

ASRP IMPLEMENTATION STRUCTURE OVERVIEW 2021–2023

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1 INTRODUCTION

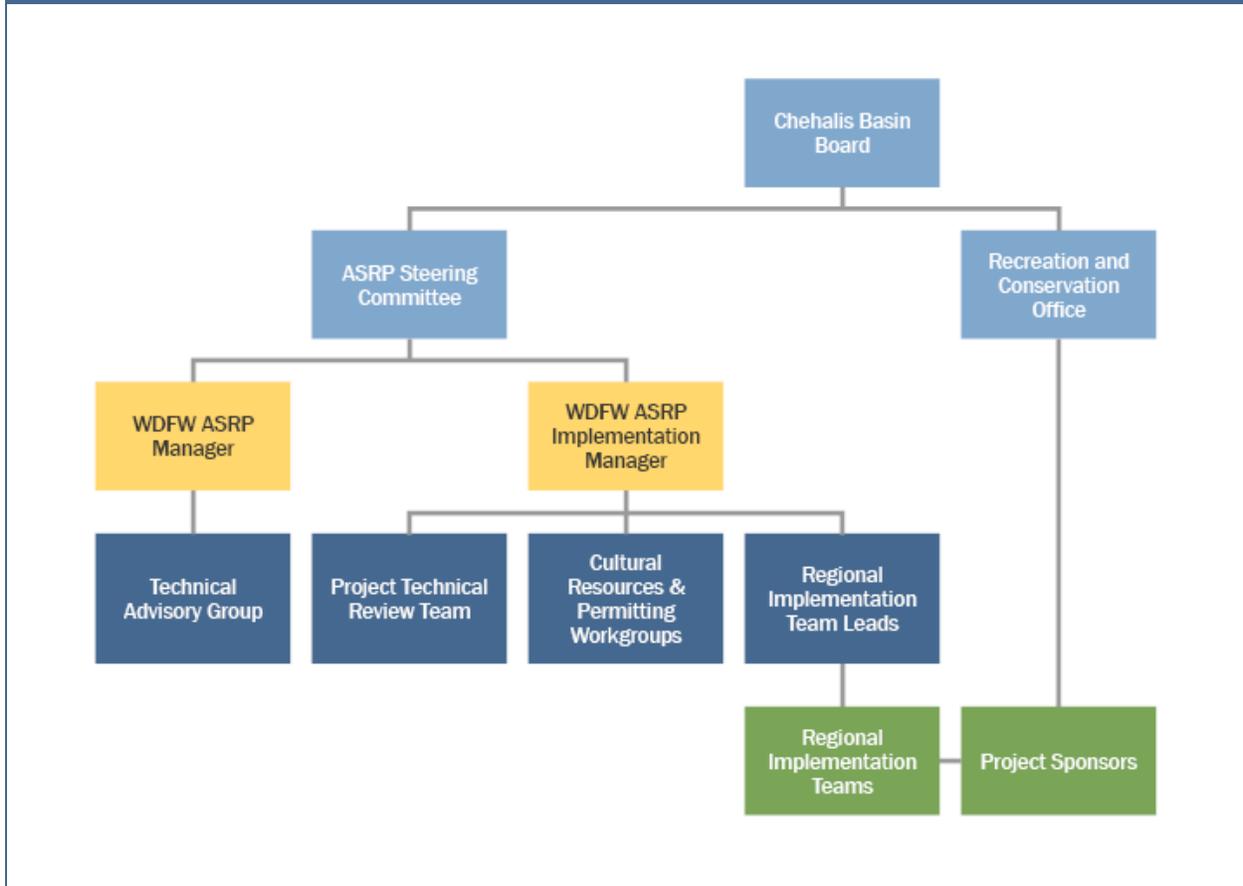
The Chehalis Basin Aquatic Species Restoration Plan (ASRP) is a key element of the Chehalis Basin Strategy, which was launched in 2010 to meet two of the basin’s greatest challenges: the precipitous decline of salmon and other aquatic species and the certainty that catastrophic flooding will once again devastate the basin. The ASRP presents a detailed, science-based roadmap for restoring habitat and protecting intact ecosystems of aquatic species along the rivers and streams in the Chehalis Basin. Together with other parts of the Chehalis Basin Strategy, these actions present a historic opportunity to create a safer, more resilient region for current residents and future generations.

