



STRATEGIES AND ACTIONS

D: STRATEGIC LEADERSHIP AND COLLABORATION

Ecosystem recovery and long-term protection is a responsibility shared by government agencies, tribes, business and private sector interest groups, non-governmental organizations, and citizens. Successful collective action by the tremendous number of involved organizations and individuals in our region requires dedicated and ongoing coordination. Elements of necessary coordination include creating and maintaining a common agenda, shared measurement and reporting of progress, continuous and coordinated communication regarding the challenge and solutions and, of course, political support and funding.

The Partnership, working with its many partners, leads tasks that are critical for steering technical work, fostering changes in practice, and generating public support for recovery of Puget Sound. These include setting recovery targets, identifying priority actions to achieve these targets, providing credible technical solutions, building the resource and fiscal capacity of government agencies and private sector interests, and measuring outcomes to ensure accountability and success.

THIS SECTION DESCRIBES SEVEN STRATEGIES—and associated sub-strategies, ongoing programs, and actions—that are essential to strategic leadership and collaboration. The strategies and actions are organized under the following headings.

Leadership

- D1.** Provide the Leadership Frameworks to Guide the Puget Sound Recovery Effort and Set Action and Funding Priorities

Partnerships

- D2.** Support and Build Strategic, Collaborative Partnerships

Performance Management

- D3.** Implement Performance Management

Science and Monitoring

- D4.** Coordinate and Advance Science and Monitoring

Stewardship

- D5.** Cultivate Broad-Scale Stewardship Practices and Behaviors among Puget Sound Residents that Benefit Puget Sound
 - D6.** Build Issue Awareness and Understanding to Increase Public Support and Engagement in Recovery Actions
 - D7.** Build Social and Institutional Infrastructure that Supports Stewardship Behaviors and Removes Barriers
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Leadership

Local Priorities

No LIOs identified near-term actions that address leadership.

Strategies and Actions

D1. Provide the Leadership Frameworks to Guide the Puget Sound Recovery Effort and Set Action and Funding Priorities

OCEAN ACIDIFICATION

As stated in *Ocean Acidification: From Knowledge to Action, Washington State's Strategic Response* (Washington State Blue Ribbon Panel on Ocean Acidification 2012), ocean acidification is an urgent local, national, and international problem. Global carbon dioxide emissions must be reduced significantly and quickly. Washington State has proven to be a global and national leader in this effort and should continue to lead by enacting policies and practices that address the multiple risks posed by the accumulation of carbon dioxide in the atmosphere.

The Blue Ribbon Panel recommends taking action to reduce global, national, and local emissions of carbon dioxide by working with partners at local, national, and international levels to advocate for a comprehensive strategy to reduce the emissions of carbon dioxide. Additionally, the Blue Ribbon Panel recommends enlisting key leaders and policymakers to act as ambassadors for Washington's marine resources by advocating for reductions in carbon dioxide emissions and protection from acidification. The Action Agenda directly supports these strategies.

D1.1 Provide backbone support for the recovery effort and management conference

Recovery of Puget Sound is a collective, long-term endeavor that requires focused and dedicated leadership. Building and maintaining strategic partnerships and collaboration are critical to the success of Puget Sound recovery.

Successful collective efforts require a dedicated backbone organization. The Partnership fulfills this key role for the region. It provides leadership to advance the vision and promise put forth by the Governor and Legislature, builds and nurtures strategic coalitions tribes, local, state, and federal agencies, private partners and citizens, convenes regional and transboundary partners to set priorities and share information, avoids duplicative and inconsistent actions and spending, and provides transparent reporting to decision-makers and the public on recovery progress. As part of the National Estuary Program, the Partnership is designated to lead the overall Management Conference. For more information on the Management Conference, see Appendix A, *Puget Sound National Estuary Program Management Conference Overview*.

Ongoing Programs

Key Ongoing Program Activities

- The Partnership administers the statutorily required Partnership boards: the Leadership Council is the decision-making body for the recovery effort; the ECB provides strategic advice to the Leadership Council and Science Panel; the Science Panel leads the region in providing scientific direction and policy to guide regional decision-making; the Salmon Recovery Council provides policy direction on the regional effort to recover salmon; as well as a statutorily assigned Oil Spill Workgroup.
- Partners participate on the Partnership boards and related sub-committees.
- The Partnership maintains communications and operating resources to facilitate the work of boards, partners and implementers; highlight progress and challenges related to the recovery effort; provide timely access to relevant information; and an effective working nexus with staff, partners and programs.

Near-Term Actions

None; work in the near-term will focus on implementation of ongoing programs.

D1.2 Maintain and update the Action Agenda as the shared recovery plan

The Action Agenda is a recovery plan that is shared by all of our partners in the region. By statute, the strategies and actions are updated on a 2-year cycle, and the overall Action Agenda is modified as needed. The Partnership provides oversight and technical support to the development and adaption of the Action Agenda, including facilitating substantial input from partners and the public.

Ongoing Programs

Key Ongoing Program Activities

- The Partnership leads the regional effort to update the Action Agenda, track implementation progress for near-term actions, and provide feedback regarding changes to strategies and actions based upon the adaptive management process. Many of the ongoing activities under Performance Management and Science and Monitoring (strategies D3 and D4, respectively) relate to the implementation of the adaptive management process.

