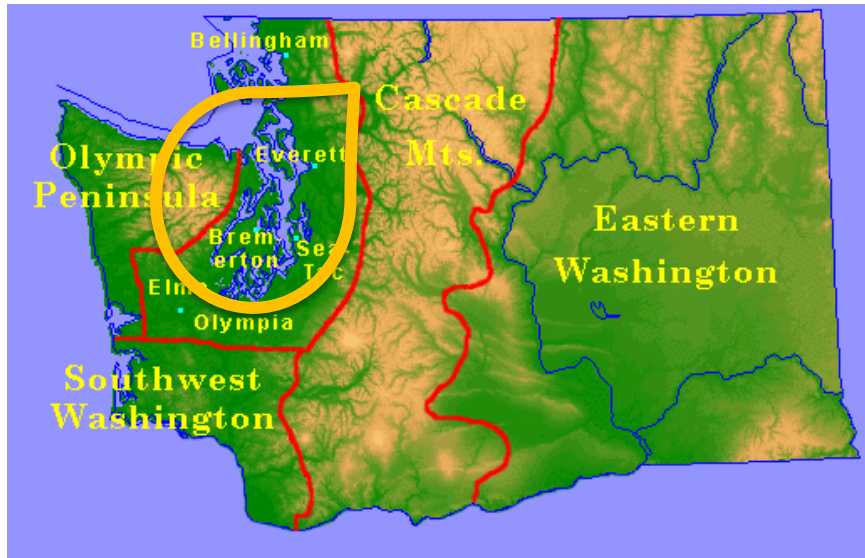


# Measuring Sustainability The Story of Puget Sound

Sheida R. Sahandy, Executive Director  
The Puget Sound Partnership, a WA State Agency



# Where and what is the Puget Sound?



# What is the Puget Sound Partnership?

- State non-regulatory Executive Cabinet Agency with staff of 45
- Statutory mandate to recover and protect this failing ecosystem by 2020
- Leading more than 750 entities involved, including 12 Counties, 19 constitutionally sovereign Tribal Nations, and sometimes, oh, Canada
- Context: exceptional population growth, legacy pollution, rapid emergent issues



Our GOAL: ensure Puget Sound recovery investments and resources are mobilized in the most efficient and effective way possible

# First, be doing the *right* things

- Collective Impact Model – Backbone Agency:
  - Shared Roadmap
  - Shared Measurement Systems
  - Support the *Aligned* Action of Partners
    - Remove Barriers
    - Mobilize Funding
    - Change Policies
    - Educate Key Decision-makers
    - Catalyze Innovation



# Measurement and Learning Systems

- Nested and Aligned Systems:
  - Is the whole system headed in the right direction?
  - Are the actions producing anticipated results?
  - Are actions as effective and efficient as possible?
  - Is each partner doing their part?
  - Is our organization running well as possible?



Indicators:  
Is the  
system  
moving in  
the right  
direction?



# Learning about Effectiveness

## HABITAT RESTORATION: NISQUALLY DELTA

CREATING NATURAL HABITAT FOR FISH AND OTHER WILDLIFE

Protecting and Restoring Puget Sound  
**EFFECTIVE ACTION**

**A LOOK AT SUCCESSES AND LESSONS LEARNED**

The Nisqually Delta is the largest tidal wetland restoration project in the Pacific Northwest. For a century, old flow to the stream was prevented.

*Salmon were found feeding in new habitat and tidal channels immediately.*

## SAMISH BASIN: KEEPING SHELLFISH BEDS OPEN BY REDUCING FECAL COLIFORM BACTERIA

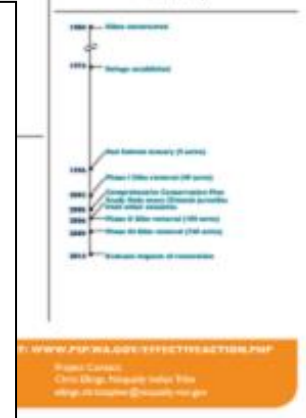
Protecting and Restoring Puget Sound  
**EFFECTIVE ACTION**

**A LOOK AT SUCCESSES AND LESSONS LEARNED**

In the Samish River watershed, bacteria often reach levels so high that local shellfish are not safe to eat and the water is not clean enough to allow swimming.

