



PUGET**SOUND**
PARTNERSHIP

2016/2017 ACTION AGENDA
STRATEGIC INITIATIVE UPDATE
WORKGROUP RECOMMENDATIONS -- PUBLIC COMMENT DRAFT
June 11, 2015

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2016/2017 Action Agenda--Strategic Initiative Update

Workgroup Recommendations

Science Panel Task:

Consider the recommendations of three workgroups convened to review and update sub-strategies from the 2014 Action Agenda that will constitute the Strategic Initiatives (Stormwater, Habitat and Shellfish) for the 2016 Action Agenda. The Panel will provide a recommendation to the Leadership Council as to the pertinence of the process employed by the workgroups to consider and select respective sub-strategies and the general suitability of the three updated Strategic Initiatives to establish the scope and focus for the 2016 Action Agenda Implementation Plan. The recommendation may include endorsement or proposed revisions to the respective sets of sub-strategies.

The Leadership Council will consider the Science Panel's recommendation, along with input from other sources, at their meeting scheduled for July 29, 2015.

Strategic Initiative Update Workgroups' Task:

The 2016 Action Agenda will focus Puget Sound recovery work for the next 2 years on actions associated with the three Strategic Initiatives of Stormwater, Habitat, and Shellfish. Three interdisciplinary workgroups were formed around each of the three Strategic Initiatives and tasked to:

- Adopt evaluation criteria for consideration of sub-strategies that will advance the Strategic Initiative in the next two years
- Review the existing sub-strategies associated with their respective Strategic Initiative and considering other potential sub-strategies by applying evaluation criteria and subsequent discussion among work group participants
- Form a recommendation on what sub-strategies to include that will provide the scope of the Strategic Initiative for the next two years
- Forward these recommendations to the Science Panel for consideration at their June 24, 2015 meeting

Background

The Governor and the Leadership Council have directed that the implementation of the Puget Sound Action Agenda to be focused on the priorities in the three Strategic Initiatives addressing stormwater, habitat, and shellfish. To facilitate this directive and adjust to a new funding model under the federal National Estuary Program (NEP), the 2016 Action Agenda will be restructured into two major components:

- A long-term, comprehensive recovery plan that covers the breadth of issues and strategies previously identified (to also be adopted as the Comprehensive Conservation Management Plan under the National Estuary Program)
- A 2-year implementation plan with near-term actions (NTAs) focused on the priority sub-strategies in the three Strategic Initiatives.

In this transition period for both the Action Agenda development and the introduction of a new model for investing National Estuary Program funds, the three Strategic Initiatives for stormwater, habitat and shellfish will be used to focus the development of Near-Term Actions (NTAs) for the 2016 Action Agenda.

Prior to updating the 2016 Action Agenda and developing NTAs, the Puget Sound Partnership (PSP) is reviewing and updating the sub-strategies that comprise the three Strategic Initiatives, which were first established in 2012. To accomplish this, PSP convened three interdisciplinary workgroups to undertake this review and update. Results of the three workgroups are being provided to the Science Panel for review and development of a recommendation for consideration by the Leadership Council in July in order to establish the scope of the 2016 Action Agenda's two-year implementation plan. The resulting scope will be utilized by Strategic Initiative Transition Teams to solicit and review proposed Near-Term Actions that will be included in the 2016 Action Agenda as part of the Two-year Implementation Plan

Strategic Initiative Update Process

Formation of Strategic Initiative Update Workgroups

In order to provide a timely review and update of the sub-strategies of each of the strategic initiatives, the Partnership convened three Strategic Initiative Update workgroups for 30 days to conduct the review and develop recommendations for Science Panel consideration in early June. The Partnership sent invitations to our partners to recruit interested policy and technical experts in stormwater, habitat and shellfish restoration, related to the three strategic initiatives.

Recruitment

The Partnership sent recruitment emails to the Ecosystem Coordinating Board, Salmon Recovery Council members, State agency partners, tribal natural resource program directors, the NEP Lead Organizations, Local Integrating Organizations, and participants in the 2014 Strategic Initiative update process which considered adding new NTAs from the 2014/2015 Action Agenda. Also included in the email was a request to share the participation invitation with others who may be interested in participating. The recruiting email outlined the task and asked that those interested provide an email indicating their interest, area of expertise, organizational affiliation (if any), and ability to participate (as scheduled). Also included was the schedule so that those interested would understand the commitment involved.

Recruitment for the Shellfish Strategic Initiative was done slightly differently by drawing participants from an existing technical group comprised of state, local and tribal representatives, which were already convened for assisting in the development of an Implementation Strategy for achieving the Shellfish Vital Sign target.

Approximately 20-25 people were interested in participating in each of the three Strategic Initiative Update workgroups. These included interdisciplinary people from state and local governments, local conservation district, county health districts, environmental groups, in addition to a few tribal policy and technical people. The list of participants is attached.

Schedule

During May and early June, seven 3-hour meetings were held – one joint meeting and two meetings for each of the three workgroups.

The joint meeting provided an overview and orientation for prospective participants, as well as established consistent evaluation criteria for sub-strategies. Subsequent group meetings were facilitated to help the workgroups in their evaluation and discussion, and in seeking agreement.

The workgroups first convened in a joint meeting on May 11, 2015, for an overview and orientation, at which time the participants discussed and agreed to common evaluation criteria and a consensus decision process. Each of the subsequent workgroup meetings were facilitated to help work through the process and come to agreement.

Decision Process

Evaluation Criteria & Guidance

At the first all-group meeting, the participants reviewed the criteria used in 2012 to select the current Strategic Initiative sub-strategies. Partnership staff proposed additional criteria which were considered and approved by the participants.

2012 Strategic Initiative sub-strategy selection criteria:

- Protect functioning elements of the ecosystem
- Prevent irreversible harm by addressing threats at their origin
- Prevent new pathways for existing threats to cause harm
- Improve ecosystem resilience by restoring key processes in order to achieve both no net loss, and net gain, of ecological functions

Additional criteria approved for Strategic Initiative sub-strategy review:

- Is the sub-strategy a high-ranking sub-strategy in the Action Agenda?
- Does this sub-strategy have a direct and significant contribution to indicator target or vital signs related to the Strategic Initiative or does it support programs that are making significant or sustainable progress toward achieving a target or vital sign?
- Is the sub-strategy of particular importance because it is related to a trailing vital sign(s) and including it in a strategic initiative could increase the profile of this issue, help achieve the vital sign in the next two to three years, or support essential phased-components necessary for achieving the vital sign?
- Does the sub-strategy provide multi-Initiative benefits for more than one Strategic Initiative?