Near-Term Actions

None; work in the near-term will focus on implementation of ongoing programs.

Partnerships

Local Priorities

LIOs identified near-term actions that address partnerships. These local actions are presented in the *Strategies and Actions* section along with Soundwide actions under the sub-strategy shaded below. The local action numbering contains the area abbreviation shown in parentheses after the LIO name. See Section 4, *Local Recovery Actions*, for detailed information about local planning.

Local Integrating Organization	Sub-Strategy	
	D2.1	D2.2
Hood Canal Coordinating Council (HC)		
Island (ISL)		
San Juan (SJI)		
Snohomish-Stillaguamish (SNST)		
South Central Caucus Group (SC)		
Alliance for a Healthy South Sound (SS)		
Strait ERN (STRT)		
West Central (WC)		
Whatcom (WH)		

Strategies and Actions

D2. Support and Build Strategic, Collaborative Partnerships

Effective partner relationships are essential for achieving a shared vision of recovery and working through challenging issues. This strategy highlights three important areas of broad collaboration—that differ from the issue-specific collaboration described elsewhere in Section 3. A description of Partnership-related collaborative structures and partnerships is included in Appendix A, *Puget Sound National Estuary Program Management Conference Overview*.

D2.1 Advance the coordination of local recovery actions via local integrating organizations

Many locally based groups exist for salmon recovery, marine resource conservation through the Northwest Straits Initiative, watershed management (RCW 90.82) and protection, and water quality. In any given area, there are many local groups working on recovery-related activities, and these groups are often not adequately connected to each other. The Partnership is working with local interests to better

coordinate implementing partners, and create a more effective and collaborative approach to clarify local priorities, accomplish identified work, address problems, and provide technical support.

The Partnership's authorizing statute (RCW 90.71.260) created seven action areas to help organize regional recovery work. In areas such as Hood Canal and the Strait of Juan de Fuca, the action area is a useful scale for defining working boundaries. In other cases, the defined action area has proven to be too geographically large, or too diverse—and a smaller-scale, watershed-based approach has evolved. These scales are illustrated by the formation of LIOs discussed below and described in detail in Section 4, *Local Recovery Actions*.

Since adoption of the 2008 Action Agenda, the Partnership has supported the establishment of LIOs, which consist of local governments and other local stakeholders, to contribute to development of the Action Agenda. LIOs are established and recognized by the Leadership Council in nine of the 10 local areas that comprise Puget Sound¹.

Ongoing Programs

Key Ongoing Program Activities

- Partnership staff oversees, provides, and manages grants to support LIOs.
- The Partnership is continuing to work to create one additional LIO in the Skagit-Samish watersheds in 2014.
- Partnership staff provides regional guidance and assistance to LIOs in their work to develop and implement locally based strategic plans for Action Agenda implementation, including developing lists of priority local actions.
- The Partnership recognizes and relies upon the LIO structure for information exchange, local content for the Action Agenda, and soliciting feedback.
- Each LIO maintains an ongoing work program. Local priorities including near-term actions are presented in the profiles in Section 4, *Local Recovery Actions*, and near-term actions are listed by relevant sub-strategy throughout Section 3.
- Continuing local or sub-regional efforts such the Northwest Straits Initiative and others that also participate in the LIO process.

Near-Term Actions

The near-term actions identified for this sub-strategy are described below. Appendix D, *Near-Term Actions*, provides a consolidated table of all near-term actions, performance measures, and owners.

¹ It is important to note that work is ongoing in all local areas. Each area is at a unique point in the process of identifying its priorities and contributing to the Action Agenda. Most areas have prioritized strategies and actions with performance measures. Although the Skagit-Samish watershed was not able to identify near-term actions at this time, it does not mean that actions and strategies are not important in that area; instead it reflects the differences between the local area processes. The Skagit-Samish watershed continues to work toward establishing an LIO.

- D.2.1 HC1 HCCC Integrated Watershed Plan.** In coordination with local and tribal governments, state and federal government agencies, nonprofit organizations, and other community partners, HCCC will continue to develop and implement the IWP through June 30, 2014. The IWP is the roadmap and organizing concept for ecosystem recovery, protection, and restoration in Hood Canal and will include identification of the highest priority focal components, goals, actions and strategies, and indicators for measuring progress. Based on critical, high priority strategies and actions identified in the IWP, HCCC will develop and revise local near-term actions for incorporation into the 2016 Action Agenda.
- D.2.1 HC5 HCCC climate change adaptation.** HCCC will convene a climate change forum with our members to identify unique vulnerabilities and potential adaptation strategies for the Hood Canal Action Area. As part of the Integrated Watershed Plan process and working with our members and partners, HCCC will determine climate adaptation approaches that can be incorporated into the Integrated Watershed Plan and various plans in progress.
- D.2.1 SC1 Support state and local partnerships to advance the Action Agenda.** Use South Central Caucus Group (LIO) as a forum to advance local actions by sharing information and supporting local governments in the following.
- Sharing approaches to developing and implementing policies, regulations, and incentives.
 - Developing model ordinances.
 - Identifying and developing incentive programs.
 - Promoting funding and technical assistance for updating, adopting and implementing policies and regulations.
 - Promoting education and outreach through ECO Net.

