

# PARTNERSHIP CASE STUDY

BEVIN HORN AND TARA O'HARE



# AGENDA

- Introduction to Urban Waters Federal Partnership Program
- Green-Duwamish River Urban Waters Federal Partnership
- Partnership Impact CoP
- Partnership Impact Assessment Tool
- Lessons Learned

# UWFP PROGRAM OVERVIEW

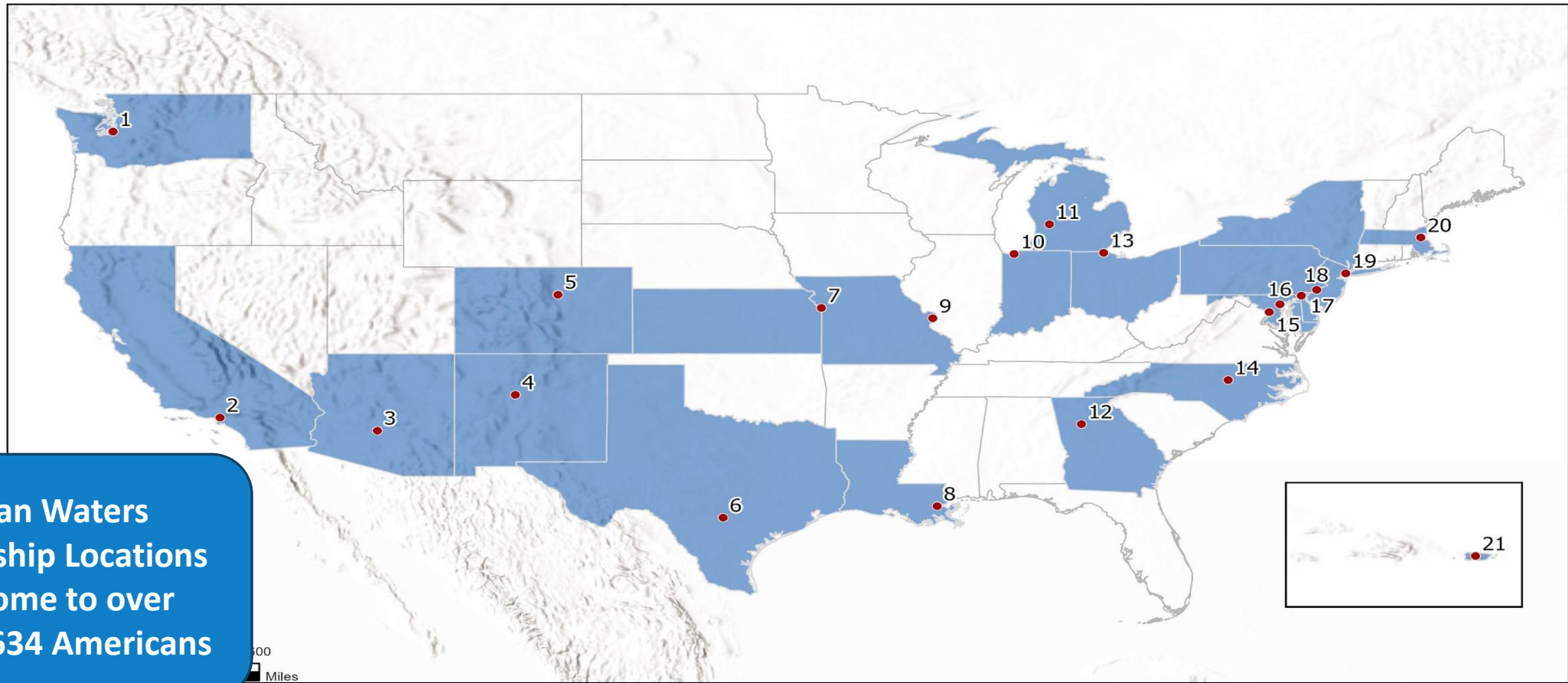
- Urban Waters Federal Partnership (UWFP) is a voluntary program focused on watershed restoration and community capacity development.
- The Ambassador is at the center of the program managing a partnership at each designated location.
- The goal is to connect people to their waterways and to revitalize the watershed.



Environmental Youth Summit Anacostia Location  
June 2, 2023.



