

# Puget Sound Partnership Stewardship Program Evaluation

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## Executive Summary

In the Fall of 2011 ORS Impact, in conjunction with Marc Bolan Consulting, was contracted to conduct an evaluation of the Puget Sound Partnership (PSP) Stewardship program. The PSP Stewardship Program has been actively involved in supporting local and regional efforts focused on influencing individual environmental stewardship behaviors and removing barriers to public engagement. This current evaluation focused only on a subset of what the Stewardship Program has been involved in, with the emphasis on assessing program impacts on partners the program has worked with and supported, and on organizations receiving Social Marketing and Model Stewardship grants.

Over the course of this project we collectively engaged in the following steps with the program staff:

1. Development of the comprehensive theory of change model for the Stewardship program
2. Development of an evaluation plan aligned with the priority outcomes from the model with specifications of data to be gathered from partners and program grantees
3. Development of data collection tools to gather data from partners and program grantees
4. Development of planning and reporting tools to help program grantees with the formation of local evaluation plans, data collection instruments and data analysis plans
5. Provision of technical assistance to the grantees on the development and implementation of their local evaluation efforts
6. Compilation of all data from partners and grantees for the final report

The data used in the evaluation came from three sources:

1. **Stewardship Program Partner Survey** – A survey administered in 2013 and 2015 to a large number of individuals representing a wide range of partners and organizations who the program has interacted with to promote local stewardship efforts.
2. **Program Grantee Capacity Survey** – A survey administered to representatives from the 16 different program grantees at three different time periods (i.e., March 2014, November 2014 and May 2015) intended to gather information about the organization's capacity to carry out the grant funded social marketing efforts.
3. **Program Grantees Local Evaluation Reports** – A requirement of the grant was that each grantee create a local evaluation plan to assess the impacts of their proposed strategy. Each grantee completed a final report and these data are integrated into this evaluation report.



There are some important findings and lessons to be gleaned from this evaluation:

- The program theory of change model helped link key PSP Action Agenda related strategies to short and longer term outcomes. We collectively realized the importance of “partner” level outcomes, reflecting the changes among PSP partner organizations that would contribute to their capacity to carry out programs and ultimately affect the behaviors of local target populations. The evaluation plan for the project centered on an assessment of these partner level outcomes.
- The evaluation found support for many of these key partner outcomes. Drawing on data from all sources, we found evidence of changes in partner and grantee capacity, more so in their knowledge, skills and ability to design and implement effective programs. Additionally, the data indicated an increase in the utilization of social marketing skills in program planning and implementation.
- In the analysis of the partner survey we found evidence of increased utilization of local Social Marketing programs, more formalized collaborations and partnerships between different organizations, and greater engagement in PSP Action Agenda related areas including Puget Sound Starts Here and ECO Net collaborations among those organizations who received greater and more intense support from the Stewardship program.
- The analysis of the grantee survey showed that many grantees built capacity for program implementation and evaluation over time and increased their understanding of how to implement social marketing programs. Furthermore, the grantees report fewer challenges and barriers to program implementation, and many express an interest in continuing their local efforts, given continued financing and support.
- Many grantees found evidence for target audience outcome changes in different substantive areas (e.g., changes in livestock manure management, pet waste disposal, oil leak repair and tree planting behaviors). These changes emerged for grantees utilizing a range of different intervention strategies, working in different areas, and with larger and smaller target audiences. The grantees further reported benefiting from the technical assistance and support provided by the Stewardship staff, social marketing and evaluation consultants.



## SECTION 1

### Introduction

In the Fall of 2011 ORS Impact, in conjunction with Marc Bolan Consulting, was contracted to conduct the overall evaluation of the Puget Sound Partnership (PSP) Stewardship program. The PSP Stewardship Program has been actively involved in supporting local and regional efforts focused on influencing individual environmental stewardship behaviors and removing barriers to public engagement. The program has overseen PSP Action Agenda related items like the implementation of the Puget Sound Starts Here (PSSH) campaign, has supported the continued functioning of the regional ECO Net collaborations, and has promoted the ongoing use of Social Marketing approaches to encourage engagement and behavior change.

As a whole the Stewardship program is involved in a wide range of efforts including coordination of the network of environmental organizations, provision of capacity building and block grants to many local organizations, overall public awareness campaigns and larger population level survey and indicator data collection. The current evaluation focuses on a subset of the program work, with an emphasis on program strategies in the areas of technical assistance, capacity building and the provision of some specific grants as noted below.

The first goal of the evaluation was to articulate a theory of change model that described the connection between the program activities and strategies and subsequent outcomes for the partners and organizations the program works with and for the Puget Sound population as a whole. From there the goal was to develop an evaluation plan that would allow for the collection of data from partners and organizations to measure the priority outcomes specified in the model.

As the project evolved and the Stewardship program started to give out grants for local stewardship efforts there was an additional need for the research staff to provide technical assistance to these local organizations on their efforts to carry out evaluation efforts. The program supported a total of 16 different *projects (a combination of Social Marketing and Model Stewardship grants and funding to support the implementation of the Citizen Action Training School)*. The scope of work of the evaluation project was modified to allow for some technical assistance to be provided to each of the grantees.

As will be discussed further, the primary focus of this evaluation was on the program's impact on the many partners and organizations they work and interact with through local and regional stewardship efforts. The overall theory of change model does identify longer term population level outcomes of interest, yet the decision early on was to focus this project on the partner-level outcomes associated with the growing capacity of organizations to implement their own stewardship efforts. The program has contracted with PRR to gather survey data from Puget Sound residents on individual attitudes, beliefs and behaviors. These data are being used to inform the changes in the broader population.



The research staff started working with the PSP Stewardship staff in November 2011 on the development of a program theory of change model. The goal was to have a model that connected the wide range of strategies that the program was engaged in, with changes experienced by the partners/organizations they work with, and with changes observed in individuals targeted via stewardship efforts. After some preliminary planning with the staff a model development session was convened that brought together stakeholders including PSP staff, staff from partner organizations, staff from other key State agencies (e.g., Department of Ecology), academic researchers and members of local ECO Nets and STORM coalitions. At the session different subgroups worked on the formulation of different components of the model, starting with the formulation of outcome chains that emerged from different program strategy areas:

- Development of a Research Database
- Broad Public Engagement and Communications Campaigns
- Technical Assistance/Training to Partners and Agencies
- Coordination of Collaborations and Partnerships
- Cooperative Agreements with Partners
- Provision of Direct Grants

From there a smaller group was formed that worked on integration of the outcome chains, identification of priority outcomes and formation of the final model (see final Theory of Change Model in Appendix A).

Below we highlight some of the key components of the theory of change model:

1. Support vs. direct service strategies: The PSP staff categorized their work in two main areas: Support Services where the role is for the program to support, fund and work with partners and organizations on stewardship efforts, and Direct Services where the program manages broader regional stewardship efforts. The Social Marketing, Model Stewardship and Citizen Action Training School grants are examples of Support Services. The Puget Sound Starts Here campaign is an example of a Direct Service.
2. The most crucial component of the model for the overall evaluation is the section on Partner Level outcomes. These changes reflect a range of capacity outcomes that partners and organizations might experience as a result of the Support and Direct Services specified in the strategy section. Early on it was clear that the program's most direct impacts would be with the partners and organizations they rely on to carry out the local stewardship efforts. If the Stewardship program could help enhance their efforts to collaborate, reach target audiences, gain knowledge about stewardship and ultimately carry out more effective programs, it would eventually contribute to broader population changes in areas of awareness, systemic change and behaviors. The primary focus of this evaluation is to assess these changes in partner capacity.



3. The “Population” level outcomes are written to reflect targeted issues and targeted behaviors. The program supports a wide range of partners and organizations that address a wide range of specific issues (e.g., manure management, tree planting, salmon habitat restoration, etc.) and then try to communicate to local populations about the kinds of stewardship behaviors that would enhance the local environment. So while one partner might work with residents in a small community to encourage tree planting in shoreline areas, a second might work with residents across the city on checking for oil leaks. With respect to the evaluation, our assessment of the locally funded grant evaluation reports will inform some of these outcomes, and as noted PRR is collecting information about some of these measures from the larger Puget Sound population.

The small subgroup also advised on the development of the evaluation plan. It was clear that we were interested in outcome data from two audiences (not mutually exclusive): 1) all partners/organizations who the program has interacted with or attempted to work with on local stewardship efforts, and 2) all program grantees who received money for Social Marketing, Model Stewardship and Citizen Action Training School efforts. (See final evaluation plan in Appendix B). We identified key outcomes for both groups and this set the stage for formation of the two surveys noted above.

We should also note that there are outcomes specified in three key strategy areas: PSSH Campaigns, ECO Net Participation and Social Marketing. The partners that PSP support may be engaged in efforts in any or all of these areas and there are common outcomes across the areas. What may differ from area to area are the specific indicators that inform the outcome. As an example, in both PSSH and Social Marketing there is an interest in the outcome around “implementing a more effective program,” but that might look different when carrying out an effective PSSH effort vs. an effective Social Marketing campaign, and thus the need for different indicators and measures. In a second example, it is clear that while the outcome around “increased reach” is important for those who carry out PSSH, it is not a priority outcome for those involved in ECO Nets or who carry out Social Marketing campaigns.

A core question of the evaluation is whether we observe evidence of changes in these outcomes across data sources. In Table 1 we summarize key partner level outcomes based on data from the partner survey, grantee survey and/or local grantee evaluation reports. There is a more complete discussion of the specific findings from each of these sources in later sections of the report. In general, we do find evidence of changes in many of these outcomes, both from the perspective of the partners that PSP supports and works with and the grantees receiving funding and technical assistance for specific stewardship programs. Additionally, as will be discussed further in the partner survey analysis section, there is a correlation between the intensity and duration of technical assistance provided by the program staff and improvements in outcomes for the partners over time. These data support the belief that program strategies described in the Theory of Change model contribute to increases in partners’ capacity to carry out effective programs.