D2.2 Build and maintain collaborative partnerships with tribes to identify and advance recovery actions

The state and tribes recognize that, while each government is ultimately responsible for making its own decisions and taking actions within its legal authority and fiscal constraints, through mutual efforts at communication and consultation we can, as individual governments, take steps that move us toward a common goal in a coordinated and cooperative manner. In order to achieve our common goals, the Tribes and the Partnership have developed the Partnership Tribal Co-management Council. This council is convened at least quarterly.

Near-Term Actions

None; addressed by near-term actions related to other sub-strategies.

Performance Management

Local Priorities

No LIOs identified near-term actions that address performance management. Performance management is the responsibility of the Partnership.

Strategies and Actions

D3. Implement Performance Management

Implement a transparent performance management system that tracks and reports progress on achieving recovery targets, identifies barriers, and finds solutions to adaptively manage recovery.

The Partnership is responsible for designing and implementing a performance management system for Puget Sound. The system must include tracking Action Agenda implementation; establishing a financial accountability system to track expenditures for the Action Agenda as well as collective regional expenditures on Puget Sound; and, most importantly, reporting progress in achieving outcomes as measured by attainment of interim targets and recovery (2020) targets.

D3.1 Work collaboratively to track and report on implementation performance

The Partnership coordinates the effort of partners responsible for components of the Action Agenda to track and report on the achievement of milestones, outputs and expenditures.

Ongoing Programs

Key Ongoing Program Activities

- The Partnership coordinates progress reporting on near-term actions.
- The Partnership collects, analyzes, and reports data on implementation to the Leadership Council, Governor and Legislature.
- The Partnership reviews progress with the Leadership Council to identify obstacles and make adjustments to near-term actions and programs as appropriate.

Near-Term Actions

None; work in the near-term will focus on implementation of ongoing programs.

D3.2 Work collaboratively to report on recovery progress

The Partnership works collaboratively with monitoring partners to track and report progress in attaining interim targets and recovery (2020) targets. The Partnership manages the *Puget Sound Vital Signs*, an

online tool² that illustrates established targets related to Puget Sound's health. It provides measures that partners and the general public can undertake to contribute to that effort. The *Puget Sound Vital Signs* is updated annually.

The Partnership also is responsible for preparing the biennial State of the Sound report, which requires collaboration with partners to assess and describe implementation progress, ecosystem status, and recovery expenditures. In addition, the Partnership plays a leadership role in reporting progress to the EPA National Estuary Program on the ongoing work in the region and achievements under the EPA grants programs.

Ongoing Programs

Key Ongoing Program Activities

- The Partnership maintains and updates the *Puget Sound Vital Signs*.
- The Partnership produces the *State of the Sound* on a 2-year cycle designed to influence the next Action Agenda and report to the Legislature on action and funding needs for the region (most recent report released in 2013).
- The Partnership participates in the Governor's Puget Sound GMAP forum.
- The Partnership provides staff reports to the Leadership Council related to the implementation of the Action Agenda.
- The Partnership reports to EPA through the Financial and Ecosystem Accounting Tracking System (FEATS) and National Estuary Program Online Tool (NEPORT) programs.

Near-Term Actions

None; work in the near-term will focus on implementation of ongoing programs.

² <http://www.psp.wa.gov/vitalsigns/index.php>

Science and Monitoring

Local Priorities

LIOs identified near-term actions that address science and monitoring. These local actions are presented in the *Strategies and Actions* section along with Soundwide actions under the sub-strategy shaded below. The local action numbering contains the area abbreviation shown in parentheses after the LIO name. See Section 4, *Local Recovery Actions*, for detailed information about local planning.

Local Integrating Organization	Sub-Strategy	
	D4.1	D4.2
Hood Canal Coordinating Council (HC)		
Island (ISL)		
San Juan (SJI)		
Snohomish-Stillaguamish (SNST)		
South Central Caucus Group (SC)		
Alliance for a Healthy South Sound (SS)		
Strait ERN (STRT)		
West Central (WC)		
Whatcom (WH)		

Strategies and Actions

D4. Coordinate and Advance Science and Monitoring

Convene and facilitate the implementation of a strategic science and regional monitoring program that improves decisions about how to restore and protect Puget Sound. Monitoring is a critical part of ecosystem recovery.

The overall objective of the Science Program is to inform and continually improve the scientific basis for decisions of Partners and policy-makers on how to protect and restore Puget Sound. The Partnership's science and monitoring team supports the Science Panel and Monitoring Steering Committee in enlisting the assistance of the Puget Sound scientific community in the work of the regional effort and communicating findings and implications. Science Program staff work closely with the Performance Management Team in assessing the region's overall progress in attaining the recovery targets and describing the status of the recovery effort.

This strategy focuses specifically on the Partnership's role in science and monitoring over the next 2 years. Science and monitoring are shared efforts and resources. In the future, this strategy could be expanded to more fully cover partner science activities.

OCEAN ACIDIFICATION

Ocean Acidification: From Knowledge to Action, Washington State's Strategic Response (Washington State Blue Ribbon Panel on Ocean Acidification 2012), states that although knowledge about the causes and consequences of ocean acidification is advancing rapidly, important gaps remain. Support for ocean acidification research and monitoring is crucial. A sound scientific foundation is needed to guide actions aimed at reducing the risks of acidification on the Washington marine ecosystem and the organisms that it supports. The Blue Ribbon Panel recommends several strategies that advance scientific investigation and monitoring in support of efforts aimed at decreasing ocean acidification, including the following.