# The EPA's Urban Waters Federal Partnership: 21 Locations



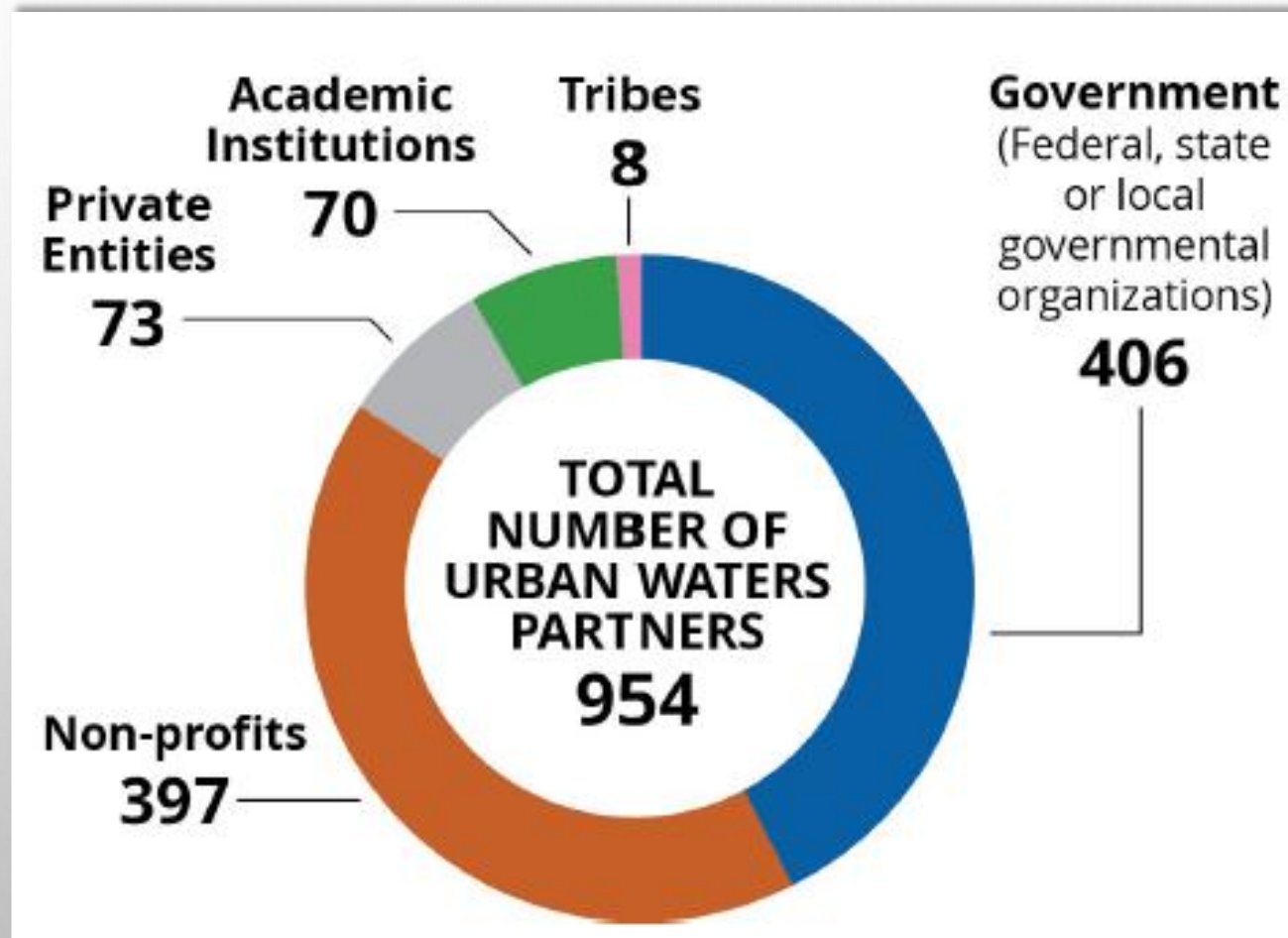
1. Green-Duamish Watershed
2. Los Angeles River Watershed
3. Rio-Reimagined – Rio Salado
4. Middle-Rio Grand/Albuquerque
5. South Platte Watershed
6. San Antonio River Basin

7. Middle Blue River
8. Lake Pontchartrain Area/New Orleans
9. Meramec and Big River
10. Northwest Indiana Area
11. Grand River/Grand Rapids
12. Proctor Creek/ Atlanta

13. Western Lake Erie, near Toledo
14. Walnut Creek
15. Anacostia Watershed
16. Patapsco Watershed/Baltimore
17. Passaic River/ Newark
18. Delaware River /Philadelphia

