

Manual 19

Regional Organization and Lead Entity Guidance

February 2010



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Section 1

Introduction

In this section, you'll learn about:

- ✓ The funding board
- ✓ Where to get information

Overview

The Washington State Legislature established the Salmon Recovery Funding Board (SRFB) in 1999¹ to administer state and federal salmon recovery funds and to assist with a broad range of salmon restoration, protection, and related activities.

The SRFB is composed of five gubernatorial appointees who are voting members, and five non-voting state agency directors. Agency members are the Conservation Commission and the Departments of Ecology, Fish and Wildlife, Natural Resources, and Transportation.

The primary focus of the SRFB has been to support the locally based, "bottom-up" salmon recovery efforts occurring across Washington State. Two key components of this effort that have allowed Washington's unique approach to succeed are the regional recovery organizations and lead entities.

This manual describes the key administrative processes, including grant management, for both the regional recovery organizations and the lead entities.

RCO and Information Sources

The Recreation and Conservation Office supports the SRFB through staffing, information management, and grant administration.

¹ Revised Code of Washington 77.85

Recreation and Conservation Office:

Natural Resources Building
1111 Washington Street
Olympia, WA 98501
E-mail: info@rco.wa.gov

Telephone: (360) 902-3000
FAX: (360) 902-3026
TTY: (360) 902-1996
Web site: www.rco.wa.gov

Mailing Address

PO Box 40917
Olympia, WA 98504-0917

Regional Organization and Lead Entity Staff Support

Regional organization grant management is handled through the Governor's Salmon Recovery Office. Contact Phil Miller, Phil.Miller@gsro.wa.gov, (360) 902-2580.

Lead entity grant management is handled through the Governor's Salmon Recovery Office. Contact Lloyd Moody, Lloyd.Moody@gsro.wa.gov, (360) 902-2217

Also, see Appendix A for a complete listing of contact information.

Section 2

Regional Organizations

In this section, you'll learn about:

- ✓ The history of salmon recovery in Washington
- ✓ The regional picture of salmon recovery

Introduction to Regional Organizations

In 1998, the Legislature charged the Governor's Salmon Recovery Office with coordinating and assisting in the development of recovery plans for all listed salmon, steelhead, and trout in Washington. The 1999 Statewide Strategy to Recover Salmon identified salmon recovery regions across the state and concluded the best way to ensure recovery plans were implemented was to encourage local groups to develop them.

In September 2001, SRFB funded six regional groups to develop recovery plans. Each group developed a recovery plan that expanded on previous planning efforts and helped connect local social, cultural, and economic needs and desires with science and Endangered Species Act goals. SRFB funding complemented other funding these groups had acquired for drafting components of the plans.

The regional salmon recovery organizations produced plans consistent with the State Model for Recovery Plans. These recovery plans sufficiently addressed the requirement for recovery plans under section 4(f) of the Endangered Species Act, respected tribal treaty rights, and put each salmon recovery region on a trajectory that rebuilds listed salmon populations.

Additionally, beginning in 2009 the newest regional organization, Washington Coast Sustainable Salmon Partnership, is developing a regional salmon action plan to protect and promote the sustainability of a number of salmon populations in the Washington Coast region that are not listed under the Endangered Species Act. A recovery plan for Endangered Species Act listed Lake Ozette sockeye was completed by the federal government, working with a local steering group, in May 2009.

Each regional salmon recovery plan calls for monitoring and reporting efforts to implement the plan and for periodically reviewing progress toward meeting recovery plan goals as part

of an adaptive management process. Regional recovery plans have an implementation schedule, which provides details on responsibilities, tasks, sequence or schedule, and costs for actions that are included.

A primary purpose of a regional recovery organization is to prepare and oversee implementation of recovery plans that gain regional consensus on measurable fish population status and goals; integrates actions necessary in harvest, habitat, and hatcheries; and monitors the implementation, effectiveness, and results of actions. Regional organizations also work with the Governor's Salmon Recovery Office and the Recreation and Conservation Office to report on their recovery progress.

Seven regional recovery organizations are active today. Local governments, tribes, interested organizations, and many others have seats at these regional tables and are active participants.

Three regional recovery organizations have been legislatively created. The Lower Columbia Fish Recovery Board is charged with developing a program for salmon and steelhead recovery in Clark, Cowlitz, Lewis, Skamania, and Wahkiakum Counties. The Hood Canal Coordinating Council is designated as the regional salmon recovery organization for Hood Canal summer chum, and the Puget Sound Partnership serves as the regional salmon recovery organization for other Puget Sound salmon. Four other organizations have self-started and been recognized by the Governor's Salmon Recovery Office, as provided by state law (Revised Code of Washington 77.85): Upper Columbia Salmon Recovery Board, Snake River Salmon Recovery Board, Yakima Basin Fish and Wildlife Recovery Board, and Washington Coast Sustainable Salmon Partnership.

SFRB grants to regional recovery organizations fund coordination to help implement the region's recovery plan.

Regional organization grant management is handled through the Governor's Salmon Recovery Office. Contact Phil Miller, Phil.Miller@gsro.wa.gov, (360) 902-2580.

See Appendix A for more contact information.

Section 3

Lead Entities

In this section, you'll learn about:

- ✓ The lead entity process
- ✓ Habitat Work Schedule

Introduction to Lead Entities

Lead entities are local, watershed-based organizations created in chapter 77.85 of the Revised Code of Washington. They solicit, develop, prioritize, and submit habitat protection and restoration projects for funding to the SRFB. They consist of a:

- Coordinator (usually staff from a county, conservation district, or tribe)
- Technical Advisory Group (TAG)
- Citizen Advisory Group (CAG)

The Technical Advisory Group assists in development of salmon recovery strategies and identification and prioritization of projects. The Citizen Advisory Group is responsible for developing the final prioritized project list and submitting it to the SRFB for funding consideration. In salmon recovery regions of the state, lead entity strategies contribute to the foundation of the recovery planning process.

Lead entity funding is provided by the Legislature and Pacific Coastal Salmon Recovery Fund through Recreation and Conservation Office. As of July 1, 2009, the Recreation and Conservation Office took on administration of the lead entity program from the Washington Department of Fish and Wildlife, with the Governor's Salmon Recovery Office providing staff support to lead entities throughout the state.

Lead entity grant management is handled through the Governor's Salmon Recovery Office. Contact Lloyd Moody, Lloyd.Moody@gsro.wa.gov, (360) 902-2217.

Process Overview

Each lead entity develops a recovery strategy to guide its selection and ranking of projects. The strategy prioritizes geographic areas and types of restoration and protection activities, identifies salmon species' needs, and identifies local socio-economic and cultural factors as they relate to salmon recovery. These stakeholder-supported strategies increase effective decision-making by lead entities and define and clarify roles between lead entities and the broader salmon recovery planning environment.