The ASRP is overseen by a Steering Committee whose members have collaboratively developed program priorities and a structure for implementing projects. The Steering Committee presents this document as an overview of the ASRP implementation structure and the process through which projects will be developed and funded to achieve program goals. This document describes the full implementation structure and provides details to facilitate successful project implementation through the ASRP. Together with project sponsors, project partners, and landowners, the actions funded through the ASRP are poised to make a lasting, positive impact on the Chehalis Basin’s aquatic species and communities.

2 ROLES AND RESPONSIBILITIES

Several organizations are integral to the successful implementation of the ASRP (Figure 1). To begin, the Chehalis Basin Board (Board) and its staff and the Office of Chehalis Basin (OCB) oversee the development, implementation, and allocation of funds to fulfill the mission of the Chehalis Basin Strategy. The ASRP Steering Committee is responsible for developing and implementing the ASRP, which includes setting priorities and recommending funding allocations to the Board. The ASRP Steering Committee is supported by staff at the Washington Department of Fish and Wildlife (WDFW) who carry out policy guidance through operational management of the program. WDFW staff are also responsible for organizing and facilitating groups of experts to advance the goals of the ASRP. These groups include the Technical Advisory Group, Project Technical Review Team, Cultural Resources and Permitting Workgroups, and Implementation Team Leads (ITLs). The ASRP Steering Committee and OCB work directly with the Recreation and Conservation Office (RCO) to contract project agreements with project sponsors. Project sponsors, who will work with RCO to fulfill all contract deliverables, also work with the Regional Implementation Teams to identify, collaborate, and coordinate on priority project opportunities.

Figure 1
ASRP Implementation Organizational Chart



2.1 Definitions in Relation to ASRP Implementation

ASRP Steering Committee: ASRP guiding committee that directs the staff and technical work to develop the ASRP and is responsible for developing priority areas and making recommendations for allocations for funding each biennium. The ASRP Steering Committee is chartered to make recommendations to OCB and the Board on specific funding dispersals to enact program priorities.

Chehalis Basin Board: Leads development of a long-term strategy for the Chehalis Basin and has spending authority of funds allocated to the Chehalis Basin Strategy. Approves budgets and spending plans for programs within the Chehalis Basin Strategy, including the ASRP.

Cultural Resources Workgroup: Representatives from each interested tribal nation who review and provide comment on cultural resources surveys for ASRP restoration projects.

Ecological Region: Because of the size and diversity of the Chehalis Basin, the ASRP uses the concept of ecological regions. Ecological regions are areas that have distinct geologic and hydrologic characteristics

and processes. The boundaries around the ecological regions were drawn to group similar systems and habitat types together based on current ecological characteristics and processes—such as geologic, climatic, and topographic conditions.

Geospatial Unit: Also known as a GSU, typically representing a major segment of a river; may be an entire small tributary sub-basin. Ecological regions are typically composed of numerous GSUs. GSUs are the spatial reference for prioritization and implementation of the ASRP.

Office of Chehalis Basin: Washington Department of Ecology office to support the Board in developing and implementing the Chehalis Basin Strategy. Reviews ASRP Steering Committee funding recommendations for fit within appropriated budget and goals of the overall Chehalis Basin Strategy.

Permitting Workgroup: Representatives from each permitting entity (local, state, federal) that meet regularly to learn about and provide comments on project designs to ensure compatibility with permitting regulations.

Project Sponsor: Eligible project leads that coordinate and manage all aspects of project development, project management, design, permitting, and construction in line with ASRP program requirements.

Project Technical Review Team: Independent experts selected through a Request for Qualifications and Quotations (RFQQ) process to provide ongoing review and consultation on all projects submitted for design and construction funding through the local project lists.

