

# Puget Sound Action Agenda Supplement

*This document is for review purposes only and will be incorporated into a revised Puget Sound Action Agenda.*

## Puget Sound Partnership

Document is available for review March 20, 2009 through April 20, 2009

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## Action Agenda Supplement Overview

Puget Sound has been part of the National Estuary Program since 1988. In 1991, Puget Sound became the first National Estuary Program to receive U.S. Environmental Protection Agency approval of its Comprehensive Conservation and Management Plan. Since that time, the Comprehensive Conservation and Management Plan and related work plans have been updated several times.

The creation of the Puget Sound Partnership in 2007 represents a significant change to prior local efforts to manage Puget Sound under the Estuary Program. For this reason, the U.S. Environmental Protection Agency is reviewing the Puget Sound Action Agenda, approved on December 1, 2008, for consistency with the National Estuary Program and acceptance as the new Comprehensive Conservation and Management Plan for Puget Sound under federal Clean Water Act Section 320.

This Action Agenda supplement includes clarifications required by the Environmental Protection Agency for the National Estuary Program. The Partnership is making both the supplement and December 2008 Action Agenda available for public review and comment for 30 days. Following the comment period, the contents of the supplement will be incorporated into an updated version of the Action Agenda. New comments received during the comment period will be considered for inclusion in the updated Action Agenda, as will comments received during the November 2008 review. A comment and response summary covering both review periods will be prepared. The updated Action Agenda will also include minor clarifications and updates that were identified following initial publication.

This supplement contains clarifications needed for the National Estuary Program acceptance, including:

- Explanation of roles and work processes of the Partnership
- Next steps on the implementation strategy
- Next steps on the performance management system that the Partnership will use to link goals and outcomes to actions and investments
- More links to the topic forum papers and other references

# Clarification of Partnership roles and work processes

*The following section will likely become a new Action Agenda appendix.*

## What is the structure of the Partnership?

The Puget Sound Partnership consists of the Leadership Council, Ecosystem Coordination Board, Science Panel, Executive Director with staff, and the Foundation for Puget Sound (RCW 90.71.210). The roles of these five components, their statutorily-described composition, and decision-making processes are described below. By November 2009, the Partnership expects to clarify roles, responsibilities, and processes for each component and may formalize these in bylaws or other documentation.

**Leadership Council:** This seven-member council sets policy and strategic direction for the Partnership. This includes adopting, revising, and guiding implementation of the Action Agenda, allocating funds for recovery efforts, providing progress and other reports, setting and implementing the accountability system, and promoting extensive public awareness, education, and participation in protection and recovery efforts. Members have staggered terms and are appointed by the Governor with the advice and consent of the state Senate. Decisions are made by consensus.

**Ecosystem Coordination Board:** This 27-member board advises and assists the Leadership Council. Their statutory duties (RCW.90.71.250) include assisting and advising the Leadership Council in preparing and implementing the Action Agenda, working with implementers to identify actions needed, seeking funding and the commitment of other resources for plan implementation, conducting public outreach and local implementation strategies, and actively encouraging collaboration and communication among public, private, non-governmental interests, and citizens.

The Board is focused on problem solving and the “how” aspects of implementation. Serving as a broadly representative group of implementers, the Board provides critical advice to the Leadership Council and Executive Director on major strategic and implementation decisions. This includes considering and commenting on budgets, work plans, and future changes to the Partnership’s strategic direction that arise from adaptive management. The Board can also discuss issues of concern to its members and their constituents, and make subsequent recommendations to the Partnership staff and Leadership Council for action.

The Board is comprised of representatives of key implementing agencies or organizations, and by statute includes one representative for each of the seven geographic action areas (solicited from the action areas), two business representatives (appointed by the Leadership Council), two environmental representatives (appointed by the Leadership Council), three representatives of tribal governments in Puget Sound (invited by the Governor), one representative each for counties, cities, and port districts (appointed by the Leadership Council), three representatives of state agencies with environmental management responsibilities (one of whom is the Commissioner of Public Lands), three representatives of federal agencies with environmental responsibilities (invited by the Governor), and four legislative liaisons (two appointed by the President of the State Senate, two appointed by the Speaker of the State House of Representatives). Board members represent key interests and are expected to get input from and relay information to their broader constituencies. The strength of the Ecosystem Coordination Board lies in its diversity. Differing opinions are respected and the Board can advise without having consensus.

**Science Panel:** A nine-member Science Panel established in statute (RCW 90.71.280) provides independent, scientific advice to the Leadership Council. The Panel assists the Leadership Council, Ecosystem Coordination Board, and Executive Director in carrying out the obligations of the Partnership. This includes assisting the Partnership in developing an ecosystem level strategic science program with indicators for ecosystem health and input on policy-based benchmarks, monitoring, modeling, data management, and research; recommending research priorities to fill knowledge gaps; developing and overseeing a competitive, peer-reviewed process for soliciting, strategically prioritizing, and funding research and modeling projects; providing input to the Executive Director in developing biennial implementation strategies; offering an ecosystem perspective on scientific work conducted in Puget Sound; and engaging regional scientific talent in Puget Sound recovery.

The Panel is specifically responsible for developing a regional monitoring program; developing a list of critical research needs; preparing a Strategic Science Plan, Biennial Science Work Plan, and Puget Sound Science Update. They also assist in preparing and updating the Action Agenda, as well as the State of the Sound report.

The Leadership Council makes staggered term appointments to the Science Panel. Initial appointments were based on nominations from the Washington Academy of Sciences.

**Executive Director and staff:** The Partnership is administered by an Executive Director and staff. The Director acts as a critical link between the Leadership Council, Ecosystem Coordination Board, and Science Panel. The Director also communicates directly with other interests such as governments, the private sector, tribes, non-governmental organizations, and citizens not specifically represented on the advisory boards. The Executive Director has supervisory responsibility for Partnership staff and is appointed by the Governor in consultation with the Leadership Council. The Leadership Council may delegate functions to the Executive Director with the exception of developing or amending the Action Agenda. For additional detail on Partnership staff functions, see Supplement page 9.

**Non-profit entity:** The Partnership's enabling legislation (RCW.90.71.240) authorizes the Executive Director, with approval of the Leadership Council, to create a non-profit organization to help raise funds through activities such as charitable donations and engaging and educating the public. The Foundation for Puget Sound was created in 2008 with the mission to "provide information to the people of the Puget Sound region on the state of the Sound's health and the steps necessary to protect, restore, and maintain it." Activities include educating the public about the health of Puget Sound; advocating for the Sound and the work of the Puget Sound Partnership; providing information to decision makers and opinion leaders about the importance of preserving Puget Sound, and what it will take to restore its health; and carrying out, promoting, and supporting programs and activities that further the public purposes of the Puget Sound Partnership while helping to secure the funds necessary to achieve that purpose.

## **How do the Boards and Director work together to make decisions?**

The Leadership Council sets the strategic direction to guide the work of the Partnership and meet its statutory obligations. Prior to setting direction or making decisions, the Leadership Council is typically

presented with a broad proposal or concept by the Executive Director and staff. As appropriate, the Leadership Council may request specific input, ask questions, or seek advice from the Ecosystem Coordination Board, Science Panel, or lead implementing agencies or interests. Depending on the issues and timing, special meetings or work sessions may be held to seek input from relevant experts and partners. Recommendations or suggestions from these discussions will be incorporated into a revised presentation to the Leadership Council.

Major decisions that use this approach may include annual and biennial work plans for Partnership activities, review of state agency budget requests and legislation, submission of proposals for federal grants (including those for the National Estuary Program) and Action Agenda adaptive management decisions that result in new and/or changed actions, particularly when resulting in a strategic directional shift or revision to the Action Agenda.

The Partnership will also create cross-collaboration efforts that bring together members of the Leadership Council, Ecosystem Coordination Board and Science Panel on key issues. It is currently anticipated that at a minimum, work groups will be formed around developing the performance management system and related reporting, identifying threats and risks to the ecosystem, and developing management strategies to address key threats. Figure 1 illustrates the Partnership structure.

