



## 2022 ANNUAL REPORT

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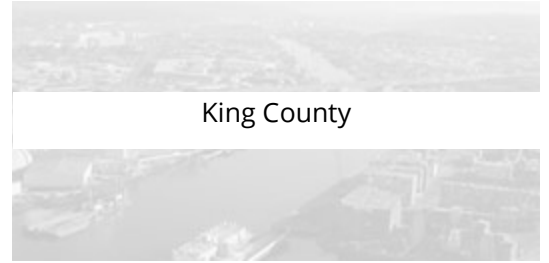




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## 2022 ANNUAL REPORT



Lisa Parsons



Duwamish Alive



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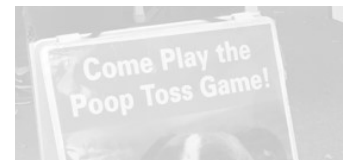
Duwamish Alive



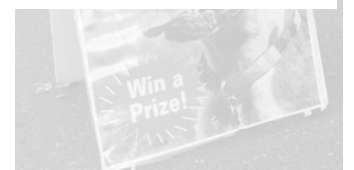
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ECOSS



This document represents an incredible amount of work accomplished by a Coalition of organizations committed to restoring the health of the Green/ Duwamish Watershed. Working alone we will not achieve our vision, but if we continue to work together, anything is possible.

Thank you all!



# 2022 Annual Report

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# 2022 Annual Report

## Executive Summary

Our Green/Duwamish (OGD) is a coalition of Partners focused on improving stormwater management in the Green/Duwamish River Watershed. This annual report represents a collaborative regional effort to describe actions taken to improve stormwater quality and control stormwater quantity during the 2022 calendar year.

This is the Coalition's second annual report. Partners provided feedback on ways to improve and streamline the annual reporting process, resulting in a different tone and content being shared. This annual report focuses more on the success of Partner-specific actions, which we were excited to spotlight.

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*This report relies heavily on hyperlinks to connect readers directly with actions in the watershed. It is meant to be clicked and shared – exploration is encouraged!*

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The annual report is divided into two parts:

**Goal Sheets** – The goals are a foundational component of the [Watershed-Wide Stormwater Strategy](#) and highlight actions designed to achieve specific outcomes. Actions were self-assigned by Partners for their own work, and each goal's section of the report summarizes the Coalition's success.

**Governance Dimensions** – The Coalition is committed to embracing self-reflection in the pursuit of continuous improvement. Part of this effort includes a survey designed by Partners, for Partners. The results are divided into five specific categories (called dimensions), each one detailing survey responses on what worked well and where we can improve strengths and our ability to adapt.

### GOAL SHEETS

The [OGD Implementation Plan](#) laid out 675 actions occurring in the watershed by 21 different Partner organizations. This represents a staggering level of effort from Partners, never before captured before in one place. For the 2022 annual report, Partners shared any challenges, proud accomplishments, and future plans they had for each goal. This feedback was collected over phone interviews and online form submissions. Of note was the impressive commitment to participation in the annual reporting process. A total of 19 Partners provided examples of work they accomplished to support the goals of the Coalition.

For the 2022 annual report, Partners were asked to rate their organization's level of effort towards achieving each of 7 goal's collective future state. This was a new component of the OGD annual report. The scores are based on a scale of 1-10 with 1 being a low level of effort and 10 being the highest level of effort. The average across each reported level of effort from Partners is shared on each goal sheet in the annual report. Generally, Partners indicated above average levels of effort, resulting in a widespread sense of accomplishment.

Coming out of the COVID-19 pandemic, more in-person events and engagement opportunities were planned in 2022. This was encouraging and represents a real bright spot in the in-



formation shared in this annual report. While it may not be obvious when reading each goal page independently, Partners were truly successful at innovating and creating new ways of engaging with their communities. Examples include tree giveaways, online forums with expansive and diverse participation, an explosion of data sharing, and engaging in-person outreach and volunteer events. Partners even convened for a restoration event at the Hamm Creek Estuary!

The reporting format for our goals is meant to amplify the work completed by Partners throughout the watershed. Now included in the annual report are some fantastic stories about how Partners are improving water quality, changing regional behavior, and supporting each other to effect watershed-wide stormwater improvements.

One challenge we cannot ignore from Partner feedback is the ubiquitous reference to an absence of staffing resources as the main challenge preventing organizations from making more progress under nearly every goal. **Partner feedback on challenges for Goals 2, 3, 4, 6, and 7 all reference limitations due to staffing, while feedback for Goals 1 and 5 allude more generally to organizational deficiencies.** The Coalition's ability to support each other, look for creative solutions, and ask for help will play a significant role in achieving our desired future state for the watershed.



OGD Partners working at Hamm Creek estuary

*Photo credit: King County*

## GOVERNANCE DIMENSIONS

In 2021, Partners agreed to examine how well the Coalition was functioning and developed a short survey. Survey questions were informed by a performance rubric proposed by Emerson and Nabatchi in their paper called, "Evaluating the productivity of collaborative governance regimes: a performance matrix". Five of the nine dimensions detailed in the rubric – Efficiency, Efficacy, Equity, Effectiveness, and External Legitimacy – were selected by Partners for the annual governance dimension survey.

