



STRATEGIES AND ACTIONS TO RECOVER
PUGET SOUND TO HEALTH

D: STRATEGIC LEADERSHIP AND COLLABORATION

Backbone for Recovery and Protection of Puget Sound

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 Puget Sound 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 (1) setting ecosystem targets, (2) identifying priority actions to achieve these targets, (3) providing credible technical solutions, (4) building the resource and fiscal capacity of government agencies and private sector interests, and (5) measuring outcomes to ensure accountability and success.

This chapter describes seven over-arching strategies that are essential to the recovery effort.

- **D1** – Leadership frameworks and funding priorities;
- **D2** –Strategic, collaborative partnerships;
- **D3** –Performance management;
- **D4** –Science and monitoring;
- **D5** –Changing practices and behaviors;
- **D6** –Issue awareness and understanding;
- **D7** –Social and institutional infrastructure.

Provide Leadership

D1. Provide the leadership frameworks to guide the Puget Sound recovery effort and set action and funding priorities

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. PSP 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 Puget Sound Partnership is designated to lead the overall Management Conference. For more information on the Management Conference, see Appendix B - *Puget Sound National Estuary Program Management Conference Overview*.

Ongoing Programs

Key Ongoing Program Activities

- PSP administers the statutorily-required Partnership boards: the Leadership Council is the decision-making body for the recovery effort; the Ecosystem Coordination Board 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 PSP boards and related sub-committees.
- PSP 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 a recovery plan that is shared by all of our partners in the region. By statute, the strategies and actions are updated on a two-year cycle, and the overall Action Agenda is modified as needed. PSP 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

- PSP 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 (Sections D3 and D4, respectively) relate to the implementation of the adaptive management process.

Near-Term Actions

D1.2 NTA 1: Establish Interim Milestones for Targets. PSP will lead a collaborative effort to establish interim milestones for all 19 ecosystem recovery targets that describe expected results for incremental progress toward the adopted targets or for key steps in the critical path. In 2012 and 2013 PSP staff and boards will engage partners to establish milestones that parties agree will inspire meaningful contributions to ecosystem recovery and can be used to evaluate progress toward the 2020 ecosystem recovery targets.

Performance measure: In August 2012, identify how many interim milestones to set and by when. Milestones established by Puget Sound Leadership Council resolutions at meetings in August, October, and December 2012 and at meetings (not yet scheduled) in 2013. Targets: PSP initiates interim milestone review process (August 2012), 25% complete by December 2012, 50% complete by April 2013, 75% complete by June 2013 and 100% complete by August 2013.

D1.2 NTA 2: RCW 90.71.370(4)(b) Program Review. Consistent with RCW 90.71.370 (4), the Partnership, in consultation with appropriate state and local agencies, will review programs (identified in RCW 90.71.370(4)(b)) that fund activities that contribute to Action Agenda implementation. The Partnership will make recommendations to the Governor and Legislature regarding program changes, including proposed legislation to implement the recommendation. The scope of review will include: evaluating types of projects and funding levels, contribution of the program to meeting Vital Sign targets, funding criteria that emphasizes Action Agenda priorities in decision-making, and assessment of ways to make programs and funding approaches more strategic in implementing the Action Agenda. The report to Governor and Legislature completed by June 2014.

Performance measure: Leadership Council initiates review (August 2012), ECB develops comprehensive strategy (December 2012), ECB identifies cost effectiveness pilot programs (March 2013), Leadership Council 2nd annual review (June 2013), ECB receives draft pilot program study results (September 2013), Leadership Council receives draft report (January 2013), Report to Governor and legislature (June 2014).

Support and Build Partnerships

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 in Sections A–C and the Funding Section. A description of PSP-related collaborative structures and partnerships is included in Appendix B - *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 Local Integrating Organizations (LIOs) described below.

The 2008 Action Agenda called for improved coordination of local implementation. In response, the Partnership worked with local partners and developed a network of local integrating organizations (LIOs). LIOs are coordinating bodies that integrate and support the work of various entities in each Action Area. LIOs provide an effective mechanism for local partners to prioritize actions and implement the Action Agenda at the local scale. The LIOs also provide input to the update of the Action Agenda, establish local priorities, coordinate implementation, and track progress. As of April 2012, eight LIOs have been established or are in the final stages of formation. Two additional LIOs are anticipated.

Ongoing Programs

Key Ongoing Program Activities

- PSP staff oversees, provides, and manages grants to support LIOs.
- PSP is continuing to work to create two additional LIOs in 2012.
- PSP 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.

