



## CHAPTER 2 | FRAMEWORK FOR RECOVERY

Puget Sound recovery—which encompasses protection and restoration—is carried out in an adaptive management framework. Adaptive management is a way of learning continuously from past actions in order to improve future actions. The Puget Sound Partnership adopted a specific adaptive management model in 2009, called the Open Standards for the Practice of Conservation (Open Standards). The Open Standards framework builds on explicitly structured interactions among decisionmakers, implementers, scientists, and partners to encourage innovation, sharing of successful practices, and adaptation. The framework relies on a strong scientific basis and coordinated monitoring and reporting. The Puget Sound Partnership will be working continually toward managing recovery within this framework. A simplified adaptive management framework is illustrated in Figure 2-1, and its key steps are described below.

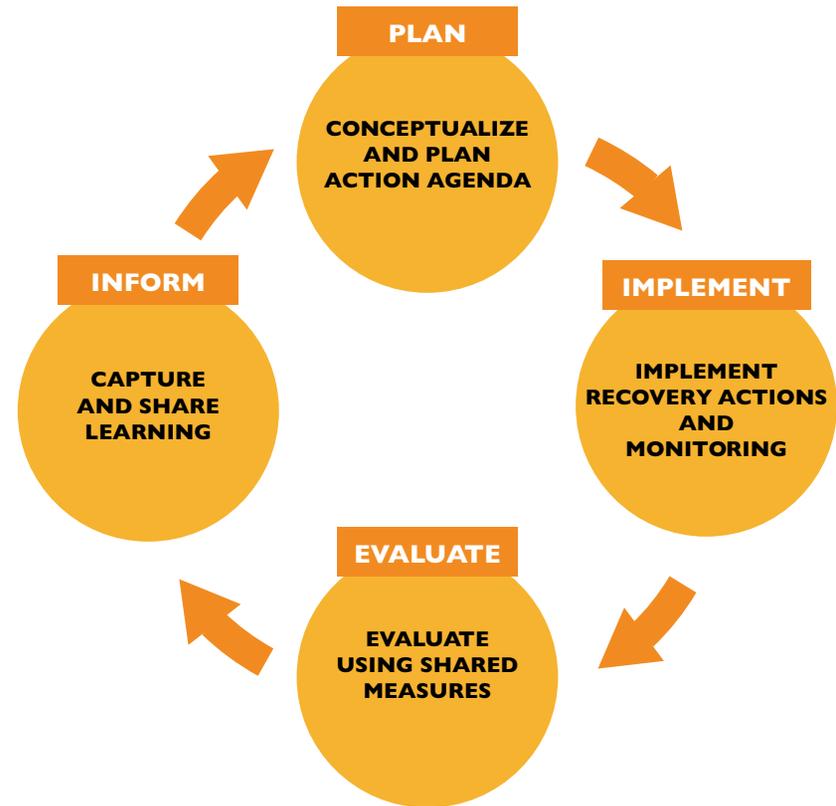
- **Plan.** The Action Agenda is the shared strategic roadmap to recovery. Conceptualizing and planning for the Action Agenda is the focus of this step. The process involves using the best available information and engaging regional experts to identify the problem, scope the overarching approach, define desired future conditions, analyze current conditions, identify and prioritize recovery actions for implementation based on anticipated effectiveness, and plan monitoring actions.
- **Implement.** Partners implement programs and projects identified in the Action Agenda to support Puget Sound recovery. The Puget Sound Partnership supports these efforts by mobilizing funding, removing barriers, catalyzing progress, and educating key decisionmakers and influencers so that partners have the resources they need to succeed.

- **Evaluate.** Partners track and report on implementation and conduct monitoring to evaluate action effectiveness and progress toward recovery based on shared measurements. Monitoring and reporting feed the adaptive management process with scientific findings.
- **Inform.** The Puget Sound Partnership captures and shares knowledge gained from evaluating effectiveness and ecosystem responses. The Partnership then adjusts priorities and adapts action-planning based on information gathered through the development, implementation, and evaluation of the previous planning cycle.

By developing this adaptive management framework, coordinating its implementation across the region, and monitoring and evaluating progress, the Partnership aligns and continually improves recovery efforts across partners’ missions, jurisdictions, and funding approaches.

