ESTUARY & SALMON RESTORATION PROGRAM

Advancing nearshore protection and restoration

Small Grants Program

REQUEST FOR PROJECT PROPOSALS

MARCH 19, 2020

2021-23

INVESTMENT PLAN

PROGRAM OVERVIEW

CONTACT INFORMATION

Questions regarding this RFP should be directed towards:

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PURPOSE OF THE REQUEST FOR PROPOSALS

The Estuary and Salmon Restoration Program (ESRP) Small Grants Program (SGP) seeks exemplary nearshore ecosystem restoration and protection projects. This program works to engage local communities by bringing together multiple stakeholders and partners seeking local solutions to complex ecosystem and land use problems.

In 2016, ESRP initiated the SGP pilot program to assist ESRP's mission in restoring the natural processes that create and sustain the Puget Sound nearshore ecosystem. For the 2020 grant round, ESRP will focus the SGP on restoring and protecting beach systems. In particular, the highest priority for the ESRP SGP funds will go to armor removal projects. The intent of the SGP is to provide funding opportunities for regionally significant small-scale projects that won't compete well against larger scale projects. The SGP expects to fund projects with an anticipated total cost of up to approximately $500,000.

The SGP is jointly administered by the Washington Department of Fish and Wildlife (WDFW) and Recreation and Conservation Office (RCO). RCO functions as ESRP's fiscal agent.

We seek projects of local importance that provide significant contributions to regional goals. These projects will focus on nearshore ecosystem restoration or protection of ecosystem functions, goods, and services. Our work is centered on the scientific principles and strategies of the Puget Sound Nearshore Ecosystem Restoration Project (PSNERP). ESRP anticipates a $500,000 - $700,000 funding cap (depending on ESRP's 2021-2023 Washington Capital Budget appropriation) for the entire SGP.

Proposed project actions will be evaluated on project costs and benefits. A competitive review of proposals will result in a ranked project list.

SMALL GRANTS PROGRAM APPLICATION SCHEDULE

TASK	DATE	DESCRIPTION
RFP published	March 19, 2020	Request for proposals to ESRP mailing list and posted on website.
Notify ESRP staff of Intent to Submit	April 1, 2020	**Email Jenna Jewett at jenna.jewett@dfw.wa.gov to provide your intent to submit and project location.** All applicants will be contacted the first week of April with instructions to schedule site visits. See pages 7 and 8 for tentative dates and locations. Additional site visit scheduling questions can be sent to PugetSoundNearshore@dfw.wa.gov.
Pre-proposals due	April 15, 2020	Pre-proposal submitted through PRISM Online.
Pre-application site visits site visits	April 27- May 22, 2020	In-person site visits with members of the ESRP team.
Full proposals due	June 25, 2020, 11:59 PM	See application process steps and criteria. Proposals submitted through PRISM Online.
Presentations	July 28 – 29, 2020	Presentations by sponsors to technical evaluation team.
2021-23 ESRP Preliminary Investment Plan Submitted	September 2020	Ranked project list and funding recommendations published and submitted to OFM. Ranked list submitted to the Governor in December.
Funding notification	TBD	Funding notification dependent upon final 2021-23 state budget. Funds are anticipated to be available July 1, 2021

SMALL GRANT PROGRAM OBJECTIVES

The most competitive SGP proposals will be those that employ management measures that can restore and protect beach systems.

Successful projects will include one or more of the following management measures:

- Remove bulkheads from the nearshore
- Remove or modify piers and docks
- Create habitat for native plants and animals
- Remove non-native plants and animals
- Remove debris and unneeded structures and protect the nearshore from harmful pollutants
- Protect important nearshore area for plants, animals, fish and people
- Return native plants and animals to the nearshore
- Work together to ensure continued understanding and enjoyment of nearshore resources

ANTICIPATED FUNDING SOURCES

STATE FUNDING

This RFP will be used to develop the SGP portion of the 2021-23 ESRP Investment Plan containing a ranked project list and funding recommendations. This spending plan will be used to direct 2021-23 state capital appropriations to sound conservation investments in Puget Sound. ESRP anticipates a $20 million request for the biennium. ESRP received a $10 million biennial appropriation during the 2019-2021 fiscal period.

FUNDING PARTNERSHIPS

Establishing Awards for Funding Partnerships - The 2021-23 Investment Plan process and the resultant ranked project list can be used to identify opportunities with other state and federal partnership funding mechanisms (e.g., NOAA, PSAR, FEMA, and EPA) as part of a coordinated investment strategy. Funding has been distributed in previous years to ESRP projects where other funding programs, core criteria, and project outcomes are in alignment.

OTHER 2020 ESRP FUNDING OPPORTUNITIES

The Estuary and Salmon Restoration Program (ESRP) Restoration and Protection Grant Program and Learning Program released a request for proposals on March 5, 2020.

FUNDING AND ELIGIBILITY INFORMATION

The minimum funding limit for proposed projects is $30,000. The maximum limit is $150,000. Project awards are for work to be completed between July 1, 2021 and June 30, 2023. Additional time may be granted if necessary and approved by the ESRP management team.

MATCHING REQUIREMENTS

Projects must provide a match of cash or in-kind services equaling 30% of the total project cost. This match must be incurred according to RCO policies. Some of this match must be non-state funds. Match eligibility will be determined on a case-by-case basis. Match may include cash, bond funds, grants (unless prohibited by the funding entity), labor, equipment and equipment use (see RCO Manual 8 for restrictions), materials, staff time, and donations. All match must be an integral and necessary part of the approved project, must be eligible ESRP elements for the project, and must be committed to the project. Match expenses are reviewed for eligibility, and with the same criteria, that reimbursement requests are reviewed.

No funds administered by the ESRP may act as match for an ESRP grant. Other funds administered by RCO may be used as match; consult with the ESRP/Salmon Project Manager to determine whether a specific grant may be used as match for the ESRP project.

ELIGIBILITY CRITERIA

Applicants may be state, federal, local, or tribal agencies, non-governmental or quasi-governmental organizations, and private or public corporations.

ELIGIBLE PROJECT TYPES

- Pre-construction planning/feasibility/design
- Restoration/construction

ELIGIBLE PROJECT SPONSORS

- Marine Resources Committees
- Non-profit organizations
- Lead entities

- Tribes
- RFEGs
- Conservation and Special Purpose Districts
- Counties, cities, and towns
- State and federal agencies
- Academic Institutions

SMALL GRANTS PROGRAM PROJECT CRITERIA

1. Project sites/project types within Puget Sound (East of Cape Flattery to the Canadian border) Nearshore. The nearshore zone is the narrow ribbon of land and shallow water that rings Puget Sound. It includes the shoreline bluffs, the tidal portions of streams and rivers, and shallow water areas out to a depth where sunlight no longer supports marine vegetation.

2. Projects must be endorsed by at least one of the following local nearshore planning and conservation organizations: Marine Resources Committee, Lead Entity, Lead Integrating Organization, Shore Friendly Program. Sponsors shall provide a letter of support by one of these organizations.

3. The primary purpose of the project must be to restore or protect Puget Sound nearshore beach ecosystem processes or functions, and to additionally support strategies that restore or protect ecosystem function of a geographic area such as a Process Unit (delta, drift cell, etc.).

4. A communication plan is a required project deliverable if awarded funding. Each project sponsor is required to coordinate with their local Shore Friendly organization as they develop their communication plan. We expect a straight forward plan ranging from 1-5 pages. (See Appendix C: Other Resources for links to examples of communication plans.)