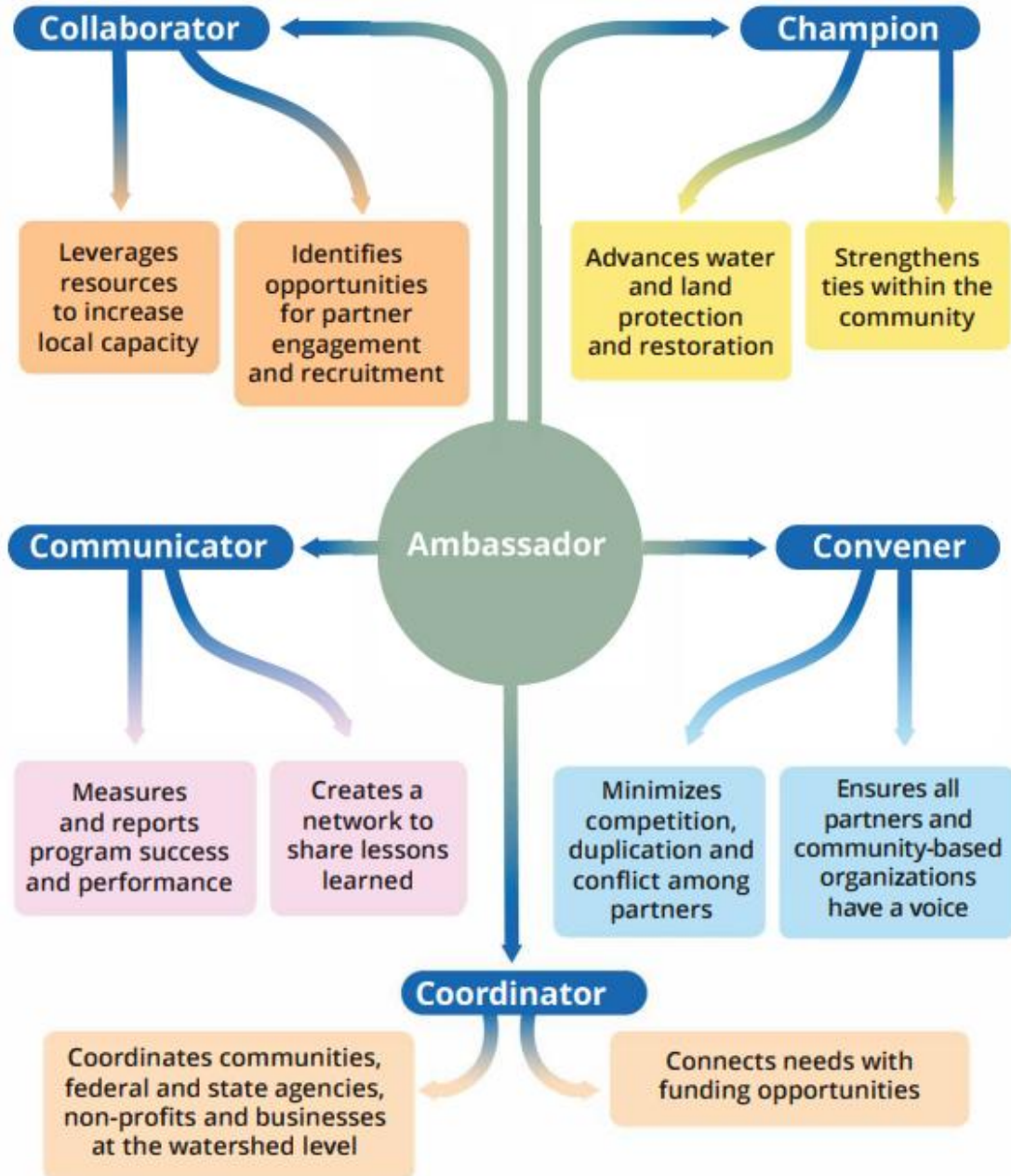
19. Bronx-Harlem River
20. Mystic River Watershed/Boston
21. Cano Martin Pena/Puerto Rico

# CROSS-AGENCY PARTNERSHIPS



**15 Federal  
Agencies  
participating**

## ROLES OF THE URBAN WATERS AMBASSADOR



## THE URBAN WATERS AMBASSADOR

*"Without an Ambassador in a coordinating role, it would be very difficult to have continued momentum."*