Since 2010, fecal contamination has dropped by 80% at the sampling site closer to the shellfish beds.

In 2010, 80% of shellfish bed closures were confirmed; in 2013 confirmed closures dropped to 30%.



## REDUCING STORMWATER POLLUTION: SEATTLE, WA

Protecting and Restoring Puget Sound  
**EFFECTIVE ACTION**

**A LOOK AT SUCCESSES AND LESSONS LEARNED**

The City of Seattle has spent infrastructure in many areas that carry both stormwater and wastewater in the same pipes. During heavy rainfall, this causes raw overflow to Puget Sound, which is called a "combined sewer overflow" (CSO). Seattle has fixed the majority of this system, but some smaller CSOs remain. As part of its long-term plan, Seattle used local data to compare the effectiveness of 14 wastewater control projects to CSO projects. Seattle found that multiple rain gardens, active treatment of runoff from industrialized areas, and expansion of the street sweeping program reduced much more pollution per dollar than small CSO projects.

**WHAT WORKED**

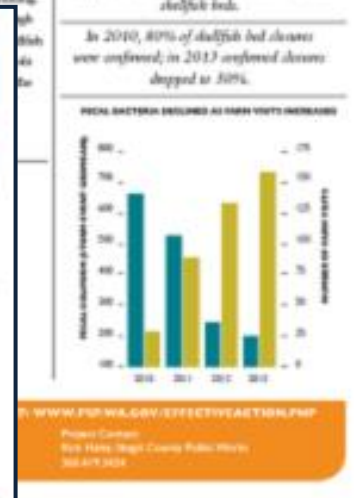
- Using results from local studies to compare reduction of pollutants for different projects.
- Comparing stormwater projects and CSO projects using the same measures of pollution removal and benefits.
- Selecting pollution control approaches appropriate for watershed and site conditions.
- Considering overall community benefits in selecting options.
- Utilizing an integrated planning approach for long-term planning of major urban projects to achieve the most benefit per dollar.