Project Sponsors

Grant applicants use the regional recovery plan (as applicable) and lead entity strategy as tools to identify and propose high priority salmon habitat restoration and protection projects. Project sponsors typically are public or private groups or individuals, such as regional fisheries enhancement groups, cities, counties, tribes, state agencies, community groups, non-government organizations, or individuals. Grant applicants fill out an application and submit it to the region or lead entity for consideration. Project applicants are required to submit letters of support from affected landowners. The lead entity then applies its strategy through its local technical and citizens committees to evaluate and prioritize the projects in its own unique but consistent way.

Technical Advisory Group

The Technical Advisory Group, which is made up of local technical experts and may include the Department of Fish and Wildlife's watershed steward biologists, rates the projects submitted by grant applicants on their technical merit. These local technical experts are often the most knowledgeable about the local watershed, habitat, and fish conditions. Their expertise is invaluable to ensure priorities and projects are based on ecological conditions and processes. They judge projects on their technical merits, benefits to salmon, and certainty that the benefits will occur.

Citizen Advisory Committee

The Technical Advisory Committee submits its technical evaluation of projects to the citizens committee. In addition to local citizens, participants on citizen advisory committees may include representatives of local, state, federal, and tribal governments; community groups; environmental and fisheries groups; conservation districts; and industry. Representatives from regional fisheries enhancement groups also may participate on lead entity citizen committees. The Citizen Advisory Committee is critical to ensure that priorities and projects have the necessary community support for success. Citizen Advisory Committee members are often the best judges of the community's social, cultural, and economic values, as they apply to salmon recovery, and of how to increase community support over time through the

implementation of habitat projects. The Citizen Advisory Committee ranks the project list, and submits it through the lead entity or recovery region for SRFB funding consideration.

Salmon Recovery Funding Board

The SRFB brings together the experiences and viewpoints of citizens and the major state natural resource agencies. There are eight types of projects submitted by applicants through the lead entity or region for funding consideration:

- Acquisition
- Assessments and studies (non-capital; projects)
- Estuarine and marine near-shore
- In-stream diversion
- In-stream habitat
- In-stream passage
- Riparian habitat
- Upland habitat

The SRFB evaluation occurs in three phases:

1. The local lead entity, coordinating with its regional organization, will evaluate and rank applications in its area. The lead entity and region may use locally developed information and criteria to prioritize projects.
2. SRFB staff will review all projects for eligibility.
3. The SRFB Review Panel will evaluate each grant application for technical merits and will identify concerns about the benefits to salmon and certainty of success.

Habitat Work Schedule System

The objectives of the [Habitat Work Schedule](#) database are to provide a single repository for project information and files, an effective project management tool for project sponsors, information to the general public and other funding organizations about projects, and the ability to track lead entity and project sponsor accountability for implementing projects. The Habitat Work Schedule is an important tool in the recovery process, making salmon recovery more accessible to partners, potential funders, and the public.

The lead entity program was transferred to the Recreation and Conservation Office in July 2009. The Washington Department of Fish and Wildlife and the Recreation and Conservation Office are working to determine how best to manage and use the Habitat Work Schedule. The Recreation and Conservation Office is using this transition as an opportunity to define the most effective and efficient use of existing tools (PRISM, Habitat Work Schedule, and SharePoint) for the evaluation, ranking, and management of projects. While each tool serves a distinct purpose², the goal is to use each system as efficiently as possible with minimal duplication. To move in this direction, the following initial steps will be required in the 2010 grant round:

1. Pre-application materials (see SRFB Manual 18) are entered in PRISM and certified complete by the lead entity coordinator and SRFB staff at least two weeks before the Review Panel scheduled site visit. Only projects being considered for funding in 2010 or alternates on lists should be entered in PRISM. PRISM will generate a project number.
2. Each lead entity is responsible to enter the following information into the Habitat Work Schedule for proposed projects: the project name, project work schedule identification, project type, start and end dates, description, primary project contact and geographic location (either GPS location, coordinates, or text)³.
3. Once project application materials in PRISM are certified complete, Recreation and Conservation Office staff will provide a PDF file of each project application submitted and make the files available electronically on the lead entity's Habitat Work Schedule page. The PDF file will include all tabular and narrative information submitted to PRISM. Maps and photos of the project site will be included in the PDF file. JPEG file format of photos are available in PRISM but currently have to be exported separately and attached in the Habitat Work Schedule. Finally, the lead entity coordinator should mine the PDF for project description, project objectives, total project cost, project sponsor, and cost and manually enter these into the Habitat Work Schedule to complete the entry of the project pre-application and make the project public.

² PRISM is a project management database used by the Recreation and Conservation Office for all grant programs. The system was designed for Recreation and Conservation Office staff and sponsors for the application through agreement processes. PRISM is used to track and report measurement information to the National Oceanic and Atmospheric Administration. PRISM is open and available to the public. Habitat Work Schedule was designed has a tool for lead entities to track the development and implementation of salmon recovery projects and other salmon recovery efforts. The Habitat Work Schedule has excellent mapping capabilities and easily understandable information for the public. The Habitat Work Schedule is a great tool to promote salmon recovery in Washington. SharePoint is an information sharing software and editing program being used primarily for the Review Panel and Recreation and Conservation Office staff to organize and manage the project review process.

³ Lead entities are also obligated to provide this basic information on an annual basis for all completed and active SRFB projects; see lead entity deliverables.

4. Lead entities then will be able to use the Habitat Work Schedule for their local review processes as technical and citizen committee members will have access to the proposed project information.
5. The Recreation and Conservation Office and the SRFB Review Panel will continue to use SharePoint to track and develop comment forms. When Review Panel comment forms are completed, Recreation and Conservation Office staff will move the forms to a designated area in the Habitat Work Schedule for review and comment. Lead entity coordinators will be able to access all proposed project information, including Review Panel comments, in one place.
6. Once final local reviews and project improvements have been completed, and project applications have been updated in PRISM (by September 30, 2010), Recreation and Conservation Office staff will re-compile and provide a PDF file of that information for lead entity coordinators to update the Habitat Work Schedule.

Training and a help desk is available for the Habitat Work Schedule. Lead entities and project sponsors are encouraged to participate in the free Habitat Work Schedule trainings that are periodically conducted by the Washington Department of Fish and Wildlife and Recreation and Conservation Office. Trainings provide information on how to most efficiently and effectively use the Habitat Work Schedule for project management and how to best update project information regularly.

The Recreation and Conservation Office will continue to work with the Washington Department of Fish and Wildlife, lead entities, regional organizations, and sponsors to look for and create efficiencies in the project evaluation and funding processes, including maximizing the use of existing databases such as the Habitat Work Schedule.

The Habitat Work Schedule Web site can be found at: <http://www.hws.ekosystem.us/>. For more information on the Habitat Work Schedule, contact:

Erik Neatherlin
(360) 902-2559
Erik.neatherlin@dfw.wa.gov

<http://www.hws.ekosystem.us/>

or

Lloyd Moody, Governor's Salmon Recovery Office
(360) 902-2217
Lloyd.Moody@gsro.wa.gov

Watershed Stewardship Team Biologists

Watershed Stewardship Team biologists are employed by Washington Department of Fish and Wildlife and generally located in the department's regional offices. Their primary role is to coordinate the department's multiple resources in local planning and recovery efforts for salmon, particularly those of lead entities and regional recovery planning boards, so that these local efforts have the greatest likelihood of success. The biologists communicate department policy and advice on the local strategy, plan development, and project identification and implementation. When policy issues or questions arise, the biologists involve their regional directors, regional program managers, salmon recovery policy coordinators, and other policy representatives to provide clarity on agency positions and directions.