The roles and responsibilities of the Partnership, its boards, and partners in this framework are described in [Chapter 3, Managing Recovery](#). The strategic planning that supports the identification and prioritization of actions presented in the [Implementation Plan](#) is described in [Chapter 4, Planning Recovery](#). This chapter describes the shared measurements that guide action-planning and measure its success, how actions are implemented and tracked, how progress toward recovery goals is evaluated and reported, and how science informs each step in the cycle. In all aspects of Puget Sound recovery, the Partnership is guided by the principles of ecosystem management adopted in 2008.

**FIGURE 2-1.** A SIMPLIFIED ADAPTIVE FRAMEWORK FOR PUGET SOUND ECOSYSTEM RECOVERY



See the [Action Agenda adaptive management](#) infographic to illustrate and contextualize the terminology and process described in the Comprehensive Plan.

# GUIDING PRINCIPLES FOR ECOSYSTEM MANAGEMENT

The Guiding Principles for Ecosystem Management, adopted by the Leadership Council, Science Panel, and Ecosystem Coordination Board in 2008, guide the Puget Sound Partnership in its approach to ecosystem recovery.

- A. Address pressures and choose opportunities with the highest potential magnitude of impact.
- B. Address threats with the highest level of urgency. How imminent is the threat? Will it result in an irreversible loss? How resilient are the resources that are affected?
- C. Use strategies that have a reasonable certainty of effectiveness and reflect a balanced precautionary and adaptive approach.
  - Actions should have a realistic expectation that they will be effective in addressing the identified threat.
  - Actions and decisions about the use of resources should err on the side of caution to avoid irreversible ecological consequences.
  - Actions should be designed so they can be measured, monitored, and adapted.
- D. Use scientific input—about the importance, urgency, and reversibility of threats; opportunities for management impact; effectiveness of actions; and monitoring and adaptation—in designing, implementing, and evaluating strategies.
- E. Use strategies that are cost-effective in making efficient use of funding, personnel, and resources with realistic expectations of achieving results.
- F. Address the processes that form and sustain ecosystems and increase ecosystem resiliency rather than focusing narrowly on fixing individual sites. Consider the Salish Sea ecosystem perspective.
- G. Attempt to address threats at their origin instead of reacting after the damage has been done. Anticipate and prevent problems before they occur, and plan for extreme events. (With more people coming to the region and a changing climate, a proactive strategy is increasingly important.)
- H. Consider the linkages and interactions among strategies.
  - Address multiple threats and their interactions with strategies that work together. We cannot afford to look at problems or develop solutions in isolation.
  - Watch out for unintended consequences. Evaluate strategies so actions to address one problem do not cause harm to other ecosystem processes, functions, and structure, as well as social and economic considerations.
  - Integrate salmon recovery actions with ecosystem management actions.
- I. Account for the variations in ecosystem conditions and processes in different geographic areas of Puget Sound. Some parts of Puget Sound are fairly intact while others are severely degraded, and rebuilding strategies need flexibility to encompass regional differences. Ensure that no region or economic sector bears the entire brunt of the responsibility for implementing solutions.
- J. Account for human communities and values as fundamental, central elements of the Puget Sound ecosystem (the Puget Sound social-ecological system in other words).

### WHAT ARE THE SHARED MEASURES OF PROGRESS?

RECOVERY GOALS

- **Healthy human population.** Healthy people are supported by a healthy Puget Sound.
- **Human quality of life.** Our quality of life is sustained by a healthy Puget Sound.
- **Species and food web.** Puget Sound species and the web of life thrive.
- **Protect and restore habitat.** Puget Sound habitat is protected and restored.
- **Water quantity.** Puget Sound rivers and streams flow at levels that support people, fish, and wildlife.
- **Water quality.** Puget Sound marine and fresh waters are clean.

The Washington State statute that created the Puget Sound Partnership defines six recovery goals (see text box).

FIGURE 2-2. PUGET SOUND VITAL SIGNS.



The outer ring shows each of the six recovery goals for Puget Sound, established by the Washington State Legislature. The inner wedges represent the 25 Vital Signs, each associated with its primary recovery goal.