5. Projects with the primary objective of providing recreational access, or remediating chemical contamination are not eligible.

6. Projects that receive obligatory compensation or mitigation requirements incurred by the sponsor or a third-party, as determined by the Puget Sound Nearshore Ecosystem Restoration Project or WDFW are not eligible. Funding may be provided for actions associated with compensation or mitigation, if those elements are above and beyond the mitigation requirements and can be easily isolated from the required mitigation activities.

RELEVANT RCO POLICIES

RCO POLICY MANUALS

Sponsors must abide by all RCO policies when implementing their projects. Please refer to *Manual 3- Acquisition Projects*, *Manual 5- Restoration Projects*, and *Manual 7- Long-Term Obligations*. Use *Manual 8- Reimbursements* for all billing instructions and forms.

REPORTING

Sponsors are required to enter two progress reports a year for all funded projects using the PRISM Online progress reporting tool. Sponsors are also required to complete and submit a final report in PRISM Online at the completion of their projects. Through the online final report, sponsors provide a final project description, narrative, and information about the project scope, metrics, and costs. Sponsors will verify or update metrics reported through earlier progress reports and billings. Final reports must be submitted within 90 days of the grant expiration date.

GRANT REIMBURSEMENT

RCO pays sponsors through a reimbursement process. This means that sponsors will not receive a lump sum grant in advance. Sponsors must provide documentation for all expenditures before receiving compensation. RCO *Manual 8-Reimbursements* describes RCO reimbursement policies and procedures. Reimbursement workshops are available online on the RCO Web site.

Eligible Costs

All project costs and donations submitted for reimbursement or match must directly relate to the work identified in the grant agreement and be considered reasonable, necessary, and eligible. Itemized lists of eligible expenses are in *Manual 3, Acquisition Projects*, *Manual 5, Restoration Projects*, and *Manual 7, Long-Term Obligations*.

Monitoring Costs

Grant recipients must monitor project implementation to ensure project completion as planned, and address any post-construction issues in the ESRP project agreement. This is referred to as implementation monitoring.

The ESRP does not fund project-specific effectiveness monitoring, but supports a learning program that collects region-wide data to inform future restoration.

Pre-Agreement Costs

Generally, RCO will not reimburse costs incurred before the project start date of the grant's project agreement. However certain pre-agreement costs within the project scope are eligible for reimbursement (or to be used as match) if approved by the RCO grants manager in writing. Eligible pre-agreement costs include the following:

- Engineering and design costs for restoration projects.
- Engineering and design costs (e.g. surveying, geotechnical, other data gathering) for planning projects.
- Costs necessary to determine control and tenure of the restoration site (e.g. preliminary title report).
- Costs necessary to establish land values for acquisition projects (e.g. survey, appraisals, title report).
- Acquisition projects granted a Waiver of Retroactivity.
- If cost-effective (i.e. materials are available at a reduced cost), the construction materials below and any associated transportation costs. RCO requires advance approval by the RCO grants manager to reimburse pre-grant purchase of any of the construction materials listed below.
    - o Large woody materials
    - o Culverts
    - o Bridges

The ESRP will not pay for purchases of land, construction materials and associated costs, or installation costs except those noted above, incurred before the project start date of the grant's project agreement.

Indirect Costs Are Not Eligible

Agency indirect costs are not eligible for ESRP small grants projects.

APPLICATION AND REVIEW PROCESS

Proposal Due Date: Proposals must be submitted by midnight June 25, 2020 through the PRISM Online application process. Proposals received after this time may not be considered.

Requirements: Applicants must submit their proposal through PRISM Online. Proposals requesting funding greater than $10,000 for assessment or outreach/education activities should separate those elements in the budget worksheet. This will provide clarity when evaluating proposals.

APPLICATION REQUIREMENTS & FORMAT

ESRP's Small Grant application process includes a required pre-proposal, an optional site visit, and a required full application. The site visit is optional, but strongly encouraged as it provides an opportunity for applicants to discuss their proposals on site with ESRP and WDFW staff and engineers and receive technical feedback to improve their project scope and design prior to submitting a full proposal. Note that, although pre-proposals are required, ESRP staff will consider accepting full applications from applicants who did not submit a pre-proposal on a case-by-case basis in order to take advantage of emerging project opportunities.

STEP 1. Sign Up for a PRISM User Name and Password

All applicants must use PRISM Online to complete applications. To use PRISM Online, visit RCO's Web site to sign up for a user name and password. Do not share a PRISM user name and password with others in the applicant's organization.

Questions about PRISM? PRISM instruction and training videos are available on RCO's website. Feel free to also contact:

- Your ESRP/Salmon Project Manager at kay.caromile@rco.wa.gov or 360-867-8532 or
- RCO's PRISM support staff at prismsupport@rco.wa.gov or (360) 902-3086.
  (Telephone Relay Service for the Hearing Impaired (800) 833-6388.)

STEP 2. Initiate Communication with Washington Department of Natural Resources and/or Fish and Wildlife if Working on State Land

Applicants with restoration or design projects that include shoreline, in-water work, over-water work, or public water access should contact the Washington Department of Natural Resources in the pre-proposal process to determine whether their projects are on state-owned aquatic lands, which could affect project scoping. See the map to find the contact information for the department's aquatics land manager in your area, or call the department at (360) 902-1100. See Grant Projects on State Owned Aquatic Lands for more information on managing projects that are on state-owned aquatic lands.

If you are proposing to do work on Washington Department of Fish and Wildlife (WDFW) lands, you are required to initiate a request through WDFW's **Restoration Pathways** process. Contact your local WDFW Habitat Biologist or Area Manager in a WDFW Regional Office for more information.

STEP 3. Register for Site Visit

Site visits are optional, but participation is strongly encouraged. **Email Jenna Jewett at jenna.jewett@dfw.wa.gov to provide your intent to submit and project location.** All applicants will be **contacted the first week of April** with instructions to schedule site visits. See pages 7 and 8 for tentative dates and locations. Additional site visit scheduling questions can be sent to PugetSoundNearshore@dfw.wa.gov.

ESRP is planning to schedule based on the following dates and areas (though this is **subject to change** if a critical mass of applicants justifies altering the timing for an area):

- **April 27-May 1 North Sound**
- **May 4-8 Central/South Sound**
- **May 18-22 West Sound/Hood Canal**

The site visit is an opportunity for project applicants to have an early dialogue with ESRP staff and technical advisors about the project that will lead to a more robust grant application package. These site visits will consist of a small group of ESRP staff, engineers, habitat biologists, lead entity support staff (as available), and any local representatives the project applicant chooses. The information collected during the site visit can help with the technical review team's ability to understand all the components of a project needed for the application review.

The ESRP team will use information collected during the pre-proposal site visits to note highlights about projects for the technical team review. Some common notations by the ESRP team may include the following:

- *Ideal for ESRP or consider other more appropriate funding source …*
  encourage funding by ESRP or a more appropriate source, better aligned with project goals
- *Ready to proceed or not ready…*
  if "not ready" comment is noted it is for 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.
- *Process-based or not process-based …*
  project is or is not consistent with process-based approach to restoration.

The project applicants and ESRP team will be able to discuss any important considerations that are revealed during the site visit that can be addressed in the final submission of grant application materials. This will help applicants develop more clear and robust proposals.