– MICHAEL LEFF,  
Former Ambassador for  
the Delaware River Partnership



# TYPES OF ACTIVITIES

(MODELED AFTER NEP PROGRAM)

- Watershed Revitalization: Urban, suburban, rural
- Ecosystem Restoration
- Stormwater Management/Green Infrastructure
- Outreach and Public Engagement
- Youth Engagement
- Workforce Development
- Support Local, State and Watershed/Multi-jurisdictional Planning
- Study on ROI for Local Government Investment in Watershed Restoration



***Volunteers plant trees in Northwest Indiana***

# PROGRAM CHALLENGES

- Sustainable funding mechanisms
- Sustaining continued support of partners over time
- Length of time for Location Designation
- Missing the common language to discuss UWFP impacts





**GREENDUWAMISH**  
**URBAN WATERS FEDERAL PARTNERSHIP**



 **PUGETSOUND**  
PARTNERSHIP

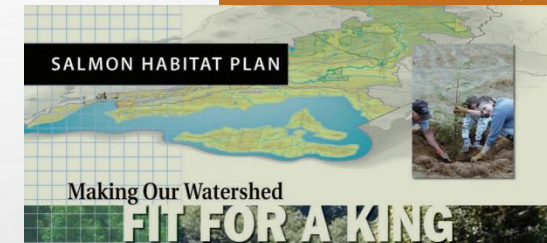
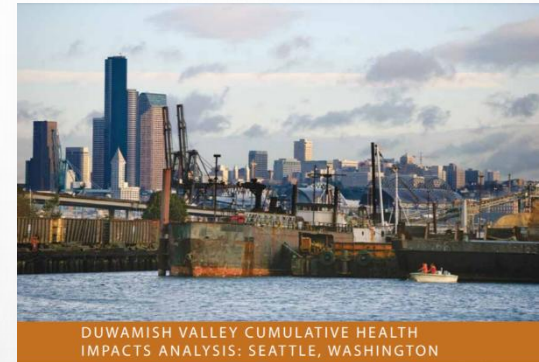


# EXTENSIVE ACTIVITY PRIOR TO THE UWFP

- Existing plans and community input in place
- Convening fatigue, saturation of activity
- Nearly 500 environmental organizations in the watershed

## Therefore:

- Deliver on community needs expressed
- Limited new talk or convenings
- Demonstrate success first



# NETWORK PARTICIPATION AND LEADERSHIP

## Watershed Partnerships:

- WRIA 9 – watershed governing body
- Our Green/Duwamish stormwater network
- Duwamish Alive Coalition
- WA pollutant loading assessment
- Green Duwamish learning landscape
- Puget Sound Federal Taskforce
- Northwest Interagency Partnership for Sustainable Communities (NIPSC)
- Green the Green Network - Green Duwamish revegetation



# NETWORK PARTICIPATION AND LEADERSHIP

## National Partnerships:

- Urban Waters Learning Network
- River Rally
- Forests in Cities
- Stew-MAP
- Urban Waters Federal Partnership Locations Convenings
- National conferences:  
Partners for Smart Growth, ACES, ISSRM