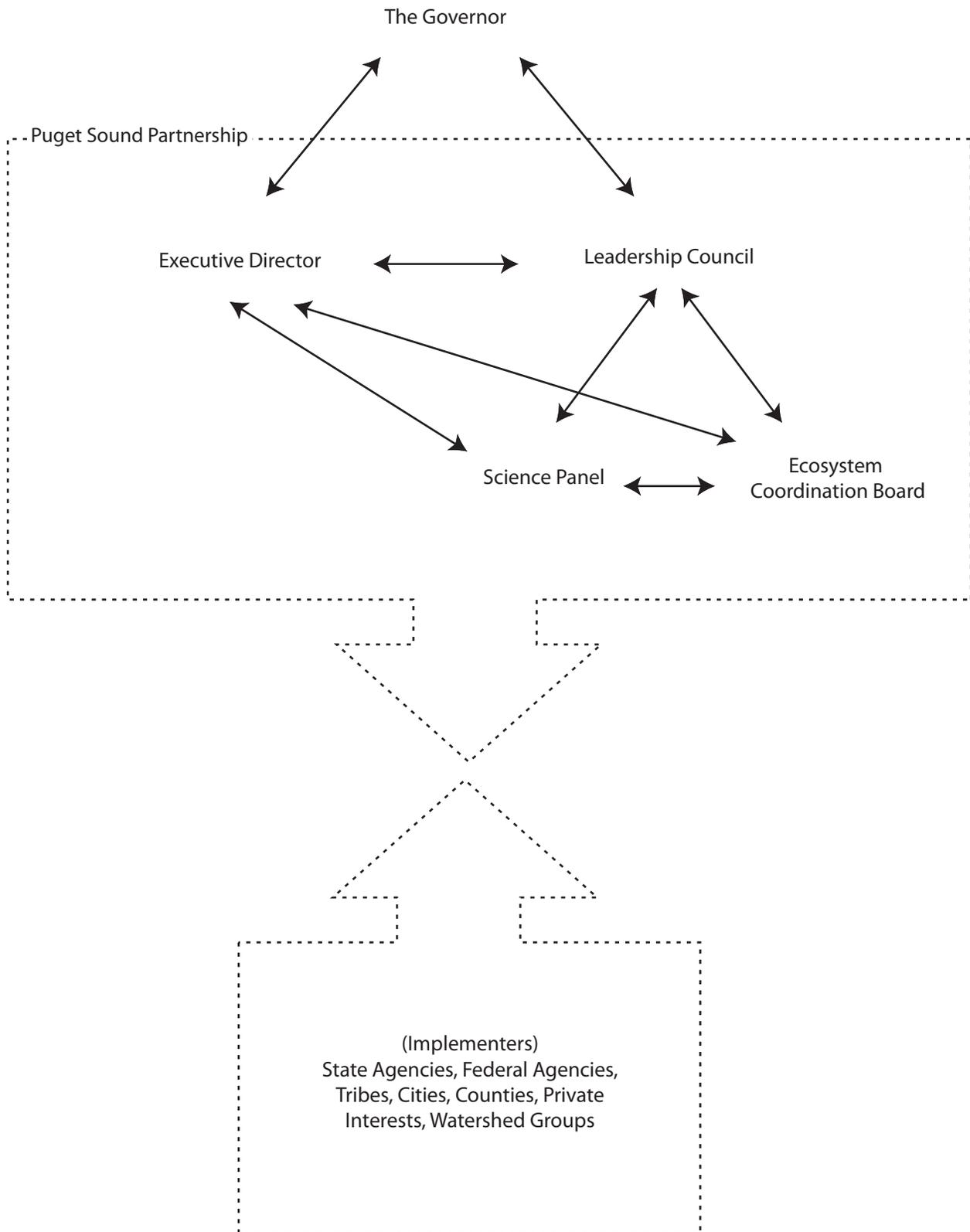
## **How does the Partnership work with interests outside the formal structure of the Boards?**

The diversity of groups interested in Puget Sound ecosystem protection and recovery include governments, tribes, business, ports, natural resource industries such as farming, forestry and fisheries, environmental, utilities, human health, tourism and recreation, and many others. The Puget Sound Partnership was created to engage public and private interests, both Soundwide and in local communities, in the long-term protection and recovery of the ecosystem. This includes coordinating activities, facilitating recovery efforts, leveraging partnerships and resources, and enhancing the ongoing efforts in Puget Sound. The Partnership is committed to stakeholder engagement and communications and meets regularly with interest groups, has a user-friendly Web site with regular email updates and communication, and uses innovative methods for public engagement.

Some interests are organized into caucuses and many already participate in collaborative processes related to Puget Sound's ecosystem protection and restoration. Other groups have and will continue to emerge through the Partnership's work to implement the Action Agenda.

**Working with Soundwide interests:** Several caucuses have formed in Puget Sound as a way of collaborating within interest groups and to improve effectiveness of working with Partnership staff and leadership. The Partnership staff meets with caucuses on a regular basis to share information and concerns about work priorities, budget information, and topical issues. The Partnership also meets regularly with individual members of these caucuses on specific issues and projects. Leadership Council, Ecosystem Coordination Board, and Science Panel members also participate in these conversations. Current caucuses include:

Figure 1: Partnership structure and communication channels.



- Federal agency caucus. This group promotes information sharing, development of joint work priorities, and collaboration among federal agency leadership and staff. Thirteen federal agencies have signed a Memorandum of Understanding to commit to these working principles, and all federal agencies with Puget Sound interests are welcome to participate. Agencies include those with environmental and natural resource responsibilities such as NOAA, the Environmental Protection Agency, U.S. Fish Wildlife Service, U.S. Geological Survey, U.S. Army Corps of Engineers, as well as those with local defense and security responsibilities such as the Coast Guard, Army and Navy.
- Tribal caucus. While a tribal caucus has not been formally established, the Northwest Indian Fisheries Commission is one of several mechanisms to coordinate activities of many of the Puget Sound tribes. More detail on working with tribes is presented below.
- State agency caucus. Like the federal caucus, state agencies with natural resource and human health responsibilities meet and collaborate. Participating agencies include, but are not limited to the departments of Ecology, Natural Resources, Fish and Wildlife, Community, Trade and Economic Development, Transportation and Health, the State Conservation Commission, the Governor's Office, and the Office of Financial Management.
- Environmental caucus. This caucus primarily includes groups with Soundwide environmental interests such as People for Puget Sound, Washington Environmental Council, The Nature Conservancy, Trust for Public Land, American Rivers, and many others.
- Business caucus. The business caucus works primarily through the Association of Washington Businesses and is organized by the representatives on the Ecosystem Coordination Board.
- Boating alliance. This is a coalition of boat makers, sellers and users.

Other interest groups participate via existing associations, including the Washington Forest Protection Association, Association of Washington Cities, Washington Association of Counties, and diverse agricultural associations.

**Working with Soundwide planning and implementation processes:** Many government agencies and interests already engage in collaborative processes, often locally-based, on specific issues such as salmon recovery, watershed issues, shellfish protection, marine nearshore, water supply planning, shoreline restoration, land use planning. Some of these processes are mentioned in the Action Agenda and action area profiles. At the request of either the Partnership or the interest or organization, the Partnership meets with these groups to share ideas, concerns, and information. Also, the Partnership calls on various groups to assist in solving specific problems.

Several significant planning and implementation processes in Puget Sound include, but are not limited to the Puget Sound Salmon Recovery program, Puget Sound Nearshore Ecosystem Restoration Partnership, Puget Sound Monitoring Consortium, Puget Sound Assessment and Monitoring Program, and the Northwest Straits Commission. The Partnership works with these programs to coordinate efforts and/or find more effective and efficient ways of accomplishing the

program goals. Some programs, such as with the Salmon Recovery Council, are or will become part of the overall Partnership structure. In other cases, such as the Puget Sound Assessment and Monitoring Program and Puget Sound Monitoring Consortium, a new program to enhance these key functions will likely evolve out of the existing efforts.

