species benefits is described (e.g. increases in tidal wetland area and re-establishment of channel networks is anticipated to increase juvenile salmon carrying capacity; predicted change in sediment texture and increase in overhanging shoreline vegetation increases forage fish spawning area).</li> <li><input type="checkbox"/> Proposed actions are clearly identified in regional or species recovery plans.</li> </ul>	
<p><b>2. TECHNICAL MERIT AND READINESS</b> - A strong technical and social review of the project is well documented or proposed for the current phase. Work will be done quickly, and the project is being designed to meet a range of contingencies, advance ecological science, and maximize resilience under climate change.</p>	40
<p><b>2a. Certainty of Approach</b> - 1) The project team includes the range of professional skills and experience suited to the scope of the project, ensuring high confidence the project will result in the predicted benefits, and 2) the project has been improved by critique from an independent and documented interdisciplinary technical review process.</p>	15
<p><b>Evidence:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> The project team contains the range of expertise needed to complete proposed actions.</li> <li><input type="checkbox"/> Proposal references or proposes an independent and well documented external review of project strategies and alternatives. Proposal has identified, by name, an interdisciplinary design team that supports the proposed project.</li> <li><input type="checkbox"/> The project addresses links between ecosystem elements and the processes that maintain them so that the project is likely to have the outcomes described in Ecological Importance (considers ecological context, confidence in predictions, and predictability of the management measures).</li> <li><input type="checkbox"/> <u>Acquisition</u> - risks to ecological processes at site can largely be controlled through acquisition. A strong stewardship plan is provided or is proposed as an early project deliverable, to be approved by ESRP, which clarifies how the site will be managed.</li> <li><input type="checkbox"/> <u>Restoration</u> - sponsor has engaged key stakeholders and technical experts to identify key uncertainties and constraints regarding project performance. Proposed approach is designed to address the uncertainties and constraints to the extent possible and consider alternative scenarios in the design process. For construction projects, the sponsor has a clearly defined contingency plan to address uncertainties.</li> </ul>	

CRITERIA- Sub-criteria- EVIDENCE	Pts
<p><b>2b. Stewardship and Management</b> – 1) The post-construction uncertainties and associated risks have been well defined, 2) a strategy for monitoring and managing uncertainty is defined, and 3) opportunities for learning are fully developed and integrated into the project design.</p> <p><b>Evidence:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <u>Feasibility and design</u> – proposal explicitly lists factors anticipated to create uncertainty in project outcomes, including impacts from partial restoration, landscape setting, future threats, ongoing human use, and fundamental assumptions about climate change.</li> <li><input type="checkbox"/> <u>Acquisition</u> - long-term stewardship and management plan has been (acquisition phase) or will be developed (site identification phase) based on known uncertainties and risks.</li> <li><input type="checkbox"/> <u>Restoration</u> - <ul style="list-style-type: none"> <li><input type="checkbox"/> Projects requesting monitoring funds should have completed a monitoring and adaptive management plan, which will be the basis for evaluating requests for monitoring funding.</li> <li><input type="checkbox"/> A management strategy, including an appropriate level of qualitative or quantitative monitoring, has been (or will be) developed to monitor the evolution of natural processes and to observe characteristics of the site during and following implementation that are explicitly linked to outcomes.</li> </ul> </li> <li><input type="checkbox"/> Proposal has identified specific learning objectives, and a systematic approach for achieving new knowledge, through the implementation of robust experimental design. Specific postulates and hypotheses are listed.</li> <li><input type="checkbox"/> Proposal will identify staff responsible for site management including the skills, knowledge, and experience needed for proposed outcomes.</li> </ul>	5
<p><b>2c. Climate Change</b> – action increases the resilience of both natural and human systems or fosters adaptation to anticipated sea level rise and local climate change.</p> <p><b>EVIDENCE:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Proponent demonstrates understanding of how climate change is likely to affect site processes and functions and demonstrates how the information has been considered in the site selection and design process, and monitoring.</li> <li><input type="checkbox"/> Opportunities to facilitate landward movement of coastal ecosystems subject to dislocation by sea-level rise and other climate change impacts are considered. For example: <ul style="list-style-type: none"> <li><input type="checkbox"/> Beach projects allow for landward migration area of shorelines within the project and sustained sediment supply necessary to adjust beach elevations.</li> <li><input type="checkbox"/> Adequate opportunities for landward migration of tidal wetlands are available with the project area</li> <li><input type="checkbox"/> The project design and system conditions allows for adequate and timely delivery of sediments to support marsh accretion within the project area and drift cell.</li> </ul> </li> <li><input type="checkbox"/> Proposal identifies and addresses potential impacts of the project to adjacent land uses under climate change scenarios.</li> </ul>	5
<p><b>2d. Project Readiness</b> – proposed schedule is reasonable for project phase and not likely to be significantly delayed by social controversy or uncertainty over landowner willingness.</p> <p><b>EVIDENCE:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Proposals will be evaluated for readiness as defined within each of the ESRP status categories.</li> <li><input type="checkbox"/> Landowner has provided written support for the project.</li> <li><input type="checkbox"/> Proposed actions are consistent with local land use goals, policies, and regulations.</li> <li><input type="checkbox"/> There have been documented public communication efforts concerning the project and evidence that the sponsor has taken appropriate steps to prevent or limit controversy that would prevent or substantially delay implementation.</li> <li><input type="checkbox"/> Budget needs for the proposed phase of project, including matching funds, are secured or pending and likely. A clear strategy is provided for financing necessary additional phases that comprise the whole project.</li> </ul>	15