- PSP 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 are summarized in the Action Agenda profiles with priority actions also listed by topic area in the Action Agenda.
- Continuing local or sub-regional efforts such the Northwest Straits Initiative and others that also participate in the LIO process.

All groups are working on next steps for priority setting, defining near-term actions, and implementation. A few local Integrating Organizations identified priorities for themselves. Specifically identified are:

Local Integrating Organization	Priorities
Strait of Juan de Fuca	<p><i>From 19 Strategic Priorities</i></p> <ul style="list-style-type: none"> • Local Recovery Capacity - Build local capacity of the Strait ERN and its active member organizations to strategically plan, collaborate, and coordinate; obtain funding; update, manage, and implement programs and projects; and enforce local codes and ordinances throughout the Strait Action Area • Climate Change Mitigation, Adaption, and Implementation of Programs and Plans - Account for the effects of climate change by appropriately mitigating or adapting projects, programs, local ordinances, and regulations. Enable Strait ERN member organizations to implement local climate change programs and plans.
Hood Canal	<p><i>High Priority</i></p> <ul style="list-style-type: none"> • In coordination with a number of partners, HCCC will complete its Integrated Watershed Management Plan (IWMP) by June 30, 2013. Based on critical, high priority strategies and actions identified in the IWMP, HCCC will develop Local Near-Term Actions for incorporation into the Action Agenda. • By June 30, 2013, HCCC will convene a climate change symposium to identify unique vulnerabilities and potential adaptation strategies for the Hood Canal Action Area. Based on results of this symposium, HCCC will identify high priority adaptation strategies.
Whatcom	<p><i>From working priority list</i></p> <ul style="list-style-type: none"> • Build and/or support institutional capacity to implement priority actions identified in approved plans. This strategy includes identifying opportunities to leverage funding through partnerships, and continuing to investigate and identify funding strategies for priority actions. • Integrate natural resources decision-making at the decision-maker and policy levels, and provide local input to Puget Sound Partnership planning efforts through the LIO structure.

Near-Term Actions

D2.1 HC 1: **HCCC Integrated Watershed Management Plan. In coordination with a number of partners, HCCC will complete its Integrated Watershed Management Plan (IWMP) by June 30, 2013. Based on critical, high priority strategies and actions identified in the IWMP, HCCC will develop Local Near-Term Actions for incorporation into the Action Agenda.**

Performance measure: Plan complete by June 30, 2013. Based on critical, high priority strategies and actions identified in the IWMP, HCCC will develop Local Near-Term Actions for incorporation into the Action Agenda.

D2.1 HC 5: **HCCC Climate Change Symposium. By June 30, 2013, HCCC will convene a climate change symposium to identify unique vulnerabilities and potential adaptation strategies for the Hood Canal Action Area. Based on results of this symposium, HCCC will identify high priority adaptation strategies.**

Performance measure: Convene symposium by June 2013. Based on results of this symposium, HCCC will identify high priority adaptation strategies.

Implement Performance Management

D3. Implement performance management

Implement a transparent performance management system that tracks and reports progress in achieving ecosystem 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 (1) tracking ~~Action Agenda implementation achievement of milestones and outputs set in the Action Agenda~~; (2) establishing a financial accountability system to track expenditures for the Action Agenda as well as collective regional expenditures on Puget Sound; and most importantly (3) reporting progress in achieving outcomes as measured by attainment of interim and long term ecosystem 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

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

Near-Term Actions

D3.1 NTA 1: Web Application for Puget Sound Progress. PSP will launch a web-based application that provides public access to information on Puget Sound-wide progress in implementing the Action Agenda, including relevant budgeting and performance measures for each near-term action.

Performance measure: Launch tool for accessing data on projects receiving state funding (April 2012); Train state agency staff responsible for reporting on the use of the

application (June 2012); Launch tool for accessing data tracking progress in implementing NTAs (July 2012).

D3.2 Work collaboratively to report on recovery progress.

The Partnership works collaboratively with monitoring partners to track and report progress in attaining interim and long-term recovery targets. The Partnership manages the Dashboard of Vital Signs, an electronic application on the PSP website 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 Dashboard will be 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 U.S. EPA National Estuary Program on the ongoing work in the region and achievements under the EPA grants programs.