The biologists also serve as a conduit for science and technical assistance. They may participate on committees of a lead entity, salmon recovery planning group, or local shoreline planning technical group. Their strength is in their ability to call in department experts on specific topics. For more information, visit: wdfw.wa.gov/hab/wst.htm.

Lead Entity Advisory Group

The Lead Entity Advisory Group (LEAG) was constituted originally to provide advice to the Department of Fish and Wildlife on current and emerging policy issues associated with salmon recovery. Over time, LEAG has evolved to mainly support the lead entity program by serving as a forum for discussing lead entity issues and improving communication with the SRFB, Recreation and Conservation Office, Department of Fish and Wildlife, Governor's Salmon Recovery Office, other state agencies, the Council of Salmon Recovery Regions, and other interested groups. LEAG meets approximately five times per year, about three weeks before scheduled SRFB meetings.

Section 4

Reimbursement Policies

In this section, you'll learn about:

- ✓ Principles and standards for determining costs for grant Agreements
- ✓ Criteria for deciding what SRFB will pay for

Your Responsibilities

When receiving SRFB grants, you are responsible for compliance with all applicable federal, state, and local laws, orders, regulations, and permits. If your grant includes federal money of any kind, these legal requirements include:

- **Non federal agencies** that expend \$500,000 or more in a year in federal funds require an annual Office of Management and Budget (OMB) Circular A-133 audit. A copy of the audit report is to be sent to the SRFB with the final report. Circular A-133 is on the OMB Web page at:
<http://www.whitehouse.gov/omb/circulars/a133/a133.html>.
- **Non-profit organizations** receiving federal funds are subject to the requirements of OMB Circular A-122, Cost Principles for Non-Profit Organizations, which can be found on the OMB Web page at:
<http://www.whitehouse.gov/omb/circulars/a122/a122.html>.
- **State and local agencies and federally-recognized Indian tribes** are subject to the requirements of OMB Circular A-87 (also see 2 CFR 225), Cost Principles for State, Local and Indian Tribal Governments, which is on the OMB Web page at:
<http://www.whitehouse.gov/omb/circulars/a087/a087-all.html>.
- **Educational Institutions** are subject to the requirements of OMB Circular A-21, Cost Principles for Educational Institution, which is on the OMB web page at:
<http://www.whitehouse.gov/omb/circulars/a021/a021.html>.
- **All project sponsors** are subject to the requirements of OMB Circular A-122 (Sections 25, 30, 39)25, Lobbying. In short, your organization may not use SRFB funds

to attempt to influence the outcome of any federal, state, or local election, or any federal, state, or local legislation.

<http://www.whitehouse.gov/omb/circulars/a122/a122.html>.

Audits and Records Retention

Regional organizations and lead entity grant administrators must comply with the following state requirements.

- The grant administrator must retain all books, records, documents, data, and other materials relevant to the grant agreement for 6 years after completion of the project. These records shall be subject, at all reasonable times, to inspecting, reviewing, copying, or auditing by personnel authorized by the Recreation and Conservation Office, the Office of the Washington State Auditor, or other authorized federal or state officials. If any litigation, claim, or audit is started before the expiration of the 6-year period, the records shall be retained until all litigation, claims, or audit findings involving the records have been resolved. The records must support all grant agreement costs and billings provided to the Recreation and Conservation Office.
- If an auditor's inspection of records discloses any improper or incorrectly claimed reimbursements, the Recreation and Conservation Office shall issue a management decision on a proposed corrective action plan within six months after receipt of this report.
- All grant administrators awarded federal funds, must follow all federal regulations including OMB Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations. If a grant administrator expends \$500,000 or more in federal funds from any funding source in a year, the grant administrator must have an A-133 audit completed. If the grant administrator is required to have an audit, the grant administrator must submit a copy to RCO.
- Each year, as a follow-up to the audit requirements, the Recreation and Conservation Office will send a letter to all who expended federal funds. This letter will request information about the amount of federal expenditures or request an audit.

Open Public Records

Non-governmental SRFB grant recipients, including nonprofit organizations, tribes, and private landowners, must contractually agree to disclose information related to expenditures in the same manner as required in the state's Public Records Act, Revised Code of Washington 42.56. More information on the Public Records Act can be found on the Web sites of the Washington State Attorney General, <http://www.atg.wa.gov>, and Municipal Research and Services Center for Washington, <http://www.mrsc.org>.

Liability Insurance

The grant administrator shall provide insurance coverage, which shall be maintained in full force and effect during the term of this grant, as follows:

1. Automobile Liability. In the event that services delivered pursuant to this contract involve the use of vehicles, either owned or not owned by the grant administrator, automobile liability insurance shall be required.
2. The insurance required shall be issued by an insurance company/ies authorized to do business within the State of Washington.

At the Recreation and Conservation Office's request, the grant administrator shall submit to the Recreation and Conservation Office within 15 days of the grant effective date, a certificate of insurance that outlines the coverage and limits defined in the Insurance section. The grant administrator shall submit renewal certificates as appropriate during the term of the contract.

The grant administrator should carry and maintain general public liability insurance in accordance with sound business practices.

Liability insurance is a reimbursable expense.

Principles

This section establishes principles and standards for determining costs for grant awards, cost reimbursement grants, and other agreements with the SRFB. The principles are to help with cost determination, not to identify the circumstances or extent of SRFB participation in financing a particular program or project. The principles provide that SRFB grants bear their fair share of cost, except where restricted or prohibited by law.

The principles will be applied by the Recreation and Conservation Office in determining costs incurred by grant administrators (including sub-awards). These principles shall be used as a guide in the pricing of fixed price arrangements where costs are used in determining the appropriate price.

The basis for the principles is that grant administrators:

1. Will apply sound management practices when administering SRFB grants.
2. Will administer SRFB grants in a manner consistent with underlying agreements, program objectives, and the terms and conditions of the award.

3. Have the main responsibility for following established organization and management processes and procedures needed to assure proper and efficient administration of the grant agreement.

Criteria for Deciding What SRFB Will Reimburse

Allowed costs must:

1. Be necessary and reasonable for proper and efficient performance and administration of SRFB awards. A cost is reasonable if, in its nature and amount, it does not exceed that which would be incurred by a prudent person under the circumstances prevailing at the time the decision was made to incur the cost. The question of reasonableness is particularly important when governmental units or components are predominately federally funded. In determining reasonableness of a given cost, consideration shall be given to:
 2. Whether the cost is of a type generally recognized as ordinary and necessary for the operation of the grantees and the performance of the grant agreement.
 3. The restraints or requirements imposed by such factors as sound business practices; arms length bargaining; federal, state, and other laws and regulations; and terms and conditions of the grant agreement.
 4. Market prices for comparable goods or services.
 5. Whether the individuals concerned acted with prudence in the circumstances considering their responsibilities to the grantees, its employees, the public, and the state and federal governments.
 6. Significant deviations from the established practices of the grantees, which may unjustifiably increase the grant agreement cost.
 7. Be authorized or not prohibited under federal, state, or local laws or regulations.
 8. Conform to any limitations or exclusions set forth in these principles.
 9. Be consistent with policies, regulations, and procedures that apply uniformly to both the grant agreement and other activities of the grantees.
 10. Be determined in accordance with generally accepted accounting principles.
 11. Not be included as a cost or used to meet cost sharing or matching requirements of any other SRFB state award in either the current or a prior period.