Participants at the joint meeting also considered and agreed to the following evaluation guidance in applying the criteria:

- Review the existing Sub-strategies of the Strategic Initiative for continued relevance.
- Maintain existing language of the sub-strategies during this transition update, but note clarification or other changes that should be considered in the future.
- Draw from the existing adopted sub-strategies during this transition update, but note where gaps are identified that may be considered in the future.
- Sub-strategies may be considered even if they are already associated with another Strategic Initiative.

Application of the Criteria

The participants agreed that Partnership staff should apply the criteria and score each of the sub-strategies and provide the results to the workgroups for their first individual meetings. In considering and applying the criteria, staff and the workgroups reviewed the themes of the Strategic Initiatives, the associated Vital Signs, Sub-strategy rankings, and considered trailing Vital Signs.

Partnership staff applied the criteria scoring to 75 sub-strategies, using the guidance and without weighting. Sub-strategies were then qualitatively divided into four sets for further consideration and to facilitate group discussion: Set 1 included the current sub-strategies that are affiliated with the Strategic Initiative; Set 2 included sub-strategies that scored high under the criteria; Set 3 were sub-strategies that scored lower; and Set 4 were unlikely for consideration as these were not relevant to the particular Strategic Initiative.

Individual Workgroup Meetings

First Set of Meetings: Each group reviewed all sub-strategies in the 4 respective sets established by the scoring. While there was some variety in how the groups considered each set, all discussed the merits of continuing to include the current sub-strategies and evaluating other sub-strategies for consideration, while keeping a two-year focus for the Initiative. Similarly, all groups initially narrowed the number of sub-strategies through straw voting to identify sub-strategies with overwhelming agreement to include or remove as candidate sub-strategies for further consideration and to point out significant differences of opinion and hence allocate greater time for discussion/consideration.

There were common concerns raised among groups regarding the tight meeting schedule; the variation in the specificity of sub-strategies, from very broad to quite specific; the lack of tribal participation; and specific wording of some sub-strategies, with a desire to make changes.

Second Set of Meetings: The results of the first meetings were reviewed. Staff grouped more specific candidate sub-strategies under broader ones. The purpose of this “nesting” was to help clarify, or scope, the intent the workgroup felt would improve the broader sub-strategies, which often included existing Initiative sub-strategies. This work helped the Stormwater and Habitat workgroups determine if additional sub-strategies should be elevated into the specific Strategic Initiative.

For the Shellfish workgroup, the group expressed the need for consistency and better alignment with other state shellfish efforts. Representatives of the Governor’s Office and the Department of Health proposed that the workgroup consider aligning the Action Agenda’s Shellfish Strategic Initiative with the Governor’s Washington State Shellfish Initiative (WSI). Partnership staff reviewed the seven goals of the Washington State Shellfish Initiative and mapped sub-strategies from the Action Agenda with the WSI goals for the Shellfish workgroup’s consideration at their second meeting.

Stormwater Strategic Initiative Update Workgroup

This workgroup began with the seven sub-strategies currently associated with the Strategic Initiative. Through a facilitated discussion, the group considered the 4 scored sets and winnowed those down to 14 candidates for further consideration, retaining all the existing sub-strategies.

At the second meeting, the workgroup reviewed and discussed the nested sub-strategies which served as a means for discussing and seeking agreement for the scope and intent of the principal sub-strategy.

During this meeting, the workgroup agreed that two sub-strategies should be elevated (A1.1 and C9.1) for a total of nine sub-strategies for the initiative, and that a narrative should be included under each of the sub-strategies, which would illustrate the elements identified as important in each of the nested sub-strategies. The narrative is intended to provide an interpretation of the focus for that particular sub-strategy for the next two years. The group felt

that the narrative would be important for those developing actions and for the decision makers reviewing and approving actions.

The Stormwater workgroup also agreed that four of the nine sub-strategies should be considered higher priority -- as most pressing or immediate to reduce stormwater problems in the next two years. These include C1.1- Strengthen authorities and programs to prevent pollution entering Puget Sound; C2.1- Manage urban runoff; C2.4- Control sources of pollutants; and A1.1- Identify and prioritize areas for protection, restoration and best suitable for development.

Habitat Strategic Initiative Update Workgroup

This workgroup began with 15 sub-strategies currently associated with the initiative. Through a facilitated discussion, the group considered the 4 scored sets and winnowed those down to 19 candidate sub-strategies for further consideration, retaining all 15 of the existing sub-strategies. Finding that some sub-strategies are very broad while others are more narrowly focused, the workgroup asked staff to consider how to group the more specific sub-strategies with related broad strategies so that the workgroup could continue review. The group also shared concern that tribal representative did not participate in the first meeting.

During the second meeting, the workgroup reviewed the nested sub-strategies provided by Partnership staff and agreed that the groupings were helpful in digesting the work before them and for determining whether a sub-strategy should be included in the Strategic Initiative. Through a facilitated discussion, the workgroup agreed that for focused funding in the next two years, the Habitat Strategic Initiative would retain 15 sub-strategies, with some changes (dropping A5.1 and elevating A5.4), and that a narrative would be provided characterizing six of the sub-strategies and incorporating the elements of the nested sub-strategies to provide more understanding of the sub-strategies focus, and assist in selecting future actions.

Shellfish Strategic Initiative Update Workgroup

This workgroup began with eight sub-strategies currently associated with the initiative. Most of the participants were involved in an earlier meeting that day convened by the Partnership regarding the Shellfish Vital Sign target implementation strategy and shared concerns about how the two efforts related and differed, and how the Shellfish Strategic Initiative related to other state efforts for shellfish recovery, including the Governor's Shellfish Initiative. The group considered Set 1 and 2 (retaining the existing sub-strategies), and identified restoration and protection of shellfish beds as the primary focus of the initiative. Eight sub-strategies were identified for further consideration out of Set 2, and six were selected out of Set 3.

The Shellfish workgroup agreed that another meeting was necessary, and that the work of the group should be characterized, not as experts blessing these sub-strategies, but rather as provisional. Some members of the group had low confidence in the results.

At the second meeting the Shellfish workgroup reviewed the seven goals of the Washington State Shellfish Initiative, which shares the Action Agenda's Shellfish Vital Sign target for Public Comment Draft

recovered acres of shellfish beds. The group reviewed the staffs mapping of the sub-strategies to the seven goals of the Washington Shellfish Initiative, and considered 1) whether the Action Agenda's Shellfish Strategic Initiatives should be aligned with the Washington Shellfish Initiative goals and 2) whether the Agenda's Initiative should limit the focus to Goal 1 of the Washington Shellfish Initiative, addressing clean water.