Updated 07/2016

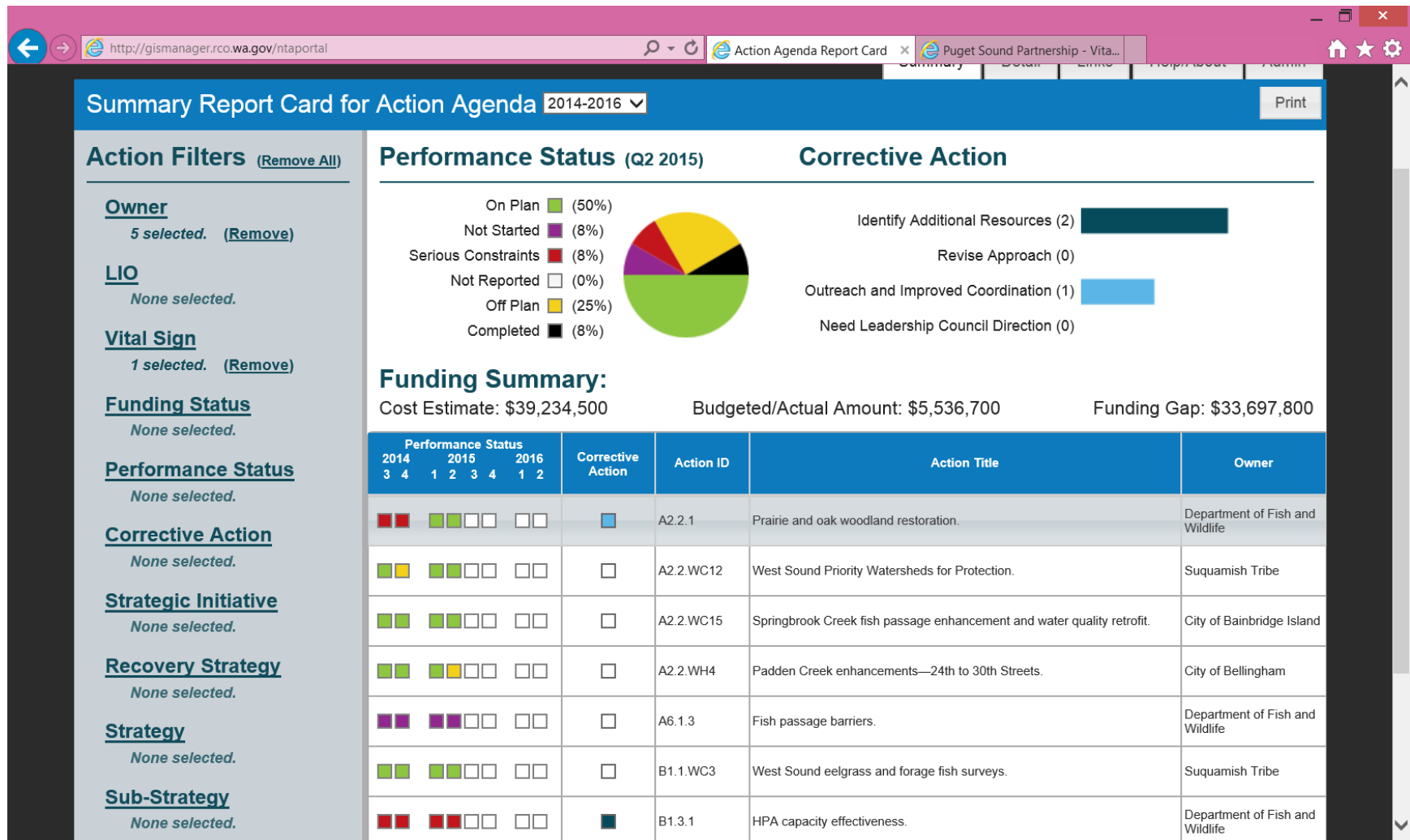
**HOME INFORMATION IS AVAILABLE AT: WWW.PSP.WA.GOV/EFFECTIVEACTION.PDF**

Stormwater Planning:  
Linda Park, Puget Sound Partnership  
linda.park@pspuget.org

Project Contact:  
April Boudreau, Puget Sound Public Works  
April.Boudreau@pspuget.org



# Report Card – Accountability for Actions





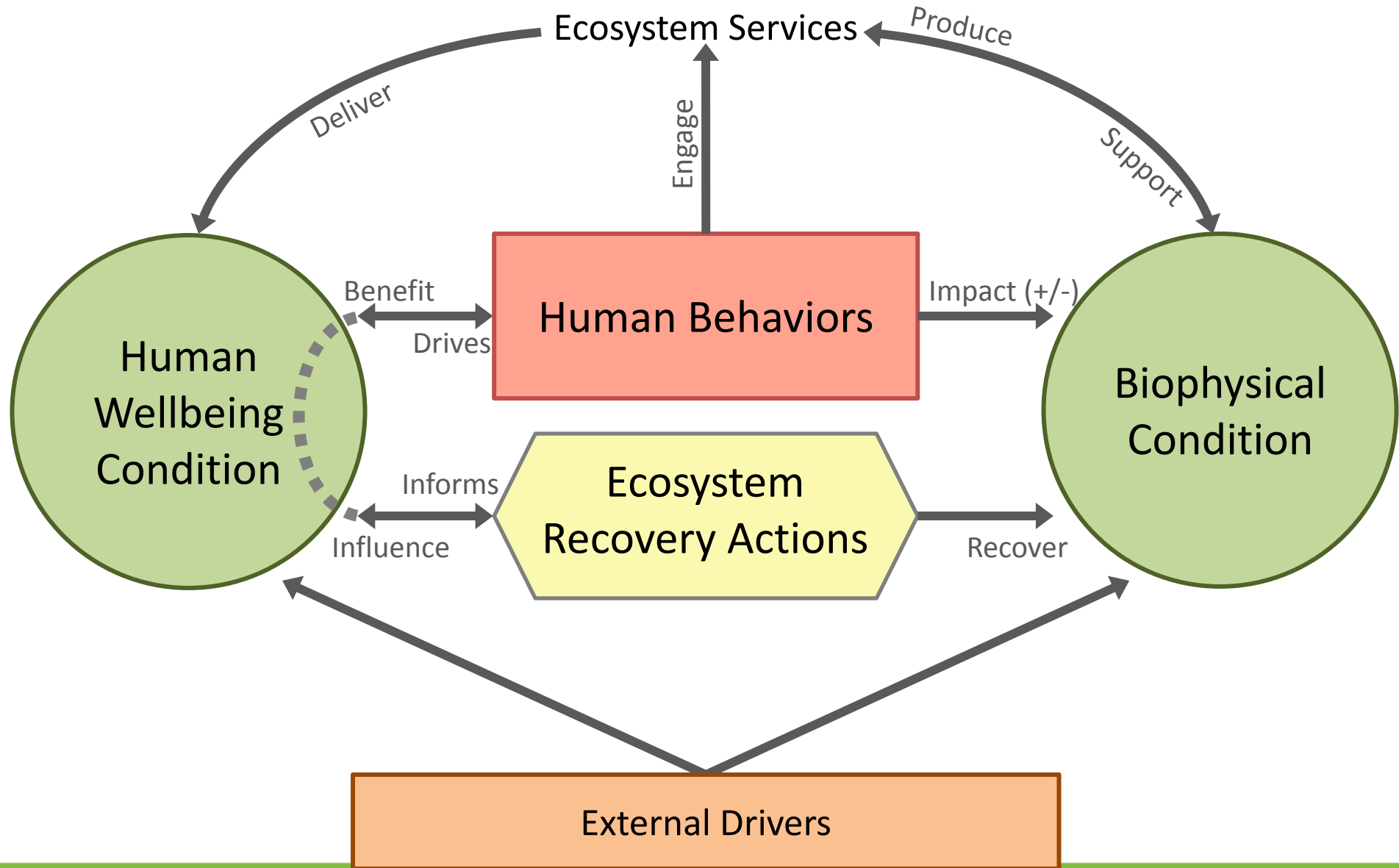
# Human Well-Being: The new frontier in our science