12. Be the net of all applicable credits. This includes those receipts or reduction of expenditure-type transactions that offset or reduce expenses allocable to SRFB awards. Examples of applicable credits include purchase discounts, rebates, etc.
13. Be adequately documented.
14. Be incurred during the grant period specified in the grant agreement, identify billing period on A-19.
15. Be identified in the scope of the grant agreement.

Operational Grant Agreements

Regional organizations and lead entities receive operational funds from SRFB grants. These operational grant agreements support the administrative requirements of updating and implementing recovery plans and developing community based project proposals. These grants are awarded by the SRFB biennially; however grants may be amended yearly to correspond with the state fiscal year (July 1 – June 30).

Depending on the region, the Recreation and Conservation Office may combine the regional organization and lead entity into one grant agreement. However, each would have a distinct scope of work, deliverables, and budget. At the end of the biennium (June 30, 2011), any unspent funds will be reallocated by the SRFB. For this reason, if you expect to have any unspent funds at the end of a biennium, notify the Recreation and Conservation Office by the end of April 2011.

Invoices must be submitted at least quarterly and no more than monthly and should consist of an A-19 invoice form, an expenditure summary, with a billing description adequate to explain the reimbursement request if the billing period does not coincide with a progress report. The billing description is not expected to contain the level of detail expected for a Progress Report. Electronic versions of the noted forms are made available to lead entity coordinators at the beginning of each fiscal year. Ensure that you (or your billing staff) are using the correct forms.

Sub-Contracts

Each regional organization and lead entity must develop and adopt written procedures on the procurement of contracted services. The Recreation and Conservation Office also will have a role in reviewing and assisting regional organizations and lead entities with higher value (in dollars) sub-contracts. For sub-contracts more than \$20,000 or a combined dollar amount of more than \$20,000 going to one vendor (during the contract period), the regional or lead entity organization must send the Recreation and Conservation Office a copy of the sub-contract for review before letting the sub-contract. The Recreation and Conservation

Office will review the sub-contract proposal in a timely manner for consistency with work products promised in the implementation scope of work.

Reporting

Reimbursement Progress Reports (Regions and Lead Entities). With each reimbursement request the regional organization or lead entity will report on expenses for the billing period related to the scope of work. The Recreation and Conservation Office and others will use this information to track progress, document changes, and otherwise manage the grant.

Progress reports are due in a timely fashion for all lead entities. Progress reports for lead entities that are also regional organizations are due every six months whereas progress reports for regular lead entities are due every three months, or as agreed to between the Recreation and Conservation Office and the lead entity in the scope of work "deliverables."

Recovery Plan Implementation Reports (Regions Only). There are three methods the Recreation and Conservation Office uses to help the regional organizations provide better communication on progress toward overall recovery plan implementation. These methods will help answer the question "How are we doing?"

- The Governor's Salmon Recovery Office and Recreation and Conservation Office will work with National Marine Fisheries Service and the Washington State Forum on Monitoring Salmon Recovery and Watershed Health (<http://www.rco.wa.gov/monitoring/default.htm>) to align, to the extent feasible, data needs and reporting requirements for:
 - National Marine Fisheries Service (recovery plan implementation monitoring)
 - Pacific Coastal Salmon Recovery Fund project implementation and funding
 - State of Salmon Report (dozen dials, regional-watershed scale data, etc.)

The goal is that regions should not have to report separately to these organizations on progress they are making in implementing their recovery plans. The Governor's Salmon Recovery Office will provide templates for all reporting necessary under this grant agreement, and will attempt to include requirements of National Marine Fisheries Service for any other monitoring reports needed.

- Because recovery plans and implementation work plans include major milestones, a meeting of the Governor's Salmon Recovery Office, Recreation and Conservation Office, and regional organizations at these intersections would provide an opportunity to review progress, evaluate obstacles, and collectively examine adaptive management options.

There will be two required interactions. At least one per year (two per biennium) of staff from the Recreation and Conservation Office and Governor's Salmon Recovery Office with regional organization staff (open to the regional organization, SRFB members, and others such as federal or state agency staff by invitation) at a time to be announced in the first quarter of each calendar year, based on the timing of major recovery plan implementation milestones and the need to anticipate and address issues that may affect achievement of such milestones.

- The SRFB also should receive informational presentations from the regional recovery organizations. This gives the SRFB a chance to hear on a regular basis what kinds of things regional organizations and lead entities are doing and, especially, give SRFB members firsthand experience with how implementation of all plans is proceeding.

Recreation and Conservation Office staff will work with regional organizations to schedule these informational presentations to the SRFB.

Equipment Purchase

Equipment purchased with grant funds is subject to additional requirements set by the granting source, federal or state. That is, at the end of the agreement period, the grant administrator may continue to use the equipment, provided it is used for the original grant purposes. When the equipment is no longer used for the purposes identified in the grant agreement, contact appropriate Governor's Salmon Recovery Office-Recreation and Conservation Office staff for disposal instructions.

Ineligible Costs

Only costs identified in the grant are eligible for reimbursement. The following costs are not eligible:

1. Activities not identified in an approved agreement.
2. Purchase of land or real property.
3. Expenses associated with lobbying.
4. Ordinary operating expenses of local government, such as the salaries and expenses of a mayor, city council member, city attorney, etc., overtime differential paid to employees of local government, and permits and fees required by federal, state, or local regulations.
5. Alcoholic beverages.
6. Interest and other financial costs.

7. Bad debts, including any losses arising from uncollectible accounts or claims.
8. Ceremonial expenses.
9. Fines and penalties.
10. Attorney fees for litigation, lawsuits, defense.

If you are not sure if an item is eligible for reimbursement, please contact your Governor's Salmon Recovery Office-Recreation and Conservation Office grant manager.

The Recreation and Conservation Office's director or designee has the authority to allow these costs on a case-by-case basis.

Documents Required for Reimbursement

To be reimbursed, send the Recreation and Conservation Office the materials described below. If the required documentation is not received, the request will either be returned for corrections or specific costs deducted.

All billings must be accompanied by the original, signed in ink, A-19 Invoice Voucher. A customized, pre-printed A-19 Invoice Voucher will be provided to the grant administrator with the grant agreement and with each reimbursement payment.

See Recreation and Conservation Office Reimbursement Manual 8 for detailed instructions.