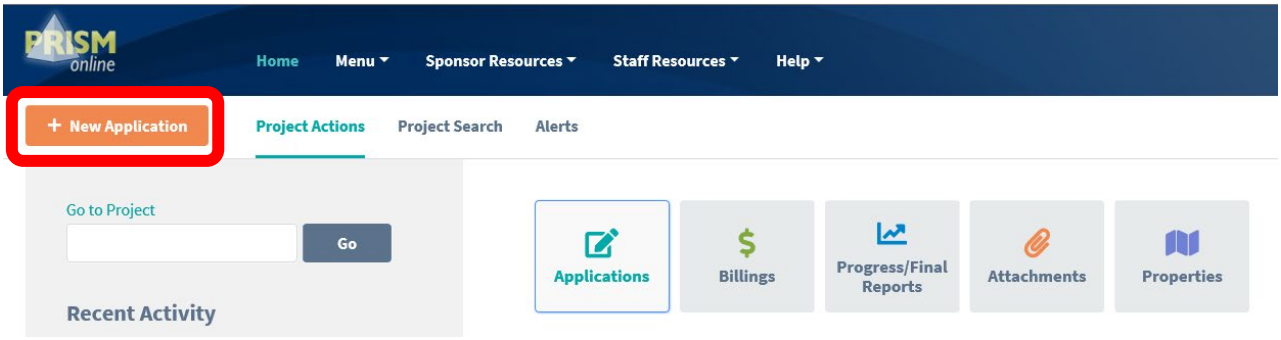
STEP 4. Submit Pre-proposal through the PRISM Online Application Wizard.

Due Date: By 11:59 PM April 15, 2020. Pre-proposals received after this time or not in the described format may not be considered for competition.

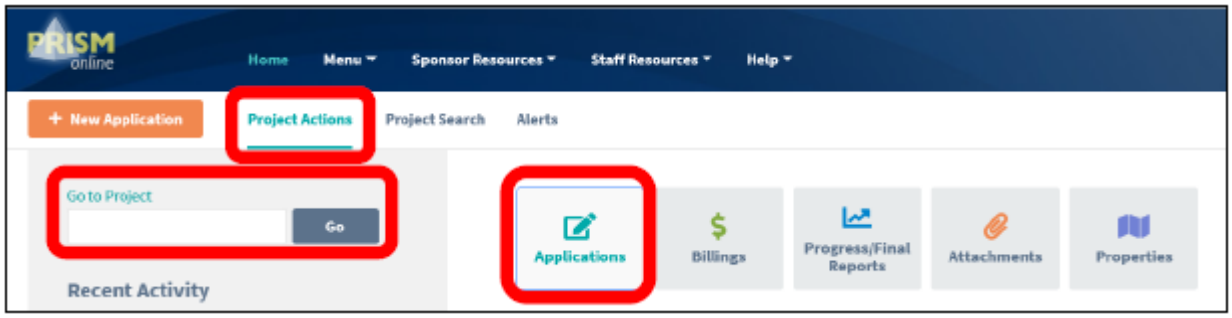
Pre-Proposal Requirements: A complete pre-proposal includes a PRISM application and supporting PRISM attachments (e.g., supporting maps, budget, and designs). Additional detail on contents and format for application materials is provided below. The ESRP team will review and evaluate pre-proposal materials submitted in PRISM, and will provide an opportunity for project sponsors to present their project proposal during the site visit. ESRP will also have our WDFW engineering team and staff review any projects involving design or construction.

Pre-Proposal PRISM Application Submittal Process:

A. *Create and Fill Out Your PRISM Application:*
Once you have a PRISM account, log into PRISM Online to create and complete your application. Select "New Application" (see figure below). You then will be prompted to fill out several screens of information about your project. When prompted to "select the program for which you are applying", select "**ESRP Small Grant Pre-Proposal**".



Once a PRISM project number is assigned, you may leave and return to your application at any time. To return to your application, sign in to PRISM Online, select "Project Actions," and enter the project number in the "Go to Project" field. Doing so will open the "Application Wizard" for the project. Alternatively, in "Project Actions" select the Applications icon, which will display a list of applications for the applicant's organization.



Complete the required information on each screen, and click the "Next" button. This process will take the applicant through the entire application page by page. Be sure to save work often.

Multiple users may work on one application in PRISM, just add individuals to the Project Contacts list, but it is best not to have two people working in the application at the same time.

B. *Attach Supporting Project Information to Your PRISM Application*.

- **Project location or vicinity map** (assign it a PRISM attachment type of "Map-Site Location")**.** Maps should show nearby towns and major roads. For acquisitions, the map should depict the project site as well as lands in the vicinity owned publicly or having protection status.
- **Detailed site or parcel map.**
- **Design plans or sketches, if available** that clearly convey the intent of the proposed restoration project.
- **Draft cost estimate:** Please provide a cost estimate to supplement the general cost information required by PRISM. You may create your own budget format for this proposal stage.

C. *Check for Errors and Submit Your PRISM Application.*

After completing all of the application information and requirements, check the application for errors on the "Submit Application" screen. Pages indicated with a red exclamation mark (**!**) in the navigation table on the left of the screen require refinement. Continue to check for errors after making corrections. If errors persist, reach out to the RCO grants manager for assistance. Once all of the pages are cleared of errors and show a green check mark, submit the application.

STEP 5: Submit Full Application Materials

Due Date: By 11:59 PM June 25, 2020. Applications received after this time may not be considered.

Requirements: All full applications must be submitted through the PRISM online application process. The full application builds off the pre-proposal material already submitted, but requires much more information be entered into PRISM. RCO strongly encourages applicants to start the online application early.

Application material will be evaluated by the ESRP technical evaluation team using the relevant ESRP criteria provided in Appendix B. A ranked list will be developed based on reviewer scores. Once the list is developed there will be no changes to the project ranking, although funding award recommendations may differ from requested amounts.

Full Application Submittal Process:

A. *RCO Will Convert Your Pre-Proposal to an ESRP Project Application in PRISM.*
This step will be completed after pre-proposals are submitted on April 15th . Your PRISM project number will remain the same. The information in your pre-proposal will be transferred to your full application.

B. *Complete Your Full Application:*

Open your ESRP Project application in PRISM. The information in your pre-proposal will already be entered in your full application, but there will be many more questions and screens to fill out to ensure a complete application. Complete the required information on each screen, and click the "Next" button. This process will take the applicant through the entire application page by page. While some of the information required in PRISM will not directly influence the technical evaluation process, it is required for all projects awarded ESRP funds. Be sure to save work often.

C. *Attach Supporting Project Information to Your PRISM Application.*

Examples of each of the attachments described below are provided in Appendix A. Templates for the budget worksheet, landowner acknowledgement form, and application resolution and authorization form are provided on ESRP's website and referenced in Appendix A as part of this RFP.

- **BUDGET WORKSHEET** (MS Excel, template available on the ESRP website)
  Applicants must complete and submit ESRP's Small Grant Program budget worksheet. This worksheet presents project costs defined by project tasks (e.g., feasibility, design, construction) and by object class (e.g., salaries, supplies, contract expenses). The worksheet must be supported by the budget narrative and/or other supporting materials that justify task costs. Project funding is typically limited to what sponsors can commit to accomplish within a 2-year award period. It is understood that the project costs are estimates and exact amounts will be defined at the contract stage. This is an Excel-format document and is included as a separate file.