22 Partners responded to the survey this year, providing feedback across 5 dimensions. More details can be found in that section of this report, but overall, Partners feel that the Coalition is operating well – consistent with results from 2021. Partners continue to get value out of participating in OGD, most frequently citing 'information sharing' and 'networking' as examples of capacity building that has led to improvements within their organizations. In addition, two-thirds of the survey respondents answered that they have observed measurable positive changes within their organizations because of their participation in OGD. **This is up 15% from last year's governance dimension survey.**

Partners were very positive with their feedback on the Equity dimension, acknowledging the

value of providing stipends to facilitate participation in the Coalition. Suggestions for a stipend were an important part of the Equity dimension in last year's annual report, and with support from The Urban Waters Federal Partnership, the Coalition was able to pilot this [stipend program](#).

Survey questions related to the dimension of External Legitimacy indicated that OGD is becoming more widely recognized. When others understand what the Coalition is doing it becomes easier to connect, collaborate, and convince decision-makers to continue funding this important work.

Not captured in this report is the work completed by three different Subgroups. In addition to the aforementioned [stipend program](#), the Funding subgroup also initiated, designed, and piloted a [grant application support program](#). This program provides Partners the opportunity to receive letters of support from the Coalition for grant-funded projects within the watershed that would support the goals of OGD. The Coordination subgroup responded to feedback from Partners by updating the [Partner Expectations](#) document and designing a [one page resource outlining value of being an OGD Partner](#). While the Mapping subgroup did not meet in 2022, staff was busy behind the scenes, applying for and getting awarded funding to support the continued development of the [OGD mapping tool](#). That work will begin in 2023.



Student exploring Puget Sound at StormFest

*Photo credit: Amanda Snyder*

This annual reporting process helps the Coalition capture a snapshot of how we're meeting our commitments to each other and the watershed. A more extensive five-year review will evaluate OGD's organizational structure, mission, vision, goals, uncertainties, and data gaps to reassess and make changes to the [Implementation Plan](#) as needed.

Consider exploring more at:  
[www.ourgreenduwamish.com](http://www.ourgreenduwamish.com)





# Goal

## Reduce priority toxics and other pollutants discharging to receiving waters

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**Summary:** Partners identified accomplishments that demonstrate an effort to reduce priority toxics in the Green/Duwamish Watershed (watershed), despite staff and financial resource challenges. Puget Sound Regional Council (PSRC) published guidance on [stormwater park planning](#) and the Washington State Department of Ecology (Ecology) published guidance on finding and addressing [polychlorinated biphenyls \(PCBs\) in building materials](#). Local jurisdictions like Kent and Seattle continued to achieve success with commercial source control inspection programs and city code updates. Kent also passed a [new ordinance prohibiting camping in environmentally sensitive areas](#). In addition, the Watershed Resource Inventory Area (WRIA) 9 and Puget Soundkeeper both described having success with legislative review. Puget Soundkeeper published the 2022 [Nature's Scorecard](#) and initiated the cleanup, with local partners, of [large legacy debris](#) in the Upper Duwamish River. Other partners like Enumclaw and Des Moines focused on efforts to resolve illicit connections and clean catch basins to reduce toxics.

**Challenges:** Phase II Municipal National Pollutant Discharge Elimination System (NPDES) Permittees were tasked with launching new source control inspection programs in 2022. The Environmental Coalition of South Seattle (ECOSS) assisted several Phase II Municipal NPDES Permittees with these source control inspections, but in 2022 ECOSS realigned their organizational focus away from commercial source control education and outreach services. Several Partners flagged this loss of service as a challenge for achieving success with their source control inspection programs.

### Highlights:



The Green River

Photo credit: King County

- [Local modeling efforts](#) have identified regional stormwater parks as the most cost-effective best management practice (BMP) for large scale pollution reduction.
- Maple Valley completed a retrofit of a high priority pond that discharges to Pipe Lake. The pond location and site conditions made it challenging, but the improvement of water quality is anticipated to be substantial.
- ECOSS provided source control technical assistance and conducted follow up visits to 274 businesses across 5 jurisdictions in the watershed.
- Tukwila completed construction of a 300' bioretention facility to capture and treat stormwater runoff along East Marginal Way.
- Renton received grant funding to complete their Stormwater Management Action Plan (SMAP).
- King County completed the Georgetown Wet Weather Treatment Station and put it into operation. The plant has come online several times already, cleaning millions of gallons of polluted stormwater runoff that would have otherwise flowed directly into the Duwamish River and Puget Sound. [Take a virtual tour.](#)

### Next Steps:

- \* WRIA 9 and Kent both plan to start monitoring for roadway toxics in the Miller/Walker and Mill Creek basins.
- \* Phase II Municipal NPDES Permittees will begin implementing source control inspection programs within their respective jurisdictions.
- \* Washington State Department of Transportation (WSDOT) is planning several studies to advance the region's understanding of the effectiveness of roadway runoff BMPs.
- \* ECOSS aims to focus engagement on Black, Indigenous, and People of Color (BIPOC) communities with a new event series centered on water pollution and cleanup.