# PROJECT CRITERIA

- Community Goals
- Center Learning
- Applied Outcomes
- Network Participation



Credit: DIRT Corps

# CURRENT PROJECTS

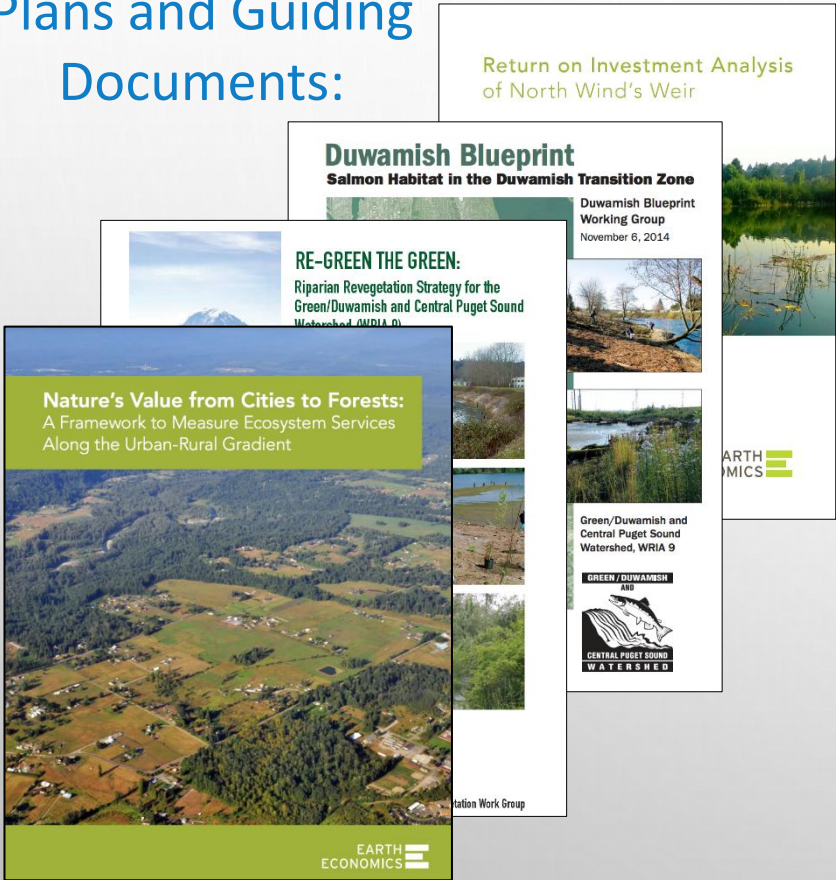
- Tree Moss as Bio Indicator of Human Health
  - with Duwamish Valley Youth
- Seattle University/ USFS PNW Research Station
  - Large Woody Debris Restoration Analysis
- Green the Green Network:
  - Green-Duwamish Revegetation Outreach and Engagement Strategy
- River Temperature Gauging:
  - Volunteer Restoration Prioritization And Stormwater Management
- Economic Outcomes of Ecological Restoration
  - with American Rivers
- Landscape Scale Restoration
  - Highline School District School Grounds Re-greening



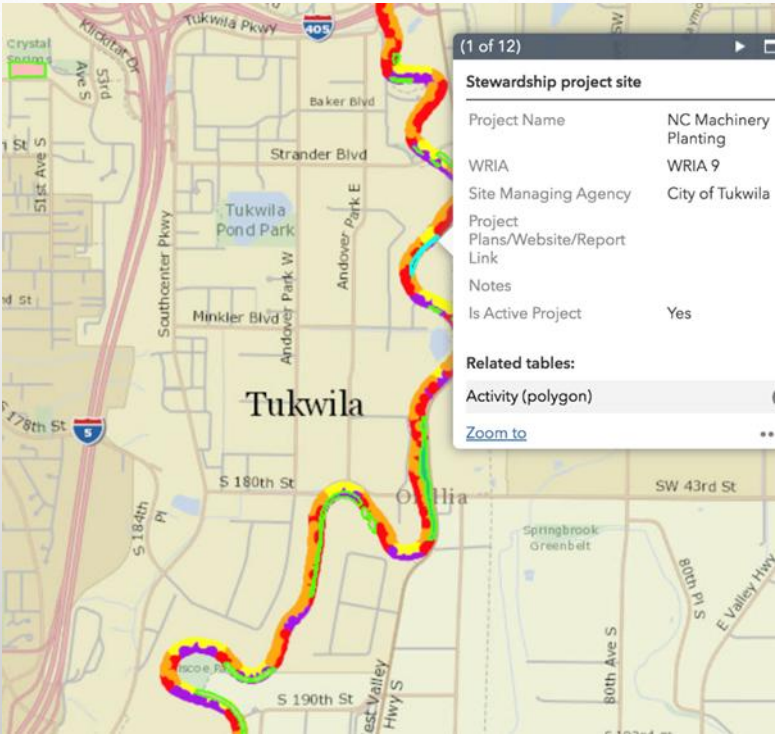


# PAST AND ONGOING SUCCESSES

## Plans and Guiding Documents:



## Revegetation Tracker:



## Financial sponsorship and coordination:

- Workshops in 2017-2020,2023



Credit: Duwamish Alive Coalition

- Duwamish Valley Youth Corps



Credit: Duwamish River Cleanup Coalition



**QUESTIONS ABOUT UWFP?**



# CURRENT METRICS

- Acres of habitat restored
- Pounds of trash collected
- Number of community members reached
- Number of trees planted
- Number of water quality samples
- Number of job training opportunities
- Number of community events
- Number of completed projects





# QUESTION

How would you approach the UWFP metrics?