Recreation and Conservation Office: State agency responsible for project contract development and management of state-funded projects. All project funding is dispersed from RCO to project sponsors.

Regional Implementation Team: Willing project sponsors, community members, and other interested parties that participate on a voluntary basis to coordinate and collaborate on ASRP project implementation.

Regional Implementation Team Lead: Staff from conservation districts who facilitate teams of willing project sponsors in their respective implementation region to coordinate landowner outreach, project development, sponsorship, and potentially project-related materials sourcing needs.

Technical Advisory Group: Science advisory group to the ASRP Steering Committee that develops the technical recommendations on program priorities, monitoring, and adaptive management.

Washington Department of Fish and Wildlife ASRP Manager: Staff lead on ASRP program development and execution. Works closely with implementation staff to ensure connection of project implementation to programmatic vision over time.

Washington Department of Fish and Wildlife Implementation Manager: Staff lead on ASRP project implementation. Responsible for ongoing management of project lists and coordination between the ITLs and WDFW, RCO, and OCB staff.

3 IMPLEMENTATION REGIONS AND TEAMS

The Chehalis Basin is a large and diverse basin, and thus many partners are needed to successfully meet the ASRP’s targets for restoration and protection. Funding and localized resources are needed to achieve these targets at the pace and scale desired by the program. “Implementation Regions,” which are portions of the Chehalis Basin, were delineated to focus project sponsor participation and provide a specific geographic area for project coordination. This overview highlights the structure, outreach, and collaboration essential to meet ASRP targets.