The Science Panel taps into the vast pool of regional expertise by collaborating and consulting with universities, federal and state agency scientists, scientific groups and individual scientists. This occurs with organized efforts such as the standing working group focused on coordinated modeling, through *ad hoc* working groups, and on an as needed, project basis. Relationships among the Panel and the science advisors of the Puget Sound Nearshore Partnership (the Nearshore Science Team) and the Puget Sound salmon recovery efforts (the Regional Implementation Technical Team) will be developed as part of the creation of a science work group structure described in the Biennial Science Work Plan (an appendix to the Action Agenda).

**Working with major Soundwide implementers:** While all interests have implementation roles and responsibilities, some individual agencies and interests have significant implementation roles based on statutory requirements and program responsibilities. Examples include, but are not limited to: the Puget Sound Tribes and the State as co-managers for fishery resources; Department of Ecology for water quality permitting, infrastructure grants, and monitoring; Department of Health for shellfish regulation; Department of Fish and Wildlife for habitat protection and restoration and fisheries and wildlife management; NOAA and U.S. Fish and Wildlife Service for federally-listed threatened and endangered species; and the Environmental Protection Agency for the National Estuary Program. The Partnership works closely with these agencies and governments on specific aspects of work planning and implementation.

**Working with Puget Sound Tribes:** The health of the Puget Sound is intrinsically linked to the physical and cultural health of Western Washington Tribes, as well as to tribal sovereignty. As part of their culture, tribes historically used the area's natural resources for economic and subsistence purposes and most of the Puget Sound tribes hold treaty-reserved rights to fish, hunt, and gather natural resources throughout the Puget Sound Basin.

The Puget Sound Partnership is committed to acting consistent with tribal treaty rights and interests in planning and implementing the Action Agenda. The Partnership recognizes the sovereign status of Federally Recognized Tribes and their unique government-to-government relationship with all federal agencies. The Partnership will recognize and foster the co-management relationship that is established between the tribes and state agencies with management authority over Puget Sound natural and living resources, including the co-management responsibility to protect fisheries and habitat and to implement protective measures to sustain natural resources.

**Working with local interests, implementers and the watershed approach:** Puget Sound is large and diverse in terms of the natural system and human communities, and many watershed-based programs exist around Puget Sound. The Partnership embraces an overall ecosystem approach with nested watershed approaches as the way to solve and manage the complex resource problems facing Puget Sound.

Under current statute (RCW 77.85.090) the Leadership Council is designated as the regional salmon recovery organization for Puget Sound Salmon species, except for Hood Canal summer chum, which is administered by the Hood Canal Coordinating Council. The Partnership works with the Salmon Recovery Council and regional salmon recovery groups to implement salmon recovery plans including developing three-year work plans.

Other groups exist for water supply (RCW 90.82) and protection, water quality, and marine issues. Currently, the number of watershed and local groups working on problems is quite large and the Partnership will work with local interests to build on the existing work, create a more efficient and effective approach to address problems, and provide technical services.

The Partnership's authorizing statute (RCW 90.71.260) created seven action areas to help organize the work of protecting and restoring Puget Sound. The Partnership believes that the action area concept is useful for sharing information and working to implement the Action Agenda and priority local actions. In some cases 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 action area is too large geographically, or too diverse, and a more watershed-based approach may be needed. Resolution of this issue and the role of the action areas is identified as a near-term action in the Action Agenda.

**Working relationship with Canada:** Puget Sound is part of the Salish Sea that encompasses the Puget Sound of the United States and Georgia Basin of Canada. The Partnership works cooperatively with Environment Canada and the British Columbia Ministry of the Environment. The Partnership participates in and convenes the Coastal and Oceans Task Force with representatives from the State of Washington and the British Columbia Ministry of the Environment. This task force is empowered by the Washington State-British Columbia Environmental Cooperation Council to address coastal issues, has a three-year work plan covering transboundary issues of mutual interest, and includes collaboration with the U.S. Environmental Protection Agency. The three-year work plan has short-, medium- and long-term priorities for governance and information sharing; science and policy; shared indicators of ecosystem health; and issue areas for habitat restoration, climate, and water quality. In addition, the Partnership participates in the Pacific Coast Collaborative that focuses on ocean issues related to inland waters. This collaborative effort includes Alaska, Washington, Oregon, California, and British Columbia.

A sample of jointly-supported transboundary work includes:

- Hosting with Environment Canada a biennial Puget Sound-Georgia Basin ecosystem research and management conference
- Continuing to support and recognize the annual Coast Salish Gathering as a unique forum for federal, provincial, state and tribal governing bodies working on common priority environmental issues, policies and projects across the Salish Sea
- Helping to develop local coordinating mechanisms to more effectively support ecosystem planning, management and monitoring across the local border areas of the Puget Sound Georgia Basin

**Working with citizens:** The Partnership recognizes that the actions of individual citizens are important in the overall effort to protect and restore Puget Sound. The Partnership works closely with citizens to promote extensive public awareness, education, and participation in Puget Sound recovery as outlined in the Partnership's enabling statute (RCW 90.71.230 (g)). These efforts include implementing a highly-visible public information campaign that includes messages about behavior change; providing regional leadership to better focus and sustain local volunteer, stewardship, and education programs; and leading efforts to strengthen K-12 environmental programs. The goal of this work is to ultimately shift individual and societal behaviors toward those that help protect and restore Puget Sound. Action Agenda Question 3, Section E.4 will be updated to better reflect this intent.

The Puget Sound Partnership is committed to supporting grassroots activities to help inform, engage, and promote stewardship. The Partnership will use new media such as social networking to increase the visibility of the overall effort to protect and restore Puget Sound and give citizens a chance to share their views, engage in actions that advance protection and recovery, and participate in innovative ways. This effort will include moving toward online and real time communication as much as feasible.

## Partnership agency structure

The Partnership is currently working to organize into a structure that will successfully support long-term implementation of the Action Agenda. The staff structure is anticipated to be more solidified by November 2009. The general staff functions will likely include the following:

- Agency direction, oversight, overall agency work planning, and coordination of work and information flows between the Leadership Council, Ecosystem Coordination Board, Science Panel, the Executive Director and staff.
- Action Agenda revisions and implementation. This will include development of an overall implementation strategy, as well as annual and/or biennial work plans. It will also include policy work related to specific issues, as well as planning work for future updates to the Action Agenda and related work planning. The ability to respond quickly to emerging and time-sensitive issues is needed. Subject matter expertise on issues such as stormwater, land use, and habitat restoration will be needed. The Partnership will ensure it has the capacity to address those issues by hiring subject matter specialists, borrowing expert staff from other agencies, and/or contracting with private sector experts.
- Support for local implementation efforts. A critical function will be to work directly with Soundwide and local implementers to ensure that actions are being implemented and to help solve problems. This need also includes regular work with caucuses, the legislature, local implementers, and Canada.
- Budget and finance. This will include development of the state budget, identification and use of federal and other funding, as well as contract and grant administration. This will also include work with other agencies to make sure that grant and loan programs, as well as budgeted activities, are aligned with the Action Agenda.

- **Science.** Work will include assisting the Science Panel in development and implementation of the Biennial Science Work Plan and development of the Puget Sound science update, developing a coordinated regional monitoring program, developing future versions of the Biennial Science Work Plan, and developing other products. The Partnership currently has a chief scientist who leads internal work and provides science advice to the Executive Director.
- **Accountability.** Accountability functions span implementation, budget, and science. This includes tracking of actions and performance measures, as well as reporting on implementation to the Leadership Council, Ecosystem Coordination Board, and the public.
- **Outreach and stewardship.** Work includes communicating with external partners, making information accessible to the public, and communicating across the Partnership, including the advisory boards. In addition, work includes efforts to educate the public about issues surrounding Puget Sound recovery and coordinating volunteers and educators.
- **Data and information management.** Data management needs are both internal and external. Data management will include making networks of ecological, performance, and accountability information accessible to the Partnership and to others. Staff is needed to design and maintain this type of system.
- **Salmon recovery responsibility.** The Partnership has statutory responsibility to lead regional salmon recovery programs. This work intersects with Action Agenda implementation, accountability, and science. This work will continue to be integrated into the overall Partnership effort.