## VITAL SIGNS

To understand the health of the Puget Sound ecosystem and to describe desired future conditions, the Partnership needed clear, measurable targets for achieving the six recovery goals. The Partnership adopted the Vital Signs as these measures of health. The Vital Signs are directly aligned with the six recovery goals (Figure 2-2).

## VITAL SIGN INDICATORS

Most Vital Signs are represented by one or more specific and measurable metrics—called indicators—that provide information about the condition of the Puget Sound ecosystem. The indicators are not intended to be comprehensive or representative of the full spectrum of issues that are related to a Vital Sign. The Vital Signs meet the following criteria:

- Scientifically and theoretically sound surrogates
- Relevant to management concerns
- Predictably responsive to ecosystem changes and management actions
- Linkable to a reference point or baseline condition
- Supported by available, high-quality data
- Understood by the public and policymakers

For example, the water quality goal is represented by four Vital Signs, including marine water quality. The marine water quality Vital Sign is represented by two indicators: marine water condition index and dissolved oxygen in marine waters. Figure 2-3 provides an example of a Vital Sign—orcas—for the species and food webs goal. In this case, the Vital Sign is represented by a single indicator, the number of southern resident killer whales (orcas).

## RECOVERY TARGETS

The Puget Sound Partnership has adopted 2020 ecosystem recovery targets for many of the Vital Sign indicators. The recovery targets are science-informed statements of desired future conditions for each Vital Sign indicator. To lay the path for the 2020 ecosystem recovery targets, the Partnership has adopted interim milestones for 2014, 2016, and 2018. Together, the Vital Sign indicators and recovery targets can show how the ecosystem is improving or declining relative to baseline conditions and the desired future conditions across the six recovery goals.

The 2015 *State of the Sound* reported that the majority of Vital Sign indicators are, at best, only slowly changing. Few were on target—or even within reach of—their 2014 interim targets. Although progress has been made on some indicators and at local scales, little evidence suggests that the 2020 targets will be met.

**FIGURE 2-3.** RELATIONSHIP OF RECOVERY GOALS, VITAL SIGNS, INDICATORS, AND TARGETS



Table 2-1 identifies the specific Vital Signs, indicators, and 2020 targets. Partners monitor the Vital Sign indicators and report to the Partnership through the Puget Sound Ecosystem Monitoring Program. Reports on Vital Sign indicators, including evaluation of progress toward ecosystem recovery targets, are presented on the Partnership’s [website](#) and in the *State of the Sound*.

**TABLE 2-1. VITAL SIGNS AND RECOVERY TARGETS.**

	VITAL SIGN	INDICATORS	2020 TARGETS
HEALTHY HUMAN POPULATION	Onsite Sewage Systems	Onsite sewage inspection and repair	Inventory all onsite sewage systems in Marine Recovery Areas and other specially designated areas, be current with inspections at 95 percent, and fix all failures.
		Extent of Marine Recovery Areas program	Phase in an expansion of Marine Recovery Areas and other specially designated areas to cover 90 percent of Puget Sound’s unsewered marine shorelines.
	Shellfish Beds	Acres of harvestable shellfish beds	Achieve a net increase of 10,800 harvestable shellfish acres, including 7,000 acres where harvest had been prohibited, from 2007–2020.
	Outdoor Activity	Swimming beaches	Meet U.S. Environmental Protection Agencies approved water quality standards at all monitored beaches in Puget Sound for enterococcus, a type of fecal bacteria.
		Nature-based recreation	Target not set.
Nature-based work	Target not set.		

	VITAL SIGN	INDICATORS	2020 TARGETS
HEALTHY HUMAN POPULATION	Local Foods	Locally harvestable foods	Target not set.
		Recreational shellfish beds	Target not set.
	Air Quality	Air quality in Puget Sound counties	Target not set.
	Drinking Water	Drinking water indicator to be developed	Target not set.

**TABLE 2-1. VITAL SIGNS AND RECOVERY TARGETS, CONTINUED**

	VITAL SIGN	INDICATORS	2020 TARGETS
QUALITY OF LIFE	Sound Stewardship	Engagement stewardship activities	Target not set.
		Sound Behavior Index	Target not set.
	Economic Vitality	Natural resource industry output (gross domestic product, GDP)	Target not set.
		Percent GDP in natural resource industries relative to total GDP	Target not set.
		Employment in natural resource industries	Target not set.