# How do you conceptualize the entire Puget Sound social-ecological system?



# Integrated Ecosystem Recovery Conceptual Model



|               |                          |  |
|---------------|--------------------------|--|
| Cultural      | Cultural Events          | Number of opportunities and % of residents who participate in natural resource--inspired cultural activities (such as salmon homecoming, farmers market, outdoor recreation events, etc.)          |
|               | Cultural Practices       | % of residents who feel they are able to maintain cultural practices associated with natural resources   |
| Social        | Trust                    | % of residents who trust people in their immediate and broader communities (2--3 levels)   |
|               | Community Cohesion Index | Frequency of outdoor activities with friends/family  |
|               |                          | Frequency of working with other community members to steward environmental resources, prepare cultural events, or solve problems   |
|               |                          | Ability to get sufficient natural resources from formal and informal networks  |
| Psychological | Safety                   | % of residents who feel safe in their neighborhood, open spaces and natural areas  |
|               | Sense of Place           | % of residents who express a positive connection to the region   |
|               |                          | % of residents who express (or nurture) a sense of stewardship for the watershed   |
|               | Positive emotions        | % of residents who describe experiencing positive feelings/emotions from being in nature, such as awe, inspiration, fulfillment, appreciation, solitude, relaxation, sense of peace and reflection |
|               | Subjective Wellbeing     | Average response to overall life satisfaction question   |



|                                   |                                  |  |
|-----------------------------------|----------------------------------|--|
| <b>Physical</b>                   | Outdoor Activity                 | % of households within 1/2 mile of parks, urban plazas, public courtyards, community gardens or trailheads (10miles rural)   |
|                                   |                                  | Average number of hours per week of outdoor activity (by activity: outdoor work, gardening/farming, walking, bicycling, swimming, etc.)  |
|                                   | Air Quality                      | Number of moderate air quality days in urban and rural areas per year  |
|                                   | Drink water                      | % of drinking water tests results comply with appropriate standards  |
|                                   | Healthy Foods Index              | Average household distance to fresh produce (personal farm, grocery store, farm stand)   |
|                                   |                                  | Availability of commonly harvested food species  |
| # shellfish bed closures per year |                                  |  |
| <b>Economic</b>                   | Natural resource--based industry | % of regional economic activity that is from natural resource--based industries: agriculture, commercial shellfish, commercial fishing, timber, non--timber products and tourism |
|                                   | Natural resource--based jobs     | Number of living--wage jobs by resource--based industry categories   |
|                                   |                                  | Unemployment rate in natural resource--based jobs  |