As a state agency, the Partnership is funded with state appropriations, federal funding from the National Estuary Program and specific federal appropriations for Puget Sound Recovery. The ability of the Partnership to staff and coordinate implementation of the Action Agenda will depend upon consistent and adequate funding from these sources.

## Additions to the Action Agenda

Three topics will be amended or added to the Action Agenda: a short overview of the next steps to develop the implementation strategy and annual and/or biennial work plans; next steps for the performance management system including a discussion of models that link strategies and actions to threats, outcomes, and goals; and additional references to the topic forum papers prepared during the Action Agenda development and to older relevant Puget Sound National Estuary Program documents.

## Action Agenda implementation strategy

*The following text will be added to Question 4 of the Action Agenda.*

The Partnership is beginning to implement the Action Agenda. Using the work processes described above, the Partnership will develop an overall implementation strategy during the summer and fall of 2009. This strategy will identify Partnership priorities within the Action Agenda; describe the performance management system (further explained below); identify actions with implementation commitments (who, what, when, where) and performance measures; and describe local implementation strategies. The Action Agenda implementation strategy will likely include a discussion of the Partner designation as identified in statute. The strategy will also include an updated implementation table that reflects information from the State

legislative session and federal funding decisions. The release of the draft implementation strategy will be part of or coincide with the Partnership's first ecosystem recovery report (identified in the Partnership's authorizing statute as the State of the Sound) in November 2009.

## Overview of performance management system

*The following text will be used to refine Question 3, part E.1 of the Action Agenda. The updated Action Agenda will include a more refined list of near-term actions for the Partnership agency.*

Performance management and accountability will set the new overall Partnership effort apart from prior efforts to protect and restore Puget Sound. The Partnership must be able to ultimately link actions and expenditures to goals and outcomes. To hold the system accountable, the Partnership will be accountable for achieving ecosystem goals, and implementers will be accountable for their agreed-upon actions that help reach the desired outcomes. This accountability system is being developed now and the elements are outlined below and shown in Figure 2. More detailed information on the implementation system and related accountability will be published by November 1, 2009.

**Ecosystem conceptual or logic models:** Conceptual diagrams that link goals to threats and threats to actions and anticipated results are needed for a several purposes. They depict assumptions about ecosystem functioning, how it responds to change, and what might be measured as indicators of ecosystem health and change. The models can be organized in different ways such as:

- Strategy-focused to show how the strategic priorities and sub-priorities (A.1 and A.1.1 level of the Action Agenda) link to outcomes and goals. These are useful to show the rationale behind our work and where the Action Agenda may or may not be addressing certain issues.
- Outcome-based to show what actions help achieve a desired outcome (e.g., a certain number of habitat acres restored).
- Threat-based to show how strategies and/or actions address a threat such as toxic loading.
- Project performance-based to show how a specific project (e.g., watershed assessments) achieves outcomes. Actions can also be grouped to show links to intermediate outcomes and ecological outcomes.
- Implementation issue-focused to show how the region is approaching a cross-cutting implementation issue such as a comprehensive approach to working in watersheds or addressing levee maintenance and floodplain development issues.

Four example conceptual models included at the end of the supplement are:

- Two outcome-based: Acres of habitat restored, acres of shellfish habitat opened (Figures 3 and 4)
- Two threat-based: Toxics control strategy, nutrients control strategy (Figures 5 and 6)

The models presented by November 1, 2009 will include a mix of the conceptual models listed above, particularly those focused on outcomes, and will include general hypotheses for the Action Agenda strategic priorities and near-term actions.

**Ecosystem indicators:** Ecosystem indicators provide a measure of the outcomes the region is trying to achieve, including the progress toward the health of the Puget Sound. The Action Agenda identifies provisional ecosystem indicators to use while a more complete set is being developed. This provisional list will be used to guide near-term ecosystem monitoring efforts and a subset will be identified and used for ecosystem recovery reporting.

The provisional indicators adopted by the Partnership in 2008 include only existing measures that are currently part of a monitoring program. In early 2009, the Partnership is initiating an effort to investigate and develop new indicators that might better reflect ecosystem conditions and the Partnership's ecosystem recovery goals. Science-policy discussions in 2009 will establish a timeframe for this effort and for the Partnership's adoption of new indicators.

Table 1-2 (in the Action Agenda) proposed a subset of provisional indicators for which the Partnership would identify targets and benchmarks for ecosystem recovery. The Partnership's effort to establish targets and benchmarks will be coordinated by those involved in Partnership science-policy discussions and reported in November 2009. Once appropriate environmental indicators are selected and implemented, they will be critical for assessing progress toward ecosystem goals.

**Ecosystem monitoring system:** Ecosystem monitoring is essential in determining the ultimate impact of efforts to protect and restore Puget Sound. The Action Agenda identifies the importance of continuing existing monitoring efforts such as the Puget Sound Assessment and Monitoring Program until a new, coordinated monitoring program is in place. The Science Panel and Partnership staff have begun efforts to evaluate ecosystem monitoring needs and compare those with the region's current programs and capabilities. Proposals for monitoring program adaptations will be developed by early 2010 for implementation not later than 2011.

In addition, the Leadership Council will choose a governance approach for a coordinated regional monitoring program in mid-2009. The Science Panel and staff will work with stakeholders in the Puget Sound Monitoring Consortium to describe a process for transition to the new governance approach by November 1, 2009.

**Intermediate outcomes:** These are policy-based benchmarks that can be used to guide work and show progress along the way. Intermediate outcomes can be gains in the ecosystem (e.g., the region is striving to restore xx acres of estuary habitat) and reductions in threats (e.g., the region aiming to reduce the volume of treated wastewater discharged to Puget Sound by xx percent).

By November 1, 2009, the Partnership will identify intermediate outcomes focused on the strategic priorities in the Action Agenda. This is primarily policy work that will require input from the Ecosystem Coordination Board and other implementers, as well as communications experts. The Science Panel will be involved as the intermediate outcomes should be closely tied to the indicators.

**Action accountability:** Partnership staff will work with implementers to translate near-term actions into specific commitments with actions that can be tracked for reporting purposes. The commitments will at least include an output measure (e.g., number of meetings held), timeline, and funding source. In November 2009, the Partnership accountability system will be available online.

**Adaptive management process:** The Action Agenda is intended to be a living document that will be modified and adapted over time. By November 1, 2009, the Partnership will more completely identify the implementation roles and responsibilities including roles for the advisory boards and staff, the process for determining when the Action Agenda needs to be updated, and a description of the analytical work needed to identify when changes to the overall strategy are merited.

**Data management system:** The Partnership must have a robust data management to track a wide variety of information related to accountability and reporting. An initial version of the system, focusing on tracking of actions, will be built in the spring and summer of 2009. Future versions of the system will include monitoring and other scientific information as well as public engagement.

## Additional references

*The following text will be added to topic forum discussion in Question 3 of the Action Agenda.*

**Topic forum papers:** Five topic forum discussion papers were prepared to promote and inspire community conversation and critical thinking about the specific problems facing Puget Sound and the strategies and actions needed to overcome the threats we face. Information from the topic forums was used to help answer two of the four questions in the Action Agenda: a) What is the status of Puget Sound's health and what are the biggest threats to it?; and b) What actions should be taken that will move use from where we are today to a healthy Puget Sound by 2020?