- Understanding the biological responses of local species to ocean acidification and associated stressors.
- Understanding the status and trends in ocean acidification in Washington's marine waters.
- Developing capabilities to identify real-time corrosive seawater conditions, as well as short-term forecasts and long-term predictions of global and local acidification effects.

The Action Agenda directly supports the Blue Ribbon Panel recommendations by supporting scientific efforts to conduct laboratory studies related to the effects of ocean acidification on organisms and ecosystems, establish an ocean acidification monitoring network, and establish the ability to forecast corrosive conditions that would be detrimental to shellfish and other organisms.

D4.1 Oversee strategic planning for Puget Sound recovery science

The Partnership, with guidance from the Science Panel, leads the technical steps identified in the Open Standards process (Section 1, *Recovery Context*) for strategic planning and prioritization, including identifying key ecosystem components, drivers and pressures on the ecosystem, assessing linkages and risks and assisting in setting of targets for reducing risks and pressures. Strategic planning can occur in both the near-term (2-year) horizon, as well as longer timeframes.

Ongoing Programs

Continue to Build Scientific Knowledge and Policy-Relevant Information for Decision Makers

The Partnership will continue to build an accessible, peer-reviewed base of scientific knowledge about ecosystem status and the effectiveness of strategies and actions and indicators, which provides policy-relevant information for decision makers.

The Partnership with the oversight of the Science Panel and collaboration with the Puget Sound Institute works to build the scientific knowledge to inform decision-making and to update and revise the Action Agenda. This includes setting expectations for the quality of the work; preparing key technical documents, reports, and peer-reviewed publications based on that work; and coordinating with the Puget Sound Institute at the University of Washington Tacoma to develop a web-based compendium of research and information for policy makers and stakeholders. In addition, the Partnership strives to learn from the experiences of other ecosystem restoration programs, as well as share lessons learned.

Science Program staff support the Science Panel to provide synthesis of scientific findings and effectively communicate these findings to the Puget Sound Management Conference.

Maintain and expand a network of scientific expertise for informing decision makers

The Partnership will maintain and expand a network of scientific experts for informing decision makers. A key role of the Partnership is to build and catalyze capacity for scientific efforts by convening, coordinating and enlisting the Puget Sound scientific community (agencies, tribal nations, universities, citizen groups) in implementing a strategic science program. The responsibilities for this biennium include enlisting the scientific community in the review indicators, analysis of recovery targets, and assessment of pressures on the ecosystem.

Key Ongoing Program Activities

- Updating the Biennial Science Work Plan on a 2-year cycle in conjunction with the Action Agenda. The Biennial Science Work Plan is the mechanism by which the Partnership and its partners identify, prioritize and direct monitoring, research, support of decisions, and funding to focus on the key scientific uncertainties that are hindering political or technical actions to recover and protect Puget Sound.
- Building the Puget Sound Partnership Technical Memorandum Series.
- Publishing and updating the Puget Sound Science Review.
- Participating in the formulation of the *State of the Sound*.
- Overseeing peer review of technical documents and products.
- Facilitating collaboration among the members of the Science Panel, Puget Sound Institute, Nearshore Science Team, Recovery Implementation Technical Team, and other regional partners, including Canada.

Near-Term Actions

None; work in the near-term will focus on implementation of ongoing programs.

D4.2 Implement a coordinated, integrated ecosystem monitoring program

The Partnership is required by statute to implement and coordinate a Puget Sound assessment and monitoring program. The purpose of the Puget Sound Ecosystem Monitoring Program is to coordinate and integrate the work of existing and future monitoring efforts to determine the status and trends of key components and indicators of the health of the Puget Sound, and to inform subsequent decisions about whether recovery actions have been effective. Monitoring is the mechanism that provides the actual data required to both target and track the effectiveness of the actions recommended in this Action Agenda. Monitoring also allows the Partner agencies to improve (adapt) management actions at both local and regional scales, and it provides an on-going and objective record of the condition, status, and changes over time of key ecosystem components and attributes—including the indicators and recovery targets adopted by the Leadership Council.

The monitoring program is structured to engage a broad range of partners via the Monitoring Steering Committee and the organization and facilitation of topical work groups. The monitoring program relies primarily on existing efforts as the building blocks for a coordinated program. Decision-making for monitoring rests with the Monitoring Steering Committee and is responsive to the Leadership Council. The Science Panel provides independent review and critique of the program. More information on the monitoring program activities can be found at <https://sites.google.com/a/psemp.org/psemp/>.

Ongoing Programs

Coordinate the Development of Monitoring Plans

The Partnership will coordinate committees and the process of developing monitoring plans. Staff is responsible for coordinating and supporting the complex, multi-partner effort around monitoring for Puget Sound. The Monitoring Program coordinates the work of existing and future monitoring efforts to assess the effectiveness of recovery action, evaluate progress towards ecosystem recovery, and inform decision-making through adaptive management to achieve the goals of the Action Agenda. This task involves leveraging existing resources at the local and regional levels.