The group reviewed the proposal and the mapped sub-strategies and agreed that alignment was important and made sense and Goal 1 should remain the primary focus of the Strategic Initiative, and that the other mapped sub-strategies related to Goals 2-7 should also be part of the Strategic Initiative provided these are considered as second tier sub-strategies when developing 2-year implementation plans, and actions proposed for tier 2 sub-strategies in the Shellfish Strategic Initiative should only be considered if there are compelling reasons for including an action such as exploiting a significant opportunity or actions with Sound-wide implications.

The group agreed that tier one would focus on protecting water quality and increasing acreage, and added three sub-strategies, for a total of ten; Tier two would include the sub-strategies that map to Goal 2 through 7 of the Washington Shellfish Initiative, and add eight sub-strategies, for a total of ten. Between the two tiers, the Shellfish Strategic Initiative would include 20 sub-strategies, but again, recommended funding only actions in the 2016 Action Agenda related to tier 1 sub-strategies, with the exception noted above.

Cross-cutting Issues

During the multiple meetings of the three workgroups, a number of issues emerged that were of interest in more than one of the workgroups or ran across each of the three Strategic Initiatives. These included: communication and outreach; behavior change; and science and monitoring. The workgroup members felt that these were important to each Strategic Initiative to support the focus, maintain visibility, identify and fill science gaps, and identify effectiveness. The workgroups suggested a collective approach to these cross-cutting components and recommended that an overarching sub-strategy across all three of the initiatives should be considered to support and promote opportunities for actions involving more of than one of the Strategic Initiatives.

Stormwater Strategic Initiative Update Workgroup Recommendations

This strategic initiative includes nine sub-strategies that were identified to have the greatest effect on reducing polluted stormwater runoff in the next two years and will contribute toward improving eleven of the twenty-one Vital Signs. The workgroup recommended carrying forward the existing seven sub-strategies from the 2014 Strategic Initiative and elevating two other sub-strategies (A1.1, C9.1) into the 2016 Strategic Initiative. The workgroup identified four sub-strategies (A1.1, C1.1, C2.1, C2.4) as having particularly high importance. Participants in the workgroup noted that stormwater impacts vary throughout the Puget Sound. While managing stormwater is critical in highly urbanized areas, the workgroup identified that rural areas with more intensive development or dense road networks should also be important areas of focus.

Link to Relevant Vital Signs and Recovery Targets

This strategic initiative contributes to achieving recovery targets for the vital signs listed below and shown in color in the Puget Sound Vital Signs wheel.

- Summer stream flows
- Marine water quality
- Freshwater quality
- Marine sediment quality
- Toxics in fish
- Swimming beaches
- Shellfish beds
- Sound Behavior
- Chinook salmon
- Orcas
- Birds



Strategies and Actions

The strategies and actions for this strategic initiative are organized into five themes: take a watershed approach to management, prevent new problems, fix existing problems, control sources of pollution, and educate. These themes are described below. The figure below presents the relevant sub-strategies by theme.

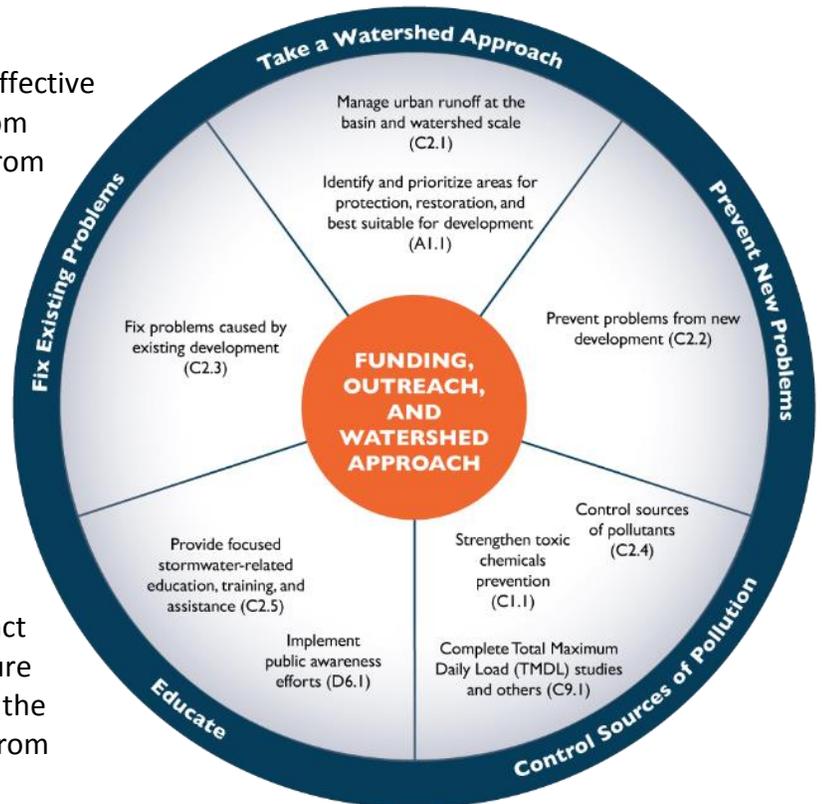
Take a watershed approach to management. Runoff cannot be fully managed at the site and parcel levels alone—it is necessary to manage runoff at the broader basin and watershed scales. Local land use decisions directly affect runoff quantity and quality within watersheds.

Prevent new problems. The implementation of National Pollutant Discharge Elimination System (NPDES) permits, which control water pollution by regulating point sources (e.g., industrial, wastewater, stormwater), is considered one of several cost-effective ways to prevent pollution from reaching Puget Sound. With an increase in annual investment, local governments could do an even better job, but they need financial help from the state and federal governments to reflect the shared responsibility to recover Puget Sound.

Fix existing problems. To readily seek capital retrofit funds, we need more detailed and comprehensive information about the highest priority existing problems, conceptual designs, and project-specific cost estimates.

Control sources of pollution. The most cost-effective way to prevent toxics and other pollutants from getting into Puget Sound is to prevent them from being introduced into the environment in the first place. Taking proactive steps now to prevent toxics at their source and to control stormwater runoff will help reduce the risk of damage to infrastructure, as well as safeguard fish, wildlife, and habitats.