The papers represent the first basin-wide effort in the region to comprehensively synthesize and document what is known about the Sound's problems, solutions that work, our current approach to solving problems, and what approaches we need to continue, add, or change. These papers address broad science and policy questions, provide an overview of each Partnership goal, and document the basis for conclusions and recommendations reflected in the Action Agenda. The individual papers were synthesized to create Strategic Priorities A-D. A sixth paper on human well-being and quality of life was also prepared as a complement to the other five. This interdisciplinary topic is a new area of work for the Puget Sound region. The paper presents a summary of the human dimensions and quality of life considerations associated with Puget Sound ecosystem recovery.

Table 1 identifies specific Action Agenda strategies and near-term actions referenced directly or indirectly in the topic forum papers. Because topic forums were specifically requested to focus on their subject matter, cross-cutting issues such as funding and public outreach receive only cursory attention in the papers. The papers also reference other topic forum papers in order to avoid repetition.

*The following text will be added to the introduction of the Action Agenda.*

**National Estuary Program:** In 1985, the Washington State Legislature created the Puget Sound Water Quality Authority (Authority) to develop and oversee implementation of a management plan for Puget Sound (RCW 90.70). The Authority developed the first *Puget Sound Water Quality Management Plan* in 1987. Congress established the National Estuary Program in 1987 under Section 320 of the Clean Water Act. The U.S. Environmental Protection Agency approved the *Puget Sound Management Plan* as the federal Comprehensive Conservation and Management Plan for the basin in 1991. In July 1996, the authorizing legislation for the Puget Sound Water

Quality Authority expired and the Washington State Legislature enacted the Puget Sound Water Quality Protection Act (RCW 90.71). Under this new law, the Puget Sound Water Quality Action Team and Puget Sound Council assumed the Authority's responsibilities, including review and adoption of the Puget Sound Management Plan.

In 2005, Governor Gregoire created a task force to develop recommendations for how best to protect and restore the health of Puget Sound's ecosystem while maintaining and promoting a vibrant economy. Also known as the Puget Sound Partnership, the task force recommended a new governance structure for Puget Sound to improve accountability for results and actions, among other program changes. In 2007, the Washington State Legislature amended RCW 90.71 to establish the Puget Sound Partnership as the entity to coordinate and lead the effort to protect and restore Puget Sound. The Partnership assumed the responsibilities of the Action Team and Council. Once approved by the Environmental Protection Agency, the Partnership's revised Action Agenda will supersede the *2000 Puget Sound Management Plan* and serve as the Partnership's Comprehensive Conservation and Management Plan.

*The following historical documents will be added to the list of key references in the Action Agenda.*

Puget Sound Water Quality Authority. 1986. *State of the Sound 1986*. Olympia, Washington.

Puget Sound Water Quality Authority. 1988. *State of the Sound 1988*. Olympia, Washington.

Puget Sound Water Quality Authority. 1992. *State of the Sound 1992*. Olympia, Washington.

Puget Sound Action Team. 2004. *State of the Sound 2004*. Olympia, Washington.

Puget Sound Action Team. 2007a. *State of the Sound 2007*. Olympia, Washington.

Puget Sound Water Quality Authority. 1987, 1989, 1991, 1994. *Puget Sound Water Quality Work Plan*. Olympia, Washington.

Puget Sound Water Quality Action Team. 1996, 1997-1999, 1999-2001, 2001-2003, 2003-2005, 2005-2007, 2007-2009. *Puget Sound Water Quality Work Plan*. Olympia, Washington.

Puget Sound Water Quality Authority. 1987. *Puget Sound Water Quality Management Plan* (with updates in 1989, 1991, 1994, 1996, and 2000). Olympia, Washington.

Puget Sound Water Quality Authority. 1990, 1991, 1992, 1993, 1994. *Puget Sound Update*. Olympia, Washington.

Puget Sound Water Quality Action Team. 1998, 2000, 2002, 2007. *Puget Sound Update*. Olympia, Washington.

Puget Sound Water Quality Action Team. 1998. *Puget Sound's Health 1998*. Olympia, Washington.

Puget Sound Water Quality Action Team. 2000. *Puget Sound's Health 2000*. Olympia, Washington.

Puget Sound Water Quality Action Team. 2002. *Puget Sound's Health 2002*. Olympia, Washington.

U.S. Environmental Protection Agency. 2000. *Estuaries and Clean Waters Act of 2000*.  
<http://www.epa.gov/owow/estuaries/320.htm>

Table 1: Action Agenda strategies and near-term actions referenced directly or indirectly in the topic forum papers.

Topic Forum Paper	Ecosystem Threats							Principles for Action	Strategic Priorities and sub-objectives	Near-term Actions	
	Hab alt/ land conv	pollution	Surface/ gw flows	invasive sp	artificial prop	harvest	natural drivers: population, climate				
Human Health	X	X						X	X	C.1, C.1.1, C.1.2, C.1.3, C.1, C.2.1, C.2.2, C.2.3, C.3, C.4, C.5, C.6, C.6.1, C.6.2, D.1, D.5.1, E.1.4, E.3.2	C.1-1, C.1-2, C.1-6, C.1-7, C.2-2, C.2-3, C.2-4, C.2-9, C.3-2, C.4-1, C.5-1, C.6-1, C.6-2; D.5-5, E.1-14, 15, E.3-4, E.3-11
Human Well-being	X	X			X	X		X	X	A.1, A.1.1, A.3, A.3.4, A.4, A.4.1, A.4.2, A.4.3, A.4.4, B.2, B.2.1, B.3, B.3.1, C.1, D.1., D.1.1, D.2., D.2.3, D.3, D.4, D.5, E.2, E.4	Not specifically asked to identify actions at this time
Habitat and Land Use	X	X	X	X				X	X	A.1, A.1.1, A.1.2, A.1.3; A.2, A.2.1, A.2.2, A.4, A.4.1, A.5, B.1, B.1.1, B.1.2; B.3, B.3.1, B.3.2, C.2, C.2.1; D.1, D.1.1, D.1.2; D.1.3, D.1.7, D.3.6, D.3.7, D.4.1, D.4.2, E.1, E.1.4; E.3, E.3-1, E.3-2, E.4	A.1-1, A.1-2, A.1-3, A.1-4; A.2-1; A.5-4, B.1-1, B.1-2, B.1-3, B.3-1, C.2-3; C.2-4, D.1-1; D.4-6, E.1-6, 14, 15; E.1-3, E.3-1, E.3-2, E.3-3, E.3-4, E.3-11, E.4-3
Species	X	X	X	X	X	X		X	X	A.2, A.2.1, A.2.2, A.3, B.1, C.1, C.2, C.3, D.1, D.1.1, D.1.2, D.1.3, D.1.4, D.2, D.4.1, E.2, E.3	A.1-2, A.3-4, A.4-6, B.1-1, B.1-2, B.1-3, B.1-4, C.1-2, C.1-8, C.1-9, C.2-2, C.2-9, D.1-1, D.1-2, D.1-3, D.1-4, D.1-5, D.1-6, D.3-1, E.3-3, E.3-7
Water Quality	X	X						X	X	A.1, A.2, A.3.3; B.1; C.1, C.1.1, C.1.2, C.1.3, C.2, C.2.1, C.2.2; C.2.3, C.3, C.3.1; C.3.4, C.4, C.4.1; C.4.2, D.1; D.1.1; D.1.2, D.3.6, D.5	A.2-1; C.1-1, C.1-2, C.2-2, C.2-3, C.2-4, C.2-6; C.2-8, C.2-9, C.3-1, C.3-2; C.4-1, E.3-1, E.1-3, E.3-3, E.3-4, E.3-7, E.3-10, E.3-11
Freshwater Flows	X		X					X	X	A.3, A.3.1, A.3.2, A.3.3, A.3, 4, A.3.5, C.2, C.2.1, C.2.2., D.1, D.1.1, D.1.2, D.2, D.2.3, E.3.2, E.4	A.3-1, A.3-2, A.3-3, A.3-5, A.3-6, A.3-7, A.3-8, C.2-3, C.2-4, C.2-6, D.1-1, D.1-2, D.2-1, E.3-3, E.3-4, E.4-2