**Table 1 | Summary of Key Partner Level Outcomes**

Partner Level Outcomes	Data Discussion
<p>1. Increased shared language – <i>data from Partner Survey related to PSSH and ECO Net</i></p>	<p>The comparison of partner survey data showed some decline in the use of the PSSH campaign over time, and some decline in the use of materials in areas such as grant proposals, planning and content for presentations. An assessment of the open-ended data does suggest some common language is being used in how the partners name and brand their local PSSH related activities.</p> <p>The partner survey comparison of the ECO Net related data found some increase in reported levels of partner involvement in ECO Net activities, particularly in the percent who report taking on “active leadership” roles. Additionally, we find greater increases among those partners receiving greater technical assistance from the Stewardship program.</p>
<p>2. Increased ability to extend and broaden partner reach – <i>data from Partner Survey related to PSSH and from Grantee Survey</i></p>	<p>In the 2015 partner survey a high percentage of partners reported that they are “reaching a larger target population through their local efforts.” (i.e. over 75 percent agree) We also find some increase in local implementation of the PSSH campaign, specifically for partners receiving higher levels of support from the Stewardship Program. The percent with current PSSH involvement in this group increased from 50 to 69 percent. We do not, though, see much change in the prevalence of sharing PSSH materials with other community partners.</p> <p>The grantee evaluation reports suggest great partnerships and collaborations with others in the planning and development process, though the grantee survey shows that the average number of partners they worked with and the average number of funding sources they drew upon actually declined over time.</p>
<p>3. Increased trust, commitment and collaboration among partners – <i>data from Partner Survey related to PSSH, ECO Net and Social Marketing</i></p>	<p>When comparing the nature of the reported collaborations and partnerships from the Partner Survey we found that the percentage that involved PSSH activities stayed fairly stable, the percent related to ECO Net activities declined slightly, and the percent related to Social Marketing activities increased some over time. Overall, we found an increase in the partner assessment of the collaborations; specifically an increase in the percent that included a “formal agreement” or “shared finances and funding” from 31 to 41 percent between 2013 and 2015. Last, the reported assessments of the collaboration, teamwork, trust and communication in these partnerships remained high over time.</p>



Partner Level Outcomes	Data Discussion
<p>4. Partners implement more effective programs – <i>data from Partner Survey related to PSSH, and ECO Net and from Grantee Survey</i></p>	<p>In the Partner Survey comparison we found a slight decline over time in the prevalence of different PSSH implementation steps with one exception: an increase in the development of project evaluation plans. With respect to the ECO Net activities, over time the percentage reporting that ECO Net involvement increased their ability to carry out behavior change programs and evaluation stayed the same or increased some.</p> <p>In the grantee survey at the second and third time periods a high percentage of the grantees reported successful implementation of the different social marketing planning steps and over time the percent who reported that the implementation was consistent with the original plan increased from 50 to 79 percent.</p>
<p>5. Increased utilization of Social Marketing skills in program planning and implementation – <i>data from Partner Survey related to Social Marketing</i></p>	<p>The Partner Level survey analysis showed overall increase in percentage of partners who have implemented local Social Marketing efforts from 40 to 50 percent. In addition we found increases in the percentage of organizations who engaged in different implementation steps and increases in their assessment of how successfully they were able to carry out those steps.</p>
<p>6. Increased capacity of partners to carry out programs and strategies – <i>data from Grantee Survey and Grantee Evaluation Reports</i></p>	<p>Over time the grantees report facing fewer logistical, resources and funding challenges in their efforts to carry out program efforts. Additionally there is some increase over time in their reported understanding of how to design and implement local social marketing programs. The grantees also talk about important partnerships they have formed to support implementation efforts.</p>

## Methodology/Steps in the Process

We collectively engaged in the following steps in the development and implementation of the overall evaluation effort:

1. Development of the comprehensive theory of change model for the Stewardship program
2. Development of an evaluation plan aligned with the priority outcomes from the model with specifications of data to be gathered from partners and program grantees
3. Development of data collection tools to gather data from partners and program grantees
4. Development of planning and reporting tools to help program grantees with the formation of local evaluation plans, data collection instruments and data analysis plans



5. Provision of technical assistance to the grantees on the development and implementation of their local evaluation efforts
6. Compilation of all data from partners and grantees for the final report

This overall evaluation draws on data from three key data sources:

1. **Stewardship Program Partner Survey** – A survey administered to a large number of individuals representing a wide range of partners and organizations who the program has interacted with to promote local stewardship efforts. These include organizations involved in regional STORM and ECO Net collaborations. The survey was administered in March 2013 and May 2015, and addressed questions about involvement in Puget Sound Starts Here, ECO Net and Social Marketing collaborations and campaigns.
2. **Program Grantee Capacity Survey** – A survey administered to representatives from the 16 different program grantees at three different time periods (i.e., March 2014, November 2014 and May 2015) intended to gather information about the organization's capacity to carry out the grant funded social marketing efforts.
3. **Program Grantees Local Evaluation Reports** – A requirement of the grant was that each grantee create a local evaluation plan to assess the impacts of their proposed strategy. In most instances that involved the implementation of a social marketing campaign in a targeted area. As noted the research staff worked closely with the grantees in the development of this plan and then grantees gathered data from target audiences to measure priority outcomes from the plans. Each grantee completed a final report and these data are integrated into this comprehensive evaluation report.

## Key Findings

We present some overall key findings drawing on information from the theory of change development process and the data from the partner survey, grantee survey and local grantee evaluation reports. The hope is that the stewardship program can use these findings in future program implementation and evaluation efforts:

- One of the most important results of the Theory of Change model and evaluation plan development process is the raised importance of data regarding “partner” level outcomes. By highlighting the key outcomes experienced by the program partners and showing how these changes are connected to program activities and may contribute to local target audience impacts, it illustrates the important role of the Stewardship program as a technical assistance provider in supporting capacity building. Showing this interconnection sets the framework for a plan that captures information from partners, grantees and local target populations.
- The Theory of Change model further illustrates the link between the program strategies and intended behavioral changes in local and regional target populations. The opportunity to gather data from partners and grantees, coupled with information about local populations impacts provided by program grantees and information about broader population behaviors from the population surveys completed by the program helps tell the story of how capacity



building supports the achievement of important behavioral changes in areas such as pet and livestock waste management, car washing, habitat restoration and septic maintenance.

- A comparison over time of the program partner survey results suggested some importance changes in capacity to carry out local stewardship efforts (see full results in Section 2):
  - Partners report reaching a larger target population and identifying and engaging new audiences through local programming and outreach efforts.
  - There is an increase over time in the percentage of partners who report active implementation and use of social marketing efforts with local populations.
  - The data suggests an important connection between the technical assistance and support provided by the stewardship program and partners' engagement in the PSSH campaign, local ECO Net activities and the implementation of local Social Marketing campaigns. The data indicated that those who PSP have worked with for greater duration and intensity are more likely to increase their involvement in these actions.
  - The data suggests that collaborations over time between partners have become more formalized, more often including formal agreements or sharing of funding or finances. We particularly see this with regards to collaborations related to local ECO Net efforts.
- The grantee survey, completed by Social Marketing, Model Stewardship and CATS grantees at three time periods, showed how grantees built their capacity to implement local programs over time (see full results in Section 3).
  - The data showed that grantees built capacity for program implementation and evaluation over time. They increased their understanding of how to carry out social marketing programs and reported in the last two survey periods successful implementation of different steps in the process. They further stated they gained benefits from technical assistance provided by the Stewardship Program and external consultants.
  - The grantees report facing fewer challenges and/or barriers related to finances, resources and other supports over time. They further report on the successes they derived from working with different partners on the program implementation.
  - Interestingly, over time the grantees report working with fewer partners and drawing from smaller range of funding sources. It is perhaps the case that as the project progressed, the need to draw on these additional resources was less crucial at the implementation phase.
  - Many grantees express an interest in continuing their local efforts, though there is still a great need for funding and additional support.

**Many grantees found evidence for target audience outcome changes in many substantive areas (e.g., changes in livestock manure management, pet waste disposal, oil leak repair and tree planting behaviors).** These changes emerged for grantees utilizing a range of different intervention strategies, working in different areas, and with larger and smaller target audiences. Furthermore, consistent with the grantee survey analysis, the final reporting suggests that these organizations have built local capacity to implement social marketing campaigns, have been successful in going through social marketing development process and are willing to continue and expand efforts.



## Theory of Change and Evaluation Plan Development

The research staff started working with the PSP Stewardship program staff in November 2011 on the development of a program theory of change model. The goal was to have a model that connected the wide range of strategies that the program was engaged in with changes experienced by the partners/organizations they work with, and with changes observed with individuals targeted via stewardship efforts. After some preliminary planning with the staff a model development session was convened that brought together stakeholders including PSP staff, staff from partner organizations, staff from other key State agencies (e.g., Department of Ecology), academic researchers and members of local ECO Nets and STORM coalitions. At the session different subgroups worked on the formulation of different components of the model, starting with the formulation of outcome chains that emerged from different program strategy areas:

- Development of a Research Database
- Broad Public Engagement and Communications Campaigns
- Technical Assistance/Training to Partners and Agencies
- Coordination of Collaborations and Partnerships
- Cooperative Agreements with Partners
- Provision of Direct Grants

From there a smaller group was formed that worked on integration of the outcome chains, identification of priority outcomes and formation of the final model (see final model in Appendix A).

Below we highlight some of the key components of the theory of change model:

1. Support vs. direct service strategies: The PSP staff categorized their work in two main areas: Support Services where the role is for the program to support, fund and work with partners and organizations on stewardship efforts, and Direct Services where the program manages broader regional stewardship efforts. The Social Marketing, Model Stewardship and Citizen Action Training School grants are examples of Support Services. The Puget Sound Starts Here campaign is an example of a Direct Service.
2. The most crucial component of the model for the overall evaluation is the section on Partner Level outcomes. These changes reflect a range of capacity outcomes that partners and organizations might experience as a result of the Support and Direct Services specified in the strategy section. Early on it was clear that the program's most direct impacts would be with the partners and organizations they rely on to carry out the local stewardship efforts. If the Stewardship program could help enhance their efforts to collaborate, reach target audiences, gain knowledge about stewardship and ultimately carry out more effective programs, it would eventually contribute to broader population changes in areas of awareness, systemic change and behaviors. The primary focus of this evaluation is to assess these changes in partner capacity.



3. The “Population” level outcomes are written to reflect targeted issues and targeted behaviors. The program supports a wide range of partners and organizations that address a wide range of specific issues (e.g., manure management, tree planting, salmon habitat restoration, etc.) and then try to communicate to local populations about the kinds of stewardship behaviors that would enhance the local environment. So while one partner might work with residents in a small community to encourage tree planting in shoreline areas, a second might work with residents across the city on checking for oil leaks. With respect to the evaluation, our assessment of the locally funded grant evaluation reports will inform some of these outcomes, and as noted PRR is collecting information about some of these measures from the larger Puget Sound population.

The small subgroup also advised on the development of the evaluation plan. It was clear that we were interested in outcome data from two audiences (*not mutually exclusive*): 1) all partners/organizations who the program has interacted with or attempted to work with on local stewardship efforts, and 2) all program grantees who received money for Social Marketing, Model Stewardship and Citizen Action Training School efforts (see final evaluation plan in Appendix B). We identified key outcomes for both groups and this set the stage for formation of the two surveys noted above.