Level of effort score

7.4



# Goal

## Foster partnerships, broad participation and collaboration amongst watershed stakeholders and communities



**Summary:** Partners continued to build strong collaborative community-based relationships throughout the watershed in 2022. For example, Seattle Public Utilities (SPU) staff worked with Duwamish Valley Youth Corps to create custom storm drain stencils in multiple languages. In addition, Maple Valley worked with local partners to double regional participation in the [Adopt-a-Drain](#) program for Washington state. The cities of Burien, Normandy Park, Des Moines, SeaTac, and King County also hosted the 5<sup>th</sup> annual [StormFest](#) in 2022, inspiring the next generation of environmental stewards to care about stormwater. With support from the Kent and Renton, Puget Soundkeeper continued to inspire youth through their [Lost Urban Creeks](#) program.

**Challenges:** Partners want to foster partnerships throughout the watershed, however many expressed difficulties with staff turnover, limited resources, and competing demands. Partners felt that the lack of public-facing (rather than partner-focused) OGD resources hindered opportunities to broaden participation in the Coalition. There is also a desire to develop more programming opportunities for youth.

### Highlights:

- In 2022, Duwamish Alive! held a restoration event at the [Roxhill Bog](#) site. Duwamish Alive! shared information about the Bog's ecosystem and history of stormwater diversion, hosted birding tours, and provided additional opportunities for seniors and teens to connect with their community, all while providing stormwater education for the community.
- Renton hosted three outreach events with 23 volunteers and increased participant awareness of stormwater by 31%, which exceeded all targeted metrics.



Watershed model event at Roxhill Bog

*Photo credit: Duwamish Alive!*

### Next Steps:

- \* The OGD Coalition will create public-facing resources that demonstrate the value of the OGD Coalition to new partners and invite their engagement with the Coalition.
- \* The OGD coalition will continue to advocate for WSDOT to apply a portion of legislature approved funding in the watershed to enhance stormwater treatment from existing roadways.
- \* PSRC will monitor goals in the [Open Space Conservation Plan](#).
- \* King County will continue to host the [Stormwater Summit](#) series.
- \* Puget Soundkeeper will apply for additional funding to support the [Lost Urban Creeks](#) and Duwamish [Large Legacy Debris Cleanup Projects](#).
- \* Federal Way committed to continuing their involvement with [Stormwater Outreach for Regional Municipalities \(STORM\)](#) and other regional collaborative meetings.
- \* Ecology is actively developing the [Pollutant Loading Assessment](#) and the [Soos Creek fine sediment total maximum daily load \(TMDL\)](#).
- \* Some Partners recently staffed positions in their agency that will provide valuable outreach and engagement capacity.

Level of effort score

7.4

# Goal

## Increase access to existing data, research and resources

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**Summary:** Several accomplishments for this goal were related to stormwater system mapping. Many Partners used the [OGD Stormwater Management Action Plan \(SMAPr\) tool](#) to support SMAP efforts, confirming the value of consolidating data and research for stormwater practitioners in the watershed. Enumclaw, Kent, and Seattle all shared that future mapping work will be instrumental to establishing processes that streamline infrastructure maintenance activities and retrofits. The [Water Quality Benefits Evaluation](#) team held a webinar in May 2022 to share the process and results of calibrating the King County-wide Watershed Model. In addition, King County shared out findings from their SUSTAIN stormwater BMP modeling, including during the [Stormwater Summit](#) technical workshops in November 2022.

**Challenges:** Partners indicated that staffing shortages prevented progress in this goal.

### Highlights:

- SPU is working to empower field staff to make asset map adjustments as they discover assets that are improperly mapped in the field. This creates a feedback mechanism to provide more accurate mapping and reduces waste from misapplied work orders.
- WSDOT is in the process of bringing on consultant field crews to assist with mapping WSDOT's stormwater conveyance system statewide. The goal is to substantially increase the pace of mapping stormwater infrastructure, to ensure inventory is available for project scoping and decision making.



Source tracking with mobile tablet

Photo credit: King County

### Next Steps:

- \* Municipal NPDES Permittees are planning a number of actions in 2023, including collecting additional data related to outfall size and material and documenting connections between private and public systems.
- \* Auburn will be exploring options to make their existing stormwater data available to the public.
- \* Normandy Park is planning to hire more GIS staff in 2023.
- \* King County aims to further develop the [OGD SMAPr tool](#) and share the decision guidance with stormwater practitioners throughout the watershed.



Collecting stormwater samples for analysis

Photo credit: King County

Level of effort score

8.4



# Goal

## Restore natural hydrologic functions through reduction in uncontrolled stormwater runoff flows



**Summary:** Partners successfully completed a number of significant long-term planning efforts to inform future work plans. Normandy Park, SeaTac, and Maple Valley completed their Comprehensive Stormwater Plans while Kent updated their Surface Water Design Manual. There were also important achievements in regulatory requirements that will help advance our collective work to reduce uncontrolled stormwater runoff. For example, Ecology continued to make progress on the [Soos Creek TMDL](#) and funded the work of several Partner projects through the [water quality combined funding program](#). In addition, all Phase II Municipal NPDES Permittees completed their SMAPs for the future retrofit work in priority basins.

**Challenges:** Partners found it difficult to adequately staff long-term planning efforts and to identify clear priorities related to this goal. It was acknowledged that this work is moving slower than desired, compared with the immense need to address uncontrolled stormwater runoff flows.