Educate. We need to continue to educate individuals and communities about ways that they can become part of the solution. In addition, we must help stormwater managers at the local level learn to implement low impact stormwater management measures, and ensure that we have an educated workforce that has the tools to eliminate the threat to Puget Sound from polluted stormwater runoff.



Sub-Strategies

A1.1 Identify and prioritize areas for protection, restoration, and best suitable for (low impact) development.

Discussion: This is one of the two sub-strategies the workgroup recommended adding for the 2016 strategic initiative. The workgroup suggested removing the words “(low impact)” in the future as it seems to unnecessarily constrain the scope of this sub-strategy. This sub-strategy was seen as important relative to local government comprehensive plan updates that will be completed over the next few years and was interpreted to include the following issues to help guide potential actions:

- Protecting and conserving ecologically important lands at risk of conversion and associated waterbodies;
- Retention of forests and farms;
- Voluntary and incentive-based programs that help farms contribute to Puget Sound recovery and associated regulatory programs; and
- Implementation of effective groundwater management programs.

C1.1 Implement and strengthen authorities and programs to prevent toxic chemicals from entering the Puget Sound environment.

Discussion: The workgroup suggested that this sub-strategy be interpreted broadly and also include the following issues to help guide potential actions:

- The development and use of safe alternatives to toxic chemicals;
- Increasing compliance with and enforcement of environmental laws, regulations, and permits; and
- The reduction of pollution into Puget Sound from air pollution deposition onto roadways, which then gets into stormwater runoff.

C2.1 Manage urban runoff at the basin and watershed scale.

Discussion: The workgroup suggested removing the word “urban” from this sub-strategy in the future as it seemed to unnecessarily narrow the scope to only a portion of a basin/watershed and excludes rural areas of more intensive development or dense road networks and runoff from agricultural areas. There are linkages between the water quality aspects of this sub-strategy under the Stormwater Strategic Initiative and water quantity aspects of this sub-strategy under the Habitat Strategic Initiative. The workgroup interpreted this sub-strategy to include the following issues to help guide potential actions:

- Integration of land use planning and stormwater planning;
- Protecting and conserving ecologically important lands at risk of conversion as a means of preventing polluted runoff; and
- Providing infrastructure and incentives to accommodate new and re-development within urban growth areas.

C2.2 Prevent problems from new development at the site and subdivision scale.

Discussion: The workgroup interpreted this sub-strategy to include the following issue to help guide potential actions:

- Providing infrastructure and incentives to accommodate new development within urban growth areas.

C2.3 Fix problems caused by existing development (structural upgrades; regular and enhanced maintenance).

Discussion: The workgroup interpreted this sub-strategy to include the following issues to help guide potential actions:

- Providing infrastructure and incentives to accommodate re-development within urban growth areas; and
- Stormwater system retrofits.

C2.4 Control sources of pollutants.

Discussion: The workgroup interpreted this sub-strategy to include the following issues to help guide potential actions:

- Ensuring compliance with regulatory programs designed to reduce, control or eliminate pollution from working farms;
- Reducing pollution loading by preventing and reducing Combined Sewer overflows; and
- Ensuring all centralized wastewater treatment plants meet discharge permit limits through compliance monitoring, technical assistance, and enforcement where needed.

C2.5 Provide focused stormwater-related education, training, and assistance.

Discussion: The workgroup thought this sub-strategy was essential to support all the other sub-strategies since elements of human behavior change can be found in every other sub-strategy. The workgroup interpreted this sub-strategy to include the following issue to help guide potential actions:

- Providing education and technical assistance to prevent and reduce releases of pollution.

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.

Discussion: The workgroup expressed concern that this sub-strategy was too specific and recommend generalizing it in the future.

C9.1 Complete Total Maximum Daily Load (TMDL) studies and other necessary water cleanup plans for Puget Sound to set pollution discharge limits and determine response strategies to address water quality impairments.

Discussion: This is one of the two sub-strategies the workgroup recommended adding for the 2016 strategic initiative. The workgroup suggested the wording be modified in the future to start with “complete and implement” to emphasize the importance of implementation. The workgroup also encouraged including enterococcus to the TMDL standards since fecal issues often drive shellfish closure. The workgroup interpreted this sub-strategy to include the following issues to help guide potential actions:

- Improving water quality to prevent downgrades and achieve upgrades of important current tribal, commercial and recreational shellfish harvesting areas; and
- Restoring and protecting water quality at swimming beaches and recreational areas.

Habitat Strategic Initiative Update Workgroup Recommendations

This strategic initiative includes fifteen sub-strategies that were identified to have the greatest effect on protecting and restoring salmon habitat in the next two years and will contribute toward improving fourteen of the twenty-one Vital Signs. The workgroup recommended carrying forward fourteen of the existing sub-strategies from the 2014 Strategic Initiative and elevating sub-strategy A5.4 into the 2016 Strategic Initiative. The workgroup recommended not carrying forward sub-strategy A5.1 into the 2016 Strategic Initiative because they felt it was more generally addressed under existing sub-strategy A5.3 and newly elevated sub-strategy 5.4. The workgroup acknowledged that these are not the only actions that need to be taken to protect and restore habitat, but they are the most critical to making more rapid progress toward recovery goals over the next two years. They also emphasized that both protection and restoration are important to regional ecosystem recovery.

Link to Relevant Vital Signs and Recovery Targets

This strategic initiative contributes to achieving recovery targets for the vital signs listed below and shown in color in the Puget Sound Vital Signs wheel.

- Swimming beaches
- Shellfish beds
- Chinook salmon
- Orcas
- Pacific herring
- Birds
- Shoreline armoring
- Eelgrass
- Land development and cover
- Floodplains
- Estuaries
- Summer stream flows
- Marine sediment quality
- Toxics in fish