Adaptive Management Leadership

Partnership staff will lead efforts to coordinate, compile, manage, analyze, and report data on indicators to support the Partnership's adaptive management plan. This task is intended to enhance the programmatic approach to monitoring ecosystem health to better integrate data collection on indicators and recovery targets, analysis, and interpretation with performance management and decision-making systems.

The Partnership relies on federal, tribal, state agency, local government, and other partners for collecting and reporting data. Many of these ongoing monitoring programs have faced serious declines in program funding.

Key Ongoing Program Activities

- Staffing committees and topical workgroups.
- Ensuring that there is a consistent approach to assessing monitoring gaps and priorities, and development of monitoring plans.
- Facilitating communication among committees and between the Science Panel and Partnership decision-making bodies.
- Work with partners to provide data for the *Puget Sound Vital Signs*.
- Work with partners to increase the quality and efficiency of data collection and analysis.
- Work with partners to refine efforts to report on the effects of key actions and suites of actions.
- Collaborate with partners and other Partnership teams in the drafting of the *State of the Sound* report.
- Continue existing monitoring efforts by partners in Puget Sound.

Near-Term Actions

The near-term actions identified for this sub-strategy are described below. Appendix D, *Near-Term Actions*, provides a consolidated table of all near-term actions, performance measures, and owners.

D.4.2 ISL10 **Develop and implement a stormwater monitoring program.** Island County will enhance its stormwater monitoring program to address stormwater discharges from the built environment. The monitoring is intended to focus community attention on source

identification and key areas of concern. Based on the monitoring data, technical assistance will be provided to landowners.

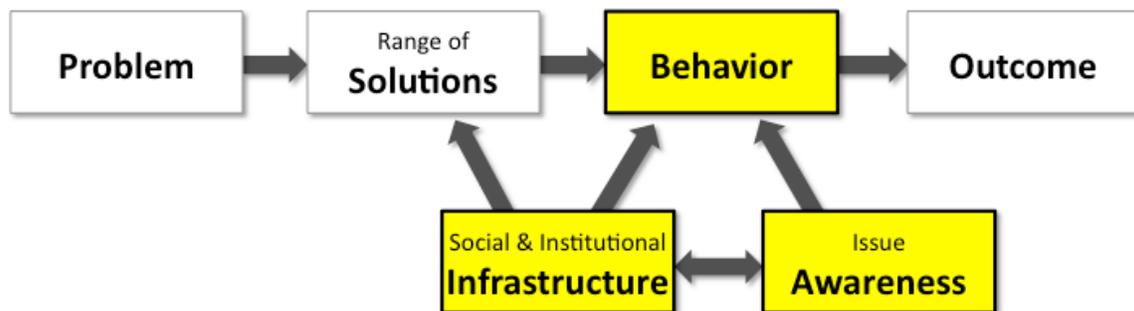
- D.4.2 SJI3** **Implement the Marine Stewardship Area Monitoring Plan to track key species (Near-Term Major Oil Spills Action III).**
- D.4.2 SJI8** **Devise monitoring and management plans for priority and/or focus basins (Near-Term Run Off Action IV).**
- D.4.2 SJI12** **Continue development of Salmon Recovery Adaptive Management and Monitoring Plan (Near Term Shoreline Action IV).**
- D.4.2 WC25** **Continued funding for shoreline monitoring programs in Kitsap and Pierce Counties.**
Help fund routine marine shoreline E. coli bacteria monitoring program in Kitsap and Pierce Counties to protect and restore commercial shellfish areas. Provide 100% funding for 2-year shoreline monitoring program on Bainbridge Island. Provide 50% match for shoreline monitoring program along unincorporated Kitsap and Pierce Counties, within all classified areas (including Port Orchard Passage).

Stewardship

Stewardship of Puget Sound resources by the region's 4.5 million residents is critical to the long-term recovery and protection of Puget Sound. Cumulative impact from these millions of individuals and their daily actions can both positively and negatively affect the ecosystem. Public engagement and stewardship strategies foster broad-scale actions to address polluted water, degraded land and habitat, and imperiled species.

The regional approach to public stewardship of Puget Sound is an integrated three-pronged strategy.

- **Changing Practices and Behaviors.**
- **Building Issue Awareness and Understanding.**
- **Changing Social and Institutional Infrastructure.**



Changing practices and behaviors (D5) of individuals can reduce or eliminate negative cumulative effects on ecosystem resources. This may occur through one-time action or through shifts in lifelong habits. It may involve participating in a community effort or adopting different practices at home.

Issue awareness and understanding (D6) is needed among individuals and groups who have the capacity to institute and sustain desired changes. Issue awareness can support beneficial practices and behaviors. It can also promote the social and institutional infrastructure needed to achieve these changes.

Social and institutional infrastructure (D7) provides the interpersonal, service and communication networks we rely on to enable change. It includes the social processes and procedures (e.g., services, utilities, regulations) that influence and support the way people function every day. These structures affect the range of available solutions, and provide the foundation to support both awareness-building and targeted behavior change efforts.

Across Puget Sound exists a broad and dedicated range of organizations engaged in stewardship-building activities and programs. The regional strategy described in this section works with and through a coalition of over 600 organizations which includes place-based facilities like museums, aquariums, parks and environmental learning centers; conservation and environmental organizations; cities, counties, tribes, state and federal agencies; conservation districts, health districts and schools, stream teams, watershed groups and many others.