An expenditure summary form, which includes the following required information, must be provided:

1. The date the payment was made.
2. The name of the vendor or employee the payment was made too.
3. The purpose or description of what the payment was for.
4. The amount of the payment.
5. The payment number, which can be any of the following:
 - A check number.
 - Payroll, if the costs were for payroll or benefits.

- Force account if the grant administrator uses its own labor, materials, or equipment for the project. These transactions are documented by an internal action and need to be available on request.
- State agencies can use document or journal voucher number.

Copies of invoices, timesheets, payments "check or warrants," and force account transactions should not be submitted with the billing unless requested. The grant administrator is required to keep these records on file.

A full set of master forms are provided online at the Recreation and Conservation Office's Web site: <http://www.rco.wa.gov/>. These are "masters" and may be reproduced as necessary. Forms are available in Word and/or Excel format and may be e-mailed to you. The A-19 invoice voucher is provided by the Recreation and Conservation Office with each payment and is also available in PRISM.

Allocating Costs

Allocating costs is the process of dividing the costs into parts that are designated by expenditure for a specific purpose. If costs are allocated, please ensure there is a defensible basis, and this basis is tracked and documented. The most common method of allocation of costs is based on actual time spent by staff in a particular activity.

Composition of Costs

The total cost of the grant agreement is comprised of the allowable direct cost of the program, plus its allocable portion of allowable indirect costs, less applicable credits.

There is no universal rule for classifying certain costs as either direct or indirect under every accounting system. A cost may be direct with respect to some specific service or function, but indirect with respect to another grant or other final cost objective. Therefore, it is essential that each item of cost be treated consistently in like circumstances either as a direct or indirect cost.

Direct Costs

Direct costs are those that can be identified specifically within a particular final cost objective as identified in the grant agreement.

Typical direct costs are:

- Compensation of employees for the time devoted and identified specifically to the performance of the grant agreement.

- Cost of materials acquired, consumed, or expended specifically for the purpose of the grant agreement.
- Equipment and other approved capital expenditures.
- Travel expenses incurred specifically to carry out the grant agreement.

Any direct cost of a minor amount may be treated as an indirect cost for reasons of practicality where such accounting treatment for that item of cost is consistently applied to all cost objectives.

Indirect Costs

Indirect costs are those incurred for a common or joint purpose benefiting more than one cost objective, and not readily assignable to the cost objectives specifically benefited, without effort disproportionate to the results achieved. An indirect cost rate is a device for determining in a reasonable manner the proportion of indirect costs each program should bear. It is the ratio (expressed as a percentage) of the indirect costs to a direct cost base.

Subject to state or federal program restrictions, the Recreation and Conservation Office allows the use of a federally approved indirect cost rate, or an indirect cost rate developed through 2 CFR 225, up to 25 percent of the applicable base of the allowable direct costs incurred during grant performance. The grant administrator must provide documentation of a current, approved indirect rate before indirect billings will be accepted.

Overhead and Administrative Costs

In lieu of an indirect rate (as described above), allocable overhead or administrative costs may be allowed if specified in the grant agreement. The amount of overhead or administrative costs allowed in a grant is to be specified in the grant budget, but may not exceed 25 percent of salaries and wages. This assumes an organizational structure using employees to accomplish its primary functions. For those organizations who contract out the work that would otherwise be done by employees, the Recreation and Conservation Office will negotiate an appropriate overhead and administrative cost rate.

In no case are administrative costs allowed when indirect costs are allowed. In other words, no grant recipients are to charge both overhead and administrative costs and indirect costs because it creates duplication. The following are examples of these types of costs:

- Advertising
- Audit costs
- Billings

- Communications
- Consultation
- Contract award
- Correspondence
- Insurance
- Meetings
- Negotiations
- Lead entity management and supervision
- Progress reports
- Public hearing costs
- Site visits
- Travel to site or meetings

Eligible Costs

Eligible costs for reimbursement are only those listed in the grant agreement. The following list of typical eligible costs is not inclusive; however, it is intended to help you categorize your costs on the A-19 invoice voucher.

1. **Salaries and benefits.** Salaries and benefits for the compensation of employees for the time devoted and identified specifically to the performance of Recreation and Conservation Office grants are eligible costs. Sufficient documentation to support the charges must be maintained (See Manual 8, page 12).
2. **Travel expenses.** If allocable under the grant agreement, you may be reimbursed for travel expenses subject to the requirements and restrictions set forth in the State Administrative & Accounting Manual (SAAM), Chapter 10 Travel located at: <http://www.ofm.wa.gov/policy/10.htm>. The use of other policies of record (e.g., 15 CFR 24 (Common Rule) and OMB Circular A-87) to ensure prudent use of public funds are acceptable when approved by the Recreation and Conservation Office. Please complete a Travel Expense Voucher (with all necessary fields including departure and return times completed) for any travel related expenses. Maintain this documentation as part of your record retention.

Travel includes costs of necessary official state business travel on railroads, airlines, buses, private motor vehicles, and other means of conveyance. To ensure prudent use of public funds, the Recreation and Conservation Office will periodically review in-state airline ticket purchases for compliance with SAAM subsections 10.50.40 and 10.50.45, if applicable, or other Recreation and Conservation Office approved policies of record. **Out-of-state airline ticket purchases must be pre-approved by RCO.** These arrangements are to be made by the regional organization or lead entity only after they have been approved by the Recreation and Conservation Office. Other expenses essential to the transaction of official state business may be reimbursable to the traveler.

3. **Miscellaneous travel expenses**
4. **Meals and lodging.** Travelers may be reimbursed for actual cost of lodging up to a specified maximum. An original, itemized receipt should be submitted to the regional organization or lead entity. Credit card receipts are not to be used in lieu of itemized receipts. Maintain this documentation as part of your record retention. Refer to the state Office of Financial Management's Travel Resources Web site for the most current rates (<http://www.ofm.wa.gov/resources/travel/colormap.pdf>).
5. **Refreshments.** At times, regional organizations and lead entities may wish to provide coffee and light refreshments as an integral part of a meeting or volunteer activity and be reimbursed for expenses incurred through Recreation and Conservation Office grants. Supporting documentation must be maintained with the regional organization or lead entity. This documentation must include pre-approval by the regional organization or lead entity, a list of attendees (sign-in sheet), meeting purpose, and agenda, and receipt showing actual cost.
6. **Personal services, contracts, and purchased services.** Personal services are professional or technical services provided by a consultant to accomplish a specific study, task, or other work statement. Personal services are performed independently from the day-to-day control of the regional organization or lead entity. Purchased services are provided by a vendor to accomplish routine, continuing, and necessary functions. Purchased services are usually more routine or mechanical in nature. Sole source contracts must provide professional or technical expertise of such a unique nature that the contractor is clearly and justifiably the only practical source of the service, to be eligible for reimbursement.

Sole source contracts of less than \$5,000 may be directly negotiated. Follow the concept for justifying sole source selection as described in Section 10.3 of the Washington Purchasing Manual. Sole Source Justification documents must be kept at the regional organization or lead entity office and made available for an audit.