Strategies and Actions

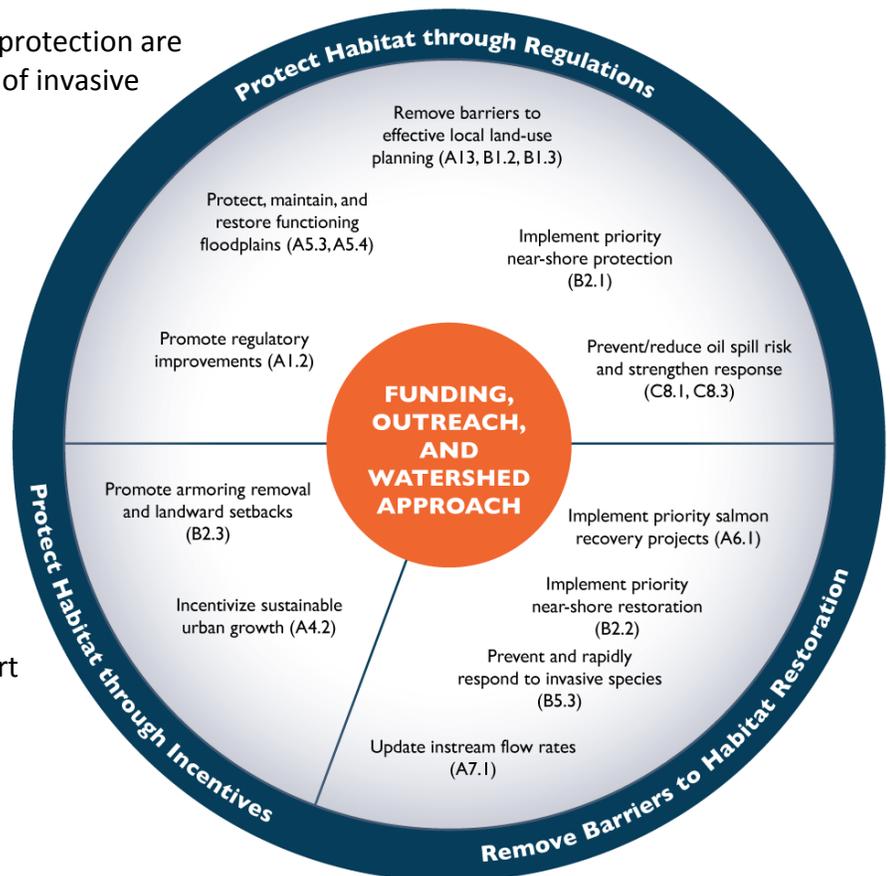
The strategies and actions for this strategic initiative are organized into three themes, described below: protect habitat through regulations, protect habitat through incentives (including acquisition), and remove barriers to restoration of habitat. The figure below presents the relevant sub-strategies by theme.

Protect habitat through regulations and protect habitat through incentives. We must first stop the further loss of habitat. It is not effective or efficient to allow the continued loss of habitat while we try to repair the damage in other places. This strategic initiative brings forward strategies and actions that address both increasing regulatory protections for habitat and providing greater incentives for landowners to protect valuable habitat. Our biggest challenges in habitat protection are the lack of widespread public understanding of the significance of habitat loss, the lack of strong public support for the regulatory changes necessary to protect habitat, and the need for greater incentives for landowners to voluntarily protect valuable habitat. These challenges hindered previous attempts to strengthen protective regulations and to work with landowners on a voluntary basis. We must address regulatory exemptions that allow the continued degradation of habitat.

Two other critical elements of habitat protection are the prevention of oil spills and control of invasive species.

Remove barriers to restoration of habitat. Without restoring critical habitat we will not be able to reverse the declines in salmon and other Puget Sound species. We must work to remove the following barriers to habitat restoration.

- Lack of funding for the large-scale, more expensive projects that are necessary to restore the whole Puget Sound ecosystem.
- Lack of local community support and landowner willingness.
- Inadequate stream flows.



Sub-Strategies

A1.2 Support local governments to adopt and implement plans, regulations and policies consistent with protection and recovery targets, and incorporate climate change forecasts

Discussion: This sub-strategy was identified as being broadly written and encompassing many issues. The workgroup noted the redundancy between this sub-strategy, located in the freshwater and terrestrial section of the 2014 Action Agenda and sub-strategy B1.2 (below) in the Marine and Nearshore section and recommended future consolidation of the two. The workgroup interpreted this sub-strategy to include the following issues:

- Identifying and prioritizing areas for protection, restoration, and best suitable for (low impact) development;
- Ensuring full, effective compensatory mitigation for impacts that cannot be avoided;
- Protecting and conserving ecologically important lands at risk of conversion;
- Using integrated market-based programs, incentives, and ecosystem markets to steward and conserve private forest and agricultural lands;
- Retaining forests and farms as alternatives to more intensive land uses;
- Integrating growth, infrastructure, transportation, and conservation planning at sub-regional levels and across jurisdictions;
- Aligning policies, regulations, planning, and agency coordination to support multi-benefit floodplain management, incorporating climate change forecasts;
- Protecting and recovering steelhead and other imperiled salmonid species;
- Using complete, accurate and recent information in shoreline planning and decision making at the site-specific and regional levels;
- Managing runoff at the basin and watershed scale; and
- Targeting voluntary and incentive-based programs that help working farms contribute to Puget Sound recovery.

A1.3 Improve, strengthen and streamline implementation and enforcement of laws, plans, regulations, and permits consistent with protection and recovery targets

Discussion: As above, the group identified redundancy between this sub-strategy and sub-strategy B1.3 and recommended future consolidation. The group also noted that this sub-strategy should support actions to implement Habitat Conservation Plans in general. The workgroup interpreted this sub-strategy to include the following issues:

- Ensuring full, effective compensatory mitigation for impacts that cannot be avoided;
- Protecting and conserving ecologically important lands at risk of conversion;

- Achieving water quality standards on state and privately owned working forests through implementation of the Forest and Fish Report; and
- Maintaining forest roads and implement road abandonment plans for working forest lands subject to the Forest Practices Rules on schedule, and ensure federal forest managers meet or exceed state standards for road maintenance and abandonment on federal lands.

A4.2 Provide infrastructure and incentives to accommodate new and re-development within urban growth areas

Discussion: To date, all near-term actions (NTAs) related to this sub-strategy have been categorically included in the Strategic Initiative. The work group noted that this sub-strategy is closely related A1.2, above.

A5.3 Protect and maintain intact and functional floodplains

Discussion: The workgroup noted that this sub-strategy could be integrated with A5.4 in the future. The workgroup interpreted this sub-strategy to include the following issue:

- Improving data and information to accelerate floodplain protection, restoration and flood hazard management.

A5.4 Implement and maintain priority floodplain restoration projects

Discussion: This is a sub-strategy the workgroup recommended adding to replace A5.1, for the 2016 Strategic Initiative, because it captures and consolidates the programmatic needs for successful floodplain conservation and restoration. The workgroup interpreted this sub-strategy to include following issues:

- Improving data and information to accelerate floodplain protection, restoration and flood hazard management; and
- Aligning policies, regulations, planning, and agency coordination to support multi-benefit floodplain management, incorporating climate change forecasts.