Ongoing Programs

Key Ongoing Program Activities

- PSP maintains and updates the Dashboard of Vital Signs. Several targets are still under review and will be added to the Dashboard during the biennium.
- PSP produces the "State of the Sound" on a two-year cycle designed to influence the next Action Agenda and report to the Legislature on action and funding needs for the region (next due in November 2012).
- PSP participates in the Governor's Puget Sound Government Management, Accountability and Performance (GMAP) forum.
- PSP provides staff reports to the Leadership Council related to the implementation of the Action Agenda.
- PSP reports to EPA through the FEATS and NEPORT programs.

Near-Term Actions

D3.2 NTA 1: **Best Practices Forums.** PSP, in collaboration with Washington Sea Grant and the Local Integrating Organizations, will convene semi-annual forums involving local practitioners, stewardship groups and local project managers to share best practices on project implementation, monitoring and performance measurement. The first of the forums will begin by December 2012. Subsequent forums will provide an opportunity to share standardized monitoring techniques and protocols as well as other topics identified by participants that would assist them in implementing and evaluating projects.

Performance measure: Convene semi-annual forums (March 2013; September 2013, March 2014, September 2014); Add participants to the base of practitioners by 20% year on year.

Coordinate and Advance Science and Monitoring

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 targets that have been set and describing the status of the recovery effort.

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

D4.1 **Oversee strategic planning for Puget Sound recovery science.**

The Puget Sound Partnership with the guidance Science Panel leads the technical steps identified in the Partnership's Open Standards adaptive management process 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, two-year horizon, as well as longer timeframes.

Ongoing Programs

Key Ongoing Program Activities

- Updating the Biennial Science Work Plan on a two-year cycle in conjunction with the Action Agenda. The Biennial Science Work Plan is the mechanism by which the Puget Sound 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.

Near-Term Actions

D4.1 NTA 1: Adaptive Framework and Cycle. Develop the PSP adaptive management framework and technical tools to assist in the steps of the adaptive management cycle.

Performance measure: By December 2012, publish technical memorandum describing PSP's adaptive management framework; By December 2012, publish technical memorandum describing methods of assessing pressures on the Puget Sound ecosystem.

D4.1.1 Continue to build an accessible, peer-reviewed base of scientific knowledge about ecosystem status, effectiveness of recovery strategies and actions and ecosystem indicators provides policy-relevant information for decision makers.

The Puget Sound 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.

Ongoing Programs

Key Ongoing Program Activities

- Building the Puget Sound Partnership Technical Memorandum Series
- Publishing and updating the Puget Sound Science Update.
- Producing the Biennial Science Work Plan and participation in the formulation of the "State of the Sound" document.
- Overseeing peer review of technical documents and products.

Near-Term Actions

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

D4.1.2 Maintain and expand a network of scientific expertise 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 reviewing ecosystem indicators, analysis of ecosystem targets, and assessment of pressures on the ecosystem.

Ongoing Programs

Key Ongoing Program Activities

- 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 ~~Coordinated Puget Sound~~ Ecosystem Monitoring ~~and Assessment~~ Program (PSEMP) 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 environmental 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 ~~effort 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/>. ~~http://sites.google.com/site/pugetsoundmonitoring/~~

D4.2.1 Coordinate committees and the process of developing monitoring plans.

PSP 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.

Ongoing Programs

Key Ongoing Program Activities

- Staffing committees and topical workgroups
- Ensuring that there is a consistent approach ~~for to~~ assessing monitoring gaps and priorities, and development of monitoring plans.
- Facilitating communication among committees and between the Science Panel and PSP decision-making bodies.

Near-Term Actions

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

D4.2.2 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 watershed-ecosystem health to better integrate data collection on ecosystem indicators and pressure reduction 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.

Ongoing Programs

Key Ongoing Program Activities

- Work with partners to provide data for the Dashboard of 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 PSP teams in the drafting of the "Report on Status and Trends of Indicators and the State of the Sound report"
- Continue existing monitoring efforts by partners in Puget Sound

Near-Term Actions

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

~~**D4.2.3** Coordinate the design and implementation of the Monitoring Accountability Application.~~

~~This task involves identifying the business requirement for building a Monitoring Accountability Application will result in a web-based inventory of monitoring programs to help raise awareness and enhance coordination of efforts among all sectors in the region.~~

~~**Near-Term Actions**~~

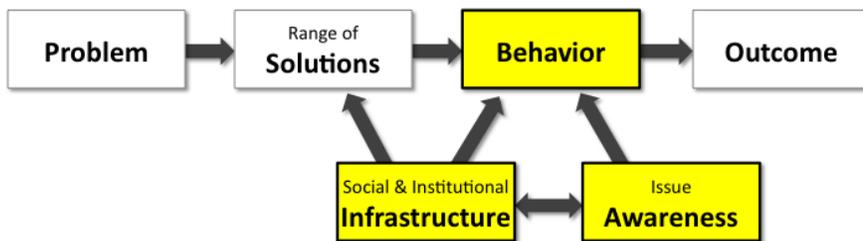
~~None; work in the near-term will focus on implementation of ongoing programs.~~

Promote 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.