7. **Equipment and supplies.** Fixed assets with a unit acquisition cost of more than \$5,000 and assets with a unit cost less than \$5,000 identified as small and attractive (see list below) are capitalized and inventoriable. Assets listed below are considered small and attractive unless they are under \$300. The Recreation and Conservation Office considers these items particularly vulnerable to loss as defined by a risk assessment and therefore cannot be inventoried.
- Communications equipment (audio, video, radios, GPS units)
 - Cameras (motion, video, still, digital)
 - Computer hardware and software: laptops, desk tops, notebook computers, handheld computers
 - Calculators
 - Recording equipment, radios, TVs, tape recorders, VCRs
 - Licensed vehicles (regardless of cost)

Work with your Recreation and Conservation Office grant manager to coordinate purchase of this kind of equipment. Use a cost-benefit analysis, as appropriate, to determine if leasing or purchase make more sense.

If you plan on purchasing "equipment that can be inventoried," indicate which type on the grant application. For reimbursement, indicate any inventoried equipment purchases on your A-19 and include a copy of the invoice. Any Recreation and Conservation Office property furnished to grantee shall be used only for the performance of the grant.

Notify your Recreation and Conservation Office grant manager in writing immediately if equipment is lost or stolen and complete a *Request for Removal of Equipment* Form available from the Recreation and Conservation Office grant manager. For any Recreation and Conservation Office personal property stolen, you should provide a police report and insurance report for each incident and should report the theft immediately to the Recreation and Conservation Office grant manager.

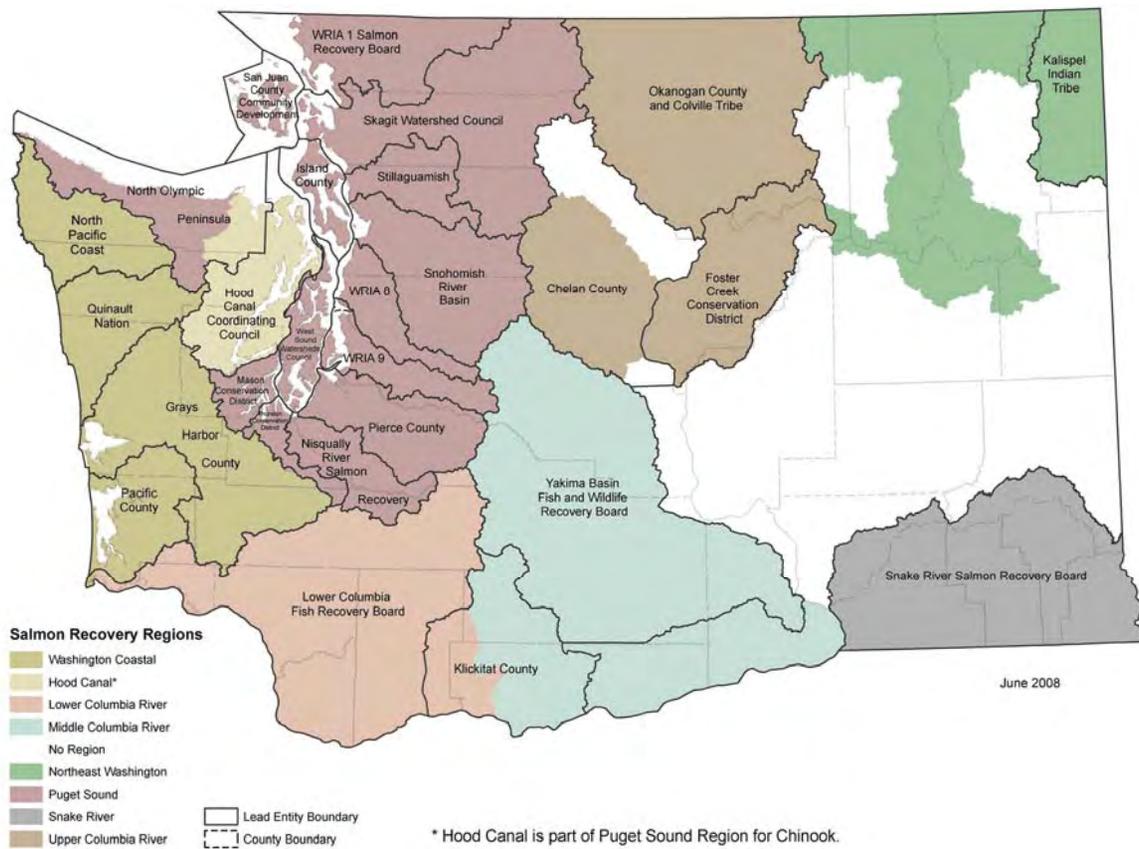
Supplies include computer software, office forms, maps, stationery, fax, general supplies, publications, field gear for staff, and other expenses as identified in the grant.

8. **Web site.** Web site creation and maintenance that benefit the regional or lead entity organization are eligible costs.

9. **Seminars.** Seminars and conference fees that benefit the regional organization or lead entity are eligible costs. Note: Related travel expenses are to comply with state travel regulations.

Appendix A

Salmon Recovery Contacts



Lead Entity	Water Resource Inventory Area (WRIA)	Lead Entity Contact	Watershed Steward	Recreation and Conservation Office Staff
<p>• SALMON RECOVERY REGION: WASHINGTON COASTAL <u>Regional Organization: Washington Coast Sustainable Salmon Partnership</u> PO Box 2392 Miles Batchelder, interim executive director 114 E. Chance A La Mer NE (360) 289-2499 Ocean Shores, WA 98569 E-mail: milesb@wcssp.org</p>				
Grays Harbor County	22, 23	Lee Napier, (360) 249-4222 lnapier@co.grays-harbor.wa.us	Chad Stussy, (360) 902-8304 stusscns@dfw.wa.gov	Jason Lundgren, (360) 902-0210 jason.lundgren@rco.wa.gov
North Pacific Coast	20	Rich Osborne, (360) 417-2569 rosborne@co.clallam.wa.us	Michael Blanton, (360) 417-3301	Jason Lundgren, (360) 902-0210 jason.lundgren@rco.wa.gov
Pacific County	24	Michael Johnson, (360) 875-9424 Paccon@willapabay.org	Bob Burkle, (360) 249-1217 burklblb@dfw.wa.gov	Jason Lundgren, (360) 902-0210 jason.lundgren@rco.wa.gov
Quinalt Nation	21	John Sims, (360) 288-2435 jsims@centurytel.net	Bob Burkle, (360) 249-1217 burklblb@dfw.wa.gov	Jason Lundgren, (360) 902-0210 jason.lundgren@rco.wa.gov
<p>• SALMON RECOVERY REGION: Hood Canal <u>Regional Organization: Hood Canal Coordinating Council</u> 17791 Fjord Drive, Box HH Scott Brewer, executive director Poulsbo, WA 98370-8481 (360) 531-0575 Web site: www.hccc.wa.gov E-Mail: sbrewer@hccc.wa.gov</p>				
Hood Canal Coordinating Council	14*, 15*, 16, 17*	Richard Brocksmith, (360) 531-2166 rbrocksmith@hccc.wa.gov	Doris Small, (360) 895-4756 smalldjs@dfw.wa.gov Michael Blanton, (360) 417-3301	Mike Ramsey, (360) 902-2969 michael.ramsey@rco.wa.gov
North Olympic Peninsula**	17*, 18	Cheryl Baumann, (360) 417-2326 cbaumann@co.clallam.wa.us	Michael Blanton, (360) 417-3301	Tara Galuska, (360) 902-2953 tara.galuska@rco.wa.gov
<p>• SALMON RECOVERY REGION: LOWER COLUMBIA RIVER <u>Regional Organization: Lower Columbia Fish Recovery Board</u> 2127 8th Avenue Jeff Breckel, executive director Longview WA 98632 (360) 425-1555 Web site: www.lcfrb.gen.wa.us E-mail: jbreckel@lcfrb.gen.wa.us</p>				
Klickitat County**	29*	Dan McCarty, (509) 773-2353 danmc@co.klickitat.wa.us	Donna Bighouse, (360) 906-6738 haledhh@dfw.wa.gov	Barb McIntosh, (360) 902-3001 barbara.mcintosh@rco.wa.gov