A6.1 Implement high priority projects identified in each salmon recovery watershed's 3 year work plan.

Discussion: To date, all near-term actions (NTAs) related to this sub-strategy have been categorically included in the Strategic Initiative. The workgroup interpreted this sub-strategy to include the following issues:

- Implementing the high priority salmon recovery actions identified in other parts of the Action Agenda and the Biennial Science Work Plan; and
- Protecting and recovering steelhead and other imperiled salmonid species.

A7.1 Update Puget Sound instream flow rules to encourage conservation

Discussion: This is an existing sub-strategy in the Strategic Initiative. The work group discussed the fact that projects related to this substrategy can often require years/decades for a response. Hence should it be a critical area of focus over the next two years. As no agreement was reached, this sub-strategy is retained.

B1.2 Support local governments to adopt and implement plans, regulations, and policies that protect the marine nearshore and estuaries, and incorporate climate change forecasts

Discussion: See discussion for sub-strategy A1.2, above. The work group recommended future consolidation with A1.2. The workgroup interpreted this sub-strategy to include the following issues:

- Protecting and recovering steelhead and other imperiled salmonid species; and
- Using complete, accurate and recent information in shoreline planning and decision making at the site-specific and regional levels.

B1.3 Improve, strengthen and streamline implementation and enforcement of laws, regulations, and permits that protect the marine and nearshore ecosystems and estuaries

Discussion: This is an existing sub-strategy in the Strategic Initiative. The work group agreed to retain it

B2.1 Permanently protect priority nearshore physical and ecological processes and habitat, including shorelines, migratory corridors, and vegetation particularly in sensitive areas such as eelgrass beds and bluff backed beaches

Discussion: This is an existing sub-strategy in the Strategic Initiative. The work group agreed to retain it

B2.2 Implement prioritized nearshore and estuary restoration projects and accelerate projects on public lands

Discussion: The workgroup agreed that the interpretation of this sub-strategy should not be limited to projects on public lands, but those should be accelerated. The workgroup interpreted this sub-strategy to include the following issues:

- Implementing and maintaining priority freshwater and terrestrial restoration projects;
- Implementing a coordinated strategy to achieve the 2020 eelgrass recovery target; and
- Implementing and maintaining priority marine restoration projects.

B2.3 Remove armoring, and use soft armoring replacement or landward setbacks when armoring fails, needs repair, is non protective, and during redevelopment

Discussion: This is an existing sub-strategy in the Strategic Initiative. The work group agreed to retain it

B5.3 Prevent and rapidly respond to the introduction and spread of terrestrial and aquatic invasive species

Discussion: This is an existing sub-strategy in the Strategic Initiative. The work group agreed to retain it

C8.1 Prevent and reduce the risk of oil spills

Discussion: This is an existing sub-strategy in the Strategic Initiative. The work group agreed to retain it

C8.3 Respond to spills and seek restoration using the best available science and technology

Discussion: This is an existing sub-strategy in the Strategic Initiative. The work group agreed to retain it

Shellfish Strategic Initiative Update Workgroup Recommendations

This strategic initiative includes ten sub-strategies that were identified to have the greatest effects on increasing the acres of harvestable shellfish beds in the next two years and will contribute toward improving eleven of the twenty-one Vital Signs. The workgroup recommended carrying forward seven of the existing sub-strategies from the 2014 Strategic Initiative and elevating three sub-strategies (C3.1, C5.1, C9.1) into the 2016 Strategic Initiative.

The workgroup completed its recommendations by aligning sub-strategies for the 2016 Strategic Initiative with the Washington State Shellfish Initiative, which is a broader state-wide effort that includes Puget Sound and the coast. The sub-strategies discussed above align with the water quality priorities in Goal 1 of the Washington State Shellfish Initiative. The workgroup acknowledged that these are not the only actions that need to be taken to protect and restore harvestable shellfish beds, but they are the most critical to making more rapid progress toward recovery goals over the next two years. The alignment also takes into account *Results Washington* of the Governor's Office.

The workgroup also created a second tier of lower priority sub-strategies that aligned with Goals 2-7 of the broader Washington State Shellfish Initiative and recommended the Transition Team only consider tier 2 Near Term Actions that are exceptional opportunities. The workgroup recommended carrying forward sub-strategy C7.3 from the existing 2014 Strategic Initiative as a second tier sub-strategy in the 2016 Strategic Initiative.

Shellfish Strategic Initiative

Link to Relevant Vital Signs and Recovery Targets

This strategic initiative contributes to achieving the recovery targets for the vital signs listed below and shown in color in the Puget Sound Vital Signs wheel.

- Shellfish beds
- Quality of life
- Land development and cover
- Marine water quality
- Freshwater quality
- Marine sediment quality
- Toxics in fish
- Onsite sewage
- Swimming beaches
- Chinook salmon
- Orcas
- Pacific herring
- Birds



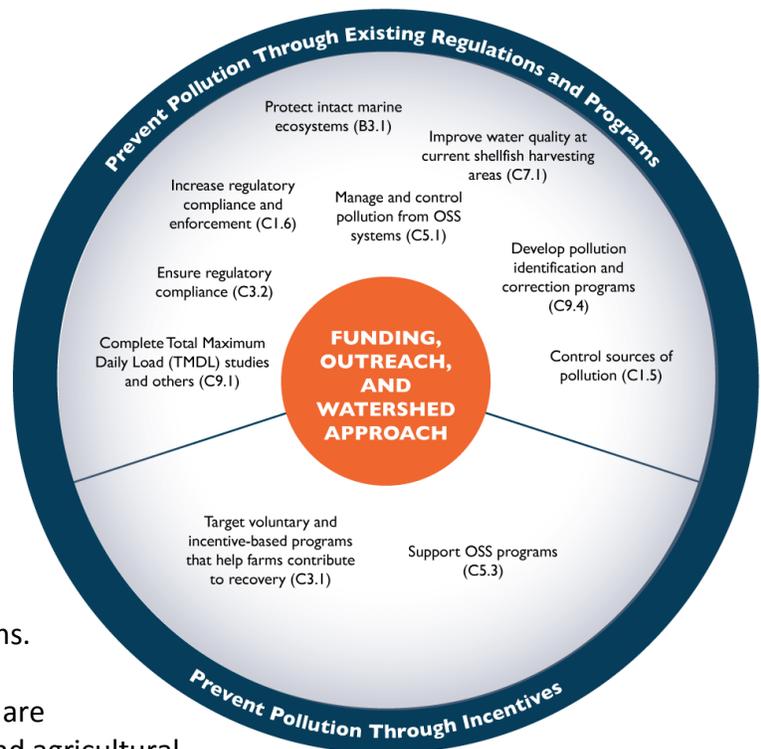
Strategies

The sub-strategies for this strategic initiative are organized by two themes, described below. The figure below presents the relevant sub-strategies by theme.