- **VISUAL SCOPE OF WORK** (Image/JPEG)

  The visual scope of work is a map that clearly articulates the present and future vision for the project site or project sites. Create the map to the best of your abilities using available resources (e.g., GIS, desktop publishing software, aerial imagery with hand-drawn markups, etc.). Washington Department of Ecology oblique aerial photos can be useful for this exercise. The visual scope of work does not need to be professional quality. Choose the best component that creates a visual demonstration of the vision for the project. Do not submit formal design documents unless they are **1-2 pages** at most and fulfill the criteria stated here.

  To fulfill state requirements, maps must show the geographic areas where a project may change directly or indirectly the character or use of land. This information is used to assess where a project may affect historic properties or archaeological resources. The map must include a polygon of the entire project area and should

show location- identifying features (such as section, township and range). For most projects a topographic or aerial photo base map is most appropriate.

- **LANDOWNER ACKNOWLEDGEMENT** (MS Word or PDF)

  Complete the landowner acknowledgement form provided and demonstrate that all affected landowners are aware of the project and supportive of the application (in cases where the landowner is not also the applicant.) If there is landowner conflict or uncertainties to the project proposal, please provide rationale and how the project sponsor proposes to manage that circumstance.

  NOTES:
  - A Landowner Acknowledgement Form differs from a Landowner Agreement, which is required for restoration projects occurring on land not owned by the applicant before construction.
  - If you are proposing to do work on Washington Department of Fish and Wildlife (WDFW) lands, you are required to initiate a request through WDFW's Restoration Pathways process. Contact your local WDFW Habitat Biologist or Area Manager for more information.

- **LETTER OF SUPPORT FROM AT LEAST ONE OF THE FOLLOWING LOCAL NEARSHORE PLANNING AND CONSERVATION ORGANIZATIONS:** Marine Resources Committee, Lead Entity, Lead Integrating Organization, Shore Friendly Program. (MS Word or PDF). An example of a letter of support is **not** provided in Appendix A.

- **AREA OF POTENTIAL EFFECT (APE) MAP** (Image/Word document)

  RCO starts cultural resources review and consultation early in order to help keep projects on schedule. To do this RCO requires project applicants to provide a map showing the project's area of potential effect. This map should show the location of all proposed ground-disturbing activities, including access and staging areas. The map must include the RCO project number and title, applicant name, a polygon of the entire project area, and **must include section, township, and range information**. A U.S. Geological Survey quad map is the preferred base map, though the applicant may use an aerial base map, as long as section, township, and range information are included on the map. Section lines and numbers must be clearly visible in the map. Note that small-scale projects may need to attach more than one map–one zoomed out far enough to depict section lines and numbers, and another zoomed in close enough to clearly depict the boundaries of all proposed ground-disturbing activities. Applicants will be asked to revise maps if sufficient information is not provided for the purposes of cultural resources review. Attach multiple Area of Potential Effect maps, if needed.

  Applicants who do not have mapping software to create the Area of Potential Effect map can use the Washington Department of Ecology's free mapping tool, which allows users to draw polygons and create PDF maps. Users can turn on important features such as section, township, range, county, etc.

  Important Note: Ground-disturbing activities for any project, regardless of project type, that occur before the completion of the cultural resources review process are not eligible for reimbursement. If the applicant has a planning or acquisition project that will involve ground disturbance (such as geotechnical excavation, demolition, fence installation, etc.) be sure to indicate these activities in the grant application and make the RCO grants manager aware of this work before going under agreement. This will help ensure the appropriate review is conducted for the project.

- **APPLICANT RESOLUTION AND AUTHORIZATION** (Word document; template available on ESRP website in June)

The applicant's governing body must pass a resolution that authorizes submission of the application for funding. This resolution will identify who may sign a contract and amendments on behalf of the organization. The format of the authorization may change, but the text may not change. Only one form is required for each applicant, so long as each project name and number is included in the resolution. Forms filled out incorrectly, or unsigned, are not valid and will require revisions. For help, contact a RCO grants manager before signing the form. Secondary sponsors must also complete this form.

- **TWO PHOTOS OF PROJECT SITE** (JPEG)

- **ADDITIONAL SUPPORTING DOCUMENTS** (MS Word, PDF, Image, JPEG, etc.)

  The following supporting documents improve the ability of reviewers to evaluate projects. Reviewers are instructed to treat absence of information as an indicator of insufficient capacity or resources. Suggested supporting documents:

  - Letters of support from affected landowners, tribes, agencies, etc.
  - Feasibility studies and design drawings (if applicable) useful for understanding project scope and configuration.
  - Monitoring or stewardship plans if available.

D. Check for Errors and Submit Your PRISM Application by the Application Due Date.

After completing all of the application information and requirements, check the application for errors on the "Submit Application" screen. Pages indicated with a red exclamation mark (**!**) in the navigation table on the left of the screen require refinement. Continue to check for errors after making corrections. If errors persist, reach out to the RCO grants manager for assistance. Once all of the pages are cleared of errors and show a green check mark, submit the application before the deadline.

STEP 6: Sponsor Presentations: July 28-29, 2020

Project applicants will have the opportunity to present their project to our ESRP technical review panel in person or via WebEx (prefer in-person). The technical review team will use this time to gain a better understanding of the proposed project and ask the applicant clarifying questions that may help them in their review and scoring. Applicants must be able to present on the day they are assigned, so it is highly recommended that applicants keep the entire review period free until the presentation schedule is established.

Presentations are typically no more than 15 minutes, with an additional 15 minutes for Q&A with the technical review panel. Additional information on presentation guidelines and schedule will be made available no later than June 30th.

STEP 7: Project Evaluation and Ranking

Proposal material will be evaluated by the ESRP SGP technical review team using the relevant ESRP criteria provided in Appendix B. A ranked list will be developed based on reviewer scores. Once the list is developed there will be no changes to the project ranking.

Evaluation Criteria Categories

The full evaluation criteria and guidance for incorporating the criteria into your application are provided in Appendix B.

Small Grants Project Evaluation Criteria Categories

Ecological Importance	(30 points)
Public Support and Involvement	(25 points)

Technical Merit and Readiness	(30 points)
Cost Justification	(15 points)

INTEGRATING RANKED PROJECT LISTS

The ESRP review process results in integrated separate projects lists for each sub-program:

1. Ranked new project list
2. Ranked portfolio project list
3. Ranked learning project list
4. Ranked small grants project list
5. Shore Friendly local program funding request

The ESRP investment lists are "zippered" together with the top ranked portfolio project becoming the top ranked ESRP project, followed by the top ranked new project, then 2nd ranked portfolio project, and so forth. Learning and small grants projects will compete against other learning projects/small grants projects for a portion of ESRP's total appropriation that will be set aside for these opportunities. Shore Friendly's funding request to the legislature is integrated in incremental appropriation levels of $10, $15, and $20 million funding request levels. All projects will be incorporated into a single whole ESRP project list according to the running total and the funding set aside for each sub-program (Learning 10% and small grants maximum of $500k - $700k). The ESRP ranked list is created to clarify the prioritized need for nearshore restoration and protection projects during the legislative process. However, Learning Projects, Shore Friendly, and Small Grants investments will receive a pre-determined funding allocation based on the total ESRP capital budget appropriation. Contact the ESRP Program Manager for more information on the integration of multiple ESRP grant programs into one investment plan.

AWARD AND CONTRACT INFORMATION

ESRP Small Grant Program awards will be administered through contracts between project sponsors and the Washington State Recreation and Conservation Office (RCO), ESRP's fiscal partner. All discussion of award funding level, scope, and project implementation schedules are preliminary until publication of the Final Spending Plan and distribution of award notices. The project sponsor assumes full risk for any costs incurred prior to publication of the Final Spending Plan and subsequent award notification.