This integrated strategy challenges those working to recover the Puget Sound ecosystem to go beyond traditional approaches to education, public information, and behavior change. It calls for a deeper understanding, including formative research, of the practices we need to influence and the specific audiences, motivators, and barriers behind those practices. It encourages innovation, challenges assumptions, and seeks clear chains of reproducible results.

Local Priorities

The Snohomish-Stillaguamish LIO identified near-term actions that address stewardship. These local actions are presented in the *Strategies and Actions* section along with Soundwide actions under sub-strategies D5.2 and D6.5. The local action numbering contains the area abbreviation SNST. See Section 4, *Local Recovery Actions*, for detailed information about local planning.

Strategies and Actions

D5. Cultivate Broad-Scale Stewardship Practices and Behaviors among Puget Sound Residents that Benefit Puget Sound

Program evaluation and social science repeatedly find that awareness of a problem often does not produce desired behavior change. We cannot rely on education alone to reliably bring about the kind of broad-scale stewardship needed to recover Puget Sound.

Behavior change methods like social marketing, incentive programs, and persuasive framing of choices can foster beneficial behaviors and discourage detrimental ones. These methods have been used effectively in health and disease-prevention programs for decades. These methods are now being applied to Puget Sound ecosystem recovery.

Ongoing Programs

Key Ongoing Program Activities

- The Partnership, Lead Organizations³, and local partners are identifying priority BMPs based on Action Agenda prioritization, problem severity, problem frequency, availability of and confidence in science, and ability to influence change. These priority BMPs are then used to focus and guide regional behavior change programs, grants, other resources, and local program development.
- Local implementers⁴ and Lead Organizations are ensuring—through formative research, strategy development and critical evaluation—that local stewardship programs are science-based and measurably effective in achieving identified behavior change outcomes.

³ Under the National Estuary Program, EPA provides funding to Washington state agencies as Lead Organizations to implement the Action Agenda. These Lead Organizations develop and implement 6-year strategies for four categories of ecosystem protection and restoration.

⁴ Local implementers are groups or individuals charged with implementing programs, policies, or regulations and can include governmental or non-governmental organizations, commissions, committees, or groups.

- Local implementers are conducting behavior change programs that advance BMPs related to infiltration, pollution reduction, habitat improvement, forest cover, soil development, critical area protection, shoreline function and other priority issues.
- The Partnership is implementing a grant program to support regional and local emphasis on priority BMPs.

D5.1 Prioritize targeted stewardship issues, actions and audiences based on (1) problem severity, (2) problem frequency, (3) availability of and confidence in science (natural and social) behind the problem, and (4) ability to influence change

Near-Term Actions

None; work in the near-term will focus on implementation of ongoing programs.

D5.2 Collaboratively develop and promote science-based targeted communications and behavior change strategies across the region

Near-Term Actions

The near-term actions identified for this sub-strategy are described below. Appendix D, *Near-Term Actions*, provides a consolidated table of all near-term actions, performance measures, and owners.

D.5.2.1 Strategic social marketing frameworks. The Partnership works with partners to develop strategic social marketing frameworks to support soundwide behavior change initiatives by conducting, synthesizing and disseminating formative research relative to the adoption of specific priority practices.

D.5.2 SNST11 Coordinated education and outreach leading to behavior change. Snohomish County, together with local and regional partners, will develop a prioritized list of BMPs to promote through education and outreach programs. Implement strategies that target specific audiences and use targeted messages to achieve awareness and meet behavior change goals. The following programs will be considered.

- Forest stewardship and sustainable agriculture.
- Riparian solutions program.
Community and youth education/outreach program.
Stormwater management training.
- Nearshore and bluff behavior change outreach (WSU Extension) Connection of upland farmers with shellfish farmers to discuss clean water for safe shellfish harvest and consumption.
- Development and implementation of multiparty integrated water quality themed education and behavior change programs to address shellfish protection.

- D5.3 Enable and encourage residents to take informed stewardship actions addressing infiltration, pollution reduction, habitat improvement, forest cover, soil development, critical areas, reductions in shoreline armoring, and specific actions identified in D5.1**

Near-Term Actions

The near-term actions identified for this sub-strategy are described below. Appendix D, *Near-Term Actions*, provides a consolidated table of all near-term actions, performance measures, and owners.

- D.5.3.1 Stewardship BMPs.** The Partnership and partners analyze priority BMPs as early-action initiatives. Complete five regional model programs addressing those priority BMPs by July 2015.

- D5.4 Improve effectiveness of local and regional awareness-building and behavior change programs through vetted messages, proven strategies and outcome-based evaluation; guide partners in use of formative research and diffusion of priority BMPs**

Near-Term Actions

None; work in the near-term will focus on implementation of ongoing programs.

- D5.5 Enhance resources to sustain and expand effective behavior change and volunteer programs that support Action Agenda priorities and that have demonstrated, measurable outcomes**

Near-Term Actions

None; work in the near-term will focus on implementation of ongoing programs.

- D5.6 Create a repository of market, social, and audience research to support stewardship work; include research and data from local, state, and federal governments, nonprofit, and private sector sources; synthesize and disseminate to partners**

Near-Term Actions

None; work in the near-term will focus on implementation of ongoing programs.