	VITAL SIGN	INDICATORS	2020 TARGETS
QUALITY OF LIFE	Good Governance	Good Governance Index	Target not set.
	Sense of Place	Sense of place Index	Target not set.
		Psychological Wellbeing Index	Target not set.
		Overall life satisfaction	Target not set.
	Cultural Wellbeing	Participation in cultural practices	Target not set.

**TABLE 2-1. VITAL SIGNS AND RECOVERY TARGETS, CONTINUED**

	VITAL SIGN	INDICATORS	2020 TARGETS
SPECIES AND FOOD WEB	Chinook Salmon	Chinook salmon population abundance as measured by the number of natural origin adult fish returning to spawn	Stop the overall decline and start seeing improvements in wild Chinook abundance in two to four populations in each biogeographic region.
	Orcas	Number of southern resident killer whales	Achieve an end-of-year census of 95 individual southern resident killer whales, which would represent a 1 percent annual average growth rate from 2010–2020.
	Pacific Herring	Biomass of spawning Pacific herring	Increase spawning herring throughout Puget Sound to about 19,000 tons. Stock targets are Cherry Point, 5,000 tons; Squaxin Pass, 880 tons; all other stocks, 13,500 tons.
	Birds	Population abundance, breeding success, and diet	Target not set.

	VITAL SIGN	INDICATORS	2020 TARGETS
PROTECT AND RESTORE HABITAT	Shoreline Armoring	Amount of shoreline armoring	From 2011 to 2020, remove more miles of armoring than are added in Puget Sound.
		Armoring of feeder bluffs	Prioritize feeder bluffs for removal of armoring and avoidance of new armoring.
		Use of soft-shore techniques to protect shoreline infrastructure	Soft-shore techniques are used for all new and replacement armoring unless it is demonstrably infeasible.
Eelgrass	Eelgrass area	Increase eelgrass area in Puget Sound by 20 percent relative to the 2000–2008 baseline by 2020.	

**TABLE 2-1. VITAL SIGNS AND RECOVERY TARGETS, CONTINUED**

PROTECT AND RESTORE HABITAT		
VITAL SIGN	INDICATORS	2020 TARGETS
Land Development and Cover	Land cover change: forest to developed	Maintain average annual loss of forested land cover to developed land cover in nonfederal lands at fewer than 1,000 acres per year, as measured with Landsat-based change detection.
	Land cover change: riparian restoration	Restore 268 miles of riparian vegetation or have an equivalent extent of restoration projects underway.
	Land development pressure: conversion of ecologically important lands	Maintain basin-wide loss of vegetation cover on ecologically important lands under high pressure from development at less than 0.15 percent of the total 2011 baseline land area over a five-year period.
	Land development pressure: proportion of basin-wide population growth distribution within urban growth areas (UGAs)	Maintain the proportion of basin-wide growth in UGAs at a minimum of 86.5 percent (equivalent to all counties exceeding their population growth goals by 3 percent) with all counties showing an increase over their 2000–2010 percentage.

PROTECT AND RESTORE HABITAT		
VITAL SIGN	INDICATORS	2020 TARGETS
Floodplains	Floodplain function (specific indicator not yet adopted)	Target not set.
	Floodplain area restored.	Restore, or have projects underway to restore, 15 percent of degraded Puget Sound floodplain area and have no net loss of floodplain function in any watershed.
Estuaries	Number of salmon habitat recovery goals met	Achieve 10-year salmon recovery goals in all Chinook natal river deltas (or 10 percent of restoration need as proxy for river deltas lacking quantitative acreage goals in salmon recovery plans).
	Estuary acres restored	Restore 7,390 quality acres basin-wide, or 20 percent of total estimated restoration need.

WATER QUANTITY		
VITAL SIGN	INDICATORS	2020 TARGETS
Summer Stream Flows	Percent of rivers with stable, increasing, or decreasing flows	Increase, maintain, monitor, and/or restore summer flows in 12 key rivers, including those regulated by dams (Nisqually, Cedar, Skokomish, Skagit, and Green Rivers), and those that are not (Puyallup, Dungeness, Nooksack, Snohomish, Deschutes, North Fork Stillaguamish, and Issaquah Rivers).