Contracts will be developed and executed using RCO documents. These materials will be made available upon request. Projects receiving federal funds must also comply with the relevant federal terms and conditions associated with the funding agency.

APPENDICES

APPENDIX A: RESTORATION APPLICATION TEMPLATES

The following templates are examples of the separate documents you will include as part of your ESRP grant application materials by attaching them to PRISM. The templates below are not formatted for you to fill out, rather you should download the actual documents for your application on ESRP's grants page at https://wdfw.wa.gov/species-habitats/habitat-recovery/nearshore/conservation/programs/esrp#esrp-grants

BUDGET WORKSHEET

Applicants must complete and submit ESRP's "whole budget worksheet" that presents whole project costs defined by project tasks (e.g. feasibility, design, and construction) and by object class (e.g. salaries, supplies, contract expenses). The worksheet must be supported by the budget narrative and/or other supporting materials that justify tasks costs. Project funding is typically limited to what applicants can commit to accomplish within a 2-year award periods, with the understanding that the initial award may be amended to include additional tasks. It is understood that the whole project costs are estimates and exact amounts defined at the contract stages. Since this is an Excel-format document, a separate file will be available on ESRP's website after distribution of the RFP.

TEMPLATE

Project:	Sample				Start Year >		Prosp.	Prosp.	Prosp.		2006	2015	2015	2021	2020	2020	2018	2022	2022
Version Date:	1/1/2020				Source >							Tribe	County	RCO	NEP	Forest Service	WSCC	FbD	319
Data Steward:	Project Sponsor				Recipient >						Grant	SPSSEG	Organization	Organization	Organization	Organization	Organization	Organization	Organization
Contact Info:	projectsponsor@organization.org			Project Totals >>	$6,477,550	$370,000	$0	$0	$0	$6,107,550	$546,374	$39,939	$38,830	$1,674,914	$248,000	$280,000	$25,000	$100,000	$325,000
Phase	**Task**	**Category**	**Object Class**	**Description**	**Total Cost**	**Unsecured**	Prospect A	Prospect B	Prospect C	**Secured**	County Grant	RCO 15-xxxx R	RCO 15-xxxx R	RCO 15-xxxx R	NTA	Value of Donated Wood	Conservation Commission	County FbD	Ecology 319 Centennial
1. Acquire	Protect Freshwater Habitat	Appraisal	Contractual	*Appraisal documentation on Inglis/PCD and Stubbs/PCSWM properties*	$0	$0				$0									
1. Acquire	Protect Freshwater Habitat	Land	Land	*Purchase of 106.12 acres Inglis Farm*	$950,000	$0				$950,000	$546,374								
1. Acquire	Protect Freshwater Habitat	Land	Land	*Purchase 24.72 acres Stubbs/PCSWM*	$264,220	$0				$264,220									
2. Design	Assessment/Feasibility	Feasibility and Alternatives	Contractual	*Conceptual Alternatives Analysis NSD*	$57,805	$0				$57,805									
2. Design	Assessment/Feasibility	Cultural Resources	Contractual	*Preliminary APE and CRA Report AT*	$18,379	$0				$18,379									
2. Design	Complete Designs	Administrative	Personnel	*Project Management*	$21,069	$0				$21,069									
2. Design	Complete Designs	Administrative	Travel	*Vehicle Mileage*	$1,441	$0				$1,441									
2. Design	Complete Designs	Indirect	Indirect	*Direct Allocation*	$0	$0				$0									
2. Design	Obtain Permits	Indirect	Indirect	*Direct Allocation*	$0	$0				$0									
3. Construct	Floodplain/Instream Process	Administrative	Personnel	*Bid specs, bid ad, contract award and negotiations, pre-con*	$33,500	$0				$33,500				$20,000	$1,500				
3. Construct	Floodplain/Instream Process	Instream Habitat	Personnel	*Water diversion, work area isolation, fish removal*	$22,500	$0				$22,500				$15,000					
3. Construct	Floodplain/Instream Process	Indirect	Indirect	*Direct Allocation*	$295,000	$0				$295,000									
4. Steward	Project Evaluation	Post project assessments	Personnel	*Measure water elevations and temperature in side channel, main channel and groundwater*	$30,000	$30,000				$0									
4. Steward	Learning Report	Education and Outreach	Personnel	*Build and maintain salmon interpretive trail*	$0	$0				$0									

VISUAL SCOPE OF WORK

Please create a map that clearly articulates the present and future possible vision for the project site. Create the map to the best of your abilities, either utilizing GIS, desktop publishing software, aerial imagery with hand-drawn outlines, or an artistic rendering. Please include Washington Department of Ecology oblique aerial photos if relevant. The visual scope of work does not need to be professional quality, but whatever best creates a visual demonstration of the vision for the project. Do not submit formal design documents unless they are **1-2 pages at most** and fulfill the need stated above.

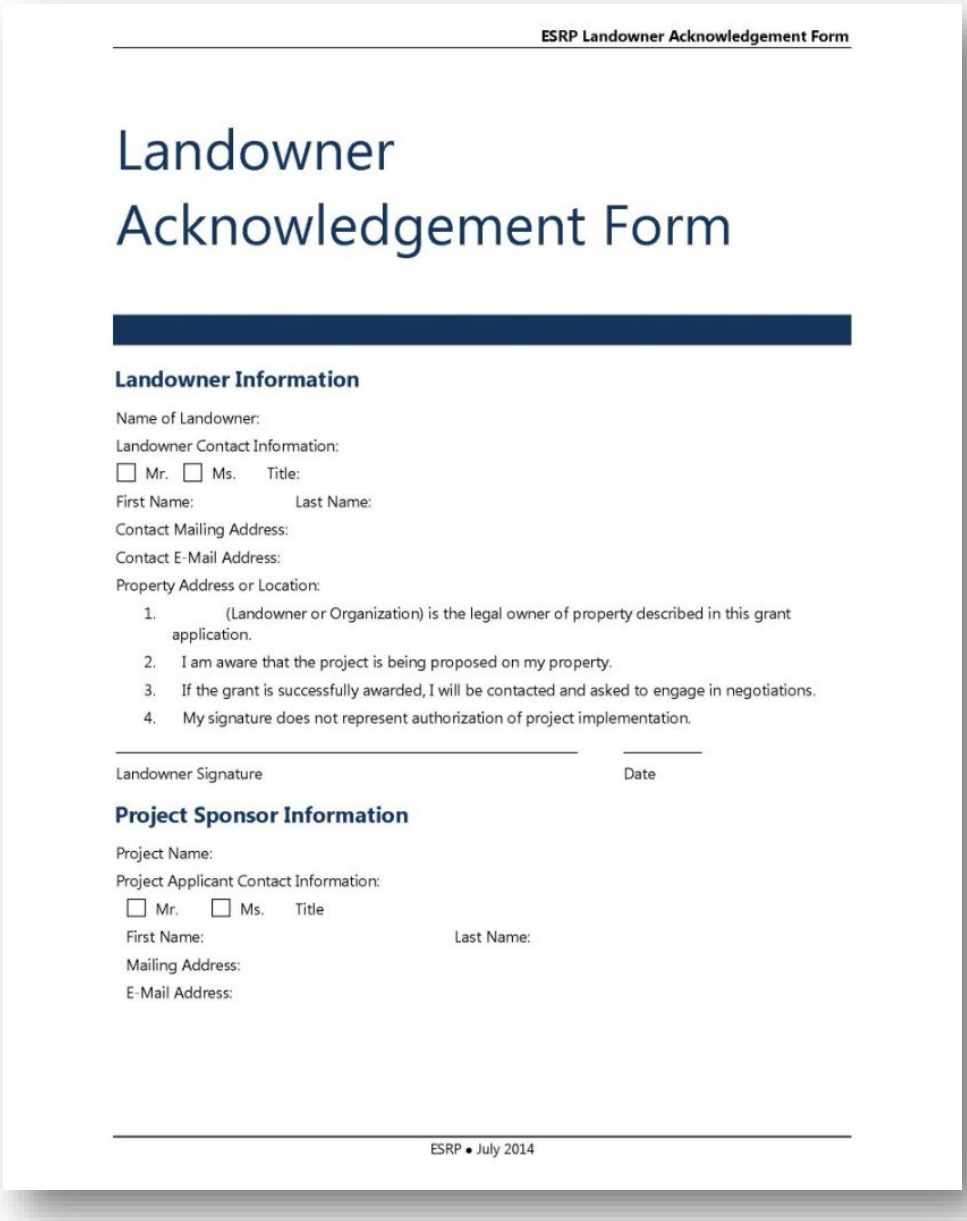
EXAMPLE **Below is a very high-quality demonstration of a visual scope of work:**