|                   |                       |   |
|-------------------|-----------------------|---|
| <b>Governance</b> | Trust in Government   | % of residents who trust local and regional government to make the right decisions to protect natural resources   |
|                   | Democratic Engagement | % of residents who feel they have the opportunity to influence natural resource decisions if they wanted to       |
|                   | Representativeness    | Diversity of perspectives and participants in natural resource decision--making (advisory boards, councils, etc.) |
|                   |                       | % of residents who feel represented by community and government leaders (see themselves reflected in leadership)  |
|                   | Stewardship           | Percent of participants engaging in a natural resource stewardship activity/year                                  |
|                   |                       | # of natural resource development projects  |

# Connection to State PM System

The screenshot shows a web browser window with the address bar displaying <http://results.wa.gov/>. The browser title is "Results Washington". A green banner at the top asks, "Have a few minutes to help us improve our website?" with links for "Yes, I'll take the survey!" and "No, thanks!".

The website header includes the "RESULTS WASHINGTON" logo, navigation links for "governor.wa.gov", "fiscal.wa.gov", and "contact us", and a search bar. The main navigation menu consists of "Home", "What We Do", and "Resources".

The main content area features three introductory boxes:

- RESULTS REVIEWS:** Video, data and documents from Results Review meetings with Gov. Inslee.
- RESULTS:** Real-world examples of how state government is getting results and becoming more efficient.
- HOW WE'RE DOING:** Review our data dashboard, including what we're working on, why and how it's going.

Below these are five icons representing key areas:

- World Class Education (person at desk)
- Prosperous Economy (worker with shovel)
- Sustainable Energy and a Clean Environment (fish)
- Healthy and Safe Communities (family)
- Efficient, Effective and Accountable Government (capitol building)

Three featured content boxes are visible:

- 2015 Lean Conference:** Register now for our [Lean conference](#) Oct. 20-21, 2015 in Tacoma. (It's filling up fast!) More conference info: [sponsorships](#), [parking](#), [hotels](#), [FAQs](#) and previous years' [presentations](#).
- What is Results Washington?** Results Washington is Gov. Inslee's data-driven continuous improvement system. [Learn more...](#) (PDF) See Gov. Inslee's [new strategic framework](#) (PDF).
- Results and feedback:** Our frequently updated [results page](#) [Legislative reports](#) and related data Got feedback? Please click yellow tab or [email us](#).

On the right side, there is a vertical yellow button labeled "Q&A / Leave Comments 96".

At the bottom, there are navigation links for "CONTACT", "FEATURED LINKS", and "ABOUT US". The address bar at the very bottom shows the URL: <http://www.results.wa.gov/what-we-do/measure-results-results/efficient-effective-accountable-government/g...>



- Measure results
  - World-class education
  - Prosperous economy
  - Sustainable energy & a clean environment
    - Goal map
  - Healthy & safe communities
  - Efficient, effective & accountable government
  - Legislative reports
- Apply Lean
- Improve performance audits
- Results reviews

Participating agencies/groups

- Department of Agriculture
- Department of Commerce
- Department of Ecology
- Office of Financial Management
- Department of Fish and Wildlife
- Department of Health
- Department of Natural Resources
- Parks and Recreation Commission
- Pollution Liability Insurance Agency
- Puget Sound Partnership
- Recreation and Conservation Office
- State Conservation Commission
- Utilities and Transportation Commission

# Goal 3: Sustainable energy & a clean environment - [Download the PDF version](#)

## Goal map

- Sustainable & Clean Environment
- Healthy Fish & Wildlife**
- Clean & Restored Environment
- Working & Natural Lands