- National level metrics
- More targeted ones for locations
- Both

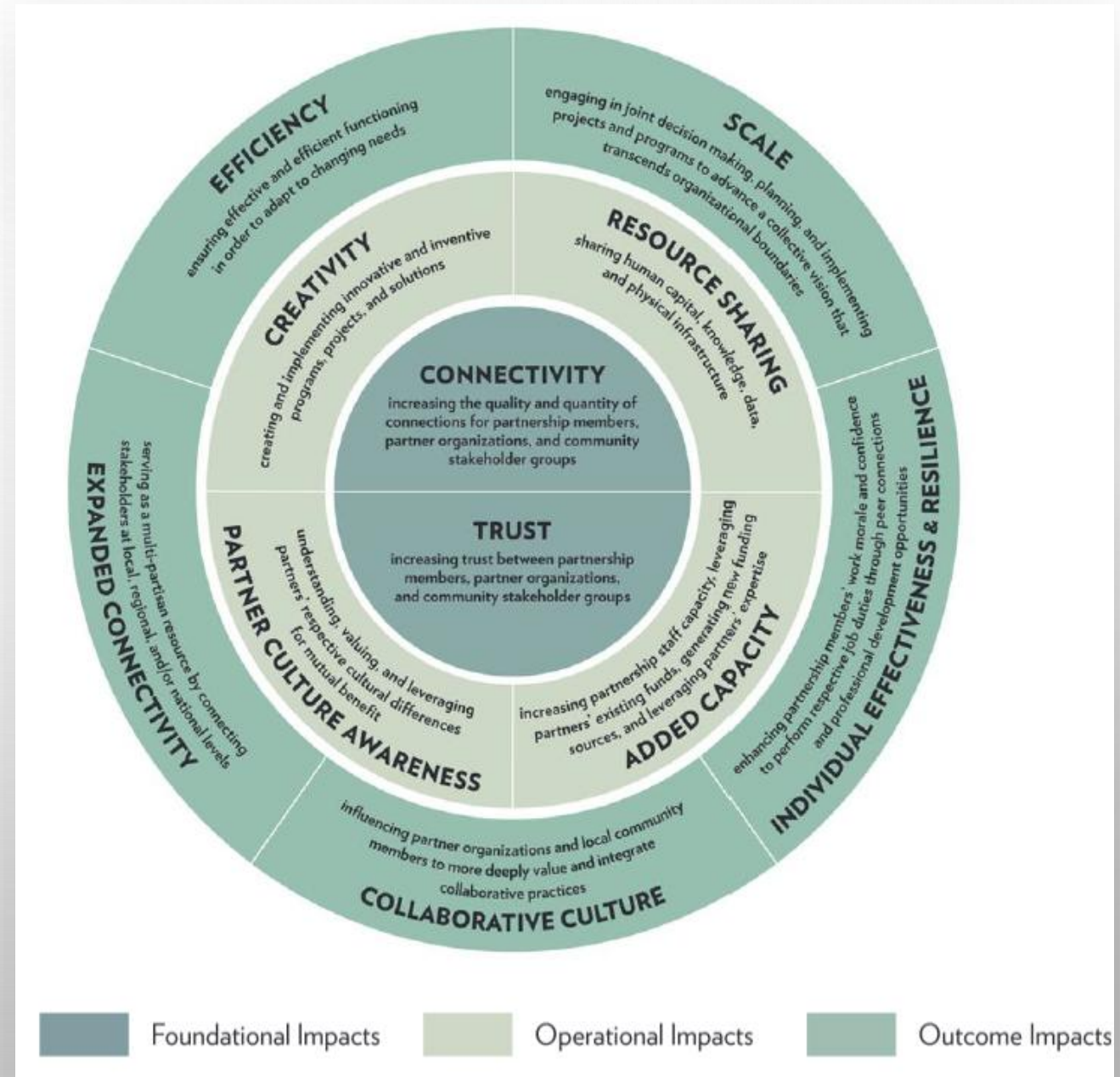
# METRICS NEEDS

## Need Qualitative Metrics for Important Program Elements:

- Network building
- Community capacity building
- Relationships, leveraging, and connectivity among location partners
- Ecosystem services
- Collaborative governance
  - Better outcomes (improved: social, economic, and environmental conditions)
  - Reduced costs (less: inefficiencies, duplication of effort, litigation)
  - Improved governance (better: transparency, trust, relationships)