We should also note that there are outcomes specified in three key strategy areas: PSSH Campaigns, ECO Net Participation and Social Marketing. The partners that PSP support may be engaged in efforts in any or all of these areas and there are common outcomes across the areas. What may differ from area to area are the specific indicators that inform the outcome. As an example, in both PSSH and Social Marketing there is an interest in the outcome around “implementing a more effective program,” but that might look different when carrying out an effective PSSH effort vs. an effective Social Marketing campaign, and thus the need for different indicators and measures. In a second example, it is clear that while the outcome around “increased reach” is important for those who carry out PSSH, it is not a priority outcome for those involved in ECO Nets or who carry out Social Marketing campaigns.



## SECTION 2

### Partner Survey Analysis

The PSP Stewardship Program contracted with ORS Impact and Marc Bolan Consulting to conduct a survey in March 2015 to better understand the organizational abilities and behaviors of the groups involved in stewardship efforts in the Puget Sound. The intent of the evaluation is to help inform strategic development of the Stewardship Program and the various organizations working towards this end. This survey analysis is also one component of the overall evaluation of the Stewardship Program, building on preliminary work with the program in defining a theory of change model for strategic program efforts.

This survey is a follow-up to the partner survey completed in May 2013. The primary intent of the current survey was to assess changes in important partner-level outcomes related to enhanced capacity to implement effective stewardship programs, enhanced collaboration and coordination between organizations, and utilization of shared language in program efforts.

This section provides a summary of the quantitative data gathered from the 2015 survey, as well as, where possible, comparisons between similar questions from the 2013 and 2015 surveys. ORS Impact has also provided the Stewardship Program staff with the individual open-ended responses to three different questions from the 2015 survey in the Supplemental Appendices:

1. The messages used by the organizations at a local level for the Puget Sound Starts Here (PSSH) Campaign
2. The ways that organizations have successfully shared PSSH materials with community partners
3. The name or description of the local social marketing campaigns being implemented by the organizations

### The Sample and Methodology

For the 2015 survey the Stewardship Program generated a list from ECO Net lists, STORM coalition lists and other external sources and invited 866 individuals who could speak to their organization's involvement in different stewardship-related activities to complete an online questionnaire via Survey Monkey. An external link to the survey was available for those not directly invited, and some areas including Whatcom County simply relied on the local ECO Net coordinator to distribute information about this external link to their stakeholders. A total of 267



individuals affiliated with 176 different organizations and local ECO Nets<sup>1</sup> responded to the survey, a number slightly lower than received in the 2013 survey.

As with the first survey, in some cases we received responses from multiple individuals affiliated with the same organization. They each provided a perspective of stewardship that related to the individual respondent's experience with stewardship-related activities.

To view data at an organizational unit of analysis, ORS Impact combined responses in cases where we received multiple responses from a single organization. Since the primary focus was to assess organizational abilities and behaviors, ORS Impact aggregated the individual level respondent data to allow for analysis across the organizations represented in the sample using one of two approaches:

- Computed the average response across the respondents to reflect the organization's response
- Applied a logic rule that defined how to aggregate the data for a given question

For example, in determining the organizational response to the question about the "current level of involvement in the implementation of the PSSH campaign," rather than compute an average, we took the maximum response across all the respondents from the organization. So, if four different individuals reported "No Involvement" but one reported "Not Currently, but Planning," we deferred to the most affirmative answer and noted the organization was "Not Currently, but Planning." Specific rules governed each of the aggregated variables in this analysis.

With data at two time points and many common questions it was possible to look at key comparisons over time. Since we did gather organizational data at both time points we identified a **paired sample** of 90 organizations that had at least one survey response at each of the time periods. It may not have been the same individuals responding, but there were data representing the organization at both time periods.

The challenge, for many questions, is that the paired sample was quite small. For example, in looking at a paired comparison of ranking the successful implementation of different social marketing steps we had a sample of only 25 organizations. That is, only 25 organizations answered questions about these steps at both time periods, a sample too small for a strong paired comparison. As such there are some instances where we looked at change over time for the paired sample—for example in comparing the organizational ranking of their level of involvement with the PSSH campaign where there is a paired sample of 90 organizations. There are other instances where the paired sample was too small it was necessary to compare the results on a question for the all organizations who responded in 2013 vs. all who responded in the

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<sup>1</sup> ECO Net (Education, Communication and Outreach Network) is a Sound-wide network of professionals working to help save Puget Sound. It draws on the combined experience, skills and community-level knowledge of local organizations and individuals while linking to and benefiting from regional resources and a comprehensive vision for restoring Puget Sound. There are 12 local ECO Networks across the 12 counties of Puget Sound.



2015 survey. This is not a paired sample comparison, but does allow us to look at change in the measure over time.

In the 2015 survey we were also looking at the relationship between the technical assistance provided by the PSP Stewardship staff and any changes in capacity measures from the survey between 2013 and 2015. To that end, the PSP Stewardship staff rated their technical assistance work with each of the organizations over the past few years along three different dimensions: Frequency (*Did you have contact with this person/group often, regularly, infrequently or never?*), Duration (*How long did the contact/TA last on average each time?*) and Intensity (*What is the level of intensity of the technical assistance (content, actions requested/needed, level of understanding or capacity of recipient considered)?*). The primary goal was to explore the relationship between level of interaction with the organization and changes in organizational capacity.

In the analysis we developed an aggregate measure based on the frequency, duration and intensity measures computing an average ranking on a three point scale. From that we looked at two different subgroups (e.g., *Low TA vs. High TA*) and looked at changes over time in the paired sample on several measures. We present key differences that emerge by these subgroups in the summary.

## Overview of Key Findings – Partner Surveys (2013 and 2015)

- Organizations completing the survey reported more active involvement in behavioral change efforts such as “pet waste disposal,” “native tree planting,” and “limiting use of chemical pesticides,” and less involvement in areas related to “livestock manure management,” “septic tank inspection,” and “reducing oil leaks.” There are variations in the levels of involvement in these efforts by the different counties that organizations are working in (see Tables 4-5).
- Organizations believe that they are reaching a “larger target population” and that they are “identifying and engaging new audiences,” via their environmental stewardship efforts. The rating is lower for the question about “greater representation from different groups/sectors of the population” (see Table 6).
- Over 43 percent of the organizations reported some current involvement in PSSH implementation, with the highest rates for government organizations. A paired sample comparison, though, showed a decline over time from 59 to 48 in the percent currently involved. Yet, we do find that the percent of *High TA* organizations currently involved does increase over time from 50 to 69 percent (see Tables 8-9).
- Between 2013 and 2015 higher percentages of organizations have carried out PSSH implementation steps such as “discussing how to integrate PSSH campaign materials into other organizational program efforts” and “developing a plan to disseminate campaign materials and messages.” Smaller percentages have implemented steps around planning for sustainability and evaluation (see Table 13).
- About 38% of the organizations reported active involvement or leadership in the local ECO Nets in the 2015 survey. The paired sample analysis shows an increase in percent in active



leadership roles from about 11 to 19 percent between 2013 and 2015 and this is more prominent among organizations in the *High TA group* (i.e. increase from 26 to 44 percent) (see Tables 16-17).

- Those citing involvement offered generally positive assessments of the benefits derived from ECO Net participation, particularly in the areas of ability to form connections, reach new audiences, strengthen relationships, and share information. In the overall paired sample we see an increase for the question about “strengthened partnerships with existing partners.” Of more interest is that we see increases in the assessments for many items among *Low TA* organizations, but little change or declines among the *High TA* organizations (see Tables 19-20).
- About half the organizations reported receiving some kind of training, coaching, or technical assistance (TA) regarding social marketing approaches. This rate is pretty consistent with the 2013 survey (see Table 21).
- The paired sample analysis showed an increase in the percent of organizations who have implemented a social marketing campaign (from 40 to 50 percent) and we further see this increase is more apparent among the High TA organizations (see Tables 23-24).
- High percentages of organizations have engaged in a series of implementation steps when carrying out local social marketing efforts. The more common steps include “development of a dissemination plan,” “discussion of how to integrate materials into other program efforts,” and “assessment of time/costs/resources for implementation.” Steps related to long-term sustainability and program evaluation received lower assessments of success (see Table 25).
- The organizations reported on different partnerships and collaborations. Over 41 percent of the reported partnerships involved formal collaboration or sharing of finances and funding, a rate higher than observed in the 2013 survey (32 percent) (see Table 28).
- The collaborations were more likely tied to ECO Net-related strategies, and over time that percentage increased from 37 to 42 percent. In 2015 over 31 percent involved planning and/or implementing a social marketing effort (see Table 29).



## Main Findings

Table 2 shows a distribution of the different types of organizations in the sample, presented both as individual respondents and an aggregation of the organizations. There was clearly higher representation from nonprofit organizations (*about 42% of all organizations in the sample*) and the public sector, including city, county, and state government. Notably, more than 6% identified themselves as private sector organizations or companies. The overall organizational distribution is quite similar to what was observed in the 2013 survey.

For the purposes of analysis, ORS Impact categorized the organization type into three groups: government affiliation (i.e. state, federal, county, city, and tribal), nonprofit affiliation, and “other” (i.e. university, K-12, and private). In total, 37.5% of the organizations were government (n=66), 41.5% were nonprofit organizations (n=73), and 21% were categorized as other (n=37).

We also present the distribution of the paired sample of organizations. In contrast with the overall organizational distribution there are slightly higher percentages of government organizations and a slightly lower percentage of nonprofit organizations. In the paired sample, 45.6% of the organizations were government (n=41), 35.6% were nonprofit organizations (n=32), and 18.9% were categorized as other (n=17).

**Table 2 | Type of Organization**

Type of Organization	Individuals (2015) N=267		Organizations (2015) N=176		Paired Sample Organizations N=90	
	n	%	n	%	n	%
State Government	33	12.4%	18	10.2%	11	12.6%
Federal Government	3	1.1%	3	1.7%	1	1.1%
County Government	50	18.7%	22	12.5%	13	14.9%
City Government	27	10.1%	20	11.4%	12	13.8%
Tribal Organization	5	1.9%	3	1.7%	2	2.3%
Nonprofit/NGO	90	33.7%	73	41.5%	33	37.9%
University/Higher Education	25	9.4%	13	7.4%	7	8.0%
K-12 School	5	1.9%	5	2.8%	2	2.3%
Private Sector	13	4.9%	11	6.3%	6	6.9%



The 2015 survey included some new questions to assess the areas in which organizations are involved in environmental stewardship efforts and the focus of these efforts on key behavioral change issues. In Table 3 we see a distribution across counties for the Individual, Organizational and Paired samples. There appears to be good representation from most of the Puget Sound counties, and not surprisingly the highest percentage are from King County (e.g., over 1/3 of the organizations report work in King County) and Pierce County.