<b>CRITERIA- Sub-criteria- EVIDENCE</b>	<b>Pts</b>
<b>3. COST JUSTIFICATION</b> - <i>Ideal projects will have clear budgets that are appropriate for the type of actions proposed in the given location and demonstrate that cost-saving mechanism (design considerations, low-cost partners, diverse funding sources etc.) have been incorporated into the project .</i>	<b>15</b>
<b>3a. Appropriate Costs</b> - The relationship between expected outcomes and total project cost is appropriate for the project location and landform.	<b>10</b>
<b>EVIDENCE:</b>	
<input type="checkbox"/> Conceptual design and costs are focused on the most relevant management measure(s). Only a limited proportion of funds are focused on supporting management measures.	
<input type="checkbox"/> Operations and maintenance costs are minimized and cost-savings mechanisms are used (e.g. low cost partners; volunteers, partnerships etc.).	
<input type="checkbox"/> Non-state funding sources are leveraged to maximize the ecological protection and restoration benefits.	
<b>3b. Reasonable Budget and Oversight</b> - The budget is complete and provides a fair estimate of all elements required for successful implementation of proposed actions.	<b>5</b>
<b>EVIDENCE:</b>	
<input type="checkbox"/> The whole project budget is complete, sources of funding are explicit, and their status can be clearly discerned.	
<input type="checkbox"/> Line item costs are clearly described in a budget narrative so that the nature of the costs and the estimation method can be easily discerned.	
<input type="checkbox"/> Budget narrative describes uncertainties considered when developing the budget. Modest but reasonable contingency (based on specific and identified risks) is built into the budget at the task level.	
<input type="checkbox"/> Funding partners and contributions reflect the diversity of benefits that will be delivered by the project (e.g. projects addressing drainage or flood control have contributions from agricultural groups or dike districts; if public access is improved, matching funds or in-kind from a user-group included; if salmon recovery project, SRFB dollars included etc).	
<b>4. PUBLIC SUPPORT AND INVOLVEMENT</b> - <i>The project will build community support for protection and restoration, engage the local community and/or encourages valuable partnerships</i>	<b>10</b>
<b>4a. Multiple Benefits</b> – The project provides benefits in addition to ecological restoration or protection.	<b>5</b>
<b>EVIDENCE:</b>	
<input type="checkbox"/> The project references or provides documentation that the project will deliver multiple benefits to local communities including but not limited to public education or engagement, appropriate low-impact public use, flood hazard mitigation, drainage improvements, or infrastructure upgrades.	
<b>4b. Partnership</b> - The project engages many local and regional partners that will collaboratively support education, technology transfer, and stakeholder participation.	<b>5</b>
<b>EVIDENCE:</b>	
<input type="checkbox"/> Letters of support indicate a broad and diverse base of support.	
<input type="checkbox"/> Partners have been identified and specific mechanisms developed to support communications and collaboration relevant to successful completion of ESRP tasks and on-going project stewardship.	
<input type="checkbox"/> Project is in a demonstrably visible location and proponent has a project communications strategy describing how specific groups of stakeholders will be made aware of project activities and related issues.	
<input type="checkbox"/> Partners or key stakeholders actively involved in feasibility, design and/or implementation.	