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

Stewardship is important in local areas. Several local integrating organizations call out priorities for stewardship. The San Juan Islands LIO has Tier One strategies to provide information and work with landowners regarding the importance of retaining and restoring native vegetation, trees and ground cover and geologic processes. The Strait of Juan de Fuca calls for supporting the Strait ECO Net in their 19 Strategic Priorities.

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.

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

- PSP, Lead Organizations, 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 implementers 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.
- 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.
- PSP 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

D5.2 NTA 1: **Strategic Social Marketing Frameworks.** PSP 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.

Performance measure: Formative research on at least two practices is underway by June 2012; research on at least eight practices complete by December 2013. Social marketing framework guidance on two BMPs disseminated to partners by December 2012; on all eight by June 2014.

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 sub-strategy D5.1.

Near-Term Actions

D5.3 NTA 1: **BMPs for Stewardship and Tree Planting.** In 2012, PSP and partners analyze two priority BMPs as early-action initiatives: (1) **“weed and feed” bundled product residential pesticide** reduction/elimination, and (2) tree planting, canopy cover and soil health, as identified in STORM’s Tier 2 BMPs. If warranted, regional behavior change strategies would be developed and launched for implementation with local partners.

*Performance measure: 1) Formative research on **weed and feed-residential pesticides** is completed by August 2012. If initiative is warranted, pilot program would be launched by December 2012 and evaluation will be underway by April 2013. 2) Formative research on tree planting, canopy cover, and soil health is completed by December 2012; Program strategy developed by March 2013; Grants and contracts to fund work issued by June 2013; evaluation underway by December 2013.*

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: (1) broad public awareness of issues and solutions, (2) targeted awareness—among specific audiences or sectors of people—of actions required to address specific problems, and (3) awareness among key decision-makers of the role stewardship programs play in the overall recovery effort.

Ongoing Programs

Key Ongoing Program Activities

- PSP, 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 engagement opportunities, and inspire action.
- PSP, STORM and ECO-Net are providing technical support to and among partners including collaborative development and dissemination of tested, vetted messages and communications resources.
- PSP and other funders are implementing grant programs to support local and regional 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



D6.1 NTA 1: *Phase 2 of Puget Sound Starts Here.* PSP and partners implement Phase 2 of Puget Sound Starts Here campaign. PSP, STORM and Ecology ensure that messages reflect the demography, regional identity, and issues facing the Puget Sound.

Performance measure: Mass media content developed by November 2012; Web and social media developed and launched by October 2012; Television media launched by May 2013. [Campaign achieves 50% brand awareness among Puget Sound's 4.5 million residents by July 2015.](#)

- 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. Link schools to organizations with structured volunteer opportunities.

Near-Term Actions

- D6.3 NTA 1:** [K-12 Curricula](#). Pacific Education Institute integrates Puget Sound into the K-12 curricula of at least 20 school districts by working with curriculum directors and school leaders.

Performance measure: Schools are connected with community resources so that over half of the school districts in Puget Sound have place-based education programs by 2014.

- 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

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

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.

For example:

- 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.
- PSP 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.
- PSP 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.
- PSP and partners develop and disseminate portfolios of vetted outreach content and tools for use by local organizations in their programs.

- PSP 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

D7.2 NTA 1: Behavior Change Program Guidance. PSP 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.

Performance measure: Guidance and policies for Model Stewardship Program Grants developed by September 2012; Non-grant guidance for partners developed by December 2012

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

D7.4 NTA 1: Citizen Action Training School. PSP 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. ~~stressing civic structures and processes to enable residents to more fully engage with their communities on issues related to Puget Sound health.~~**

Performance measure: Program launched by December 2012. By July 2012, six iterations of the program completed; a minimum of 150 community leaders trained; 7,500 hours invested in resulting community projects; and written curricula on effective civic engagement disseminated for ECO Net member use.

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, NGOs 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.