In Table 4 we summarize the data on the questions about the focus of organizational behavioral change efforts. The list includes all of the priority stewardship behaviors that PSP has targeted through grants and their own efforts. The organizations report higher levels of involvement in areas such as “pet waste disposal,” “native tree planting,” and “limiting use of chemical pesticides.” There is less involvement in areas related to “livestock manure management,” “septic tank inspection,” and “reducing oil leaks.” We should note that these ranking are affected by who responded to the survey. For example, it might be that a higher percentage of organizations that are working in area of “native tree planting” chose to respond to the survey and that could skew the numbers some.

**Table 3 | Environmental Stewardship Efforts by Counties**

Report Efforts in This County	Individuals (2015) N=267		Organizations (2015) N=176		Paired Sample Organizations N=90	
	N	%	n	%	n	%
Clallam	41	15.4%	30	17.0%	19	21.1%
Jefferson	35	13.1%	25	14.2%	13	14.4%
Kitsap	52	19.5%	37	21.0%	21	23.3%
Pierce	54	20.2%	37	21.0%	23	25.6%
Thurston	48	18.0%	31	17.6%	19	21.1%
King	71	26.6%	59	33.5%	32	35.6%
Snohomish	49	18.4%	36	20.5%	25	27.8%
Island	41	15.4%	31	17.6%	17	18.9%
Whatcom	45	16.9%	29	16.5%	19	21.1%
Skagit	36	13.5%	27	15.3%	12	13.3%
San Juan	33	12.4%	25	14.2%	13	14.4%
Mason	35	13.1%	21	11.9%	11	12.2%



**Table 4 | Environmental Stewardship Programs Targeting Specific Behaviors – Organizational Sample (2015)**

Behavior	N	Average	Score ≤2	2.1–3.0	> 3
Reduce Oil Leaks and Drips	160	2.00	69.4%	15.6%	15.0%
Use of Car Wash Facilities	159	2.08	64.2%	21.3%	14.5%
Pet Waste Disposal	157	2.55	45.2%	24.2%	30.6%
Livestock Manure Management	161	1.86	73.9%	8.6%	15.5%
Limiting Use of Chemical Pesticides	160	2.55	45.6%	28.8%	25.6%
Native Tree Planting	161	2.92	28.6%	31.6%	39.8%
Non-Toxic Home Practices	161	2.19	57.1%	27.9%	14.3%
Septic Inspection and Maintenance	153	1.97	67.3%	17.7%	15.0%

SCALE: 1-not at all involved, 2- a little involved, 3-somewhat involved, 4-very involved

The data becomes more interesting in Table 5 when we look at the levels of involvement in these behavioral efforts for those organizations working in different counties. First, we see higher than average levels of involvement in areas such as “oil leaks” and “car wash” in the larger, more populated counties (e.g., King, Pierce, Snohomish and Thurston) and less so in counties like Island and San Juan. Second, we see higher than average involvement in “livestock management” and “septic inspection” in smaller, more rural counties (e.g., Clallam, Jefferson, Mason). Last, San Juan and Mason counties are two areas where there is typically average or lower than average involvement in all of the different behavioral areas.



**Table 5 | Environmental Stewardship Programs Targeting Specific Behaviors by County (2015)**

County	Oil Leak	Car Wash	Pet Waste	Livestock	Pesticides	Native Tree	Non-Toxic	Septic
Clallam	1.81	2.03	2.52	2.27	2.47	2.61	2.39	2.32
Jefferson	1.78	2.11	2.60	2.47	2.49	2.87	2.19	2.41
Kitsap	1.97	2.12	2.59	2.22	2.59	2.93	2.49	2.19
Pierce	2.19	2.37	2.67	2.18	2.54	3.01	2.37	2.22
Thurston	2.24	2.30	2.89	1.98	2.77	2.96	2.51	2.21
King	2.20	2.38	2.57	1.76	2.58	3.03	2.17	1.75
Snohomish	2.29	2.27	2.70	2.01	2.59	3.03	2.24	2.10
Island	1.70	1.78	2.18	2.15	2.37	2.90	2.38	2.30
Whatcom	1.85	1.95	2.40	2.24	2.22	2.87	2.19	2.32
Skagit	1.80	1.93	2.54	2.18	2.26	2.98	2.18	2.26
San Juan	1.69	1.78	2.11	2.08	2.23	2.82	1.96	2.09
Mason	1.77	2.03	2.56	2.51	2.56	2.88	2.27	2.50
<b>OVERALL</b>	<b>2.00</b>	<b>2.08</b>	<b>2.55</b>	<b>1.86</b>	<b>2.55</b>	<b>2.92</b>	<b>2.19</b>	<b>1.97</b>

SCALE: 1-not at all involved, 2- a little involved, 3-somewhat involved, 4-very involved  
 Dark gray shaded boxes indicate higher than average rankings of involvement

The 2015 survey also asked respondents to rate the overall reach of their environmental stewardship efforts (see Table 6). They tend to believe that they are reaching a “larger target population” and that they are “identifying and engaging new audiences.” The rating is somewhat lower for the question about “greater representation from different groups/sectors of the population.” In Table 7 we contrasted these rankings by organizations working in different counties. There is some variation with some higher rankings for organizations working in Thurston, Jefferson and Mason counties and some lower ratings in Whatcom and Skagit counties.



**Table 6 | Environmental Stewardship Efforts – Organizational Sample (2015)**

	N	Average	Score ≤3	3.1 – 4.0	> 4
We are reaching a larger target population through our efforts	169	3.89	24.4%	51.2%	24.4%
We are identifying and engaging new audiences in our efforts	165	3.80	25.5%	46.9%	17.6%
We feel we have greater representation from different groups/sectors in the target population	164	3.53	42.7%	46.3%	11.0%

SCALE: 1-strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree, 5-strongly agree

**Table 7 | Environmental Stewardship Efforts by County**

County	Larger Target Population	Identifying New Audiences	Greater Representation
Clallam	4.03	3.98	3.71
Jefferson	4.10	4.05	3.86
Kitsap	3.94	3.82	3.75
Pierce	3.97	3.93	3.64
Thurston	4.27	4.14	3.84
King	3.85	3.78	3.53
Snohomish	3.90	3.95	3.58
Island	3.89	3.79	3.84
Whatcom	3.81	3.71	3.56
Skagit	3.73	3.67	3.45
San Juan	3.93	3.93	3.80
Mason	4.09	3.92	3.80
<b>OVERALL</b>	<b>3.89</b>	<b>3.80</b>	<b>3.53</b>

SCALE: 1-strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree, 5-strongly agree



## Puget Sound Starts Here (PSSH)

In Table 8 we see that in 2015 almost 43 percent of the organizations report they are currently involved in implementation of the PSSH campaign and an additional 25 percent have been involved in the past. The rate of current involvement is higher for governmental organizations, while the rate reporting “not involved and no plan to use” is highest for the nonprofit organizations. The paired sample allows us to contrast levels of involvement over time. Most notably there is a decline between 2013 and 2015 in the percent reporting current involvement from about 59 to 48 percent and a slight increase in the percent reporting “not involved and no plan to use” from 11 to 16 percent.

We should note that in Appendix C (provided in a separate document, see Supplemental Appendices) we present the various messages that organizations are using at the local community level for the PSSH campaign. Many use the standard tag line, but others have been creative about how they communicate the theme of the campaign.

Table 9 looks at the paired sample comparison for the *Low* and *High TA* subgroups. While the samples are small they do indicate some variation. Most notably, the percent in the *Low TA* group that are “currently involved” drops from 71 to 49 percent with concurrent increases in the percent not involved in PSSH. In contrast the percent “currently involved” increases from 50 to 68 percent for the *High TA* group.

**Table 8 | Organization’s Current Level of Involvement in PSSH Implementation – Organizational and Paired Sample**

	Paired Sample Overall		2015 Survey			
	2013	2015	Overall	Government	Nonprofit	Other
Involved in the past, but not currently	17.8%	22.2%	24.7%	23.8%	21.7%	32.4%
Currently Involved in implementation	58.9%	47.8%	42.8%	58.7%	34.8%	29.4%
Not currently, but planning to use next year	12.2%	9.4%	8.4%	6.3%	7.2%	14.7%
Not involved and no plan to use	11.1%	16.5%	24.1%	11.1%	36.2%	23.5%



**Table 9 | Organization’s Current Level of Involvement in PSSH Implementation – Paired Sample by Technical Assistance Subgroups**

	Low TA Group (n=44)		High TA Group (n=26)	
	2013	2015	2013	2015
Involved in the past, but not currently	13.6%	22.0%	23.1%	20.0%
Currently Involved in implementation	70.5%	48.8%	50.0%	68.8%
Not currently, but planning to use next year	6.8%	12.2%	19.2%	0.0%
Not involved and no plan to use	9.1%	17.1%	7.7%	12.0%

Table 10 shows the different ways organizations with either current or past involvement in the PSSH implementation have engaged with the PSSH campaign and utilized materials in the 2015 survey. The more common uses include as “content in newsletters/websites/print material” and as “content for presentations and educational activities.” Overall, almost 54 percent reported using them for “developing/implementing local outreach and recruitment efforts.” Only about 16 percent have used PSSH materials in “organizational strategic planning and development efforts.” In Appendix D (provided in a separate document, see Supplemental Appendices) we present some open-ended comments to the question of how the organizations have successfully shared these materials with different community partners.

In general, it appears that government organizations were more likely to use these different strategies during implementation. The differences between government and nonprofit organizations were most apparent in their reported use of materials, in development, grant proposals, or other development activities. Nonprofits and other organizations were less likely to report use of materials in targeted behavior change programs.

The paired sample allows us to compare the prevalence of strategies for organizations reporting current or past PSSH involvement in both 2013 and 2015. There are some declines, particularly in areas of “organizational strategic planning,” “content in newsletters, etc.,” and “content for presentations.” The sample is small, but perhaps suggests less varied use of the campaign materials in local efforts.