# Conceptual Performance Management System

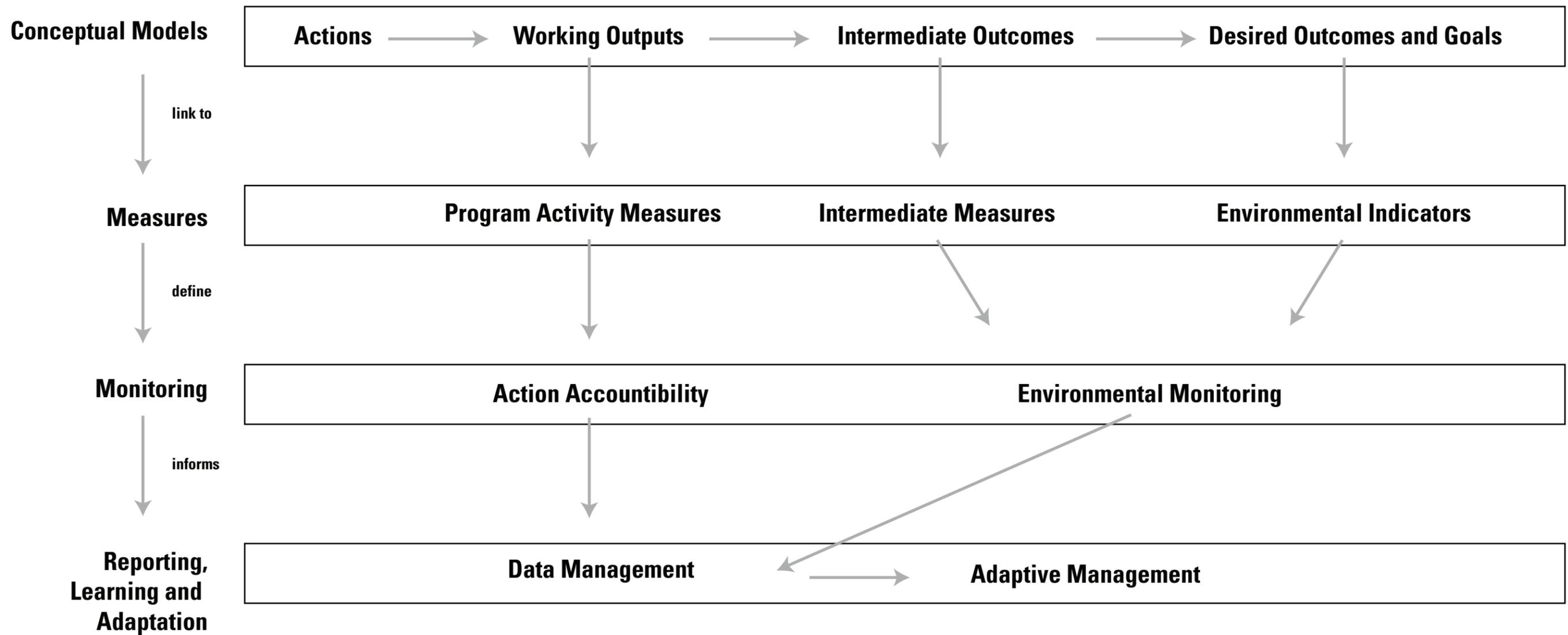


Figure 3: Outcome-based model describing acres of habitat restored.

**Action Agenda Strategies and Near-Term Actions**

A.3 #4	Implement the recommendations from approved watershed plans prepared under the Watershed Planning Act (RCW 90.82) consistent with the Action Agenda and coordinated with other local restoration and protection efforts.
B.1 #1	Implement restoration projects in the salmon recovery three-year work plans and the Estuary and Salmon Restoration Program of the Nearshore Partnership.
B.1 #2	Complete large-scale restoration projects at the mouths of major river systems in Puget Sound where there is a high likelihood of re-creating ecosystem function.
B.1 #3	Restore floodplain and river processes where there is a high likelihood of re-creating ecosystem function.
B.1 #4	Remove significant blockages of ecosystem processes and provide access to habitat.
B.1 #5	Complete the Puget Sound Nearshore Partnership's General Investigation in a timely way to identify and refine nearshore restoration opportunities and move toward implementation.
B.1 #6	Remove derelict fishing gear as proposed by the Northwest Straits Commission and local Marine Resource Committees in sites with known problems for species.
B.2 #2	Continue Bellingham Bay Pilot Program to clean up Bellingham Bay in a coordinated way.
A.1 #1	Convene a regional planning forum to create a coordinated vision for guiding growth at an ecosystem scale.
A.1 #3	Initiate or complete Action Agenda-based watershed assessment and related maps for each of the watersheds within the Puget Sound basin to identify sites and functions that are the most urgent and important for protection.
A.2 #5	Provide funding and technical assistance to local jurisdictions to update local shoreline management programs by current deadlines, with all updates complete by 2013.
B.2 #1	Fund a one-year demonstration program to develop a coordinated cleanup and restoration plan for the Port Angeles Harbor and waterfront and work plan for project completion.
B.3 #1	Implement coordinated incentive and technical assistance programs for private landowners through the Conservation Commission, Conservation Districts, DNR, other state agencies, Washington State University Extension, local gov'ts NGO's, and others as appropriate.
D.1 #1	Coordinate implementation of existing plans and programs that support the Action Agenda, and realign or discontinue plans and programs that conflict with the strategies and actions set forth in the Action Agenda.
D.3 #1	Integrate the work of the Puget Sound Nearshore Partnership (PSNERP), including the Estuary and Salmon Restoration Program, into the Puget Sound Partnership to improve efficiency, coordination, and to avoid overlap and duplication of efforts.
D.4 #3	Convene a process for making recommendations to the Partnership about streamlining permitting processes for habitat restoration projects.
E.2 #13	In cooperation with a local government or stormwater utility, implement a pilot cap-and-trade program for the removal of impervious surface and/or removal of shoreline armoring.

# Conceptual Model Example: Action Agenda Contributions to Habitat Acres Restored

## Ecosystem Outcomes

## Ecosystem Goals

to increase

to guide and facilitate efforts to increase

Habitat Acres Restored

so that

Marine/nearshore habitats sustain diverse species and food webs and are formed by natural processes and human stewardship so that ecosystem functions are sustained.

Freshwater habitats sustain diverse species and food webs and are formed by natural processes and human stewardship so that ecosystem functions are sustained.

so that

Upland and marine resources are adequate to sustain the treaty rights, as well as the cultural, spiritual, subsistence, ceremonial, medicinal needs, and economic endeavors of the tribal communities of Puget Sound.

Viable marine, nearshore, freshwater, and terrestrial biological communities exist into the future and biodiversity is maintained.

Populations of marine, nearshore, freshwater, and terrestrial species are viable into the future and biodiversity is maintained.

Non-native species do not significantly reduce native species viability or impair food web function.

Figure 4: Outcome-based conceptual model describing acres of shellfish habitat opened.