LANDOWNER ACKNOWLEDGEMENT

Provide acknowledgement that all affected landowners are aware of the project and supportive of the application in cases where the landowner is not also the applicant. If there is landowner conflict or uncertainties to the project proposal, please provide rationale and how project applicant proposes to deal with it. The Landowner acknowledgement form is available as part of the ESRP online application documents. Go to the ESRP grants webpage for the form.

Special Note: If you are proposing to do work on Washington Department of Fish and Wildlife (WDFW) lands, you are required to initiate a request through WDFW's Restoration Pathways process. Contact your local WDFW Habitat Biologist or Area Manager for more information.

TEMPLATE



ESRP Landowner Acknowledgement Form

Landowner Acknowledgement Form

Landowner Information

Name of Landowner:

Landowner Contact Information:

☐ Mr. ☐ Ms. Title:

First Name: Last Name:

Contact Mailing Address:

Contact E-Mail Address:

Property Address or Location:

1. (Landowner or Organization) is the legal owner of property described in this grant application.
2. I am aware that the project is being proposed on my property.
3. If the grant is successfully awarded, I will be contacted and asked to engage in negotiations.
4. My signature does not represent authorization of project implementation.

Landowner Signature Date

Project Sponsor Information

Project Name:

Project Applicant Contact Information:

☐ Mr. ☐ Ms. Title

First Name: Last Name:

Mailing Address:

E-Mail Address:

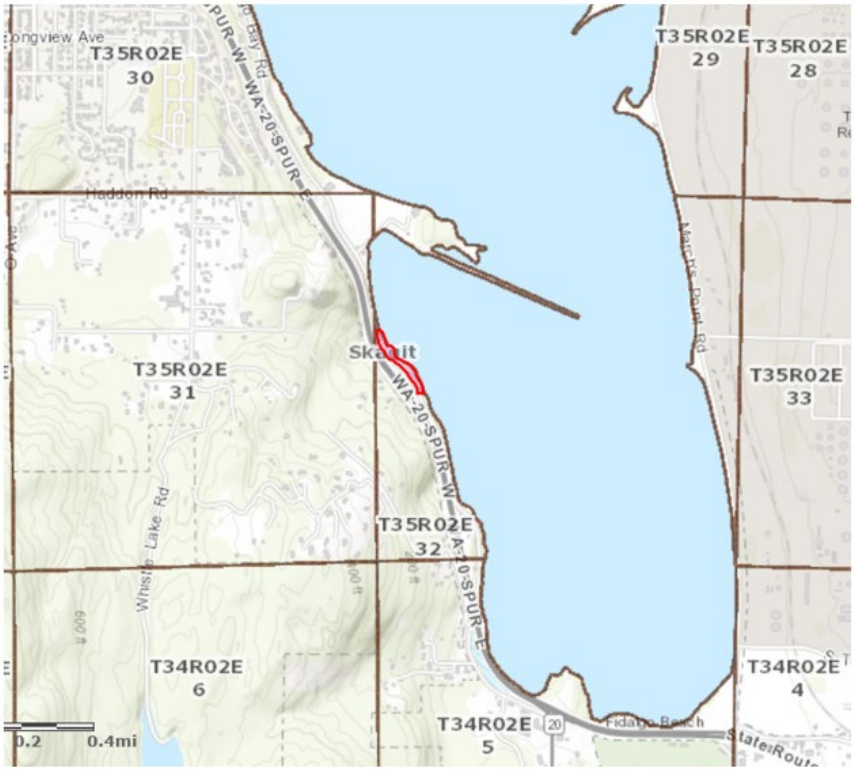
ESRP • July 2014

MAP OF AREA OF POTENTIAL EFFECT

RCO requires project applicants to provide a map showing the project's area of potential effect. This map should show the location of all proposed ground-disturbing activities, including access and staging areas. The map must include the RCO project number and title, applicant name, a polygon of the entire project area, and **must include section, township, and range information**.

EXAMPLE

RCO Project #XX-XXXX, Project Title
Sponsor Name
Section 32, Township 35 N, Range 2E



APPLICANT RESOLUTION/AUTHORIZATION

The applicant's governing body must pass a resolution that authorizes submission of the application for funding. This resolution will identify who may sign a contract and amendments on behalf of the organization. The format of the authorization may change, but the text may not change. Only one form is required for each applicant, so long as each project name and number is included in the resolution. Forms filled out incorrectly, or unsigned, are not valid and will require revisions. For help, contact a RCO grants manager before signing the form. Secondary sponsors must also complete this form.

TEMPLATE

Recreation and Conservation Office
Applicant Resolution/Authorization

Organization Name (sponsor) _____

Resolution No. (if applicable) _____

Project(s) Number(s), and Name(s) _____

_____

_____

This resolution/authorization authorizes the person identified below (in section 2) to act as the authorized representative/agent on behalf of our organization and to legally bind our organization with respect to the above Project(s) for which we seek grant funding assistance managed through the Recreation and Conservation Office (Office).

WHEREAS, state grant assistance is requested by our organization to aid in financing the cost of the Project(s) referenced above;

NOW, THEREFORE, BE IT RESOLVED that:

1. Our organization has applied for or intends to apply for funding assistance managed by the Office for the above "Project(s)."

2. _____ [*insert NAME AND TITLE OF AUTHORIZED REPRESENTATIVE/AGENT*] is authorized to act as a representative/agent for our organization with full authority to bind the organization regarding all matters related to the Project(s), including but not limited to, full authority to: (1) approve submittal of a grant application to the Office, (2) enter into a project agreement(s) on behalf of our organization, (3) sign any amendments thereto on behalf of our organization, (4) make any decisions and submissions required with respect to the Project(s), and (5) designate a project contact(s) to implement the day-to-day management of the grant(s).

3. Our organization has reviewed the sample project agreement on the Recreation and Conservation Office's WEBSITE at: https://rco.wa.gov/wp-content/uploads/2019/06/SampleProjAgreement.pdf. We understand and acknowledge that if offered a project agreement to sign in the future, it will contain an indemnification and legal venue stipulation (applicable to any sponsor) and a waiver of sovereign immunity (applicable to Tribes) and other terms and conditions substantially in the form contained in the sample project agreement and that such terms and conditions of any signed project agreement shall be legally binding on the sponsor if our representative/agent enters into a project agreement on our behalf. The Office reserves the right to revise the project agreement prior to execution and shall communicate any such revisions with the above authorized representative/agent before execution.