**TABLE 2-1. VITAL SIGNS AND RECOVERY TARGETS, CONTINUED**

WATER QUALITY	VITAL SIGN	INDICATORS	2020 TARGETS
	Marine Water Quality	Dissolved oxygen in marine waters	Keep dissolved oxygen levels from declining more than 0.2 milligram per liter in any part of Puget Sound because of human input.
		Marine Water Condition Index	Target not set.
	Freshwater Quality	Water Quality Index	Maintain at least half of all monitored streams score 80 or above on the Water Quality Index.
Benthic Index of Biotic Integrity (B-IBI)		Protect small streams that are currently ranked excellent by B-IBI for biological condition. Improve and restore streams ranked fair so their average scores become good.	
Number of impaired waters		Reduce the number of impaired waters.	

WATER QUALITY	VITAL SIGN	INDICATORS	2020 TARGETS
	Marine Sediment Quality	Sediment chemistry index	All Puget Sound regions and bays achieve chemistry measures reflecting "minimum exposure" with Sediment Chemistry Index (SCI) scores greater than 93.3.
		Sediment Quality Triad Index	All Puget Sound regions and bays, as characterized by ambient monitoring, achieve the following: Sediment Quality Triad Index (SQTI) scores reflect unaffected conditions (SQTI values greater than 81 in other words). The threshold criteria for unaffected sediments have been revised from 83 (when the Leadership Council adopted the target in 2011) to 81, based on quality control checks indicating the original calculation was incorrect.
		Percent of chemical measurements exceeding SQS	Have no sediment chemistry measurements exceeding the Sediment Quality Standards (SQS) set for Washington State.
Toxics in Fish	Contaminant levels below thresholds (PCBs, PAHs, PBDEs)	Maintain contaminant levels in fish below health effects thresholds (levels considered harmful to fish health or harmful to the health of people who consume them).	
	Contaminant-related disease in fish	Reduce contaminant-related disease or impairments in fish to background levels.	

## HOW DO WE IMPLEMENT AND MONITOR ACTIONS?

Project sponsors and partners implement the programs and projects identified in the Action Agenda and monitor the results. The Puget Sound Partnership supports implementation with the following actions:

- Stewarding the roadmap planning and update process.
- Maintaining the shared measurement and monitoring infrastructure in which all the data can be reported and effectiveness assessed.
- Supporting partners in implementation by mobilizing funding, removing barriers, and helping educate key decisionmakers and influencers.

Two tools are used to monitor the status of implementation activities. The [Action Agenda Report Card](#) and the [Puget Sound Recovery Atlas](#) track the status of Near Term Actions relative to project plans, provide information on projects completed or underway, and assess whether the expected outputs have been produced.

- **Action Agenda Report Card.** The Partnership's [Action Agenda Report Card](#) is updated with current Near Term Action status at least twice yearly based on periodic input from the Near Term Action owners. It allows the user to track Near Term Action performance and funding, corrective actions, and ownership. The report card aligns the Vital Signs, recovery targets, and Action Agenda strategies and sub-

strategies. Partnership staff members work with the Leadership Council's Subcommittee on Performance Management and Accountability to identify issues that would impede the implementation of Near Term Actions, such as funding gaps or policy conflicts.

- **Puget Sound Recovery Atlas.** The [Puget Sound Recovery Atlas](#) provides updates on project implementation. It identifies the project location on an interactive map and allows the users to filter projects by Vital Sign, fiscal year, and status.

## HOW DO WE EVALUATE THE EFFECTS OF PROGRAMS AND PROJECTS?

Although tracking actions is necessary, it is not sufficient; we must also understand the impact and effectiveness of these actions. We assess the effectiveness of recovery efforts by evaluating data to determine how well management actions and programs are working to achieve desired outcomes. The approach to effectiveness monitoring has two parts. First, we evaluate the effectiveness of actions that have already been implemented. Second, we communicate the results to decisionmakers as they plan the next round of recovery actions.

By monitoring and assessing effectiveness, the Puget Sound Partnership can describe the return on investment or benefit of recovery efforts. When the return or benefit meets or exceeds expectations, sharing results can encourage more implementation of successful approaches. When the return or benefit does not meet expectations, the recovery approaches can be modified. The knowledge gained is reflected in the biennial updates to the [Implementation Plan](#)—the strategies, regional priorities, and actions prioritized for the next cycle.