# Conceptual Model Example: The Action Agenda's Contributions to Commercial Shellfish Acres with Reduced Harvest Restrictions

## Ecosystem Outcomes

- C.1 #5** Petition EPA to establish Puget Sound as a No Discharge Zone for commercial and/or recreational vessels to eliminate bacteria, nutrients, and pathogens from being discharged into Puget Sound.
- C.1 #7** Implement Shellfish Protection District plans, on-site sewage treatment plans in marine recovery areas, and related projects to restore water quality at tribal, commercial, and recreational shellfish areas that are degraded or threatened.
- C.2 #6** Retrofit existing stormwater systems by: a) developing high-level criteria that can be used in 2009 to determine the highest priority areas around the Sound for stormwater retrofits; and b) implementing stormwater retrofit projects in the highest priority areas based upon these criteria to bring areas into compliance with current stormwater regulations.
- C.3 #1** Use advanced wastewater treatment where needed in nutrient sensitive and shellfish recoverable areas, such as Hood Canal, South Sound, and the Whidbey Basin.
- C.3 #2** Pursue stimulus package funding to implement priority upgrades of municipal and industrial wastewater facilities, especially in nutrient sensitive and recoverable shellfish areas of Puget Sound.
- C.3 #3** Support federal facilities in reducing nutrients and pathogens, particularly in already impaired areas.
- C.4 #3** Enhance and target on-site sewage treatment loan programs and grants to ensure programs are targeted to areas with demonstrated loading issues and vulnerable waters.
- A.1 #1** Convene a regional planning forum to create a coordinated vision for guiding growth at an ecosystem scale.
- A.1 #3** Initiate or complete Action Agenda-based watershed assessment and related maps for each of the watersheds within the Puget Sound basin to identify sites and functions that are the most urgent and important for protection.
- A.3 #8 #9** Develop a treated wastewater reuse rule by December 31, 2010. Adopt state water reuse rules.
- A.4 #5** Continue ongoing work to resolve conflicts between aquaculture and upland uses.
- B.3 #1** Implement coordinated incentive and technical assistance programs for private landowners through the Conservation Commission, Conservation Districts, DNR, other state agencies, Washington State University Extension, local gov'ts NGO's, and others as appropriate.
- C.2 #2** Provide financial and technical assistance to cities and counties to implement NPDES Phase I and II permits, as well as Ecology for permit oversight and implementation.
- C.2 #3** Assist cities and counties in incorporating LID requirements for development and redevelopment into all stormwater codes.
- C.2 #8** Implement private property stewardship, incentive, and technical assistance programs (e.g. Conservation Districts, WSU Extension, Washington Sea Grant, local government programs) that focus on reducing sources of water pollution, from commercial and non-commercial farms and other nonpoint pollution sources, particularly in priority areas.
- C.2 #9** Implement NPDES industrial permits and Washington State Department of Transportation permits, including Ecology for permit oversight and implementation.
- C.4 #1** Develop and implement on-site sewage system management plans in each Puget Sound county.
- C.4 #2** Revise the current on-site sewage treatment rule no later than June 30, 2011, so standards are established to address new on-site sewage treatment technologies.
- D.5 #3** Support state water quality fee revisions and short-term funding to maintain existing, and if possible enhance, compliance staff at Department of Ecology.
- E.2 #13** In cooperation with a local government or stormwater utility, implement a pilot cap-and-trade program for the removal of impervious surface and/or removal of shoreline armoring.

so that

to facilitate and ensure that

Loadings of toxics, nutrients and pathogens do not exceed levels consistent with healthy ecosystem functions

so that

Restrictions on harvest in commercial shellfish growing areas are reduced

so that

Fish and Shellfish are safe for people to eat

so that

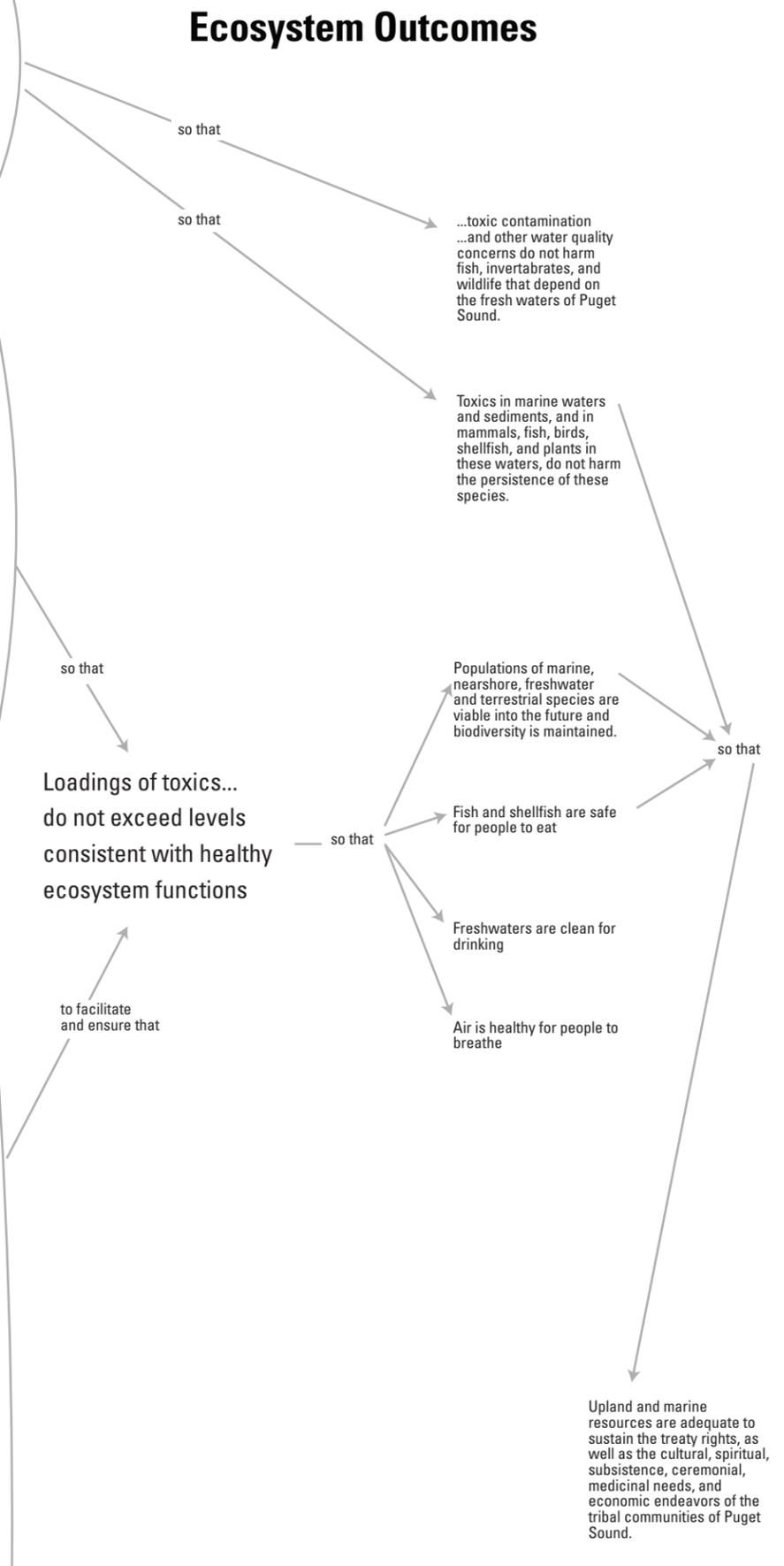
Upland and marine resources are adequate to sustain the treaty rights, as well as the cultural, spiritual, subsistence, ceremonial, medicinal needs, and economic endeavors of the tribal communities of Puget Sound.

Figure 5: Threat-based conceptual model describing toxics control strategy.