Lower Columbia Fish Recovery Board	24*	Jeff Breckel, (360) 425-1553 jbreckel@lcfwb.gen.wa.us	Bob Burkle, (360) 249-1217 burklblb@dfw.wa.gov	Barb McIntosh, (360) 902-3001 barbara.mcintosh@rco.wa.gov
	25, 26, 27, 28, 29*		Donna Bighouse, (360) 906-6738 haldhh@dfw.wa.gov	
<p>• SALMON RECOVERY REGION: MIDDLE COLUMBIA RIVER <u>Regional Organization: Yakima Basin Fish and Wildlife Recovery Board</u> PO Box 2662 Yakima, WA 98907 Web site: www.ybfwrb.org</p> <p style="text-align: right;">Alex Conley, executive director (509) 453-4104 E-mail: aconley@ybfwrb.org</p>				
Klickitat County**	30	Dan McCarty, (509) 773-2353 danmc@co.klickitat.wa.us	Richard Visser, (509) 457-9308 visserhv@dfw.wa.gov	Barb McIntosh, (360) 902-3001 barbara.mcintosh@rco.wa.gov
Yakima Basin Fish and Wildlife Recovery Board	37, 38*, 39	Angie Begosh, (509) 453-4104 abegosh@ybfwrb.org	Richard Visser, (509) 457-9308 visserhv@dfw.wa.gov	Barb McIntosh, (360) 902-3001 barbara.mcintosh@rco.wa.gov
<p>• SALMON RECOVERY REGION: PUGET SOUND <u>Regional Organization: Puget Sound Partnership</u> P.O. Box 40900 Olympia, WA 98504-0900 Web site: www.psp.wa.gov</p> <p style="text-align: right;">Joe Ryan, salmon recovery program manager (206) 383-9887 E-mail: joe.ryan@psp.wa.gov</p>				
Hood Canal Coordinating Council	14*, 15*, 16, 17*	Richard Brocksmith, (360) 531-2166 rbrocksmith@hccc.wa.gov	Doris Small, (360) 895-4756 smalldjs@dfw.wa.gov Michael Blanton, (360) 417-3301	Mike Ramsey, (360) 902-2969 michael.ramsey@rco.wa.gov
Island County	6	Chris Luerkens, (360) 678-7810 chrisl@co.island.wa.us	Steve Seymour, (360) 676-2003 seymosas@dfw.wa.gov	Mike Ramsey, (360) 902-2969 michael.ramsey@rco.wa.gov
Mason Conservation District	14*	Amy Hatch-Winecka, (360) 427-9436 wria13-14leadentity@thurstoncd.com	Chad Stussy, (360) 902-8304 stussens@dfw.wa.gov	Tara Galuska, (360) 902-2953 tara.galuska@rco.wa.gov
Nisqually River Salmon Recovery	11	Jeanette Dorner, (360) 438-8687, Ext. 2135 jdorner@nwifc.org	Chad Stussy, (360) 902-8304 stussens@dfw.wa.gov Bob Burkle, (360) 249-1217 burklblb@dfw.wa.gov	Tara Galuska, (360) 902-2953 tara.galuska@rco.wa.gov
North Olympic Peninsula	17*, 18, 19	Cheryl Baumann, (360) 417-2326 cbaumann@co.clallam.wa.us	Michael Blanton, (360) 417-3301	Tara Galuska, (360) 902-2953 tara.galuska@rco.wa.gov
Pierce County	10, 12	Tom Kantz, (253) 798-4625 tkantz@co.pierce.wa.us	Bob Burkle, (360) 249-1217 burklblb@dfw.wa.gov	Barb McIntosh, (360) 902-3001 barbara.mcintosh@rco.wa.gov

San Juan County Community Development	2	Barbara Rosenkotter, (360) 370-7593 barbarar@co.san-juan.wa.us	Robert Warinner, (360) 466-4345, Ext. 252 warinrjw@dfw.wa.gov	Mike Ramsey, (360) 902-2969 michael.ramsey@rco.wa.gov
Skagit Watershed Council	3, 4	Shirley Solomon, (360) 419-9326 skagitws@nwlinc.com	Robert Warinner, (360) 466-4345, Ext. 252 warinrjw@dfw.wa.gov	Marc Duboiski, (360) 902-3137 marc.duboiski@rco.wa.gov
Stillaguamish Tribe & Snohomish County	5	Pat Stevenson, (360) 435-2755, Ext. 27 p Stevenson@stillaguamish.nsn.us Sean Edwards, (425) 388-3464, Ext. 4669 sean.edwards@co.snohomish.wa.us	Doug Hennick, (425) 379-2303 hennidgh@dfw.wa.gov	Kay Caromile, (360) 902-2639 kay.caromile@rco.wa.gov
Snohomish River Basin	7	Tim Walls, (425) 388-3781 timothy.walls@co.snohomish.wa.us	Doug Hennick, (425) 379-2303 hennidgh@dfw.wa.gov	Kay Caromile, (360) 902-2639 kay.caromile@rco.wa.gov
West Sound Watersheds Council	15*	Kathleen Peters, (360) 337-4679 kpeters@co.kitsap.wa.us	Doris Small, (360) 895-4756 smalldjs@dfw.wa.gov	Tara Galuska, (360) 902-2953 tara.galuska@rco.wa.gov
Thurston Conservation District	13	Amy Hatch-Winecka, (360) 754-3588, Ext. 103 wria13-14leadentity@thurstoncd.com	Chad Stussy, (360) 902-8304 stussens@dfw.wa.gov	Tara Galuska, (360) 902-2953 tara.galuska@rco.wa.gov
WRIA 1 – Salmon Recovery Board	1	Becky Peterson, (360) 392-1301 genevaconsulting@comcast.net	Steve Seymour, (360) 676-2003 seymosas@dfw.wa.gov	Jason Lundgren, (360) 902-0210 jason.lundgren@rco.wa.gov
WRIA 8 – King County	8	Mary Jorgenson, (206) 296-8067 mary.jorgensen@kingcounty.gov	Kirk Lakey, (425) 649-7088 lakeykal@dfw.wa.gov	Kay Caromile, (360) 902-2639 kay.caromile@rco.wa.gov
WRIA 9 – King County	9	Doug Osterman, (206) 296-8069 doug.osterman@kingcounty.gov	Kirk Lakey, (425) 649-7088 lakeykal@dfw.wa.gov	Tara Galuska, (360) 902-2953 tara.galuska@rco.wa.gov
<p>• SALMON RECOVERY REGION: UPPER COLUMBIA RIVER Regional Organization: Upper Columbia Salmon Recovery Board 415 King Street Wenatchee, WA 98801 Web site: www.ucsrb.com</p> <p style="text-align: right;">Julie Morgan, executive director (509) 662-4710 E-mail: julie.morgan@ucsrb.com</p>				
Chelan County	45, 46	Joy Juelson, (509) 667-6346 joy.juelson@co.chelan.wa.us	Ken Bevis, (509) 996-2559 beviskrb@dfw.wa.gov	Jason Lundgren, (360) 902-0210 jason.lundgren@rco.wa.gov
Foster Creek Conservation District	44, 50	Kristine Desgroseillier, (509) 745-8362, Ext.101 kristine-desgroseillier@fostercreek.net	Ken Bevis, (509) 996-2559 beviskrb@dfw.wa.gov	Jason Lundgren, (360) 902-0210 jason.lundgren@rco.wa.gov