### Highlights:

- In 2022, [King County's Land Conservation Initiative](#) protected 647 acres in the watershed.
- Some Partners participated in a [planting event](#) with Duwamish Alive! and EarthCorps to improve the riparian habitat at the Hamm Creek Estuary. This event marked the first of many future OGD Partner planting opportunities.
- Renton completed their Stormwater Facility Retrofit Study and used it to select potential retrofit sites in the SMAP.
- Seattle Public Utilities began construction of the [Longfellow Natural Drainage System](#) in April 2022. Located in an overburdened community, this project consists of three bioretention sites to manage a total of 6 acres of impervious area.



OGD Partner restoration event at the Hamm Creek Estuary

*Photo credit: King County*

### Next Steps:

- \* Phase II Municipal NPDES Permittees plan to adopt SMAPs and to update them as living documents.
- \* WRIA 9 will track what was accomplished from the [2021 WRIA 9 habitat plan](#).
- \* PSRC will continue to promote the [Building Green Cities guidance](#).
- \* Some Partners plan to hire new staff to conduct expanded stormwater facility inspections in priority areas and provide outreach and engagement to local communities.
- \* Ecology awarded water quality combined funding to support revegetation projects in the watershed.
- \* Ecology is also developing the [Soos Creek TMDL](#) for fine sediment. The implementation of the TMDL will likely focus on controlling stormwater runoff and water quality.

Level of effort score

7.5

7



# Goal

## Increase innovation in stormwater runoff management

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**Summary:** Innovation happens at many levels: across teams, across agencies, across watersheds. In an effort to increase innovation around the treatment of stormwater runoff, Ecology began [work towards monitoring for 6PPD-q](#) in Soos Creek. Kent and Enumclaw also developed innovative materials and processes focused on communicating with the construction and development communities.

**Challenges:** Partners want to contribute to the evolution of innovative work in the watershed, yet capacity remains a significant challenge.

### Highlights:

- The popularity of King County and SPU's [RainWise](#) program and SPU's [Trees for Seattle](#) programs continues to grow – providing more homeowners with innovative strategies for managing stormwater runoff.
- Tukwila gave away 170 trees in their first tree giveaway event in 2022.

### Next Steps:

- \* SPU will continue to expand the [RainWise](#) program and find opportunities for larger scale green stormwater infrastructure installations.
- \* Des Moines will continue to provide stormwater runoff management training to staff.
- \* Maple Valley is committing their first Climate Action and Resiliency Plan to inform more innovative ways to handle future stormwater issues.



Volunteer event at Roxhill Bog

Photo credit: Duwamish Alive!

Level of effort score

8.1

8

# Goal

## Increase awareness and an understanding of stormwater management



**Summary:** Partners worked collaboratively with regional groups and community organizations to increase awareness and understanding of stormwater management. Kent participated in the [dumpster outreach group](#), a regional campaign to encourage commercial businesses to keep their dumpster lids closed. Auburn, Des Moines, Federal Way, Renton, Seattle, and Tukwila all worked with ECOSS and community organizations within the watershed to expand stormwater outreach efforts. Maple Valley continued to partner with Nature Vision to provide environmental education to over 400 elementary school students annually. In addition, Public Health– Seattle & King County distributed more than 125 Septic system maintenance rebates and shared information about water pollution with nearly 100,000 community members in the [Poverty Bay Shellfish Protection District](#).

**Challenges:** Stormwater education and outreach efforts were restricted due to staffing limitations (for both agencies and contractors). In-person events were also limited due to COVID-19 restrictions. Although ECOSS used to provide stormwater outreach support to several jurisdictions within the watershed, this will no longer be the case moving forward as they pivot to programming that more directly supports BIPOC communities in south King County.

### Highlights:

- Several Partners reconvened [StormFest!](#) This education event for 1,500 Highline School District 6<sup>th</sup> grade students inspires the next generation of environmental stewards to care about stormwater.



StormFest event with watershed model

Photo credit: Amanda Snyder

### Next Steps:

- \* Kent is updating their webpages to include more environmental activities and games for kids.
- \* SPU will expand workshops and outreach opportunities with businesses by leveraging community connections. Seattle's planned stormwater management-related education and outreach actions for 2023 are described in more detail in their [2023 Stormwater Management Program Plan](#).
- \* Maple Valley and Normandy Park will continue to provide training to new staff as part of their onboarding process.
- \* Des Moines is planning to host StormFest in-person for 1,500 6th grade students in the Highline School District in 2023. This will be the first time the event has been hosted in person since the COVID-19 pandemic.
- \* Renton plans to host two outreach events with 20 volunteers and increase awareness of stormwater by 30%.

Level of effort score

7.8



# Goal

## Build a coalition or collaborative entity to carry out the vision for the Green/Duwamish Watershed-Wide Stormwater Strategy



**Summary:** Partners shared a varied level of feedback on the importance of prioritizing Coalition meetings. Although all Partners indicated there is value in OGD's vision and mission, in 2022 there were staffing shortages among many Partners which resulted in a drop in some Partners' level of participation. In 2022 the OGD Coalition, with support from the Urban Waters Federal Partnership (UWFP), created a [stipend](#) to help reduce financial barriers for organizations to participate in the Coalition. This stipend was approved by the Coalition in 2022 and will start as a pilot program in 2023. Partners are enthusiastic and optimistic about future participation.

**Challenges:** Generally speaking, Partners indicated that staffing shortages, the undefined benefits of participating in the Coalition, and scheduling conflicts often prevented Partners from engaging more fully in the Coalition.