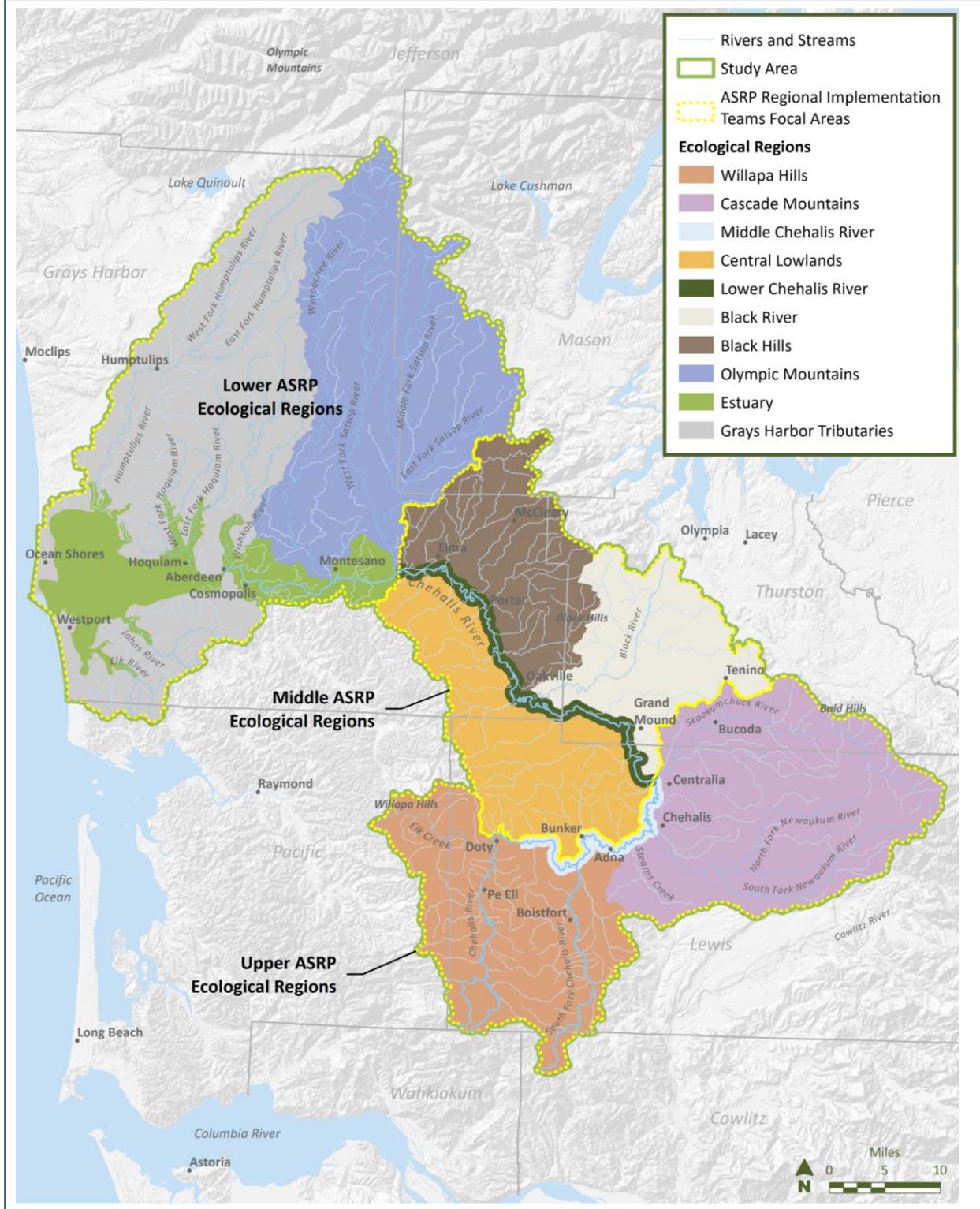
3.1 Implementation Regions

Implementation Regions group three or more Ecological Regions¹ in the Chehalis Basin as follows:

- Upper Region
 - Ecological Regions: Willapa Hills, Cascade Mountains, Middle Chehalis River
 - Counties: Lewis County and to lesser extents Thurston County, Pacific County
- Middle Region
 - Ecological Regions: Central Lowlands, Lower Chehalis River, Black River, Black Hills
 - Counties: Thurston County and to lesser extents Lewis County, Grays Harbor County, Mason County
- Lower Region
 - Ecological Regions: Olympic Mountains, Grays Harbor Tributaries, Estuary
 - Counties: Grays Harbor County and to lesser extents Mason County, Thurston County

¹ See the ASRP Phase 1 document for more details.

Figure 2
ASRP Implementation Regions



3.2 Regional Implementation Teams

Regional Implementation Teams are groups of interested project sponsors and other project partners who participate in creating local priorities for implementation within the ASRP priority GSUs. Project Sponsors may participate on at least one Regional Implementation Team in the area of the basin they are interested in implementing projects. Participation on this team will foster collaborative and efficient project planning and landowner outreach in a single region.

As a team, Project Sponsors will identify project development areas of interest² within the priority GSUs based on guidance³ set by the ASRP Steering Committee. The teams will also discuss priority project opportunities to propose for inclusion in the ASRP project portfolio.⁴ Teams should work to develop and propose project opportunities collaboratively and in line with the level of effort described in ASRP Steering Committee biennial funding guidance. To avoid potential conflict of interest, the ASRP Implementation Manager will facilitate any Regional Implementation Team discussions relating to funding allocations.

3.2.1 Implementation Team Leads

ITL positions are staffed by their respective Conservation Districts and will support outreach and coordination efforts within each of the implementation regions: the Lewis Conservation District in the Upper Region, Thurston Conservation District in the Middle Region, and Grays Harbor Conservation District in the Lower Region.

ITLs facilitate teams of willing project sponsors to coordinate landowner outreach, project development, sponsorship, and potentially project-related materials sourcing needs. These team leads perform the following tasks:

- Collaboratively develop Regional Implementation Team structure and processes in partnership with the ASRP Implementation Manager.
- Engage and coordinate with project sponsors to participate in Regional Implementation Teams.
- Organize and facilitate Regional Implementation Team meetings.
- Coordinate with the ASRP Implementation Manager to support project portfolio management.
- Support sponsor project development and clarify goals of ASRP priority areas to help ensure projects developed will be supported for funding.

² See Section 4.1.

³ See *ASRP Project Funding Guidance 2021–2023*.

⁴ See Section 4.2.