Okanogan County Lead Entity	48	Char Schumacher, (509) 422-7113 cschumacher@co.okanogan.wa.us	Ken Bevis, (509) 996-2559 beviskrb@dfw.wa.gov	Jason Lundgren, (360) 902-0210 jason.lundgren@rco.wa.gov
	49	Bill Towey, (509) 209-2416 bill.towey@colvilletribes.com		
<p>• SALMON RECOVERY REGION: SNAKE RIVER Regional Organization: Snake River Salmon Recovery Board 410B East Main Street Dayton, WA 99328 Web site: www.snakeriverboard.org</p> <p style="text-align: right;">Steve Martin, executive director (509) 382-4115 E-mail: steve@snakeriverboard.org</p>				
Snake River Salmon Recovery Board	32, 33*, 35	Steve Martin, (509) 382-4115 steve@snakeriverboard.org	Dave Karl, (509) 527-4138 karldbkb@dfw.wa.gov	Kay Caromile, (360) 902-2639 kay.caromile@rco.wa.gov
<p>• SALMON RECOVERY REGION: NORTHEAST WASHINGTON Regional Organization: Kalispel Indian Tribe P.O. Box 39 Usk, WA 99180 E-mail: nbean@knrd.org</p> <p style="text-align: right;">Nick Bean, Lead Entity Coordinator (509) 447-7272</p>				
Kalispel Indian Tribe	62	Nick Bean, (509) 447-7272 nbean@knrd.org	Sandy Dotts, (509) 684-2362, x10 dottssrd@dfw.wa.gov	Dave Caudill (360) 902-0210 dave.caudill@rco.wa.gov

* Indicates a partial WRIA

** Indicates the lead entity is part of the salmon recovery region but not part of the regional organization

Appendix B

Acronyms and Glossary

CAG	Citizen’s Advisory Group – a legislatively mandated component of a salmon recovery lead entity that provides local input in salmon recovery.
COR	Council of Regions – advisory body to the seven salmon recovery regions in Washington (Coastal, Hood Canal, Puget Sound, Upper Columbia River, Middle Columbia River, Lower Columbia River, and Snake River).
EC or Ex Comm	Executive Committee (as in, LEAG EC) – a nine member committee comprised of Lead Entity Advisory Group representatives from across Washington that serves as a decision-making body for the Lead Entity Advisory Group.
ESA	Endangered Species Act
GSRO	Governor’s Salmon Recovery Office – established by the Legislature to coordinate and produce a statewide salmon strategy; assist in the development of regional recovery plans; secure current and future funding for local, regional, and state recovery efforts; and provide the biennial <i>State of Salmon in Watersheds</i> report to the Legislature.
HWS	Habitat Work Schedule – a centralized Web-based tool that helps lead entities and others interested in salmon recovery map habitat restoration projects and track the progress of recovery plan implementation.
LE	Lead Entity – watershed-based salmon recovery organization that generally consists of a coordinator, a technical advisory group, and a citizen’s advisory group.
LEAG	Lead Entity Advisory Group – advisory body to the 27 lead entities for salmon recovery across Washington.

LEC	Lead Entity Coordinator – coordinator of a lead entity's operations.
LFA	Limiting Factors Analysis – In 1998, the Washington State Legislature passed Engrossed Substitute House Bill 2496 (later codified to Revised Code of Washington 77), directing the Washington State Conservation Commission in consultation with local, state, federal, and tribal agencies to identify habitat factors that limit salmonid production in watersheds throughout Washington. These limiting factors analysis reports were developed under this mandate and are intended for use in identification and prioritization of salmonid habitat restoration and protection projects within a report's area.
NMFS	National Marine Fisheries Service
PRISM	Project Information System – an automated, grant management system that can be used over the Internet by applicants, sponsors, agencies, legislators, and the public. Administered by the Recreation and Conservation Office.
RCO	Washington State Recreation and Conservation Office – established by citizen Initiative 215 to help finance recreation and conservation projects throughout the state.
RCFB	Recreation and Conservation Funding Board
RCW	Revised Code of Washington – Statutory laws enacted by the state Legislature.
Review Panel	An independent panel of experts administered by SRFB that conducts final technical review of all projects proposed for SRFB funding in order to assure statewide consistency in technical review (which is initially performed by a local or regional technical review group). The Review Panel also evaluates the quality of salmon recovery strategies and project lists for those lead entities not participating in a regional salmon recovery plan.
Salmon Recovery Regions	State law directed development of a statewide strategy to recover salmon on an Evolutionary Significant Unit (ESU) basis. The National Oceanic and Atmospheric Administration-National Marine Fisheries Service has designated ESUs for different salmon species and areas. Based on this, seven regional organizations have formed to coordinate development of draft ESU-level recovery plans.

SRFB	Salmon Recovery Funding Board – a legislatively created body that supports salmon recovery by funding habitat protection and restoration projects.
TAG	Technical Advisory Group – a legislatively mandated component of a salmon recovery lead entity that provides technical input in salmon recovery.
TRT	Technical Review Team – a National Oceanic and Atmospheric Administration -appointed advisory group for Chinook and summer chum recovery.
WDFW	Washington State Department of Fish and Wildlife – a state agency that provides sound stewardship of fish and wildlife.
WRIA	Water Resource Inventory Area – one of 62 areas designated by the State of Washington to delineate watershed basins within the state for management purposes.
WST	Watershed Stewardship Team – A team of Washington Department of Fish and Wildlife biologists (often referred to as a watershed steward that coordinate the agency's multiple resources in local planning and recovery efforts for salmon, particularly those of lead entities and regional recovery planning boards, so that these local efforts have the greatest likelihood of being successful.