### HEALTHY FISH AND WILDLIFE

Protect and restore Washington's wildlife

| SHELLFISH   | PACIFIC SALMON  | WILDLIFE  |
|---|---|---|
| <p><b>2.1 Increase improved shellfish classification acreage in Puget Sound from net increase of 3,038 acres from 2007-13 to net increase of 8,614 acres by 2016</b></p> <p>2.1.a. Increase percentage of inspections that are current for on-site sewage systems in marine recovery areas and other specially designated areas from 37% to 50% by 2016</p> <p>2.1.b. Increase number of implemented agricultural BMPs to improve water quality in shellfish growing areas in Puget Sound, Grays Harbor, and Pacific counties from 345 in 2008 to 750 by 2016</p> | <p><b>2.2 Increase the percentage of ESA listed salmon and steel-head populations at healthy, sustainable levels from 16% to 25% by 2022</b></p> <p>2.2.a. Demonstrate increasing trend in Puget Sound Chinook populations from one in 2010 to five by 2016 ***</p> <p>2.2.b. Increase miles of stream habitat opened from 350 to 450 by 2016 ***</p> <p>2.2.c. Increase number of fish passage barriers corrected per year from 375 to 500 by 2016 ***</p> | <p><b>2.3 Increase the percentage of current state listed species recovering from 28% to 35% by 2020</b></p> <p>2.3.a. Increase number of successful wolf breeding pairs from 5 to 15 by 2020</p> <p>2.3.b. Increase the 5-year running average of statewide sage-grouse population from 1,000 to 1,100 by 2017</p> |

BMPs: best management practices

\*\*\* Contributes to Puget Sound recovery



# Stepping further back...what we need to do to address human needs moving forward at the global scale

- Managing towards **resiliency** as the new paradigm
  - no end point, an end condition
  - Managing towards **adaptability**
    - timely, accurate feedback loops
    - Leaders who are equipped to act on them
- **System leadership** – what does this mean for you?
  - Not the usual suspects outside the box
  - Not the usual roles, look at filling needs, not being constrained by artificial boundaries

# Questions/Comments

Sheida R. Sahandy, Executive Director  
Puget Sound Partnership

[sheida.sahandy@psp.wa.gov](mailto:sheida.sahandy@psp.wa.gov)