# UTILIZING THE PARTNERSHIP IMPACT MODEL™

- Shared **definition** to conceptualize partnership impact.
- Shared **vocabulary** to quickly and effectively identify multiple desired impacts and collaboration value.
  - Mickel, A. E., & Goldberg, L. (2018). *Generating, Scaling Up, and Sustaining Partnership Impact: One Tam's First Four Years.*





# UTILIZING THE PARTNERSHIP IMPACT MODEL™

## 11 Partnership Impacts

- Partnership Impacts
- Connectively
- Creativity
- Resource Sharing
- Added Capacity
- Efficiency
- Scale
- Collaborative Culture
- Trust
- Expanded Connectivity
- Partner Culture Awareness
- Individual Effectiveness and Resilience

# MEASURING THE VALUE OF PARTNERSHIP AND COLLABORATION

## Workgroup Activities

- Community of Practice:
  - Cohort #1 2024
  - Cohort #2 2025
- Partnership assessment survey
- Ambassador training





# COMMUNITY OF PRACTICE

## DESIRED RESULTS:

- Ambassadors recognize and overcome barriers and build stronger relationships.
- Fluency in the principles of partnership impact.
- Co-creation (build-as-we-go) of adaptable 'roadmap' for the engagement and implementation of the impact principles with location partnerships.
- Stronger messaging, appreciation, and visibility of UWFP locations.

# COP 6-MONTH TIMELINE 2024 OF PARTNERSHIP TOPICS

Jul	Aug	Sep	Oct	Nov	Dec
<p><b>Jennifer Arnold</b> <i>Reciprocity Consulting</i></p> <p>Partnership Types</p>	<p><b>Discussion:</b> <b>Andrea Carson</b> (USACE)</p>	<p><b>Discussion:</b> Partnership Types and Impacts</p> <p><b>Breakout Sessions</b></p> <p>Action &amp; Partnership Accountability</p>	<p><b>Impact</b> <b>Leigh Goldberg</b> <i>Partnership and Community Collaboration Academy</i></p> <p>Partnership Impact Model</p>	<p><b>Impact</b> <b>Discussion:</b> Partner Outreach Assignment</p> <p><b>Breakout Sessions</b></p> <p>Partnership Impact</p>	<p><b>Final Session</b> <b>Discussion:</b></p> <ul style="list-style-type: none"> <li>• Partnership Assessment</li> <li>• Capstone Presentation</li> <li>• Next Steps</li> </ul>



# PARTNERSHIP QUESTIONS

- Does your partnership use common language like this?
  - Yes
  - No
  - Unsure
- Could you share the common language and how you established it?

# METRICS DEVELOPMENT PROCESS

## Who is involved?

- EPA HQ and Regional Coordinators
- EPA Office of Research and Development: Social scientists
- Other federal agency partners: DOI, USACE, USFWS
- In the future, Ambassadors and Federal Agency location leads



# METRICS DEVELOPMENT PROCESS

1. Choose Partnership Impacts to include
2. Adapt Definitions and concepts to UWFP
3. Draft potential questions and associated metrics
4. Test with 9 Ambassadors and adjust questions
5. Get an Information Collection Request approved
6. Collect data

# POTENTIAL TRUST QUESTIONS

To what extent do you agree or disagree with these statements:

- **Trust in relationships:**

- I trust people in the partnership organizations to follow-through on commitments.
- I am confident in the work that partners do together.
- The partnership has increased my trust in collaborations.
- The organizations in the partnership have the skills and abilities needed to achieve partnership goals.

- **Trust in processes and procedures:**

- I understand how decisions are made within the partnership.
- I feel comfortable reaching out to partners to discuss challenges, issues or problems with processes or decisions.

# POTENTIAL METRICS

- Each statement or question becomes a variable
- X% of partners report Y
  - 75% report UWFP has improved efficiency in the watershed
- Relationships between variables
  - Trust increases over time, and as a result Quality of Connections improve
- Scores and indices
  - Trust index – combines multiple aspects of trust



## IMPACT QUESTIONS

Do you have any advice on how to sustain these impacts with budget limitations and current challenges?

# LESSONS LEARNED

## Slow and steady progress

- CoP Ambassadors needed more time
- Outreach to partners takes time 1-on-1 and in groups
- Long-term commitment and investment creates bigger impact
- 6 to 8 months to adapt survey definitions and develop questions
- 3 months to test questions
- 1 year + to get ICR approved

**Involving Federal agency partners is key**