- Communicate and coordinate landowner interest in Chehalis Basin Strategy-related engagement with all sponsors participating on Regional Implementation Teams.

Developing on-the-ground opportunities with private landowners is critical to the success of the ASRP program, and implementing this work requires a diverse collective of expertise. Ideally an ITL will be a consistent face from the Conservation District to build awareness of the program and promote trust with sponsors, landowners, and stakeholders.

4 PROJECT PIPELINE PROCESS

The “project pipeline process” describes the ASRP’s method for bringing a project from initiation through completion. The pipeline metaphor is used because, unlike other funding programs, once a project is approved for design funding, it is put on a track for construction funding, assuming certain requirements are met. Once a project sponsor is determined to meet requirements for eligibility,⁵ they may participate in the project pipeline process. Steps include the following:

1. Project Development
2. Addition to Project Portfolio
3. Project Design, Implementation Reviews, and Funding Allocations
4. Project Closeout

Detailed steps for each phase including funding processes are outlined in the following sections.

4.1 Project Development

The ASRP Steering Committee understands that taking the first steps to develop a project takes time and money, and as a result it is seeking to fund project development as a way to ensure its goals for project implementation pace are met. To develop projects, sponsors work with Regional Implementation Teams and landowners to identify areas of interest and project types appropriate for the area as defined by the science in the ASRP and ASRP Steering Committee policies. Sponsors must follow the outlined process in order to potentially receive project development funds.

4.1.1 Project Development Funds

Project development funds are an integral part of the biennial project implementation budget. The ASRP Steering Committee identified the need to provide capacity for Regional Implementation Team

⁵ See the RCO ASRP Project Sponsorship RFQ.

participants to develop priority projects with interested landowners. Project development efforts are intended to originate and mature projects to a conceptual stage for evaluation and inclusion in the ASRP project portfolio.⁶

There will be preset funding amounts available at the beginning of each biennium for eligible sponsors. Different project actions require different levels of effort to mature to a point where they can be included into the ASRP project portfolio. Three ongoing lists of regional project development activities is maintained by the ASRP Implementation Manager in coordination with the local ITLs for all efforts identified and funded through this phase. Funding for a standalone project development grant will not exceed the amounts shown in Table 1. Project development funds do not guarantee inclusion on the project portfolio. Sponsors may have multiple project development grants active, though Regional Implementation Teams will identify sponsors to take on new project development efforts to ensure equitable distribution of opportunities for eligible sponsors.

Table 1
2021–2023 Preset Project Development Funding Amounts

PROJECT TYPE	ALLOWABLE FUNDS FOR PROJECT DEVELOPMENT PER SPONSOR PER AREA OF INTEREST
Reach Scale (Over 1 Contiguous River Mile)	\$40,000
Fish Passage Barriers and Other Small-Scale Projects	\$15,000
Protection	\$10,000

4.1.2 Process

ASRP project funding guidance⁷ is published on a biennial basis and outlines the priority areas, actions, and funding available for areas and actions. This guidance also highlights resources and funds available for project development efforts that are available to eligible Regional Implementation Team participants.

Project sponsors, through participation on at least one Regional Implementation Team, will identify project development areas of interest within the priority GSUs based on guidance set by the ASRP Steering Committee. Teams should define the level of effort on project development utilizing priority

⁶ See Section 4.2.

⁷ See *ASRP Project Funding Guidance 2021–2023* for more details.

action types and total available funding. Project development funding caps are outlined in *ASRP Project Funding Guidance 2021–2023*.

The project development phase can occur throughout the biennium as new opportunities arise to develop projects that align with the ASRP Steering Committee’s guidance. Once a sponsor identifies an area of interest, they will bring it to their respective Regional Implementation Team and collaboratively discuss it among other project development opportunities. Likewise, discussion at a team meeting can result in identification of project opportunities. Collectively, the team will develop a project area of interest list for the respective region. The regional list should represent a collective consensus on where project sponsors will work and which actions are needed to develop ASRP projects. This regional list will be delivered to the ASRP Implementation Manager, who will roll it up into one basin-wide comprehensive list and communicate the regional priorities to the ASRP Steering Committee. The ASRP Steering Committee will then compare recommended priorities with available funding and work with OCB to allocate funds as feasible. The basin-wide project development funding list can be added to as the biennium progresses until project development funds are fully allocated for the biennium. Table 2 provides an example of the product from the Regional Implementation Team collaboration.