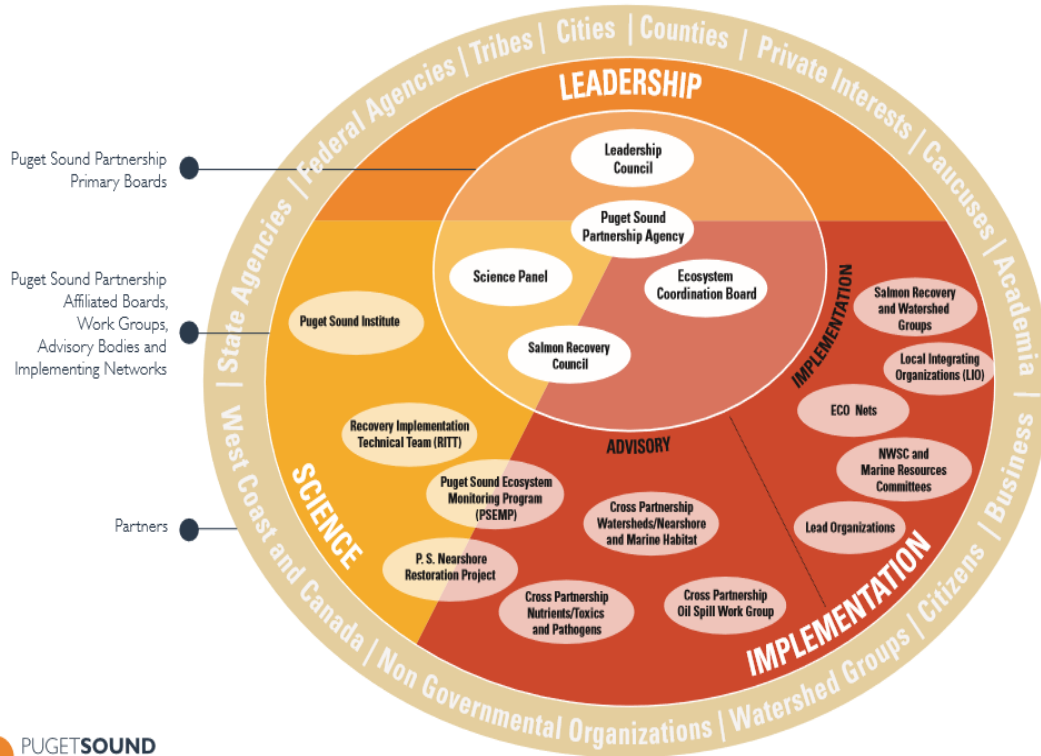


2015 SEPT 27-30  
**seattle**  
ICMA ANNUAL CONFERENCE KING COUNTY



# PUGET SOUND PARTNERSHIP MANAGEMENT CONFERENCE

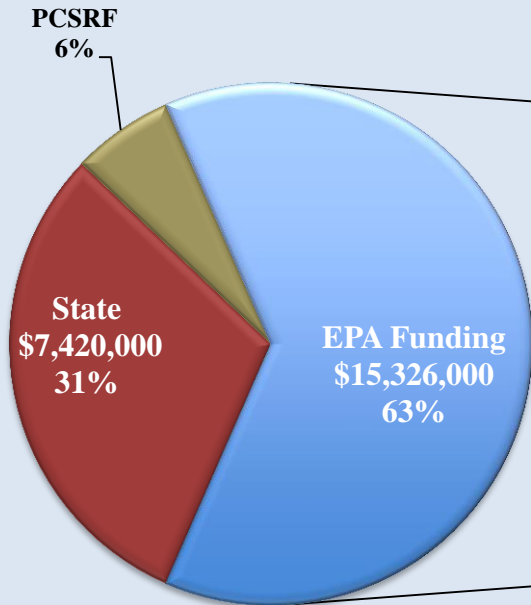
## CONCEPTUAL DIAGRAM OF ORGANIZATION AND PARTNER STRUCTURE



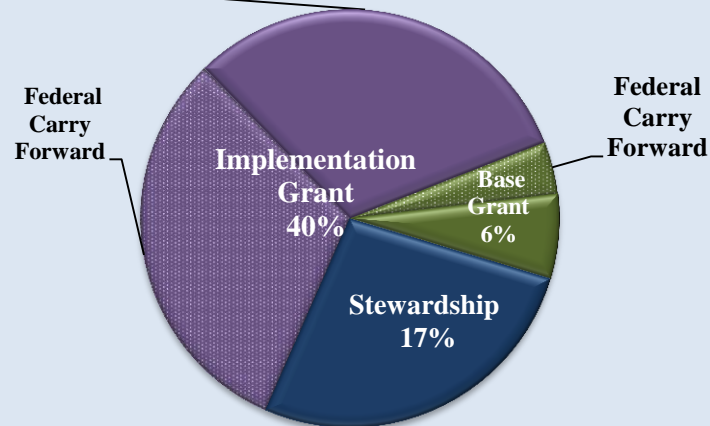


# 2013-2015 Operating Budget

**TOTAL  
Operating  
Budget,  
\$24.3 M**



**EPA Funding  
Breakdown**

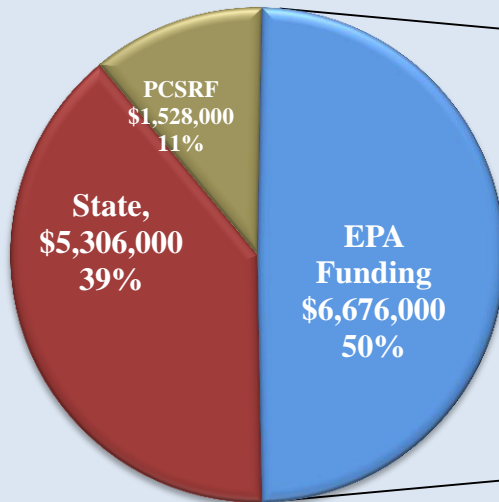


# 2013-2015 Operating Budget

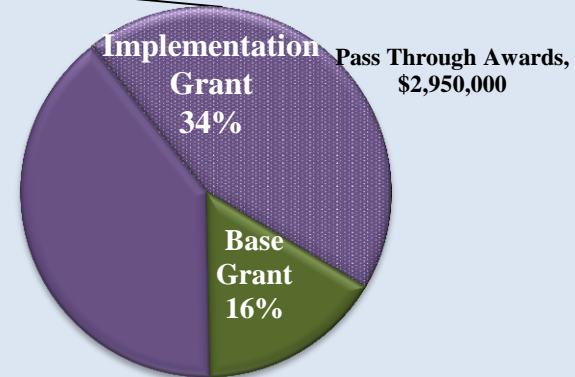
|   |         | SFY14                | SFY15                | 13-15<br>Operating<br>Budget |
|---|---------|----------------------|----------------------|------------------------------|
| General Fund (GF)                             | State   | \$ 2,398,000         | \$ 2,356,000         | \$ 4,754,000                 |
| General Fund (Watershed Proivso)              | State   |                      | \$ 71,000            | \$ 71,000                    |
| Aquatic Lands Enhancement Account (ALEA)      | State   | \$ 567,000           | \$ 565,000           | \$ 1,132,000                 |
| ALEA - (Juvenile Steelhead Proviso)           | State   | \$ 394,000           | \$ 394,000           | \$ 788,000                   |
| State Toxics Control Account (STCA)           | State   | \$ 336,000           | \$ 339,000           | \$ 675,000                   |
| <b>State</b>                                  | State   | <b>\$ 3,695,000</b>  | <b>\$ 3,725,000</b>  | <b>\$ 7,420,000</b>          |
| Pacific Coastal Salmon Recovery Funds (PCSRF) | Federal | \$ 764,000           | \$ 764,000           | \$ 1,528,000                 |
| Implementation Grant (CF)                     | Federal | \$ 3,091,000         | \$ 1,688,000         | \$ 4,779,000                 |
| Implementation Grant (FFY13 & FFY14)          | Federal | \$ 2,800,000         | \$ 2,000,000         | \$ 4,800,000                 |
| Base Grant (CF)                               | Federal | \$ 58,000            | \$ 563,000           | \$ 621,000                   |
| Base Grant (FFY13 & FFY14)                    | Federal | \$ 512,000           | \$ 488,000           | \$ 1,000,000                 |