**Table 10 | Ways Organizations Have Used PSSH Campaign and Materials – Organizational and Paired Sample**

<i>(N=112 organizations with past or current implementation and 52 in the paired sample)</i>	Paired Sample Overall		2015 Survey			
	2013	2015	Overall	Government	Nonprofit	Other
Creating and/or implementing targeted behavior change programs	52%	48%	42.9%	51.9%	33.3%	38.1%
Developing and/or implementing any local outreach or recruitment efforts	63%	63%	53.6%	59.6%	48.7%	47.6%
Organizational strategic planning or development efforts	35%	17%	16.1%	17.3%	17.9%	9.5%
Grant proposals or other fund raising efforts	40%	35%	25.0%	23.1%	30.8%	19.0%
Content included in newsletters, websites, and print material	79%	67%	57.1%	69.2%	48.7%	42.9%
Content for presentations and educational activities	79%	69%	62.5%	69.2%	59.0%	52.4%

In Table 11 we contrast the overall distributions for the 2013 and 2015 surveys for the question about organizational dissemination of PSSH campaign materials. We see very little change over time. When looking at the question about sharing PSSH materials (see Table 12) there is a slight decline over time in sharing with “local newspapers,” “Government,” and “Tribal Organizations.” Of note, this is not a paired sample comparison.



**Table 11 | Organization Involved in Dissemination of PSSH Campaign Materials at a Local Level Comparison over Time**

Response	2013 Survey		2015 Survey	
	n	%	n	%
Yes	74	68.5%	73	71.6%
No	22	20.4%	19	18.6%
Don't know	12	11.1%	10	9.8%

**Table 12 | Community Partners with Whom Individuals Shared PSSH Materials Comparison Over Time**

Community Partner	2013 Survey (n=148)		2015 Survey (n=135)	
	n	%	n	%
Local Businesses	51	34.5%	48	35.6%
Local Newspapers/News Blogs	41	27.7%	27	20.0%
Local Radio/TV Stations	16	10.8%	14	10.4%
Local Recreation Sites	38	25.7%	36	26.4%
Government	60	40.5%	48	35.6%
Tribal Organizations	15	10.1%	4	3.0%

The 2015 survey explored some of the steps organizations that have implemented PSSH efforts have carried out over the course of implementation. Table 13 shows whether organizations have engaged in a particular step and, if so, their perspective on the success of that implementation. The more frequently implemented steps include “discussing integration of PSSH campaign materials into organizational program efforts (*over 70 percent have done this*)” and “developing a dissemination plan (*over 56 percent have done this*)” and respondents who reported implementation of “planning for sustainability” and “developing an evaluation plan” tended to rank the success of the implementation on the lower end of the response scale. Fewer organizations reported these steps were happening, and when they did, respondents were less certain about how well they were being carried out.

There is a small paired sample of organizations that ranked the success in implementing a particular step at both time points. This allows for some comparison over time. While there are not many changes over time, we do see the rankings decline for the “conducting research” and “discussing how to integrate materials” steps, and also some for the “planning for long-term sustainability” step.



**Table 13 | PSSH Implementation Steps (2015 Survey and Paired Sample Comparison of Averages) – Ranking of Success of Implementation Steps**

	2015 Survey					Paired Sample (n=40)	
	We Have Not Done This	Not Very	Some- what	Very	Average*	2013	2015
Conducting research of the potential target audience for the campaign efforts	69.6%	8.7%	14.1%	7.5%	<b>1.96</b>	<b>2.29</b>	<b>1.96</b>
Developing a plan to disseminate the campaign materials and messages in the community	43.5%	9.8%	33.7%	13.0%	<b>2.06</b>	<b>2.00</b>	<b>2.11</b>
Assessing the time, costs, and resources needed to implement the campaign at the local level	51.6%	13.2%	26.4%	8.8%	<b>1.91</b>	<b>1.96</b>	<b>1.91</b>
Discussing how to integrate the PSSH campaign materials into other organizational program efforts	29.3%	17.4%	43.5%	9.8%	<b>1.89</b>	<b>2.00</b>	<b>1.88</b>
Planning for the long-term sustainability of the PSSH implementation and dissemination efforts	66.3%	12.0%	17.4%	4.3%	<b>1.77</b>	<b>1.81</b>	<b>1.71</b>
Developing an evaluation plan for tracking the outcomes and impacts of the campaign efforts	63.0%	13.0%	19.6%	4.3%	<b>1.76</b>	<b>1.86</b>	<b>1.88</b>

\* Among those implementing step SCALE: 1-not very successful, 2-somewhat successful, 3-very successful



Table 14 contrasts the percent of organizations in different organizational type categories in the 2015 survey that reported implementation of a particular step. Government organizations were more likely to report use of some steps including “conducting research,” “developing a plan to disseminate the campaign materials,” and “developing an evaluation plan.” In this table we can also contrast the overall implementation rates for the 2013 and 2015 surveys (i.e. *not the paired sample*). There is generally stability or some decline over time except in the case of “developing an evaluation plan” where we see an increase from 35 to 42 percent.

**Table 14 | PSSH Implementation Steps by Organizational Type**

% of Organizations That Have Implemented the Step	Paired Sample Overall		2015 Survey			
	2013	2015	Overall	Government	Nonprofit	Other
Conducting research of the potential target audience for the campaign efforts	42.5%	32.5%	30.4%	45.2%	19.7%	16.7%
Developing a plan to disseminate the campaign materials and messages in the community	67.5%	65.0%	56.5%	66.7%	43.7%	55.6%
Assessing the time, costs, and resources needed to implement the campaign at the local level	57.5%	52.5%	48.4%	48.8%	46.9%	50.0%
Discussing how to integrate the PSSH campaign materials into other organizational program efforts	87.8%	82.9%	70.7%	71.4%	68.7%	72.2%
Planning for the long-term sustainability of the PSSH implementation and dissemination efforts	45.0%	42.5%	33.7%	40.5%	28.1%	27.8%
Developing an evaluation plan for tracking the outcomes and impacts of the campaign efforts	35.0%	42.5%	37.0%	50.0%	28.1%	22.2%



Again we can look at changes in the use of different steps for the *Low* and *High TA* subgroups (see Table 15). In general we see the use of a specific step declines some for the *Low TA* group and either stays stable or increases for the *High TA* group. This is most apparent in the case of “conducting research” where this is substantial drop for the *Low TA* organizations, but consistency for the *High TA* group. The lone exception is in the case of “developing and evaluation plan”; this actually increases only in the *Low TA* group.

**Table 15 | PSSH Implementation Steps – Paired Sample by Technical Assistance Subgroups**

% of Organizations That Have Implemented the Step	Low TA Group (n=17)		High TA Group (n=14)	
	2013	2015	2013	2015
Conducting research of the potential target audience for the campaign efforts	61.5%	31.2%	42.9%	42.9%
Developing a plan to disseminate the campaign materials and messages in the community	75.0%	62.5%	78.6%	78.6%
Assessing the time, costs, and resources needed to implement the campaign at the local level	62.5%	50.0%	57.1%	42.9%
Discussing how to integrate the PSSH campaign materials into other organizational program efforts	94.1%	82.4%	85.7%	85.7%
Planning for the long-term sustainability of the PSSH implementation and dissemination efforts	56.2%	43.7%	42.9%	50.0%
Developing an evaluation plan for tracking the outcomes and impacts of the campaign efforts	37.5%	50.0%	35.7%	35.7%

## ECO Net

The 2015 survey continued to ask questions about individual and organizational involvement in, and perceptions of the local ECO Nets. In Table 16 we see the distribution of individuals, organizations and the paired sample in terms of self-reported involvement in the local ECO Nets. In the full sample almost 38 percent of the organizations report active involvement or an active leadership role. In the paired sample, most notably, the percent reporting an active leadership role does increase from 11 to 19 percent between 2013 and 2015. When looking at the Low and High TA subgroups the most noticeable change is the increase in the percent of High TA organizations who are reporting an active leadership role from 26 to 45 percent (see Table 17).



**Table 16 | Level of Personal and Organizational Involvement in Local ECO Nets**

	<i>Personal Level (2015)</i>		<i>Organizational Level (2015)</i>		<i>Paired Sample</i>	
	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>2013</i>	<i>2015</i>
Not Involved	33	15.7%	21	13.5%	6.1%	5.1%
Limited Involvement	107	31.0%	75	48.4%	40.2%	42.3%
Active Involvement	43	20.5%	38	24.5%	42.7%	33.3%
Active Leadership Role	27	12.9%	21	13.5%	11.0%	19.2%

**Table 17 | Level of Organizational Involvement in Local ECO Nets – Paired Sample by Technical Assistance Subgroups**

	<i>Low TA Group (n=44)</i>		<i>High TA Group (n=26)</i>	
	<i>2013</i>	<i>2015</i>	<i>2013</i>	<i>2015</i>
Not Involved	5.0%	0.0%	0.0%	0.0%
Limited Involvement	47.5%	48.6%	21.7%	17.4%
Active Involvement	40.0%	37.8%	52.2%	39.1%
Active Leadership Role	7.5%	13.5%	26.1%	43.5%

In Table 18 we see the distribution of individuals reporting participation in each of the different local ECO Nets. The distributions over time are pretty similar, with slight increases in 2015 in representation from King, Strait and Thurston Counties and slight declines observed for Kitsap, Snohomish/Camano and Whatcom Counties.



Table 18 | Participation in Local ECO Nets

Individual Respondents	2013 Survey (n=183)		2015 Survey (n=183)	
	n	%	n	%
Hood Canal	22	12.0%	27	14.8%
King	35	19.1%	39	21.3%
Kitsap	23	17.6%	25	13.7%
Mason	16	8.7%	16	8.7%
Pierce	19	10.4%	20	10.9%
San Juan	10	5.5%	14	7.6%
Skagit	11	6.0%	13	7.1%
Snohomish/Camano	31	16.9%	23	12.6%
Strait	19	10.4%	23	12.6%
Thurston	17	9.3%	27	14.8%
Whatcom	32	17.5%	21	11.5%
Whidbey	20	10.9%	18	9.8%

The respondents also provided assessments of their participation in the ECO Nets. Table 19 shows respondents' perceptions of how participation affected aspects of the organizational functioning. In general, the organizations believed participation benefitted them in terms of ability to form connections, reach new audiences, strengthen relationships, and share information. In the 2015 survey we also asked about "increased trust of other partners" and we find that over 80 percent of the organizations agreed with that statement. In this table we can also explore changes over time in the assessments in the paired sample of organizations participating at both time periods. We do see some changes:

- Increase in "identified connections with other organizations"
- Increase in "strengthened relationships with existing partner organizations"
- Decrease in "weakened or harmed relationships with existing partner organizations."