LEARNING PROJECT RANKING CRITERIA – PRE- AND FULL PROPOSALS

<b>(Points) Definition</b>	<b>Evidence</b>
<p><b>(30) Importance</b></p> <p>The project addresses a strategic nearshore restoration or protection target. Critical project outcomes cannot be reliably inferred from past projects or investigations, and the uncertainty the restoration or protection of ecological services.</p>	<p>(10) The action(s) being evaluated for learning strongly meet restoration and protection project importance criteria used to evaluate ESRP projects</p> <p>(10) The sponsor has defined precise and carefully defined postulates that clearly link the structures and processes being studied to factors that affect the sustained and resilient delivery of ecosystem services.</p> <p>(5) The learning plan is focused on aspects of project work that are unknown, and this inability to make predictions is based on an assessment of the scientific record.</p> <p>(5) The learning approach is based the experiences of cited investigations, and integrates recent learning.</p>
<p><b>(30) Viability and Technical Merit</b></p> <p>The project has a finite time span and intensity of effort well fitted to the object(s) of study, and suited to the ESRP budget. It produces useful results either through prolonged low-intensity study, or intensive study over a brief period of time. A complete monitoring or learning plan clearly describes the proposed approach.</p>	<p>(10) The duration and intensity of study (frequency and number of samples) is clearly defined, and is well fitted to evaluating the identified postulates with either low annual costs, or duration of &lt; 2-3 years.</p> <p>(5) The study design considers a range of potentially confounding factors such that a strong inference is likely at the end of the study.</p> <p>(5) The analytical method is robust, and sample size, and sampling approach is based on a described understanding of variability in the parameters being estimated.</p> <p>(5) The investigators have documented experience observing and measuring the system being observed, and in the sampling and analytical methods being employed.</p> <p>(5) The study design has received a high quality of peer review, ideally impartial professional critique, without conflict of interest, leaving a written record.</p>
<p><b>(40) Policy or Management Relevance</b></p> <p>The new knowledge would result in a change in decision making that improves the efficiency or effectiveness of how the project delivers ecosystem services, either within the project, within the nearshore ecosystem site, or among similar system types.</p>	<p>(10) The projects has performance targets suited to site and system conditions and a conceptual plan for what sequence of investigation and action will be triggered if those targets are not met.</p> <p>(10) The project tests postulates about the dynamics of the nearshore ecosystem site being restored, such that findings will determine the location, scale or design of the next project within the system.</p> <p>(10) The project tests postulates about the dynamics of similar systems that can be extrapolated to the selection and design of project s at the scale of a sub-basin or Puget Sound.</p> <p>(10) The learning project addresses an ESRP Adaptive Management Objective, as defined in current guidance.</p>

## 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 PSNERP nearshore 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	<b>Enhancement</b>	The project is part of an enhanced evaluation strategy.	5 points
15	<b>Technical Ranking</b>	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	<b>Leverage</b>	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	<b>Readiness</b>	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	<b>Urgency</b>	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
10	<b>Project type and location</b>	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

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. <sup>1</sup>	Management Measure	Description <sup>2</sup>
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 <b>historic</b> 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 <b>site</b> 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.

No. <sup>1</sup>	Management Measure	Description <sup>2</sup>
11	Large Wood Placement	Installation 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.
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.
<sup>1</sup> The management measures are listed in alphabetical order. No hierarchy or priority order should be inferred.		
<sup>2</sup> See individual management measure chapter for a complete definition.		

## 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
<b>Rocky coast</b> Resistant bedrock with limited upland erosion	<b>Plunging</b> Rocky shores with minimal erosion/ deposition and no erosional bench or platform	Cliff/slope
	<b>Platform</b> Wave-eroded platform/ramp, but no beach	Cliff Ramp/platform
	<b>Pocket Beaches</b> Isolated beaches contained by rocky headlands	Cliff Backshore Beach face Low tide terrace
<b>Beaches</b> Shorelines consisting of loose sediment and influenced by wave action	<b>Bluffs</b> Formed by landward retreat of the shoreline	Bluff face Berm Beach face Low tide terrace
	<b>Barriers</b> Formed where sediment accumulates seaward of earlier shoreline	Berm Beach face Low tide terrace
<b>Embayments</b> Protected from wave action by small size and sheltered configuration	<b>Open coastal inlets</b> 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
	<b>Barrier estuaries</b> 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
	<b>Barrier lagoons</b> Tidal inlet largely isolated by a barrier beach and with no significant input of freshwater	Tide flats Salt marsh Channels Tidal delta
	<b>Closed lagoons and marshes</b> Back-barrier wetlands with no surface connection to the Sound	Salt marsh Pond or lake
<b>River deltas</b> Long-term deposition of fluvial sediment at river mouths	<b>River-dominated deltas</b> Extensive alluvial valleys with multiple distributaries and significant upstream tidal influence <b>Wave-dominated deltas</b> Deltas heavily influenced by wave action, typically with barrier beaches defining their shoreline <b>Tide-dominated deltas</b> Deltas at heads of bays where tidal influence is much more significant than fluvial factors, typically with wedge-shaped estuary <b>Fan deltas</b> Steep, often coarse-grained deltas with limited upstream tidal influence	<b>Alluvial floodplain</b> <b>Salt marsh</b> <b>Tide flats</b> <b>Subtidal flats</b> <b>Distributary channels</b> <b>Tidal channels</b>