Table 2
Example Project Development Area of Interest Identification Process

ASRP STEERING COMMITTEE FUNDING GUIDANCE	PROJECT DEVELOPMENT PRIORITY GSU	PROJECT DEVELOPMENT AREA OF INTEREST	SPONSOR	RESULTING PROJECT OPPORTUNITY
Medium rivers: 2–4 miles of stream projects	Lower Newaukum GSU	Newaukum River miles 0–4	Sponsor X	Newaukum River riparian revegetation and instream wood placement in miles 2–4
Barrier corrections (design): three projects	Dry Run GSU	Barrier A, Barrier B	Sponsor Y	Barrier B correction
Acquisition for protection	Upper East Fork Satsop GSU	Upper East Fork Satsop River miles 8–10	Sponsor Z	No project proposed—landowner willingness not ready for project advancement

4.1.3 Eligible Project Development Activities

The following activities are considered eligible for project development funding:

- Landowner outreach to identify willingness to engage on project actions
- On-site data collection for initial site assessment
 - For example, habitat characteristics, limiting factors present, geomorphology, land uses, and potential project constraints

- Development of project opportunities/project concept plan in coordination with landowner(s)
 - Includes proposed restoration actions and rationale and a conceptual map with project area and concept features outlined
- Development of initial cost estimate for design and construction
- Due diligence of protection opportunity (for protection projects) including landowner engagement, initial appraisal, and survey work

4.1.4 Ineligible Project Development Activities

The following activities are considered ineligible for funding through the project development step:

- Educational events
- Modeling
- Monitoring equipment and installation
- Conceptual design engineering

4.1.5 Project Development Deliverables

The goal of the project development phase is to develop projects that are supported by landowners and can be advanced to the project portfolio stage.⁸ Expected deliverables from this stage in the pipeline include **at least one completed** Site Assessment and Project Proposal form.⁹ The ASRP Steering Committee recognizes that priorities identified through the *ASRP Project Science Guidance* and opportunities for project implementation on the ground may not align. Sponsors will be paid for their time, but if the sponsor is unable to complete at least one Site Assessment and Project Proposal form over the course of the biennium, they will be expected to brief the ASRP Steering Committee on reasons and their planned next steps. Discussion with the ASRP Steering Committee could result in alternative actions or shifting efforts to focus in other priority areas. All project development grants will have RCO-specific contract reporting deliverables in addition to ASRP program requirements.

4.1.6 Deliverable Review

Once the sponsor completes and submits the Site Assessment and Project Proposal form as the deliverable for the grant, the ASRP Project Technical Review Team will review the proposal for potential inclusion in the ASRP project portfolio. See Section 4.2.1 for more detail on project portfolio review and inclusion.

⁸ See Section 4.2.

⁹ See the Site Assessment and Project Proposal form for more details.

4.2 Addition to Project Portfolio

The project portfolio is a publicly available list of projects that have been developed through collaborative processes across the basin that have funding reserved to support project completion. The ASRP Steering Committee has developed this portfolio approach in order to provide reasonable certainty to sponsors and landowners of full project funding; eliminate the need for competitive funding processes, which can lead to time spent on projects that don't get funded; and help projects be implemented as quickly as possible.

Projects that are poised for design and/or landowner negotiation will be vetted by the Project Technical Review Team for potential inclusion in the project portfolio. This list captures all ASRP-funded projects and tracks the respective phase of design, construction, or protection.

4.2.1 Portfolio Development and Proposal Review Process

Sponsors, as part of Regional Implementation Teams, will coordinate to identify opportunities that align with *ASRP Project Funding Guidance 2021–2023*. This can happen for the project development stage, as discussed in Section 4.1, and for projects that may already be developed enough to complete the Project Proposal Checklist and be reviewed for potential inclusion. Once project concepts are identified, Regional Implementation Teams will discuss the regional priorities and recommend specific projects that meet program guidance to submit for technical review.