Prevent pollution through existing regulations and programs.

Numerous existing programs and regulations are in place to prevent pollution. These sub-strategies focus on increasing enforcement and compliance with and furthering the implementation of these programs and regulations.

Prevent pollution through incentives. Incentives are intended to encourage and assist homeowners and agricultural users to prevent pollution on and from their properties.



Sub-Strategies

B3.1 Protect intact marine ecosystems particularly in sensitive areas and for sensitive species

Discussion: This is an existing sub-strategy in the Strategic Initiative. The work group agreed to retain it.

C1.5 Control wastewater and other sources of pollution such as oil and toxics from boats and vessels

Discussion: This is an existing sub-strategy in the Strategic Initiative. The work group agreed to retain it.

C1.6 Increase compliance with and enforcement of environmental laws, regulations, and permits

Discussion: This is an existing sub-strategy in the Strategic Initiative. The work group agreed to retain it.

C3.1 Target voluntary and incentive-based programs that help working farms contribute to Puget Sound recovery

Discussion: The workgroup recommended adding this sub-strategy for the 2016 Strategic Initiative because non-regulatory programs are an important component in a comprehensive basin/watershed approach to water quality improvements. The workgroup felt this sub-strategy is a good complement to C3.2.

C3.2 Ensure compliance with regulatory programs designed to reduce, control or eliminate pollution from working farms

Discussion: This is an existing sub-strategy in the Strategic Initiative. The work group agreed to retain it.

C5.1 Effectively manage and control pollution from small on-site sewage systems

Discussion: The workgroup recommended adding this sub-strategy for the 2016 Strategic Initiative because of its alignment with Goal 1 (water quality) of the Washington State Shellfish Initiative.

C5.3 Improve and expand funding for small on-site sewage systems and local OSS programs

Discussion: This is an existing sub-strategy in the Strategic Initiative. The work group agreed to retain it.

C7.1 Improve water quality to prevent downgrade and achieve upgrades of important current tribal, commercial and recreational shellfish harvesting areas

Discussion: This is an existing sub-strategy in the Strategic Initiative. The work group agreed to retain it.

C9.1 Complete Total Maximum Daily Load (TMDL) studies and other necessary water cleanup plans for Puget Sound to set pollution discharge limits and determine response strategies to address water quality impairments

Discussion: The workgroup recommended adding this sub-strategy into the 2016 Strategic Initiative, and agreed that guidance should be conveyed to the Transition Teams that when soliciting Near Term Actions under this sub-strategy, they should include criteria for completing and implementing TMDLS in targeted shellfish areas, around shellfish downgrade areas, where it will benefit opening shellfish beds. This will keep the focus on acreage and opening shellfish beds. Near Term Action criteria should consider whether a proposal is a strategic action that will help achieve the goal of restoring clean water in compromised shellfish beds.

C9.4 Develop and implement local and tribal pollution identification and correction (PIC) programs

Discussion: This is an existing sub-strategy in the Strategic Initiative. The work group agreed to retain it.

Second Tier Sub-Strategies

C5.2 Effectively manage and control pollution from large on-site sewage systems.

Discussion: The workgroup initially ranked this sub-strategy highly and inclusion in the lower tier would allow consideration of actions highlighting special situations related to the shellfish target, such as work on specific, priority LOSS.

C7.2 Restore and enhance native shellfish populations

Discussion: The work group recommended adding this as a second tier sub-strategy because of its alignment with the Washington Shellfish Initiative.

C7.3 Ensure environmentally responsible shellfish aquaculture based on sound science

Discussion: This is an existing sub-strategy in the 2014 Strategic Initiative. The work group recommended designating this as a second tier sub-strategy because of its alignment with the Washington Shellfish Initiative.

D4.1 Oversee strategic planning for Puget Sound recovery science

Discussion: The work group recommended adding this as a second tier sub-strategy because of its alignment with the Washington Shellfish Initiative.

D4.2 Implement a coordinated, integrated Ecosystem Monitoring Program

Discussion: The work group recommended adding this as a second tier sub-strategy because of its alignment with the Washington Shellfish Initiative.

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

Discussion: The work group recommended adding this as a second tier sub-strategy because of its alignment with the Washington Shellfish Initiative.

- 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**

Discussion: The work group recommended adding this as a second tier sub-strategy because of its alignment with the Washington Shellfish Initiative.

- 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**

Discussion: The work group recommended adding this as a second tier sub-strategy because of its alignment with the Washington Shellfish Initiative.

- 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**

Discussion: The work group recommended adding this as a second tier sub-strategy because of its alignment with the Washington Shellfish Initiative.

- 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**

Discussion: The work group recommended adding this as a second tier sub-strategy because of its alignment with the Washington Shellfish Initiative.

Cross-Cutting Sub-Strategies

During the discussions in updating the Strategic Initiatives and focusing on the most critical sub-strategies for guiding the work for the next two years, the Strategic Initiative Update workgroups agreed that there are cross-cutting issues that affect all three of the initiatives.

The workgroups suggested that actions supporting and promoting implementation of a critical action that advances a Strategic Initiative, such as a public engagement plan, could also benefit other Strategic Initiatives. The workgroups suggested that identifying these cross-cutting sub-strategies as part of all the three Strategic Initiatives would help the Transition Teams to identify essential components that support critical actions in a more efficient and synergistic way across one or more of the Strategic Initiatives.

The cross-cutting categories discussed by the workgroups include: science and monitoring; behavior change; and communication (outreach and education). Since the workgroups were not able to conclude their discussions about these cross-cutting categories, the following has been distilled by Puget Sound Partnership staff. The following describes these categories and identifies which related sub-strategies are proposed as relevant to all the Strategic Initiatives.

Science

Sound science provides the continued basis for decisions of partners and policy-makers on how best to protect and restore Puget Sound. Although the Partnership is charged with assessing the region's overall progress toward recovery targets and describing the status of recovery efforts, science and monitoring are shared efforts and resources. Sub-strategy D4.1 supports extended efforts to build on our scientific knowledge and coordinate the need to fill scientific gaps and provide policy-relevant information for decision-makers

D4.1 Oversee strategic planning for Puget Sound recovery science

Monitoring

The Action Agenda includes strategies and sub-strategies that coordinate and integrate science assessments and monitoring work to help determine the status and trends of the health of Puget Sound. There may be opportunities to coordinate implementation across the three initiatives. Sub-strategy D4.2 speaks to an integrated monitoring approach which would provide support for monitoring actions that cut across the three Strategic Initiatives and could be considered by the Science Panel for inclusion into the Puget Sound Integrated Monitoring Program.