### Highlights:

- Partners continued to work on reducing barriers to participation and grow the list of committed Partners. With support from the UWFP, the OGD Coalition was able to start offering a [participation stipend](#) for organizations in need.
- The Coalition also created new ways to engage as a Partner and updated the [OGD Partner Expectations](#) to include language about sharing the responsibility of community engagement across Partners.



### Next Steps:

- \* In 2023, Partners are committed to more consistent participation in Partner meetings.
- \* The Coalition will pilot the widely desired [Partner stipend program](#).
- \* The Coalition will continue to create alternative modes of participation to be more inclusive and appeal to a broader group of organizations within the watershed.
- \* The Coalition will work with partners to expand the diversity of OGD Partner organizations.

OGD Partner with sign saying "I am part of Our Green/Duwamish because we'll do more together".

*Photo credit: King County*

Level of effort score

8.5

10



# Summary Introduction

## Governance Dimensions

OGD is a collaborative organization committed to co-design. How the OGD Coalition governs is critical to achieving collective success. In 2021, the OGD Coalition adopted a method for evaluating the productivity of a collaborative governance structure. The evaluation method is based on five dimensions. To learn more about these governance dimensions, refer to [OGD's first annual report](#).

	Partners	OGD Coalition	Watershed
Actions/outputs	Efficiency	Efficacy	Equity
Outcomes	Effectiveness	External legitimacy	Effectiveness
Adaptation	Equilibrium	Viability	Sustainability

The five dimensions we review annually are highlighted in green and shown in Table 1. We will revisit the other 4 longer-term dimensions (shown in gray) when there has been more opportunity to reflect on the impact of the Coalition's efforts.

Table 1: Governance dimensions assessed annually by OGD are highlighted in green. The dimensions highlighted in gray are assessed every 5 years.

Over the past year, OGD had a consistent presence in the Green/Duwamish watershed, providing a forum for amplifying the amazing work our partners do, convening stormwater management professionals to learn from each other, and demonstrating our commitment to the [OGD watershed-wide stormwater strategy](#).

We defined the selected governance dimensions in the following way:

**Efficiency:** Partners accomplish their work faster and more cheaply as part of the Coalition, rather than by themselves.

**Efficacy:** The Coalition met the targets outlined for actions in the workplan developed by the Coalition, Core Team, and subgroups.

**Equity:** Fair and appropriate distribution of benefits, costs, and risks of stormwater management are felt by each partner agency throughout the watershed.

**Effectiveness:** Partners have observed measurable positive changes (e.g., increased capacity, resources, skills, programming, ease of permit management, etc.) within their respective organization or agency that can be attributed to Coalition participation.

**External Legitimacy:** External agencies and community organizations recognize the Coalition's efforts to improve stormwater management in the watershed. Recognition could be in the form of grants, awards, conferences, speaking invitations, or in other ways.

The Coalition agreed to these definitions and used them to develop a survey to be completed by OGD Partners. Twenty-two Partners responded and provided the following feedback for each governance dimension.



# Governance Dimensions

## Efficiency

Partners were asked to indicate their level of agreement with the statement, *"Because my organization participates in the OGD Coalition, I can accomplish my work more easily than I would be able to on my own."* Survey participants were given a choice of 5 options (Completely agree, Agree, Neutral, Disagree, or Completely disagree).

With one exception, all participants responded favorably or neutral. 14 of 22 responses indicated that participation in the OGD Coalition has had a positive impact on the Partner's ability to accomplish their work. These results appear to be consistent with last year's results when 13 of 20 responses were favorable with no disagreement.

As a follow up, participants were asked, *"Which of these examples of OGD Coalition capacity building have helped your organization be more efficient? Select all that apply."* Responses varied, but "Information Sharing" and "Networking" were the most frequently selected options. This is consistent with last year's results.

*"By participating in OGD, we are able to develop key relationships, learn about new technology applications, and share lessons learned." – Lori Blair, The Boeing Company*