Projects are included in the portfolio after being vetted by the Project Technical Review Group and contingent upon available funding. The Project Technical Review Group includes independent experts evaluating each project using a set of criteria. Potential projects need to be reviewed before they enter into intensive design work to ensure they meet ASRP goals, and they must be technically sound proposals that are generally feasible for implementation. All materials on the Project Proposal Checklist must be submitted for technical review.

One project portfolio list capturing all vetted regional priorities will be managed by the ASRP Implementation Manager. The project portfolio list will also be publicly available and serve as the program's funded project list each biennium.

All projects must submit the suite of items in the project proposal checklist (Table 3) to be evaluated for inclusion on the ASRP project list. These are also the deliverables for the project development funding phase.

Table 3
Project Proposal Checklist

CHECKLIST ITEMS	
<input type="checkbox"/>	Signed Landowner Acknowledgement form
<input type="checkbox"/>	Site Assessment and Project Proposal Form
<input type="checkbox"/>	Project Extent Maps

4.2.2 Eligible Project Types

The following activities are considered eligible for funding through the project portfolio:

- Habitat protection
- Habitat restoration
- Combination protection and restoration

4.2.3 Ineligible Project Types

The following activities are considered ineligible for funding through the project portfolio:

- Education
- Monitoring/research/assessment only
- Fish passage projects falling under the Washington Department of Natural Resources' Road Maintenance Abandonment Plan Program (large forest landowners harvesting greater than 2 million board feet per year)
- Projects outside of the Chehalis River Basin and its tributaries

4.3 Project Design, Implementation Reviews, and Funding Allocations

ASRP portfolio projects will undergo a series of technical reviews at each stage of development similar to the review for inclusion into the project portfolio (Section 4.2). These reviews will happen as soon as the previous phase is completed and will be evaluated using technical criteria. In addition, staff review will ensure that the funding reserved for the project continues at an appropriate level based on previously implemented project costs. Once a technical review is completed and the ASRP Steering Committee approves a continued fit with program, RCO amends contracts with updated deliverables and budget for the project sponsor to continue implementing the project. If a project does not pass the technical review, it will not advance to the next phase and new funding will not be distributed. If the project was halted due to resolvable technical issues, the Project Technical Review Team will provide feedback to the sponsor to adjust the project so that it can potentially advance to the next phase. If the project cannot be adjusted as recommended after review and feedback, it will not advance through the project portfolio and reserved funds will be released for other project opportunities.

4.3.1 Design and Review Process

Project sponsors will submit a refined Site Assessment and Project Proposal form for each major phase of the restoration project once completed. For complicated projects, such as reach-scale actions, sponsors will submit the stated deliverables at the following major phases:

1. Conceptual design
2. Preliminary design
3. Final design
4. Construction

For comparably simple projects, such as fish passage barrier corrections or riparian planting only, a project could go from conceptual to final design in one to two revised form submissions and technical reviews. It will be up to the ASRP Implementation Manager to discuss necessary deliverables with each sponsor as their project is reviewed and included in the project portfolio.

If a project is protection focused, sponsors are required to submit a refined Site Assessment and Project Proposal form at the following stages:

1. Initial landowner negotiation
2. Final landowner negotiation agreement

These forms, along with technical criteria and site visits, will be the basis for which the Project Technical Review Team will review each project in the portfolio to ensure continued technical merit and feasibility. The Project Technical Review Team will consult the project sponsor with any questions, suggestions, or refinements related to the project at each phase. Once a sponsor submits the final design deliverables, they must also include construction and materials costs, the appropriate breakdown of costs, and any construction specification designs.

Project Technical Review Team reviews occur once a project is ready to advance to the next stage of implementation. The Project Technical Review Team will have consistent technical criteria to ensure objective, unbiased project reviews. Once the Project Technical Review Team recommends the project to enter the next stage of development, the ASRP Implementation Manager will consult the ASRP Steering Committee and OCB for funding approval, then authorize RCO for a project agreement amendment and cost increase for the next stage of the project.