We looked at the paired sample comparison over time for the Low and High TA subgroups (see Table 20). The results are quite interesting and suggest that organizations in the Low TA groups are exhibiting more positive change in their assessments of participation than those in the High TA group. In instances such as "identifying connections with organizations," "providing opportunities to share," "ability to design behavioral change programs," and "ability to design and



implement program evaluation efforts,” we see improvements over time in the Low TA group but stability or declines for the High TA organizations. This suggests the question of whether the ECO Net is serving a technical assistance role in concert with PSP itself that supports the development of capacity, particularly in key areas of implementation such as social marketing and program evaluation.

**Table 19 | ECO Net Participation Assessment**

Our participation in the local ECO Net has...	2015 Survey						Paired Sample Averages	
	N	Strongly Disagree	Disagree	Agree	Strongly Agree	Average	2013	2015
Increased our awareness of the interests and values of other environmental organizations and stakeholders	122	0.8%	6.6%	61.5%	30.1%	<b>3.20</b>	<b>3.16</b>	<b>3.16</b>
Identified connections with other organizations and stakeholders	123	0.8%	7.3%	49.6%	42.3%	<b>3.30</b>	<b>3.16</b>	<b>3.25</b>
Provided opportunities to share and/or access information for program efforts	121	0.0%	5.8%	49.6%	44.6%	<b>3.36</b>	<b>3.29</b>	<b>3.34</b>
Strengthened relationships with <b>existing partner</b> organizations and stakeholders	122	0.8%	8.2%	52.5%	38.5%	<b>3.25</b>	<b>3.12</b>	<b>3.32</b>
Weakened or harmed relationships with <b>existing partner</b> organizations and stakeholders	119	47.9%	49.6%	2.5%	0.0%	<b>1.52</b>	<b>1.70</b>	<b>1.44</b>
Increased our willingness to work with <b>other organizations and stakeholders</b>	112	1.8%	18.8%	61.6%	17.9%	<b>2.92</b>	<b>2.88</b>	<b>2.88</b>



Our participation in the local ECO Net has...	2015 Survey						Paired Sample Averages	
	N	Strongly Disagree	Disagree	Agree	Strongly Agree	Average	2013	2015
Increased our trust of other partner organizations and stakeholders	106	0.9%	18.8%	64.2%	16.0%	<b>2.92</b>	n/a	n/a
Increased our ability to reach new audiences and engage them in environmental issues	115	0.9%	27.8%	54.8%	16.5%	<b>2.84</b>	<b>2.73</b>	<b>2.73</b>
Increased our ability to design and implement behavior change programs	105	1.0%	30.6%	65.3%	13.3%	<b>2.79</b>	<b>2.73</b>	<b>2.82</b>
Increased our ability to design and implement program evaluation efforts	104	3.8%	42.3%	47.1%	6.7%	<b>2.54</b>	<b>2.61</b>	<b>2.57</b>

SCALE: 1-strongly disagree to 4-strongly agree



**Table 20 | ECO Net Participation Assessment – Paired Sample by Technical Assistance Subgroups**

Our participation in the local ECO Net has....	Low TA Group (n=30)		High TA Group (n=20)	
	2013	2015	2013	2015
Increased our awareness of the interests and values of other environmental organizations and stakeholders	3.18	3.24	3.21	3.18
Identified connections with other organizations and stakeholders	3.00	3.29	3.45	3.27
Provided opportunities to share and/or access information for program efforts	3.18	3.39	3.53	3.38
Strengthened relationships with <b>existing partner</b> organizations and stakeholders	2.95	3.27	3.43	3.50
Weakened or harmed relationships with <b>existing partner</b> organizations and stakeholders	1.77	1.41	1.63	1.37
Increased our willingness to work with <b>other organizations and stakeholders</b>	2.87	2.94	2.87	2.88
Increased our ability to reach new audiences and engage them in environmental issues	2.76	2.72	2.83	2.87
Increased our ability to design and implement behavior change programs	2.60	2.76	2.96	3.00
Increased our ability to design and implement program evaluation efforts	2.34	2.62	3.04	2.65

SCALE: 1-strongly disagree to 4-strongly agree

### Social Marketing

In Table 21 we contrast over time whether organizations have received social marketing training. We find that the rates are quite similar between the 2013 and 2015 surveys (*i.e. a little over 50 percent report yes*). There is some change in who they receive the training from; in particular we see declines in 2015 in the percent reporting training via NOAA or the STORM coalition. In the 2015 we also have a sizable number reporting training through some other source not listed in the question (see Table 22).

**Table 21 | Organization Has Received Social Marketing Training**

	2013 Survey (n=168)		2015 Survey (n=152)	
	n	%	n	%
Yes	84	50.6%	77	50.7%
No	70	42.2%	65	42.8%
Don't Know	12	7.2%	10	6.6%

**Table 22 | From Whom Did You Receive Social Marketing Training?**

	2013 Survey (n=111 individuals)	2015 Survey (n=104 individuals)
	%	%
PSP Stewardship Program	53.2%	52.4%
NOAA	27.0%	9.6%
STORM Coalition	18.0%	9.6%
Washington Sea Grant	6.3%	6.7%
University of Washington	16.2%	16.2%

In 2015, over 45 percent of the organizations report implementation of a social marketing program in the local community (see Table 23). Another 25 percent report they are either thinking about it or are in the midst of planning one. The paired sample indicates that the percent that have implemented jumped from 40 to 50 percent between 2013 and 2015, though there is also a slight increase in the percent saying they have never done it. The patterns of change vary some for the Low and High TA subgroups. Specifically the percent who have implemented jumps from 40 to 65 percent in the High TA group, yet stays stable in the Low TA group (see Table 23). In Appendix E (provided in a separate document, see Supplemental Appendices) we present comments on the name and/or description of the social marketing programs that are being implemented in the local communities.



**Table 23 | Organization Has Implemented Social Marketing Program in Local Community**

	2015 Survey (n=153)		Paired Sample (n=70)	
	n	%	2013	2015
No, never	45	29.4%	22.9%	25.7%
No, but thinking about it	29	19.0%	25.7%	20.0%
No, but currently planning one	10	6.5%	11.4%	4.3%
Yes	69	45.1%	40.0%	50.0%

**Table 24 | Organization Has Implemented Social Marketing Program in Local Community – Paired Sample by Technical Assistance Subgroups**

	Low TA Group (n=33)		High TA Group (n=20)	
	2013	2015	2013	2015
No, never	15.2%	12.1%	20.0%	20.0%
No, but thinking about it	30.3%	33.3%	20.0%	10.0%
No, but currently planning one	9.1%	6.1%	20.0%	5.0%
Yes	45.5%	48.5%	40.0%	65.0%

As with PSSH earlier in the report, the respondents had the opportunity to assess how successfully they implemented various steps associated with the social marketing process (see Tables 25-26). First, in 2015, most of the organizations implemented each of the different steps addressed in the question. In each case, 73 percent or more reported implementing that step. They report greater “success” with “conducting research,” “developing a plan to disseminate materials,” and “assessing costs.”

In this case the paired sample of organizations was quite small (n=25). As such we compared the rankings of success for the overall 2013 vs. 2015 samples to get a sense of any changes over time. In general we see increases in the rankings of successful implementation for all items and the largest increase is in the case of “developing an evaluation plan” where the average increased from 1.69 to 2.08 over time. Furthermore in Table 26 we see increases for all items in the percent who implemented a particular step, with the largest increase in the case of “planning for sustainability,” which jumped from 58 to 76 percent.



**Table 25 | Social Marketing Implementation Steps**

	2015 Survey					2013 Average
	We Have Not Done This	Not Very	Somewhat	Very	Average*	
Conducting research of the potential target audience for the campaign efforts	26.5%	4.4%	41.2%	27.9%	<b>2.32</b>	<b>2.11</b>
Developing a plan to disseminate the campaign materials and messages in the community	14.5%	7.25	49.3%	29.0%	<b>2.25</b>	<b>2.07</b>
Assessing the time, costs, and resources needed to implement the campaign at the local level	14.5%	7.2%	53.6%	24.6%	<b>2.20</b>	<b>2.08</b>
Discussing how to integrate the social marketing program materials into other organizational program efforts	17.1%	11.4%	50.0%	21.4%	<b>2.12</b>	<b>1.92</b>
Planning for the long-term sustainability of the program implementation and dissemination efforts	23.5%	14.7%	48.5%	13.2%	<b>1.98</b>	<b>1.85</b>
Developing an evaluation plan for tracking the outcomes and impacts of the program efforts	25.0%	16.2%	36.8%	22.1%	<b>2.08</b>	<b>1.69</b>

\* Among those implementing step SCALE: 1-not very successful, 2-somewhat successful, 3-very successful



Table 26 | Social Marketing Implementation Steps by Organizational Type

% of Organizations That Have Implemented the Step	Overall 2013	2015 Survey			
		Overall 2015	Government	Nonprofit	Other
Conducting research of the potential target audience for the campaign efforts	<b>62.5%</b>	73.5%	75.0%	63.6%	90.0%
Developing a plan to disseminate the campaign materials and messages in the community	<b>77.8%</b>	85.5%	86.1%	78.3%	100.0%
Assessing the time, costs, and resources needed to implement the campaign at the local level	<b>72.2%</b>	85.5%	83.3%	85.6%	100.0%
Discussing how to integrate the social marketing program materials into other organizational program efforts	<b>73.6%</b>	82.9%	83.8%	87.0%	70.0%
Planning for the long-term sustainability of the program implementation and dissemination efforts	<b>57.7%</b>	76.5%	80.6%	73.9%	66.7%
Developing an evaluation plan for tracking the outcomes and impacts of the program efforts	<b>63.9%</b>	75.0%	77.1%	65.2%	90.0%

## Partnerships

In total in the 2015 survey, 104 of the different organizations reported on some of the partnerships they have formed with other organizations and stakeholders around sharing information, implementing projects, and coordinating strategies. Of the 104 with these partnerships, almost 60 percent reported on their work with two or more partners (see Table 27). Overall, the 104 organizations provided assessments on 218 different partnerships:

- 46 governmental organizations reported on 97 different partnerships
- 41 nonprofit organizations reported on 82 different partnerships
- 17 other organizations reported on 39 different partnerships



**Table 27 | Number of Partnerships Identified by Organizations (Overall Comparison 2013 vs. 2015)**

<i>Number of Partnerships</i>	<i>2013 Survey (n=116)</i>		<i>2015 Survey (n=104)</i>	
	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>
1	59	50.8%	42	40.3%
2	24	20.7%	28	26.9%
3	16	13.8%	21	20.2%
4	10	8.6%	8	7.7%
5	7	6.0%	5	4.8%
<b><i>Total Partnerships</i></b>	<b><i>230</i></b>		<b><i>218</i></b>	

Table 28 examines the level of collaboration across the different unique partnerships. The highest percent of partnerships (32%) involved “working together to coordinate program plans and strategies.” Overall, over 41 percent of the partnerships involved formal collaborative joint projects or sharing of finances. There are fewer differences by organization type than we observed in the 2013 survey – in general the distributions for the Government and Nonprofit organizations are quite similar. The comparison over survey years clearly shows movement towards more formal partnerships. The percent involving formal collaborative joint projects or sharing of finances increased from about 32 to 42 percent over time.