Disagree  
Neutral  
Agree  
Completely agree

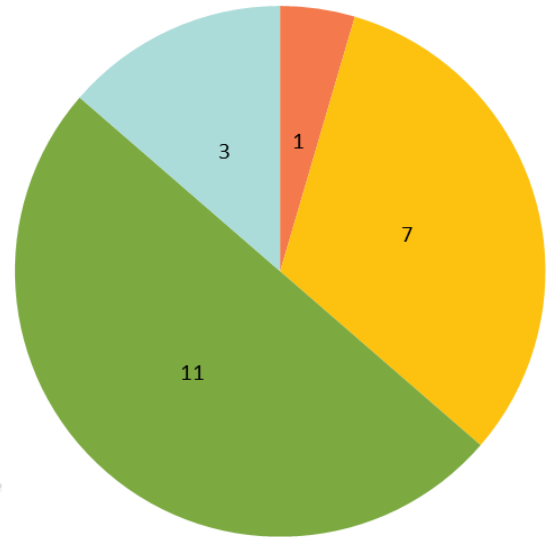


Figure 1: Results from Efficiency survey question #1

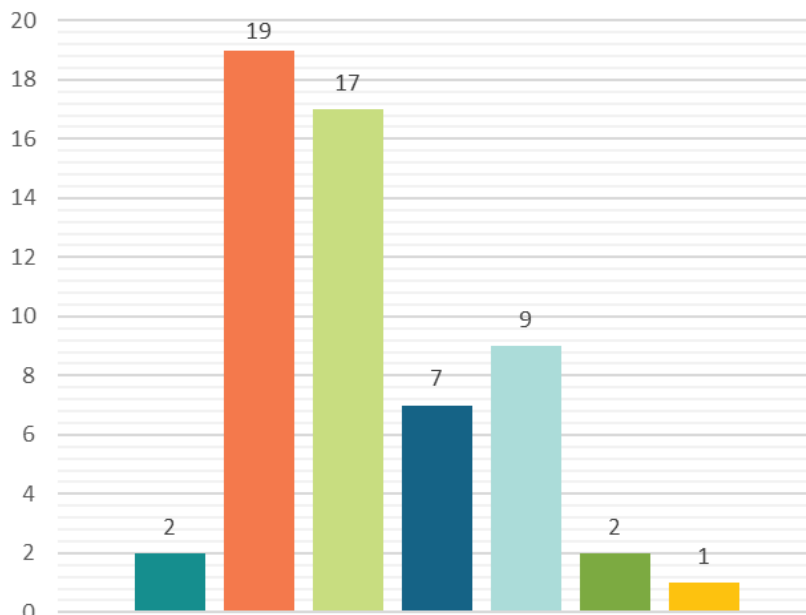


Figure 2: Results from Efficiency survey question #3

### NEXT STEPS:

Continue attracting additional partners from a variety of sectors, support partners with communicating the value of participating in OGD, and continue to catalyze connections throughout the watershed.



# Governance Dimensions

## Efficacy

This year the Efficacy governance dimension was measured against the actions detailed in the biennial [workplan for 2021 & 2022](#). This is a deviation from last year's survey question, which measured the Efficacy dimension against actions assigned to the Coalition, Core Team, and Subgroups in the OGD Implementation Plan.

Data for this governance dimension was collected using Mentimeter during the Partner meeting hosted on February 16<sup>th</sup>, 2023. Partners were asked how successfully we achieved the tasks in our 2021-2022 workplan. The questions mirrored the workplan tasks and were grouped into the same five categories. The results from this activity are included below in Table 2.

Workplan Tasks	Workplan Deliverables	Average Score (1-5)
Implementation Plan	Establish a procedure for annual reporting of each Partner's targets.	4
	Work collaboratively within the OGD Coalition to help partners meet their targets.	3.7
	Schedule and conduct meetings with individual partners to help identify areas where the Coalition can provide additional capacity towards meeting their targets.	4.1
Organizational Structure	Advocate for and create stewards who can assist with expanding partnerships and collecting feedback from underrepresented communities.	3.8
	Continue to emphasize forward-thinking and intentional planning to support the collaborative design and intent of our Coalition meetings.	4.2
	Explore, initiate, and support a subgroup focused on establishing creative funding options.	4
	Develop high-level work plans for all subgroups.	4.1
Mapping Tool	Demo the tool with Partners to show specific ways it can be used to aid in basin planning efforts.	3.9
	Contract with consultants to improve and advance the user experience of the tool.	3.9
	Work with Ecology to ensure the tool's outputs meet and exceed permit-required expectations.	3.8
	Present on the mapping tool and promote it through the work of the Coordination Subgroup and at regional meetings.	4.2
Messaging Promoting, and Storytelling	Dedicate resources to accomplishing actions listed in the Implementation Plan and use those successes to develop our collective story.	3.5
	Tell our story to organizations, elected officials, and grantors to ensure the resilience and adaptability of the watershed-wide stormwater management strategy.	3.4
	Conduct a survey of existing partners to understand the value of participating in the OGD coalition and measure progress towards the Desired Future State of goal 7.	4
Funding Options/Mechanisms	Create a mechanism to support the application of grant proposals that advance OGD's work plan.	4.2
	Develop public/private partnerships in the Watershed that will lead to the contribution of additional funds and resources.	3.2
	Investigate the mechanics, viability, and efficacy of a regional stormwater retrofit grant program to help fund high-priority projects in the Watershed.	3.3

*Table 2: Results from Efficacy ratings during February 16, 2023 OGD Partner meeting.*

Partners generally indicated the OGD Coalition has taken a balanced approach to successfully achieving the deliverables identified in the workplan. However, some areas still require attention. For example, in the category of "Messaging, promoting, and storytelling", Partners indicated OGD could be doing more to engage with elected officials and use our success to elevate the vision of the Coalition. In addition, there were a couple of tasks – including investigating the efficacy of a regional stormwater retrofit grant program and develop public/private partnerships in the watershed- within the category of "Funding Options/Mechanisms" that Partners felt we were less successful at achieving.

### NEXT STEPS:

The Coalition's [2023-2024 biennial workplan](#) maintains an emphasis on the tasks flagged as less successful in 2021-2022. Examples of these include engaging with elected officials, developing a regional retrofit grant program, and catalyzing more public/private partnerships in the watershed. The OGD Core Team is interpreting Partner feedback from the 2021-2022 governance dimension survey and Partner's approval of the new workplan as an indication that the right tasks are being prioritized.