| Stewardship                                   | Federal | \$ 1,697,000         | \$ 2,429,000         | \$ 4,126,000                 |
| <b>Federal</b>                                | Federal | <b>\$ 8,922,000</b>  | <b>\$ 7,932,000</b>  | <b>\$ 16,854,000</b>         |
|   |         |                      |                      |                              |
| <b>TOTAL AGENCY BUDGET</b>                    |         | <b>\$ 12,617,000</b> | <b>\$ 11,657,000</b> | <b>\$ 24,274,000</b>         |

# 2015-2017 Operating Budget

**TOTAL  
Operating Budget  
\$13.5 M**



**EPA Funding  
Breakdown**



# 2015-2017 Operating Budget

|   |         | SFY16               | SFY17               | 15-17<br>Operating<br>Budget |
|---|---------|---------------------|---------------------|------------------------------|
| General Fund (GF)                             | State   | \$ 2,025,000        | \$ 2,097,000        | \$ 4,122,000                 |
| Aquatic Lands Enhancement Account (ALEA)      | State   | \$ 250,000          | \$ 250,000          | \$ 500,000                   |
| State Toxics Control Account (STCA)           | State   | \$ 340,000          | \$ 344,000          | \$ 684,000                   |
| <b>State</b>                                  | State   | <b>\$ 2,615,000</b> | <b>\$ 2,691,000</b> | <b>\$ 5,306,000</b>          |
| Pacific Coastal Salmon Recovery Funds (PCSRF) | Federal | \$ 764,000          | \$ 764,000          | \$ 1,528,000                 |
| Implementation Grant                          | Federal | \$ 1,325,000        | \$ 1,325,000        | \$ 2,650,000                 |
| Pass Through Awards                           | Federal | \$ 1,475,000        | \$ 1,475,000        | \$ 2,950,000                 |
| Base Grant                                    | Federal | \$ 538,000          | \$ 538,000          | \$ 1,076,000                 |
| <b>Federal</b>                                | Federal | <b>\$ 4,102,000</b> | <b>\$ 4,102,000</b> | <b>\$ 8,204,000</b>          |
|   |         |                     |                     |                              |
| <b>TOTAL AGENCY BUDGET</b>                    |         | <b>\$ 6,717,000</b> | <b>\$ 6,793,000</b> | <b>\$ 13,510,000</b>         |