In the 2015 survey more than 37% of the partnerships involved some strategy related to local ECO Net efforts. Almost 31% involved planning and/or implementing social marketing. About 20% involved planning and/or implementing a local PSSH campaign. The government organizations were more likely to report partnerships in areas of PSSH and Social Marketing, yet less so for the ECO Nets. The comparison over time shows some increase in the prevalence of partnerships around social marketing projects and a slight decline in the area of ECO Net partnerships (see Table 29).



**Table 28 | Level of Collaboration across Different Partnerships (Overall Comparison 2013 vs. 2015)**

	2013 Overall	2015 Survey			
		Overall	Government	Nonprofit	Other
We informally consult with this partner about program efforts	14.3%	11.0%	5.4%	13.6%	19.6%
We share and/or use each other's information, data, and/or program materials	19.4%	13.4%	17.2%	11.2%	8.0%
We directly work together to coordinate program plans and strategies	34.2%	32.0%	32.5%	31.1%	32.7%
We have a formal agreement for implementation of a joint project	18.5%	20.5%	23.3%	22.6%	8.0%
We share finances and funding in the implementation of a project	13.7%	21.3%	21.5%	21.4%	31.6%

**Table 29 | Type of Collaboration across Different Partnerships (Overall Comparison 2013 vs. 2015)**

	2013 Overall	2015 Survey			
		Overall	Government	Nonprofit	Other
Planning and/or implementation of a local Puget Sound Starts Here campaign	19.0%	19.6%	26.6%	13.0%	16.7%
Planning and/or implementation of a social marketing program or project	25.9%	31.2%	39.1%	26.6%	20.8%
Planning and/or implementation of a strategy related to local ECO Net efforts	41.8%	37.5%	34.1%	38.8%	43.5%



## SECTION 3

### Grantee Survey Analysis

To capture information about the priority outcomes from the current funded grantees we developed an online survey administered at three time periods between March 2014 and May 2015. The questions were structured to provide the program with information about partner level outcomes and some feedback regarding the ongoing implementation of the projects. The first survey gathered information from 14 grantees; PSP finalized the contract with WSU Extension and the Washington Conservation Commission for the work on the Focused Watershed project after this first survey so subsequent administrations were completed by all 16 grantees. The findings over time are presented below:

- We observe some decrease in percent of grantees reporting any staff, workload or resource concerns adversely affecting project implementation over time. At Time 1 almost 43 percent of grantees noted such concerns, but by Time 3 none were reporting these concerns (see Table 30).
- There is a slight increase in reported understanding of “how to design and implement social marketing programs” at Times 2 and 3 of the survey (see Table 30).
- We do observe a decline in the total number of funding sources the grantees draw upon for the project implementation over time (i.e., from 4.00 to 3.31). There is a particularly large drop-off in reported County funding at times 2 and 3 of the survey. There is some increase in percent who report utilizing City funding in the project (see Table 31).
- The grantees also report fewer partners they are working with over time on the project (i.e. from 4.43 to 3.06). There is some fluctuation for several of the partners between Time 1 and Time 3, and a pretty substantial drop-off for Cities, Counties and Conservation Districts. There is some increase in the percent working with Tribes as partners on the project at Time 2, but that declines substantially at Time 3 (see Table 32).

**Table 30 | Project Implementation and Challenges**

	Time 1	Time 2	Time 3
Specifically, have issues such as staff turnover, workload management, or lack of staff been an issue for this project? (% YES)	64.3%	50.0%	43.8%
Have you experienced financial, technical and or other resource based concerns that have affected your ability to carry out the project? (% YES)	42.9%	12.5%	0.0%
How would you rate your organization's current understanding of how to design and implement social marketing program in your target community? (Scale: 1-5 not at all TO extremely competent - % quite/extremely competent)	Avg=3.57 57.1%	Avg=3.87 68.8%	Avg=3.75 62.5%

**Table 31 | Funding Sources**

	Time 1	Time 2	Time 3
County	71.4%	50.0%	50.0%
Puget Sound Partnership	85.7%	87.5%	93.8%
City	21.4%	37.5%	31.3%
Tribal	0%	0%	0%
Federal	35.7%	25.0%	18.8%
National Estuary	7.1%	12.5%	6.3%
Foundation	28.6%	18.8%	18.8%
State	71.4%	62.5%	62.5%
Utility Fees	14.3%	6.3%	6.3%
Special Districts	28.6%	12.5%	18.8%
Donations	35.7%	25.0%	25.0%
Number of Funding Sources (average)	4.00	3.38	3.31

**Table 32 | Partners Collaborating and Working With**

	Time 1	Time 2	Time 3
Non-Profits	71.4%	62.5%	62.5%
Tribes	21.4%	37.5%	12.5%
Higher Education	35.7%	31.3%	25.0%
For-Profit	50.0%	25.0%	50.0%
Federal	14.3%	6.3%	6.3%
State	57.1%	31.3%	43.8%
Cities	64.3%	50.0%	37.5%
Counties	78.6%	81.3%	50.0%
Conservation Districts	50.0%	50.0%	18.8%
Number of Partners (average)	4.43	3.75	3.06



## Successes and Challenges Working with Project Partners

In Tables 33 and 34, respondents comment on some of the successes and challenges experienced in working with various partners in this project.

**Table 33 | Successes Working with Project Partners**

Grantee Response
Met a new partner in Quilcene, may have future efforts with.
We had good success working with one retailer, though after the project ended the partnership fizzled out.
The government entities were valuable in contributing resources to this project. The Master Gardeners provided the expertise and really connected with the audience.
Good collaboration, good communication.
At first, concerns about potentially saturating landowners with information or the provision of conflicting information caused a key county agency partner to oppose door-knocking as a method of outreach in their county. However, after collaborating with this agency over the course of several months and sharing the information with them that we intended to provide to landowners as well as collecting information from them to incorporate into our materials, they became supportive of our project and comfortable with door-knocking by our project staff in their county.
Private vendors were and remain eager to implement our intervention.
1) Utilized focus group findings from this project to assist in developing watershed-wide social marketing survey with the County. Information gathered from County survey provided additional insights to barriers/motivators as well as action items to consider in the future. 2) Partnership with local organizations to support workshops was successful in linking health to management.
We had a higher than expected turnout for the workshop. Some of the attendees have participated in the project.
The [ ] organization has been very supportive of the efforts. We look forward to working closely with the Sheriff's Dept. now that enforcement of existing regulations will greatly aid our work.
Collaboration with WSU Extension added credibility to outreach efforts and promoted high quality research.
They all greeted our program with enthusiasm and agreed to participate
We all learned a ton. I am seeing them pull the knowledge into their future projects and seeing individuals feel more comfortable in the process and sharing with others.



**Grantee Response**

Partnership with WSU Extension was critical in allowing us to offer satellite programming. Also we have had great success partnering with tribes for our tribal perspectives field trips.

Having an incentive (partnering with the for-profit business) was key in getting the research done for evaluative measures.

We have developed a well-regarded name and brand, regionally, and we are seeing a high level of interest in continued partnerships with cities.

**Table 34 | Challenges Working with Project Partners**

**Grantee Response**

There weren't any except a lack of time required by the retailer. They were extremely busy, which just comes with the territory I suppose.

Staff turnover, short time period, staff family emergencies. Some of these we cannot overcome. Have family emergencies during implementation isn't the easiest to overcome. Luckily we had additional staff to help with the load.

At first, concerns about potentially saturating landowners with information or the provision of conflicting information caused a key county agency partner to oppose door-knocking as a method of outreach under this project in their county. However, after collaborating with this agency over the course of several months and sharing the information with them that we intended to provide to landowners as well as collecting information from them to incorporate into our materials, they became supportive of our project and comfortable with door-knocking by our project staff in their county.

We had to wait until new Sheriff came in to overcome basically no enforcement during the last 3 years.

They will require consistent follow up communication from us to follow through on their agreement to participate.

Too few funds to do all that we planned. We changed the format of our planned workshops to Open Houses thinking it would be easier.

We recruited presenters from all over, sometimes asking them to travel to far flung parts of Puget Sound. We offered to reimburse travel expenses, which was helpful in getting people to make the trip.

Working with various businesses can be a challenge but it has helped us strengthen our partnership with the septic industry (hopefully).



In Table 35 we look at self-assessments of how successfully grantees carried out different implementation steps. We compare these assessments between Time 2 and Time 3. In general there is little change over time: a few items improve and others decline. The more successful areas include “conducting research,” “planning dissemination of materials and messages,” and “developing an evaluation plan.”

**Table 35 | How successfully has your program carried out each of the following since the start of this grant funded project? (Time 2 and 3 only)**

(% Very Successfully)	Time 2	Time 3
Conducting research of the potential target audience for the social marketing campaign efforts	60.0%	53.3%
Developing a plan to disseminate the campaign materials and messages in the community	60.0%	53.3%
Assessing the time, costs, and resources needed to implement the campaign at the local level	26.7%	33.3%
Integrating the social marketing program materials into other organizational program efforts	28.6%	35.7%
Planning for the long-term sustainability of the program implementation and dissemination efforts	33.3%	35.7%
Developing an evaluation plan for tracking the outcomes and impacts of the program efforts	60.0%	53.3%
To what extent is the current project implementation consistent with the original implementation plan submitted to PSP (% very consistent)?	50.0%	78.6%

At Time 2 half of the grantees report that the current project implementation is very consistent with the original implementation plan submitted to PSP. This increases to 78.6 percent by Time 3 (see Table 35).

At the Time 2 assessment, over 73 percent of the grantees report that “we worked collaboratively with an external consultant on the market research plan.” Only two reported carrying out the process on their own (see Table 36).

At Time 2, the majority of grantees report the technical assistance provided by PSP and its external consultants has been very useful (see Table 37).



**Table 36 | Market Research Plan Development (Time 2 only)**

	%
Our program/organization conducted the market research without external support or assistance	13.3%
We worked collaboratively with an external consultant on the market research plan	73.3%
An external consultant completed the majority of the market research	13.3%

**Table 37 | PSP and Consultant Technical Assistance (Time 2 only)**

	% Very Useful
How useful is the technical assistance and guidance on overall project implementation provided by the PSP Stewardship program staff?	86.7%
How useful is the technical assistance and guidance in the areas of social marketing and evaluation provided by the external consultants contracted by the PSP Stewardship program?	80.0%

At the last assessment period over 56 percent of the grantees report they are “very likely” to continue with the current effort or a similar social marketing project. Only 2 grantees note that they are only “a little or not at all” likely to continue. Of those who are likely to continue, only 1/3 believe they have the funding needed to continue the project (see Table 38).