4. Our organization acknowledges and warrants, after conferring with its legal counsel, that its authorized representative/agent has full legal authority to enter into a project agreement(s) on its behalf, that includes indemnification, waiver of sovereign immunity (as may apply to Tribes), and stipulated legal venue for lawsuits and other terms substantially in the form contained in the sample project agreement or as may be revised prior to execution.

5. Grant assistance is contingent on a signed project agreement. Entering into any project agreement with the Office is purely voluntary on our part.

APPENDIX B: NARRATIVE DESCRIPTION AND EVALUATION CRITERIA

NARRATIVE DESCRIPTION

Criteria for Evaluation

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.

Project Evaluation Criteria Categories

Ecological Importance	(30 points)
Technical Merit and Readiness	(30 points)
Cost Justification	(15 points)
Public Support and Involvement	(25 points)

A) ECOLOGICAL IMPORTANCE (30 pts.) - *An ideal project will restore natural ecosystem processes, structures and services. Preferably, the project will result in site conditions that restores or protects complex natural processes and is resilient to current and future development impacts, and will provide highly valued habitat to target species.*

1) Will the project provide long-term ecosystem benefits? Describe how your project will maintain existing ecosystem services or protect intact ecosystem processes or restores the sources of degradation to ecosystem processes.

Points Possible 0-5 Points

Evaluation Guidance and Best Practices

Ideal projects have some or all of the following:

- Restores or protects ecosystem processes or services.
- Protects intact areas.
- Addresses priority restoration or protection needs (i.e. degradation or future risk) within a site.
- Proposed action(s) **addresses** a PSNERP strategy for that process unit Cereghino et. al. 2012.

2) Will the site be resilient to future degradation? The project results in a functioning site that restores ecosystem dynamics and connectivity and if not delivered fully by the project action; the proposal describes how incremental work (through future actions of which this project contributes to) will reach this target condition at the site scale (climate change will also be addressed in a later category).

Points Possible 0-5 Points

Evaluation Guidance and Best Practices

Ideal projects have some or all of the following:

- Expected future condition of target ecosystem is clearly described including predicted changes over time. A full range of ecosystem components (Shipman 2008) or conditions (Cereghino et al 2012) will provide increasing levels and complexity of ecosystem services over time.
- Proposed actions will result in contiguous patches of habitat that are hydrologically connected in a manner sustainable by natural processes, and open to unconstrained river and/or tidal processes.
- If incremental restoration is proposed: future restoration is feasible, and designs do not preclude full restoration in the future.

3) Do the surrounding conditions support the project? The project approach is 1) responsive to potential risks of intense or complex site degradation, 2) potential future impacts from population growth and 3) demonstrates a preference for work where, over time, historical processes will be restored or protected at the scale of the process unit or 'nearshore ecosystem site' *(Note: climate change will also be addressed in section titled "Climate Change").*

Points Possible
0-10 Points

Evaluation Guidance and Best Practices

Ideal projects have some or all of the following

- 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.
- Project actions respond to risks identified in Cereghino et al. 2012 and utilize local assessments.
- 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.
- 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 & Vache (2010).
- Adjacent areas support the function of the site (e.g. well-vegetated buffers deliver clean, cold water; up-drift bluffs provide sediment etc.).

Sample questions to consider in this section

- What are the known or anticipated (current and future) impacts to the project site from the surrounding landscape conditions?
- What are the known or anticipated (current and future) benefits to the project site from the surrounding landscape conditions?

4) Does the proposal achieve goals listed in your geographic area's local plan for nearshore beach restoration/protection? (MRC, Lead Entity, LIO, Shore Friendly)? List and describe how your project meets goals and objectives of local nearshore planning priorities.

Points Possible
0-5 Points

5) Does it provide ecosystem services that benefit society? – The site provides a high level of ecological services compared to other similar landforms, based on an identified and accurately cited assessment.

Points Possible
0-5 Points

Evaluation Guidance and Best Practices

Ideal projects have some or all of the following:

- 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: estuaries, eelgrass, seabirds, unarmored shorelines, forage fish, and Chinook salmon; state and federal listed species, WDFW's priority habitats and species).
- 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).
- Proposed actions are clearly identified in regional or species recovery plans.

B) TECHNICAL MERIT AND READINESS (30 pts.) - *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.*

1) Are the techniques reliable? 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 an interdisciplinary technical review process, as appropriate for the project.

Points Possible
0-10 Points

Evaluation Guidance and Best Practices

Ideal projects have some or all of the following:

- The project team contains the range of expertise needed to complete proposed actions. Proposal references or proposes an interdisciplinary technical review of project strategies and alternatives, as appropriate for the project. Involvement and support of the interdisciplinary team is well documented and provided.
- The project addresses links between restored or protected habitats and the processes that maintain them so that project actions are likely to have the outcomes described in Ecological Importance (considers ecological context, confidence in predictions, and predictability of the management measures).

Restoration

- Sponsor has engaged key stakeholders and technical experts regarding project performance and identified how design techniques will lead to desired project outputs.

2) Have you identified a strategy for addressing or resolving uncertainty around the project? –Describe **1)** the factors that may create uncertainty in project outcomes and their associated risk, 2**)** your strategy for implementation monitoring and managing uncertainty, and **3)** if technique is experimental, opportunities for learning are fully developed and integrated into the project design development process.

Points Possible 0-5 Points

Evaluation Guidance and Best Practices

Ideal projects have some or all of the following:

- Feasibility and design – proposal explicitly lists factors anticipated that may create uncertainty in project outcomes, including impacts from partial restoration, landscape setting, future threats, ongoing human use, and fundamental assumptions about climate change.
- Restoration
  - Projects requesting implementation monitoring funds should have completed a monitoring and adaptive management plan.
  - A management strategy, including an appropriate level of implementation 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. Note that implementation monitoring is to ensure project completion as planned and address any post-construction issues in the ESRP project agreement; effectiveness monitoring is not eligible through this grant program.
  - 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.

3) Is the project designed to be resilient to climate change and/or does it promote ecosystem resilience in the face of climate change? – The action fosters adaptation to anticipated sea level rise and local climate change or increases the resilience of both natural and human systems.

Points Possible 0-5 Points

Evaluation Guidance and Best Practices

Ideal projects have some or all of the following:

- Restoration projects include specific modeling, design, and construction activities that account for applicable effects of climate change, such as sea level rise, changes in precipitation, changes in freshwater and groundwater hydrology, potential biological changes and changes in temperatures. Project sponsor will reference the Washington Coastal Resilience Project (e.g., Miller et al. 2018 Raymond et al 2018 for Sea Level Rise elements)
- Proponent demonstrates an understanding of how processes at the site are vulnerable and/or resilient to climate change.
- Opportunities to facilitate landward movement of coastal ecosystems subject to dislocation by

sea-level rise and other climate change impacts are considered. For example: Beach projects allow for landward migration area of shorelines within the project and sustained sediment supply necessary to adjust beach elevations.

4) Is the project ready to go? The proposed schedule is reasonable for project phase and not likely to be significantly delayed by social controversy or over landowner willingness.