Several reporting mechanisms track and evaluate the effectiveness of the recovery efforts throughout Puget Sound. These tools track interim targets and report progress on achieving the recovery targets and goals.

- **Puget Sound Vital Signs.** Progress toward achieving the recovery targets is charted in the [Puget Sound Vital Signs](#) and reported biennially in the [State of the Sound](#). The data are compiled from a variety of monitoring programs and funding organizations in Puget Sound, including state and federal agencies, tribes, local jurisdictions, and nongovernmental

organizations. Technical and scientific experts from those organizations provide the data and oversee the interpretation of the results. Data quality assurance and documentation remain the primary responsibility of the individual contributors.

- **State of the Sound.** The [State of the Sound](#) reports on the data tracked in the [Puget Sound Vital Signs](#) and [Action Agenda Report Card](#). It helps partners and decisionmakers understand the state of the Puget Sound ecosystem, where progress is being made, where challenges remain, and where future action and focused investment are needed. The [State of the Sound](#), which is updated every 2 years, addresses the following questions:
  - How is the ecosystem doing?
  - Are we making progress in implementing identified recovery actions?
  - What have we learned and what are our next steps?

The [State of the Sound](#) is not intended to grade implementers on their work but reports implementation status and expenditures to the Governor and Washington State Legislature in response to the statutory requirements in [RCW 90.71.370\(3\)](#).

To increase our capacity to determine if the approaches and actions underway are the right path forward, the Puget Sound Ecosystem Monitoring Program staff and the Strategic Initiative Leads will monitor the effectiveness of protection and recovery efforts included in each of the three Strategic Initiatives. They will also develop communication materials to share lessons learned about the effectiveness of recovery efforts. These materials will provide us with essential information about the success and efficiency of various approaches and activities and help us decide how to prioritize actions in the future.

### HOW DOES SCIENCE INFORM RECOVERY?

Science informs every step in the recovery framework. Scientific advice and review, scientific synthesis, and strategic investments in research, modeling, and monitoring all contribute to Puget Sound recovery. Adaptive decisionmaking depends on structured interactions between decisionmakers, implementers, scientists, and partners. These interactions occur across science-policy interfaces where scientific information is formulated to be accessible to policymakers and decisionmakers.

Scientific advice and engagement were instrumental in the Partnership’s development of shared measures, such as Vital Signs and ecosystem recovery targets. Scientific monitoring supports the reporting on progress toward recovery and assessment of effectiveness. One of the key scientific reports on ecosystem pressures in Puget Sound is the [Puget Sound Pressures Assessment](#).

- Puget Sound Pressures Assessment.** The [Puget Sound Pressures Assessment](#) informs our understanding of the pressures on Puget Sound’s freshwater, marine, nearshore, and terrestrial resources. The assessment provides the scientific input for prioritizing recovery actions assuming that the biggest stressors and most vulnerable ecosystem endpoints are important considerations for recovery planning. Figure 2-4, for example, shows that pressures from development on hydrology negatively affect a specific endpoint, Coho salmon.

The [Puget Sound Pressures Assessment](#) was updated in 2014 to provide a scalable, systematic, and robust understanding of pressures on the Puget Sound ecosystem so we can more confidently identify and focus on what is most important. The assessment identifies the critical ecosystem vulnerabilities that must be

#### HOW DOES THE 2014 PRESSURES ASSESSMENT INFORM PLANNING?

During the 2016 implementation planning cycle, the 2014 [Pressures Assessment](#) was used in multiple ways to inform the process:

- Identify priority sub-strategies that would focus the Strategic Initiatives over the next 2 years.
- Establish regional priorities for the sub-strategies aligned with each Strategic Initiative.
- Develop Implementation Strategies for shellfish and estuaries.

A more detailed description is provided in the [2016 Implementation Plan Development Process Summary](#).

Looking forward to 2018 and beyond, the [Puget Sound Pressures Assessment](#) will be used during development of the remaining Implementation Strategies.

FIGURE 2-4. PRESSURES ASSESSMENT



addressed to achieve sustainable, long-term recovery, update sub-strategies, and inform the development of the regional priorities. The following results guide and inform science and management priorities:

- The vulnerability of endpoints (habitats and species) to stressors, which stressors have the most potential to affect these endpoints, and which endpoints are the most vulnerable at local and regional scales.
- The current intensity of stressors and distribution of endpoints at local and regional scales.
- Relative certainty about stressor-endpoint relationships.