D4.2 Implement a coordinated, integrated Ecosystem Monitoring Program

Behavior Change

Behavior change was considered by the workgroups as important to many of the sub-strategies as a means to incentivize human actions that are beneficial to recovery or to deter human actions that are harmful or further degrade Puget Sound. Sub-strategies D5.2 and D5.3

combine communication and behavior change strategies and would support programs and actions that cut across the three Strategic Initiatives.

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

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

Communication – Outreach and Education

The workgroups support outreach and education, along with behavior change, as important across all three Strategic Initiatives. This includes increasing awareness and understanding of Puget Sound’s health, status and threats, as well as engaging the public in educational and technical training efforts. Strategies D6 (Build awareness and understanding; increase public support and engagement) and D7 (Build social and institutional infrastructure) address many of these communication components, including the following sub-strategies:

- ***Issue awareness and building understanding:***

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

- ***Public engagement and diverse communication delivery:***

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

- ***Education and technical assistance:***

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

- ***Public information and connecting the public to activities, resources and decision-makers:***

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

Strategic Initiative Update Workgroup Meetings & Participants

Stormwater Workgroup

Meetings:

1. May 13, 2015, 2:00 p.m. - Tacoma Grow Conference Room
2. May 20, 2015, 9:00 p.m. - Center for Urban Waters

Name	Organization	May 13	May 20
Leska Fore	Facilitator, Puget Sound Partnership	X	X
Abbey Barnes	Washington Department of Natural Resources		X
Allan Warren	Pierce Conservation District	X	
Blake Nelson	Washington Department of Ecology	X	X
Brynn Brady	WSAL/AWC	X	
Debby Sargeant	Washington Department of Ecology		X
Derek Day	Washington State Department of Ecology	X	X
Dick Gersib	Washington Department of Transportation	X	X
Heather Trim	Futurewise		X
Jessica Schwing	Washington Department of Ecology	X	X
John Cambalik	Local Integrating Organization, Straight Action Area		X
John Stark	WA Stormwater Center; PSP Science Panel; WSU Extension Ctr.	X	X
Kara Steward	Washington Department of Ecology	X	X
Ken Zarker	Washington Department of Ecology	X	
Mary Rabourn	King County	X	X
Megan Warfield	Washington Department of Ecology	X	X
Michael Rylko	Environmental Protection Agency	X	X
Mindy Roberts	Washington Department of Ecology	X	X
Ron McBride	Washington Department of Ecology	X	X
Tanyalee Erwin	Washington Stormwater Center	X	X

Strategic Initiative Update Workgroup Meetings & Participants

Habitat Workgroup

Meetings:

1. May 18, 2015, 1:00 p.m. – Tacoma Grow Conference Room
2. May 20, 2015, 1:00 p.m. -- Center for Urban Waters

Name	Organization	May 18	May 20
Leska Fore	Facilitator, Puget Sound Partnership	X	X
Alan Chapman	Lummi Natural Resources		X
Alan Warren	Pierce Conservation District		X
Bob Carey	Floodplains by Design Management Team		X
Carrie Byron	Environmental Protection Agency	X	
Cecilia Gobin	Northwest Indian Fisheries Commission		X
Colin Hume	Washington Department of Ecology	X	X
David Price	Washington Department of Fish and Wildlife		X
Gina Bonifacino	Environmental Protection Agency	X	
Harry Bell	GreenCrow Corp	X	
Heather Trim	Futurewise	X	X
Jim Kramer	Floodplains by Design Management Team	X	
John Cambalik	Local Integrating Organization, Straight Action Area		X
Josh Baldi	Washington Department of Ecology	X	
Lauren Driscoll	Washington Department of Ecology	X	
Matt Goehring	Washington Department of Natural Resources	X	X
Michael Rylko	Environmental Protection Agency	X	X
Patricia Jatczak	Washington Department of Fish and Wildlife	X	X
Scott Stolnack	King County	X	X
Todd Bolster	Northwest Indian Fisheries Commission		X

Strategic Initiative Update Workgroup Meetings & Participants

Shellfish Workgroup

Meetings:

1. May 19, 2015, 12:00 p.m. - Center for Urban Waters
2. June 2, 2015, 1:00 p.m. - Center for Urban Waters

Name	Organization	May 19	June 2
Leska Fore	Facilitator, Puget Sound Partnership	X	
Abbey Barnes	Washington Department of Natural Resources		X
Alan Chapman	Lummi Natural Resources		X
Betsy Peabody	Puget Sound Restoration Fund		X
Bill Zachmann	Environmental Protection Agency		X
Bobbi Hudson	Pacific Shellfish Institute	X	
Carrie Byron	Environmental Protection Agency	X	
Cindy Callahan	Tacoma Pierce County Heath	X	X
Doug Lasso	Washington Department of Health		X
Franchesca Perez	Stillaguamish Tribe, Natural Resources Department		X
George Boggs	Whatcom Conservation District	X	
Jerrod Davis	Department of Health	X	X
Jim Weber	Northwest Indian Fisheries Commission	X	
John Cambalik	Local Integrating Organization, Straight Action Area	X	X
Julie Horowitz	The Governor's Office	X	X
Kristen Feifel	Washington Department of Natural Resources		X
Lawrence Sullivan	Washington Department of Health	X	X
Mary Knackstedt	Department of Health	X	X
Melanie Tyler	Washington Department of Ecology	X	X
Michael Rylko	Environmental Protection Agency		X
Monte Marte	Snohomish Conservation District		X
Philippa Kohn	Department of Fish and Wildlife	X	
Randy Hatch	Point No Point Treaty Council	X	
Rich Childers	Washington Department of Fish and Wildlife	X	
Ron Cummings	Washington Department of Ecology	X	X
Sandy Zeiner	Northwest Indian Fisheries Commission	X	
Scott Berbells	Washington Department of Health	X	X
Stuart Glascoe	Washington Department of Health		X
Stuart Whitford	Kitsap Public Health District	X	X
Teri King	Washington Sea Grant	X	
Virginia Prest	Washington State Department of Agriculture	X	