- D5.7 Review practices and issues that require solutions beyond the Puget Sound region such as automotive, manufacturing and distribution of toxins, and pharmaceutical waste management; develop strategies and partnerships outside the Puget Sound region to address issues**

Near-Term Actions

None; work in the near-term will focus on implementation of ongoing programs.

D6. Build Issue Awareness and Understanding to Increase Public Support and Engagement in Recovery Actions

Polls show that a majority of residents are not aware that Puget Sound is in trouble. This lack of awareness limits support for Puget Sound recovery and the public's willingness to change contributing behaviors. Increasing public awareness of ecosystem problems and solutions is an essential component of Puget Sound recovery.

While we cannot rely on public awareness alone to promote changes in behavior, it can be an early step in the process of behavior change. Broad public awareness also fosters improved civic processes, engages citizens in government, and enables public officials to make well-informed decisions on resource issues.

Issue awareness in this context falls into three categories.

- Broad public awareness of issues and solutions.
- Targeted awareness—among specific audiences or sectors of people—of actions required to address specific problems.
- Awareness among key decision-makers of the role stewardship programs play in the overall recovery effort.

OCEAN ACIDIFICATION

As stated in *Ocean Acidification: From Knowledge to Action, Washington State's Strategic Response* (Washington State Blue Ribbon Panel on Ocean Acidification 2012), recent national surveys show low public awareness of ocean acidification; only 7% of Americans say they have heard of it. Educating elected officials, resource managers, business and industry leaders, and the general public (including youth) is a key prerequisite to action. To improve understanding of ocean acidification and engage stakeholders in solutions, information describing how ocean acidification is affecting jobs and resources Washington State must be communicated and the importance of the ocean to our health, coastal economies, and well-being will need to be emphasized. In addition, the rapid changes in ocean chemistry, the consequences of this change for marine life in Washington, and what it means for individuals and Washingtonians collectively will need to be explained. Finally, the information needs to show the value of early action and highlight the role that Washingtonians can play in developing and implementing solutions.

The Blue Ribbon Panel recommends strategies for sharing information showing ocean acidification is a real and recognized problem in Puget Sound. The Action Agenda strategies in this section directly support the Blue Ribbon Panel recommendations by developing and implementing a public awareness effort and connecting the public with engagement and volunteer programs.

Ongoing Programs

Key Ongoing Program Activities

- The Partnership, STORM, and Ecology continue to implement the Puget Sound Starts Here regional media effort to complement and support local campaign efforts. This work includes both traditional media (broadcast and cable television, radio, online ads) and social media (social networking, alternative media, web-based and mobile technologies). Partners are incorporating Puget Sound

Starts Here campaign messages and brand into locally targeted communications to increase issue relevance and local identity.

- Partners are implementing locally based programs that build public understanding of Puget Sound’s health, status, threats, and impacting activities. Programs connect individual actions to the overall ecosystem, link residents with resources and 90 engagement opportunities, and inspire action.
- The Partnership, STORM and ECO Net are providing technical support to and among partners including collaborative development and dissemination of tested, vetted messages and communications resources.
- The Partnership and other funders are implementing grant programs to support locally and regionally targeted awareness programs. Support is directed to proven and measurably effective programs that address priority issues and audiences. Funding is also designed to stimulate innovation, collaboration, and connections with new audiences to advance recovery efforts.

D6.1 Implement a long-term, highly visible, coordinated public-awareness effort using the Puget Sound Starts Here brand to increase public understanding of Puget Sound’s health, status, and threats; conduct regionally scaled communications to provide a foundation for local communications efforts; conduct locally scaled communications to engage residents in local issues and recovery efforts

Near-Term Actions

The near-term actions identified for this sub-strategy are described below. Appendix D, *Near-Term Actions*, provides a consolidated table of all near-term actions, performance measures, and owners.

- D.6.1.1 Phase 2 of Puget Sound Starts Here.** The Partnership and partners implement Phase 2 of Puget Sound Starts Here campaign. The Partnership, STORM, and Ecology ensure that messages reflect the demography, regional identity and issues facing the Puget Sound.

D6.2 Incorporate and expand Puget Sound related content in diverse delivery settings (e.g., recreation, education institutions, local government, neighborhood and community groups, nonprofit organizations, businesses); connect residents with public engagement and volunteer programs

Near-Term Actions

None; work in the near-term will focus on implementation of ongoing programs.

D6.3 Incorporate Puget Sound place-based content into K–12 curricula throughout the Puget Sound region; connect schools with technical assistance, inquiry-based learning opportunities, and community resources; implement student service projects connected to ecosystem recovery; and link schools to organizations with structured volunteer opportunities

Near-Term Actions

The near-term actions identified for this sub-strategy are described below. Appendix D, *Near-Term Actions*, provides a consolidated table of all near-term actions, performance measures, and owners.

D.6.3.1 K-12 curricula. Incorporate Puget Sound place-based content into K-12 curricula by continuing to support existing partnerships with teachers, curriculum directors and school leaders, and developing new partnerships with additional Puget Sound school districts.

D6.4 Foster a long-term sense of place among Puget Sound residents; encourage direct experiences with Puget Sound’s aquatic and terrestrial resources through recreation, informal learning, and public access sites

Near-Term Actions

None; work in the near-term will focus on implementation of ongoing programs.