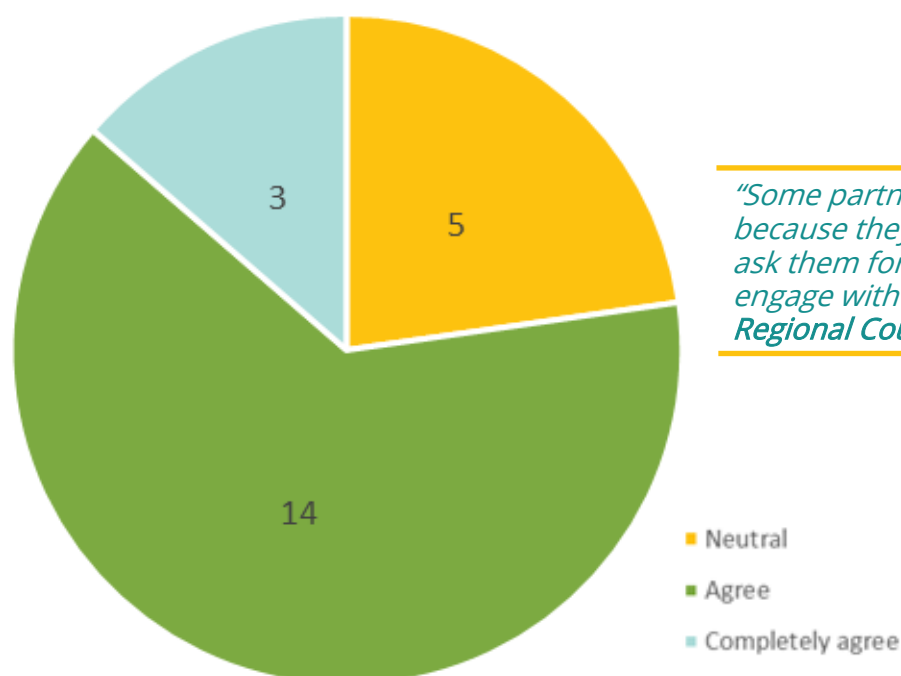
# Governance Dimensions

## Equity

When asked to indicate their level of agreement with the statement, "*The OGD Coalition has been fair and reasonable in the distribution of benefits, costs and risks to partner organizations*", survey participants were given a choice of 5 options (Completely agree, Agree, Neutral, Disagree, or Completely disagree).

Similar to last year, all participants responded favorably or neutral. 17 of the 22 responses indicated that the OGD coalition has been fair and reasonable in the distribution of benefits, costs, and risks to partner organizations.

In addition to a positive response to this question, Partners also indicated enthusiasm for the [stipend](#) that is now available to organizations in need to help offset the cost of participating in the OGD Coalition. Feedback from Partners also highlighted a desire to connect with organizations not currently participating in the Coalition, advertise the stipend, and tailor services based on their needs.



*"Some partners don't have time to attend because they are understaffed. OGD staff could ask them for ideas on how to best support and engage with them." – Erika Harris, Puget Sound Regional Council*

Figure 3: Results from Equity survey question #6

### NEXT STEPS:

The OGD Coordination Subgroup has updated the [OGD Partner Expectations document](#) with language that shares the responsibility of community engagement with all partner organizations. Partners are now encouraged to build the Coalition through their networking and other engagement opportunities with other organizations throughout the watershed.



# Governance Dimensions

## Effectiveness

When asked to indicate their level of agreement with the statement, *"As an OGD Partner, I observed positive measurable changes within my organization that can be attributed to Coalition participation"*, survey participants were given a choice of 5 options (Completely agree, Agree, Neutral, Disagree, or Completely disagree).

11 of 22 Participants agreed that they observed measurable positive changes (e.g. increased capacity, resources, skills, improved programming, ease of permit management, etc.) within their respective organizations that can be attributed to Coalition participation. Nine participants gave a neutral response and two disagreed with the statement.

The Effectiveness dimension is intended to measure the Coalition's ability to improve the work of individual Partner organizations. This type of capacity building can be less direct, and harder to measure. This year we have more 'Disagreement' (2 of 22) when compared to last year (0 of 20) and less 'Complete Agreement' (0 of 22) when compared to last year (2 of 20). However, further review of the survey results indicate that newer partners may feel they have not participated long enough to see positive outcomes. In addition, it is worth noting a 'disagree' response can be interpreted as meaning there is an absence of positive measurable changes, not necessarily the presence of negative changes.

*"Having a forum of jurisdictions and other stakeholders in the watershed has been really valuable for myself and other colleagues at Ecology. It's a great place for us to share information and to hear about partners' successes, as well as barriers they are facing to accomplish more of their goals."*  
– Cleo Neculae, Washington State Department of Ecology