Points Possible
0-10 Points

Evaluation Guidance and Best Practices

Ideal projects have some or all of the following:

- Affected landowner(s) has provided written support or acknowledgement as required for the project.
- Proposed actions are consistent with local land use goals, policies, and regulations.
- 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.
- All appropriate permits, government approvals, and access to land as required by the project phase and project scope are secured.
- Social barriers have been identified and addressed so implementation is possible and will occur in an efficient timeframe. Sponsor has engaged key stakeholders, technical experts, and tribal experts to overcome obstacles that may prevent the project from being successful. Proposed approach is designed to address barriers and consider alternative scenarios in the design process. For construction projects, the sponsor has a clearly defined contingency plan to address issues if unresolved. Stakeholder communication efforts concerning the project and evidence that the sponsor has taken appropriate steps to address concerns is documented.

C) COST JUSTIFICATION (15 pts.) *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.*

1) Are actions cost effective for the site? The relationship between expected outcomes and total project cost is appropriate for the project location and landform in this location.

Points Possible
0-5 Points

Evaluation Guidance and Best Practices

Ideal projects have some or all of the following:

- Costs are comparable to what is appropriate for implementation of this project as similar projects at the same location (i.e. cost comps)
- Costs are focused on the most relevant management measure(s). Only a limited proportion of funds are focused on supporting management measures.
- Operations and maintenance costs are minimized, and cost-savings mechanisms are used (e.g. low-cost partners; volunteers, partnerships etc.).
- Non-state funding sources are leveraged to maximize the ecological protection and restoration

benefits.

2) Are actions cost effective? – The relationship between expected outcomes and total project cost has a high cost/benefit value at the Puget Sound scale.

Points Possible 0-5 Points

Evaluation Guidance and Best Practices

Ideal projects have some or all of the following:

- There is a clear cost/benefit estimation for investments at the Puget-Sound scale. This project provides strong process-based restoration or protection outcomes vs a similar project that is higher cost elsewhere.

3) Is there a clear and understandable budget? The budget is complete and provides a fair estimate of all elements required for successful implementation of proposed actions.

Points Possible 0-5 Points

Evaluation Guidance and Best Practices

Ideal projects have some or all of the following:

- The whole project budget is complete, sources of funding are explicit and their status can be clearly discerned.
- 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.
- 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.
- 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).

D) PUBLIC SUPPORT AND INVOLVEMENT (25 pts.) *The project will build community support for protection and restoration, engage the local community and/or encourages valuable partnerships.*

1) Are there social benefits? The project provides benefits in addition to ecological restoration or protection.

Points Possible 0-10 Points

Evaluation Guidance and Best Practices

Ideal projects have some or all of the following:

- 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.

2) Are there the appropriate level of stakeholders and partners involved? – The project engages many local and regional partners that will collaboratively support public outreach and education, technology transfer, and stakeholder participation.

Points Possible
0-15 Points

Evaluation Guidance and Best Practices

Ideal projects have some or all of the following:

- Letters of support indicate a broad and diverse base of support.
- Proponent has a project communications strategy describing how specific groups of stakeholders have been or will be made aware of project activities and related issues.
- Partners or key stakeholders actively involved in feasibility, design and/or implementation.

APPENDIX C: OTHER RESOURCES

The following websites may provide additional information that supports your application:

ESRP website	http://www.pugetsoundnearshore.org/esrp.htm
Puget Sound Nearshore Chinook Salmon Strategies	https://pspwa.box.com/shared/static/k0xpbegydhwww61vq3xzjc36y3fawfwx.pdf
Sea level rise considerations for nearshore restoration and protection in Puget Sound	http://www.wacoastalnetwork.com/wp-content/uploads/2020/02/Restoration-Raymondetal.2018-compressed.pdf
PSNERP Publications	http://www.pugetsoundnearshore.org/technical_reports.html
PSNERP: Change Analysis Geodatabases	http://wagda.lib.washington.edu/data/geography/wa_state/#PSNERP
Puget Sound Partnership- Action Agenda	http://www.psp.wa.gov/action_agenda_center.php
Puget Sound Partnership Salmon Recovery and Watershed Work Plans	http://www.psp.wa.gov/SR_threeyearworkplan.php
The Nature Conservancy Ecoregional Assessment	http://waconservation.org/ecoregionalAssessments.shtml
Ecology Oblique Aerial Photography	http://apps.ecy.wa.gov/shorephotos/index.html
WA Dept. of Ecology Coastal Atlas	https://fortress.wa.gov/ecy/coastalatlas/
Northwest Straits MRCs	http://www.nwstraits.org/get-involved/mrcs/
Puget Sound Lead Entities	http://www.psp.wa.gov/salmon-lead-entities.php
Local Integrating Organizations	http://www.psp.wa.gov/LIO-overview.php
Shore Friendly Programs	http://shorefriendly.org/resources/resources-in-your-area/

Communication planning resources	Strategic communications planning template The message box Communicating Science Effectively

CITATIONS

Bolte, J. and K. Vache. 2010. *Envisioning Puget Sound Alternative Futures. Prepared for, the Puget Sound Nearshore Ecosystem Restoration Project*. Department of Biological & Ecological Engineering, Oregon State University, Corvallis, Oregon, 50p.

Cereghino, P., J. Toft, C. Simenstad, E. Iverson, S. Campbell, C. Behrens, J. Burke. 2012. *Strategies for nearshore protection and restoration in Puget Sound. Puget Sound Nearshore Report No. 2012-01*. Published by Washington Department of Fish and Wildlife, Olympia, Washington, and the U.S. Army Corps of Engineers, Seattle, Washington.

Clancy, M., I. Logan, J. Lowe, J. Johannessen, A.Maclennan, F.B. Van Cleve, J. Dillon, B. Lyons, R. Carman, P. Cereghino, B. Barnard, C. Tanner, D. Myers, R. Clark, J. White, C.A. Simenstad, M. Gilmer, and N. Chin. 2009. *Management measures for protecting and restoring the Puget Sound nearshore. Puget Sound Nearshore Partnership Report No. 2009-01*. Published by Seattle District U.S. Army Corps of Engineers, Seattle Washington, and Washington Department of Fish and Wildlife, Olympia WA.

Fresh, K. L., M. Dethier, C. Simenstad, M. Logsdon, H. Shipman, C. Tanner, T. Leschine, T. Mumford, G. Gelfenbaum, R. Shuman, and J. Newton. 2011. *Implications of observed anthropogenic changes to nearshore ecosystems inPuget Sound. Puget Sound Nearshore Ecosystem Restoration Project Report No. 2011-03*. Published by Washington Department of Fish and Wildlife, Olympia, Washington.

Shipman, H. 2008. *A geomorphic classification of Puget Sound nearshore landforms. Puget Sound Nearshore Partnership Report No. 2008-01.* Published by Seattle District, U.S. Army Corps of Engineers, Seattle, Washington.

Simenstad, C., M. Ramirez, J. Burke, M. Logsdon, H. Shipman, C. Tanner, J. Toft, B. Craig, C. Davis, J. Fung, P. Bloch, K. Fresh, D. Myers, E. Iverson, A. Bailey, P Schlenger, C. Kiblinger, P. Myre, W. Gertsel, and A. MacLennan. 2011.
Historical change of Puget Sound shorelines: Puget Sound Nearshore Ecosystem Project Change Analysis. Puget Sound Nearshore Report No. 2011-01. Published by Washington Department of Fish and Wildlife, Olympia, Washington, and U.S. Army Corps of Engineers, Seattle, Washington.