Decision analysis and structured decisionmaking are scientific approaches used to identify and select alternative actions or strategic approaches. Factors considered in decision analyses may include the potential ecological impact of actions, geographic scope and severity of pressures, feasibility of actions, irreversibility of stresses, and resilience of ecosystems. Ratings on each factor are then considered by decisionmakers to select items to include in a recovery plan or in a budget proposal. The Partnership approaches strategic science planning, adaptive management, and decision support by using several tools and guiding documents. In addition to the Puget Sound Pressures Assessment, these planning and assessment tools include the [Strategic Science Plan](#) and [Biennial Science Work Plan](#), as well as the Implementation Strategies, which are discussed in [Chapter 4, Planning Recovery](#).

- **Strategic Science Plan.** The [Strategic Science Plan](#) provides the framework for development and coordination of the science activities necessary to support Puget Sound recovery under the Action Agenda. The plan is a high-level, living document that is revised as needed.

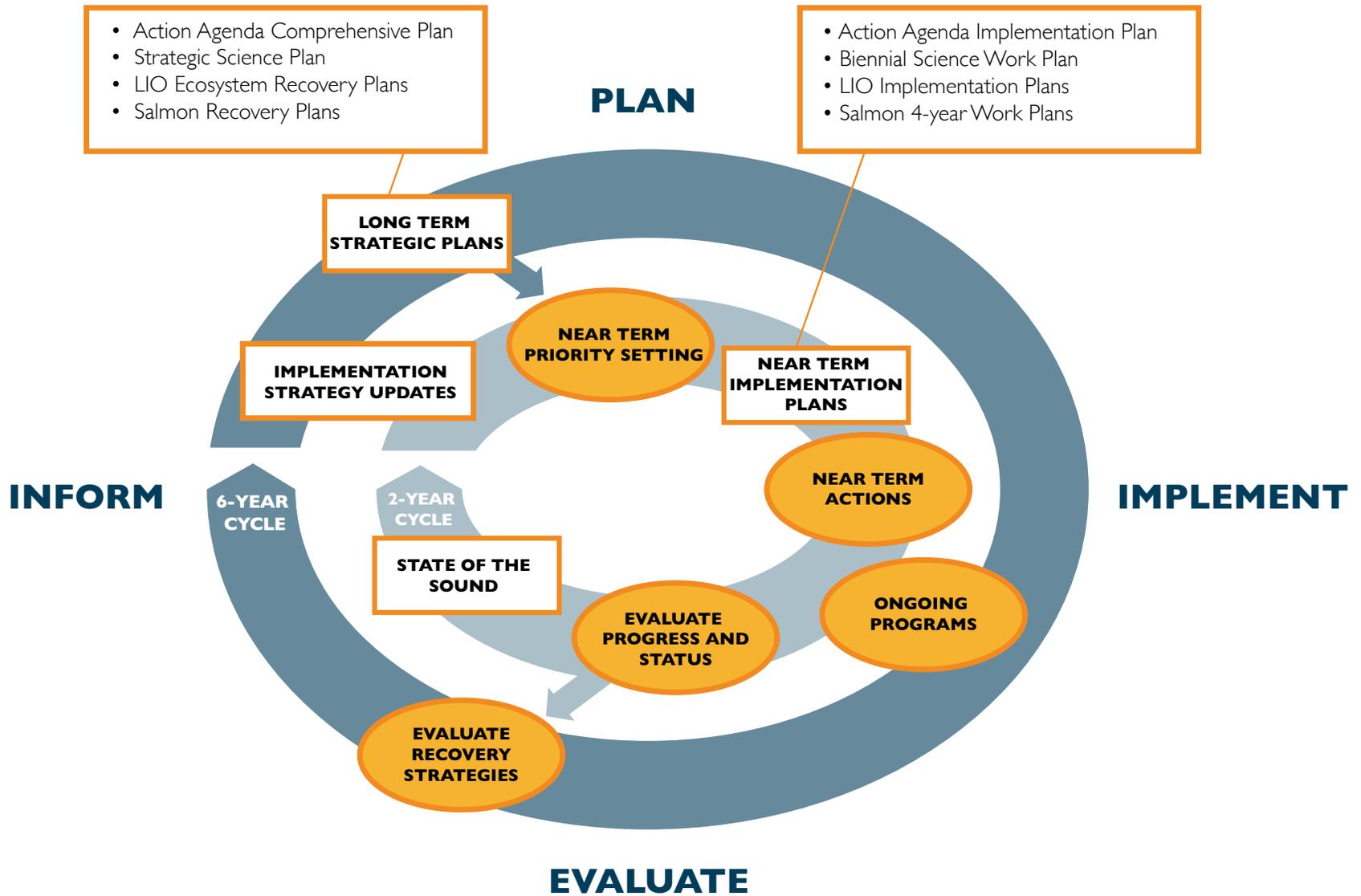
- **Biennial Science Work Plan.** The [Biennial Science Work Plan](#) identifies the scientific advancements needed to recover and protect Puget Sound. By identifying science work actions and recommending improvements to ongoing science in this plan, the Science Panel helps direct the allocation of limited resources to the issues where they are most needed for resolving uncertainties in knowledge and assisting with informed decisionmaking. The plan is a key companion to the Action Agenda.