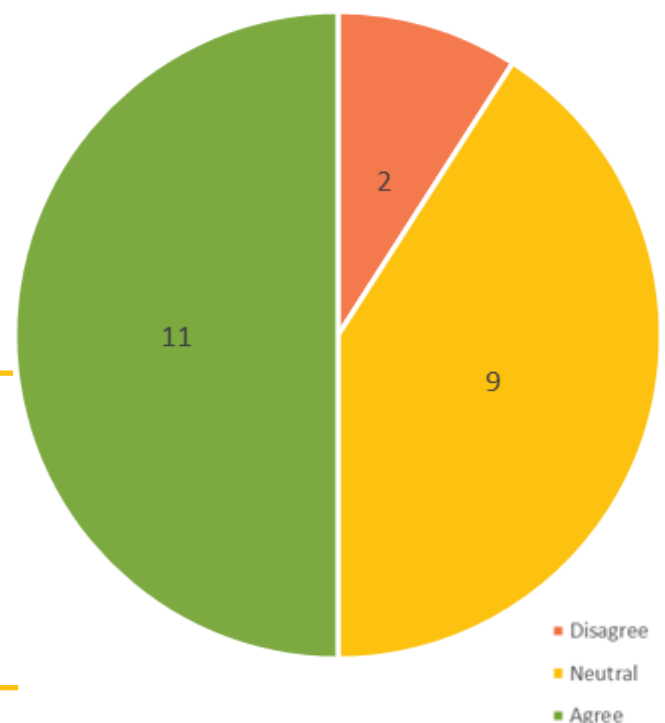


Figure 4: Results from Effectiveness survey question #9

### NEXT STEPS:

Subsequent governance dimension survey questions indicate that the Coalition is generally on a trajectory to support Partners in a way that will lead to measurable positive changes. As we continue to broaden our Partner engagement throughout the watershed, we anticipate seeing a variety of responses to this question that are influenced by tenure and organizational understanding. The OGD Coalition should continue to provide a forum for Partners to share new efficiencies and program enhancements to amplify and make positive changes in the watershed.

# Governance Dimensions

## External Legitimacy

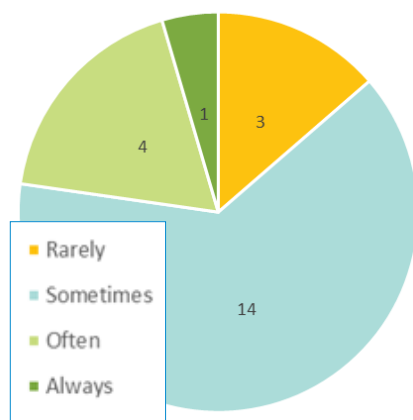


Figure 5: Results from External Legitimacy survey question #11

When asked to indicate their level of agreement with the statement, “When you say you are an OGD Partner to external agencies and community organizations, they know what you are talking about”, survey participants were given a choice of 5 options (Always, Often, Sometimes, Rarely, or Never).

None of the participants answered “Never”, while 14 of 22 stated that “Sometimes” external agencies and community organizations are aware of the OGD Coalition. Three partners stated this was a “Rare” occurrence while four identified that it happens “Often”, and one stated that it “Always” happens.

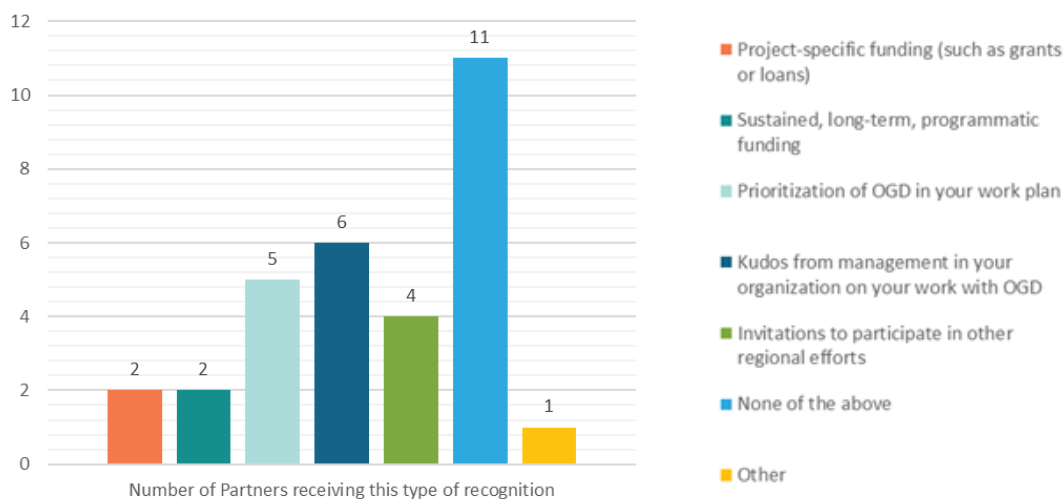
These results indicate a small improvement from 2021. More Partners are noticing external agencies expressing an awareness of OGD. This data supports a slight positive trend towards improving the external legitimacy of OGD.

Participants were asked, “Which of the following types of recognition have you or your organization received this past year as a result of your participation in OGD?”, selecting all that apply. These results mirror the results from last year. 12 of the 22 responses this year indicate no recognition as a result of participation.

(11 ‘none of the above’ responses and 1 ‘other’ response), while six of the remaining 10 participants indicated more than one of the recognition types listed in the graph below.

*“Participation with OGD is an example that the Urban Waters program uses nationally as model example how to engage with stormwater practitioners. Partnership structures, such as OGD, have been prioritized in our workplan as an efficient and effective mode of engagement, more important than connecting with single entities. OGD participation is frequently pointed to by leadership as an operating success.” – Weston Brinkley, Green-Duwamish Urban Waters Federal Partnership*

Figure 6: Results from External Legitimacy survey question #12



### NEXT STEPS:

Results related to this governance dimension are supportive of the situation experienced by many emerging regional efforts- often it can take time for a collaborative initiative to be recognized outside of participating organizations. One way to improve external legitimacy is more widespread recognition and create a positive feedback loop where recognition leads to legitimacy and then more recognition. By continuing to connect with elected officials and expand partner engagement, we hope to improve these external legitimacy numbers.