# Conceptual Model Example: Toxics Control in the Action Agenda

**Action Agenda Strategies and Near-Term Actions**

C.5 #1	Continue to implement ongoing, high-priority remediation and cleanup projects.
C.5 #2	Refine the Department of Ecology near-term prioritization criteria for site cleanups to be consistent with the Action Agenda and incorporate criteria into toxic cleanup grant programs.
B.2 #1	Fund a one-year demonstration program to develop a coordinated cleanup and restoration plan for the Port Angeles Harbor and waterfront and work plan for project completion.
B.2 #2	Continue Bellingham Bay Pilot Program to clean up Bellingham Bay in a coordinated way.
B.2 #3	Continue to control pollutant sources and remediate toxics in Duwamish Bay.
C.1 #1	Conduct a focused outreach campaign for the public and businesses to reduce pollutants identified in toxic loading and other studies that are priority threats to Puget Sound. This effort will be focused on pharmaceuticals, personal care products, and pollutants in stormwater runoff.
C.1 #3	Permanently fund a rescue tug at Neah Bay.
C.1 #6	Implement existing air management plans consistent with the Action Agenda.
C.2 #6	Retrofit existing stormwater systems by: a) developing high-level criteria that can be used in 2009 to determine the highest priority areas around the Sound for stormwater retrofits; and b) implementing stormwater retrofit projects in the highest priority areas based upon these criteria to bring areas into compliance with current stormwater regulations.
C.3 #2	Pursue stimulus package funding to implement priority upgrades of municipal and industrial wastewater facilities, especially in nutrient sensitive and recoverable shellfish areas of Puget Sound.
C.4 #3	Enhance and target on-site sewage treatment loan programs and grants to ensure programs are targeted to areas with demonstrated loading issues and vulnerable waters.
A.1 #1	Convene a regional planning forum to create a coordinated vision for guiding growth at an ecosystem scale.
A.1 #3	Initiate or complete Action Agenda-based watershed assessment and related maps for each of the watersheds within the Puget Sound basin to identify sites and functions that are the most urgent and important for protection.
A.3 #8 #9	Develop a treated wastewater reuse rule by December 31, 2010. Adopt state water reuse rules.
B.3 #1	Implement coordinated incentive and technical assistance programs for private landowners through the Conservation Commission, Conservation Districts, DNR, other state agencies, Washington State University Extension, local gov'ts NGO's, and others as appropriate.
C.1 #2	Assist the Department of Ecology in implementing its PBT program to reduce and eventually eliminate the use of all chemicals on the PBT list, and other programs to reduce toxins such as metals.
C.1 #4	Obtain delegated authority from the Coast Guard to expand and enhance the scope of authority of the Department of Ecology's vessel and facility inspections, marine incident investigations, and the agency's ability to augment Coast Guard prevention activities and review spill prevention and response plans on behalf of the Coast Guard.
C.2 #2	Provide financial and technical assistance to cities and counties to implement NPDES Phase I and II permits, as well as Ecology for permit oversight and implementation.
C.2 #3	Assist cities and counties in incorporating LID requirements for development and redevelopment into all stormwater codes.
C.2 #5	Convene a group of regulating agencies, implementers with key funding responsibilities, and other stakeholders as appropriate to evaluate the technical and programmatic solutions for CSOs to meet overall program goals of improving water quality in fresh and marine water.
C.2 #8	Implement private property stewardship, incentive, and technical assistance programs (e.g. Conservation Districts, WSU Extension, Washington Sea Grant, local government programs) that focus on reducing sources of water pollution, from commercial and non-commercial farms and other nonpoint pollution sources, particularly in priority areas.
C.2 #9	Implement NPDES industrial permits and Washington State Department of Transportation permits, including Ecology for permit oversight and implementation.
C.4 #1	Develop and implement on-site sewage system management plans in each Puget Sound county.
C.4 #2	Revise the current on-site sewage treatment rule no later than June 30, 2011, so standards are established to address new on-site sewage treatment technologies.
C.6 #2	Continue to fund the shellfish and fish advisory monitoring and advisory programs.
D.1 #4	4. Implement the southern resident killer whale plan and continue to prioritize and identify actionable recovery measures with assignments and implementation timelines.
D.5 #2	2. Provide additional state compliance inspectors to ensure that businesses producing hazardous waste are complying with regulations.
D.5 #3	Support state water quality fee revisions and short-term funding to maintain existing, and if possible enhance, compliance staff at Department of Ecology.
E.2	In cooperation with a local government or stormwater utility, implement a pilot cap-and-trade program for the removal of impervious surface and/or removal of shoreline armoring.



C.1 #5	Petition EPA to establish Puget Sound as a No Discharge Zone for commercial and/or recreational vessels to eliminate bacteria, nutrients, and pathogens from being discharged into Puget Sound.
C.1 #8	Implement immediate remediation actions to address Hood Canal's low dissolved oxygen concentrations through the Hood Canal Dissolved Oxygen Program.
C.1 #9	Implement priority strategies and actions to address low dissolved oxygen in South Sound, targeted areas in the Whidbey Basin, and other vulnerable areas. This includes the Ecology-led South Sound Dissolved Oxygen Study.
C.2 #7	Continue to implement road maintenance and abandonment programs for federal, state (including trustlands), and private timber lands.
C.3 #1	Use advanced wastewater treatment where needed in nutrient sensitive and shellfish recoverable areas, such as Hood Canal, South Sound, and the Whidbey Basin.
C.3 #2	Pursue stimulus package funding to implement priority upgrades of municipal and industrial wastewater facilities, especially in nutrient sensitive and recoverable shellfish areas of Puget Sound.
C.3 #3	Support federal facilities in reducing nutrients and pathogens, particularly in already impaired areas.
C.4 #3	Enhance and target on-site sewage treatment loan programs and grants to ensure programs are targeted to areas with demonstrated loading issues and vulnerable waters.
A.1 #1	Convene a regional planning forum to create a coordinated vision for guiding growth at an ecosystem scale.
A.1 #3	Initiate or complete Action Agenda-based watershed assessment and related maps for each of the watersheds within the Puget Sound basin to identify sites and functions that are the most urgent and important for protection.
A.3 #8 #9	Develop a treated wastewater reuse rule by December 31, 2010. Adopt state water reuse rules.
A.4 #4	Continue to implement existing forest practice plans and regulations consistent with the Action Agenda, including the state trust lands HCP, state forest practices rules, and Road Maintenance and Abandonment Plans as informed by the Forest and Fish Plan, and others.
B.3 #1	Implement coordinated incentive and technical assistance programs for private landowners through the Conservation Commission, Conservation Districts, DNR, other state agencies, Washington State University Extension, local gov'ts NGO's, and others as appropriate.
C.2 #2	Provide financial and technical assistance to cities and counties to implement NPDES Phase I and II permits, as well as Ecology for permit oversight and implementation.
C.2 #3	Assist cities and counties in incorporating LID requirements for development and redevelopment into all stormwater codes.
C.2 #8	Implement private property stewardship, incentive, and technical assistance programs (e.g. Conservation Districts, WSU Extension, Washington Sea Grant, local government programs) that focus on reducing sources of water pollution, from commercial and non-commercial farms and other nonpoint pollution sources, particularly in priority areas.
C.4 #1	Develop and implement on-site sewage system management plans in each Puget Sound county.
C.4 #2	Revise the current on-site sewage treatment rule no later than June 30, 2011, so standards are established to address new on-site sewage treatment technologies.
D.5 #3	Support state water quality fee revisions and short-term funding to maintain existing, and if possible enhance, compliance staff at Department of Ecology.
E.2 #11	Evaluate and if possible implement a water quality trading program to address dissolved oxygen issues in southern Puget Sound.
E.2 #13	In cooperation with a local government or stormwater utility, implement a pilot cap-and-trade program for the removal of impervious surface and/or removal of shoreline armoring.

Figure 6: Threat-based model describing nutrients control strategy.

# Conceptual Model Example: Nutrient Controls in the Action Agenda

## Ecosystem Outcomes

## Ecosystem Goals

so that

to facilitate efforts to ensure that

Loadings of ... nutrients ... do not exceed levels consistent with healthy ecosystem functions

so that

... nutrients ... and other water quality concerns do not harm fish, invertebrates, and wildlife that depend on the fresh waters of Puget Sound

... nutrients ... and other water quality concerns do not harm fish, invertebrates, and wildlife that depend on the marine waters of Puget Sound

so that

Aesthetic values, opportunities for recreation, and access for the enjoyment of Puget Sound are continued and preserved.

Upland and marine resources are adequate to sustain the treaty rights, as well as the cultural, spiritual, subsistence, ceremonial, medicinal needs, and economic endeavors of the tribal communities of Puget Sound.

Viable marine, nearshore, freshwater, and terrestrial biological communities exist into the future and biodiversity is maintained.

Populations of marine, nearshore, freshwater, and terrestrial species are viable into the future and biodiversity is maintained.