## HOW ARE THE RECOVERY PLANS INTEGRATED?

There are a number of different plans that support Puget Sound recovery. The Action Agenda provides the common framework for integrating recovery plans into a unified effort. Figure 2-5 depicts how long-term and near-term recovery plans will generally be integrated and adapted as we recover Puget Sound.

Consistent with the Action Agenda recovery framework, local and regional long-term strategic plans are science-based, increasingly informed by Implementation Strategies, and define our goals and overall strategies for recovery. From these broader plans, near term priorities are selected to guide the development of near term implementation plans that focus resources on the most important and timely work needed to further accelerate recovery. Progress is tracked, effectiveness of Near Term Actions and ongoing programs are evaluated, and the status of recovery indicators is monitored. An assessment of our progress and the status of Puget Sound are reported in the [State of the Sound](#). Accomplishments, lessons learned, and new science help us to inform and adapt Implementation Strategies, near term priorities, and action or program implementation. This process occurs in a 2-year cycle.

FIGURE 2-5. INTEGRATION AND ADAPTATION OF RECOVERY PLANS



Approximately every 6 years and as needed, we evaluate our long-term recovery strategies and update our long-term recovery plans based on lessons learned, the status of recovery indicators (and other resources), and new science.

### HOW HAS THE ACTION AGENDA CHANGED?

The Action Agenda is a living document with a 10-year history (Figure 2-6). As our knowledge of the ecosystem and of the effectiveness of recovery actions evolves, the Action Agenda needs to keep pace. This 2016 Action Agenda builds on past Action Agendas and reflects several new developments that focus and prioritize actions and investments. The changes reflect a shift in the role of the Puget Sound Partnership to focus more on coordination and supporting Near Term Action owners who have the knowledge, expertise, and on-the-ground networks to excel at implementing projects and actions that contribute to Puget Sound recovery. This includes emphasizing stewardship strategies in the Near Term Action solicitation and recognizing the important role that the Local Integrating Organizations and other partners play in education and outreach.

The 2016 Action Agenda has two components: the Comprehensive Plan and the [Implementation Plan](#), as described in [Chapter 1, Introduction](#). In alignment with funding cycles, longer-term content is in the Comprehensive Plan, and content that is updated biennially is in the [Implementation Plan](#). As a living document and within the adaptive management framework, revisions and refinements to both components of the Action Agenda are considered when supported by new information.

The Action Agenda is in a transition between being guided by Strategic Initiatives and Implementation Strategies ([Chapter 4, Planning Recovery](#)). The Strategic Initiatives are regional priorities that help direct spending and resources. The 2016 Action Agenda requires that all proposed Near Term Actions address one of the three Strategic Initiatives. Implementation Strategies, by contrast, are plans for achieving specific recovery targets. Implementation Strategies are introduced in the 2016 Action Agenda, and it is anticipated that their role will increase in subsequent updates to the Implementation Plan.

FIGURE 2-6. ACTION AGENDA TIMELINE: 2007 TO 2017