4.3.2 Funding

Once a project is inclusion into the project portfolio, the ASRP Steering Committee will reserve unobligated funds for the total estimated cost of the project. Cost estimates are updated by the sponsor at each phase of project design, and reserve funds can be modified by the ASRP Steering Committee to account for cost changes. If cost increases are needed for reserved funds, changes will be made at the appropriate phase of technical review.

Typically, projects will first enter the portfolio at the conceptual design phase. These projects are expected to have a rough cost estimate based on existing ASRP project costs.¹⁰ As designs mature to preliminary and final, cost estimates are expected to get increasingly refined in line with project needs.

4.4 Project Closeout

Once a project is either constructed or acquired, the project sponsor will formally close out the project. This entails ensuring that all subcontracts are paid in full, deliverables to RCO are fulfilled, and a Lessons Learned form is submitted to the ASRP Implementation Manager. The Lessons Learned form will help the program refine future project implementation processes, calibrate costs to project activities and scale, and foster future successes.

5 FUNDING

All funding for ASRP implementation comes from the state biennial capital budget. Funding for this work is approved and allocated from the Washington Department of Ecology, then through RCO directly to the project sponsor implementing the project. All ASRP funding is authorized by the Board as part of the Chehalis Basin Strategy budget. In-kind contributions and other funding sources are encouraged to contribute to projects funded by the ASRP. To qualify for ASRP funding, project sponsors must be selected through a Request for Qualifications (RFQ) process and enter into a contract with RCO.

5.1 Eligibility

To be eligible for project funding, project sponsors are selected through an RFQ administered by RCO. Selected project sponsors will maintain eligibility for 6 years with the option to renew thereafter on a biennial basis. At this time, the ASRP Project Sponsorship RFQ will seek solicitations during fall 2021 and fall 2022. See the ASRP Project Sponsorship RFQ for more information.

5.2 Contracting

RCO will contract directly with project sponsors to implement projects. RCO will oversee all project contracts to ensure that deliverables are met. WDFW will consult with RCO on any technical questions relating to project deliverables.

¹⁰ See the Site Assessment and Project Proposal form for existing cost ranges.

5.3 Project Funding Strategy

The ASRP Steering Committee publishes ASRP project funding guidance where project budget amounts and priority action types are identified biennially. This guidance directs the Regional Implementation Teams as they identify and prioritize projects for the project portfolio.

Funding will be allocated to project development actions and projects in the portfolio at any time during the biennium, and amounts will be dictated by the following:

- Amount of available funding for ASRP implementation (i.e., the allocation of the project implementation budget)
- Project implementation progress in line with biennial program priorities

The ASRP Steering Committee will monitor implementation progress to identify potential shifts in project funding guidance throughout the biennium to increase feasibility of implementation and support project sponsor success with willing landowners.

Once a project is added to the portfolio, unobligated funds are reserved for the project through all phases of implementation. Funds are only dispersed upon completion of tasks and through submission of reimbursement requests, back-up documentation, progress reports, and other contract requirements to RCO.

A reserve pot of funding will be set aside at the start of each biennium for high-priority opportunistic projects. This reserve will include 5% of the ASRP project implementation budget in the 2021–2023 biennium. Funds are intended to be allocated for opportunistic protection actions or restoration actions to advance the goals of the program, which may be in the form of match funds or (for certain instances) full project funding. Guidance for this funding can be found in *ASRP Opportunistic Funding Guidance 2021–2023*.

6 ADAPTIVE MANAGEMENT

The ASRP Steering Committee puts forth this document as a reference for 2021–2023 implementation efforts. As the processes described in this document get implemented over the 2021–2023 biennium, the ASRP Steering Committee may refine and adjust specific steps as needed to ensure successful project implementation and project sponsor engagement. Any adjustments to the content of this document will be published in a new version of the *ASRP Implementation Structure Overview 2021–2023*, with updates flagged for the reader.