D6.5 Build awareness of stewardship-building efforts among elected officials, executive staff, funders, resource managers, and others with resource allocation ability; emphasize program roles, needs, relationship with other Action Agenda strategies and program outcomes

Near-Term Actions

The near-term actions identified for this sub-strategy are described below. Appendix D, *Near-Term Actions*, provides a consolidated table of all near-term actions, performance measures, and owners.

D.6.5 SNST9 Fisheries/watershed ecology education for officials and decision-makers. Sound Salmon Solutions and partners will develop a branded education curriculum and program on ecology issues necessary for salmon recovery, targeted at elected officials. This is not a lobbying campaign but a science-based, politically neutral curriculum, allowing officials to make informed decisions about land use and development, with Puget Sound and salmon recovery in mind. The training will also initiate a relationship between decision-makers and organizations with the expertise to provide information and decision support. By completing the training, officials earn a Salmon Savvy Certification, a brand they can use to demonstrate their efforts to constituents. The program would result in ongoing classes in Snohomish County and could serve as a model for other areas.

D7. Build Social and Institutional Infrastructure that Supports Stewardship Behaviors and Removes Barriers

Social and institutional infrastructure strongly influences the ability of residents to make and sustain changes in behavior. “Social Infrastructure” consists of the social connections and frameworks that enable society to function. Referred to in social science as “Social Capital,” it consists of the bonds that connect individuals within groups, and the bridges that connect those groups to each other. Social capital correlates to a society’s ability to solve complex problems. As such, social capital is a key part of the infrastructure needed to recover and maintain Puget Sound’s health.

Whereas social infrastructure consists of the social networks upon which people rely, “Institutional Infrastructure” consists of processes, procedures, and physical tools. Whether public or private, large or

small, elements of institutional infrastructure can enable, motivate, or impede desired actions or behaviors.

Examples are listed below.

- The ability of community restoration groups to replant shoreline buffers depends on an infrastructure of native plant nurseries.
- The ability of farmers to better manage animal waste may be aided by alternate disposal options.
- The ability of builders to construct Low Impact Development may be impeded by outdated municipal engineering design and development standards.

Ongoing Programs

Key Ongoing Program Activities

- Local organizations actively collaborate to increase consistency and coverage, share knowledge and resources, and enhance effectiveness of individual programs. Partners use and enhance existing social, informational, and institutional infrastructure to expand partnerships and implement effective, efficient strategies.
- The Partnership provides training for partners on effective tools and techniques for behavior change programs, such as social marketing, diffusion, program development, new technologies, and program evaluation.
- The Partnership and other funders provide financial support to local and regional stewardship efforts. The funding promotes innovation, regional program alignment, collaboration, implementation of targeted strategies, and audience expansion.
- The Partnership and partners develop and disseminate portfolios of vetted outreach content and tools for use by local organizations in their programs.
- The Partnership and local partners maintain and enhance the ECO Net to build and strengthen relationships among Puget Sound organizations working on social strategies, and support their respective programs.
- Maintain and enhance tools such as MyPugetSound.net to support effective partner collaboration.

D7.1 Apply appropriate social science to Puget Sound recovery to increase clarity and effectiveness of targeted actions, audiences, opportunities, strategies, and evaluation metrics

Near-Term Actions

None; work in the near-term will focus on implementation of ongoing programs.

D7.2 Build capacity among partner organizations to advance priority stewardship actions; provide technical support and training to advance program effectiveness, evaluation, and support of Action Agenda priorities

Near-Term Actions

The near-term actions identified for this sub-strategy are described below. Appendix D, *Near-Term Actions*, provides a consolidated table of all near-term actions, performance measures, and owners.

D.7.2.1 Behavior Change Program Guidance. The Partnership provides uniform guidance for partners conducting behavior change programs to (1) enhance priority practices, (2) ensure that programs intended to address these priority practices are based on proven methods, (3) incorporate the necessary formative research to help programs achieve desired outcomes, and (4) incorporate effective evaluation strategies.

D7.3 Maintain centralized capacity to sustain and enhance the regional Puget Sound Starts Here campaign

Near-Term Actions

None; work in the near-term will focus on implementation of ongoing programs.

D7.4 Provide public information conduits connecting individuals to local activities, resources and decision-making processes, including cost-share programs, technical assistance, volunteer experiences and ways to engage in civic structures and processes

Near-Term Actions

The near-term actions identified for this sub-strategy are described below. Appendix D, *Near-Term Actions*, provides a consolidated table of all near-term actions, performance measures, and owners.

D.7.4.1 Citizen Action Training School. The Partnership and grantee(s) establish a Citizen Action Training School to (1) build awareness of Puget Sound issues and related governmental structures and processes, and (2) increase citizen participation in local, state and federal decision-making processes affecting Puget Sound.

D7.5 Enhance strategic networks and tools that support stewardship partners and outcomes, including ECO Net, STORM, The Northwest Straits Initiative and Marine Resource Committees, tribes, municipalities not covered by stormwater permits, public agencies, funders, universities, non-governmental organizations and others

Near-Term Actions

None; work in the near-term will focus on implementation of ongoing programs.

D7.6 Work regionally and locally to remove implementation barriers (e.g., physical, economic, regulatory, enforcement, policy), and enable and incentivize adoption of stewardship actions

Near-Term Actions

None; work in the near-term will focus on implementation of ongoing programs.