Below the grantees comment further on what they need to sustain these efforts in the future. Not surprisingly there is a need for continued funding and additional support and resources to continue the projects.

**Table 38 | Likelihood of Continued Efforts (Time 3 only)**

	%
How likely are you to continue with the current effort or a similar social marketing project after the conclusion of this grant?	Very Likely – 56.3%
	Somewhat – 31.3%
	Not at All/little – 12.6%
Do you have the funding or financial backing needed to continue the project?	Yes – 33.3%
	No – 40.0%
	Don't Know – 26.7%



## Additional Needs to Sustain Future Efforts

**Table 39 | Additional Needs to Sustain Future Efforts**

Grantee Responses
We need funding at this point.
Access to ongoing professional development opportunities. Access to audience research data/trends.
Funding and staff.
Additional partners with staff or other resources would be very beneficial to sustaining the project beyond the end of the current grant.
While we have a funding source that will continue this specific project, future efforts would require additional funding and staffing.
More examples of messaging and otherwise developing effective connections with target audiences are always helpful.
Funding.
Besides additional funding, it is a question of workloads and priorities.
Support from funders and regulators encouraging and/or requiring things like audience research and program evaluation to be a part of all "outreach" or behavior change project. Basic training/briefings about the value, purpose and basics of social marketing strategies provided to administrators and utility managers and even engineers.
GIS capability.
We have been very successful and has lots of momentum, but now we have had funding yanked out from under us due to changes at the PSP and the loss of the stewardship program funding. At this point, the groups remain committed to this work if funding can be found we are working on initiating conversations for possible future funding.
I think we've determined that at least one significant barrier to our desired behavior change is cost. We can't reduce the cost enough to make a difference. Much of the information acquired will be used to direct other program efforts though - and certain things have yet to be integrated into the regular outreach but will.
Funding in 2015 is not as robust as we would had hoped it would be. Especially as we have augmented the program since first receiving the grant, in an effort to address the challenged that we identified during implementation. We hope to find additional funding opportunities to offset some of the costs that current and future partners are being asked to contribute.



## Factors Facilitating Project Implementation

Some of the factors that have facilitated the project implementation are noted in Table 40. The more common factors include receiving PSP and consultant technical support, receiving the social marketing training and having the opportunity to work through the social marketing implementation steps, and the formation of strong partnerships that supported implementation.

**Table 40 | Factors Facilitating Project Implementation**

Grantee Responses
The social marketing training by Nancy Lee (PSP). Our expertise in the topic area. Our local connections and capacity to do outreach.
Retailer willingness, support from grant managers, enthusiasm from the community.
Strong partnerships have helped throughout this project.
Having a driven team.
Excellent support from PSP staff and from the joint project agency, WSU Extension staff.
Support from PSP, WDFW, and our ECO Net, as well as consultant Heidi Keller.
Input from PSP, Marc Bolan, and Nancy Lee. And, the ability to hire a consultant to assist with the focus group session.
Partnerships.
Our underlying connection with the agriculture community and providing them with free, non-regulatory assistance. Overall, I think awareness of farming with sensitivity to the environment is spreading, which leads people to be open to what they can do better in managing their farms.
Having one person dedicated almost 24/7 to coordinating activities.
The technical support for the process was very helpful, as was a partnership with a skilled researcher.
It helped that each step in the social marketing process was a requirement of the grant so we couldn't skip over anything, and that we got feedback from professionals (Nancy, Marc & Emily) at every step of the way.
The base PSP funding was essential to at least partially fund all parties and fully fund one partner. Having a process to follow allowed us to move from one step to the next.
The partnership with the groups that allowed us to have a regional impact, and strong program management and leadership at our organization.
Help with evaluation and program design.
The increase in staff members that can work on the project, and the time invested in training them to implement the program.



## Barriers to Project Implementation

Some of the barriers to implementation are noted in Table 41. The grantees note barriers including staff turnover and workload concerns, the need for additional funding, and the increased effort needed to reach the intended target audience.

**Table 41 | Barriers to Project Implementation**

Grantee Responses
Staff turnover hindered our efficiency.
There aren't any - we successfully developed the Toolkit and it is available for download.
Staff turnover among partners.
SHORT timeline.
Absentee landowners are difficult to reach with messaging in the short timeframe of the project. Also, the short project timeframe has not allowed for actual behavior change to be measured.
Staff time and workload were the biggest barriers. In addition, we were working with the "browns," thus, needing more time to build trust and relationships with target audience. A larger area to draw a target audience would have also been beneficial - and would have provided audience more willing and ready to take the steps we were hoping for (greens & yellows).
Would have benefited from additional funding.
The attitude that since someone has been farming for a while, there probably isn't anything new to learn. Implementing proposed changes will take more/too much effort and/or won't really make a difference. Prove to me that my actions on my farm cause measurable harm.
The variety of other projects and tasks from my overall workload that have come up and competed with my time spent on this grant project.
Too few funds for what we planned. Too much of our partners efforts went into learning social marketing process that they used up a great deal of energy and funding working on that rather than on their outreach tasks.
Challenges of working across the entire Puget Sound region. Also we relied heavily on live-streaming technology for some of our classes and this created a whole suite of challenges.
Timing was an issue as so much time was spent figuring out what to do that it left little time to do it.
Municipal Public Works budgets are tight, leading to a smaller number of total site visits and a reduction in the amount that we can underwrite.
The grantees also shared some of the important lessons they learned from project implementation over the course of the grant period (see below)



## Important Lessons Learned Over Course of the Project

Table 42 | Important Lessons Learned

Grantee Responses
Audience research is critical.
Importance of thinking outside the box, offering retailers something new to help them in their own marketing. Budget more time for coordination and maintenance than you think you'll need. Do your audience research!
Aligning with key, trusted messengers is important. Ongoing communication with the audience is also important. Collecting evaluation data at different points in the project is a benefit.
Adaptive management of the project is key because a change of tactic or unplanned course of action may be necessary to really get the message out to the target audience.
Focus on the greens and yellows. Larger area to solicit target audience.
Difficult to rely on partners to execute exactly.
Keep looking for more ways to connect with the target audience; use as many avenues as you can. Repeat, repeat, repeat - both announcements of events and opportunities and the overall message of the benefits of the desired behaviors.
Using every opportunity to remind the public that abandoned and or derelict vessels cost the taxpayers \$\$.
We were able to duplicate products and techniques from social marketing project, in neighboring watersheds, with great success. It has transformed the way we reach out to landowners seeking to perform habitat restoration.
Planning the post-program evaluation at the beginning not just in theory but in DETAIL helped us to make some relevant and needed course corrections before we started implementation. Also, though my goal for every behavior-change program is to go through the social marketing process thoroughly, I know now it would be absolutely impossible to keep all the things I need to moving and work at this level of detail on each project. There's just too much on any water quality outreach person's plate to do everything this well. We need to do some serious prioritizing before we dive into another project like this. I think we'd be able to sustainably use many concepts from the social marketing process successfully, namely identifying our target audience, finding barriers and motivators, and designing outreach that meets them where they make their decisions. But I don't think we'd have time to go through the whole process in detail with legitimate pre and post-program evaluations each time.
That giving "the choir" the tools to be active and engaged can be just as valuable as reaching new audiences!
We knew many of the barriers before we did an elaborate research project to determine them.



The continuation of relationships with businesses is crucial to seeing long term changes in behavior. Repeated touches are the best way to ensure that the key takeaways are retained. Long-term planning, in conjunction with municipal partners needs to be ongoing. In order to fully fund this program as a region-wide program, we will need to find a place in municipal budgets with at least a full year before the funding is needed.



## SECTION 4

### Grantee Technical Assistance Evaluation

The Stewardship Program first started awarding grants for Social Marketing, Model Stewardship and Citizen Action Training School (CATS) projects in Spring 2013. CATS, implemented by the Nooksack Salmon Enhancement Association in Bellingham in conjunction with the Regional Fisheries Enhancement Groups (RFEs), is a 12 week training course that educates participants on environmental perspectives in areas such as land development, habitat preservation, ecosystem conservation and watershed planning. An objective of the course is to provide knowledge needed to help develop a cadre of future leaders in environmental stewardship efforts. The course was implemented in five different areas between 2013 and 2015.

The 10 Social Marketing grants are smaller in size and were awarded to small organizations or local ECO Net collaborations to carry out a local social marketing program directed at stewardship behaviors (e.g., picking up pet waste, fixing car oil leaks, etc.). The 6 Model Stewardship grants were much larger in size and scope and awarded to a range of organizations involved in more innovative approaches to environmental stewardship.

The program and research staff agreed in Spring 2013 that these grantees would benefit from evaluation technical assistance to support their local implementation and evaluation efforts. The grantees were also receiving technical assistance from Nancy Lee on the development of social marketing plans and campaigns and it seemed logical to provide commensurate assistance to help assess the impact of the local campaigns. Many of the grantees had little experience and expertise in implementation of social marketing programs and in the evaluation of local program efforts prior to this grant. The larger grantees (i.e. CATS and Model Stewardship grantees) received more hours of support, and the work focused on the development of evaluation plans, data collection tools and support with analysis and reporting.

A summary of the funded projects, inclusive of strategies and intended outcomes is shown in Table 43. While the ultimate outcome of social marketing efforts is to encourage some kind of behavior change for the target audience (e.g., fix oil leaks, plant trees, manage pet waste, etc.), for many grantees the challenges of insufficient time for program implementation led them to identify more interim level changes in knowledge, beliefs and attitudes and that may be precursors to the intended behavior change. As such we see a diversity of different outcomes across the grantees.



**Table 43 | Grant Funded Projects: Strategies and Outcomes**

<b>Program Name</b>	<b>Project Summary</b>	<b>Evaluation Plan: Key Outcomes</b>
<b>Social Marketing</b>		
King County – Futurewise	Intervention to test vehicles for possible oil leaks with different incentives for getting the problem fixed	<i>Awareness of potential average impacts of oil leaks 20% of those with leaks get it fixed in the next 3M</i>
Pierce County Conservation	Residential Tree Planting Workshops	<i>Knowledge of correct tree planting techniques Purchase and plant at least one tree</i>
Whatcom ECO Net	Social marketing approaches to encourage home owners to pick up dog waste on own property	<i>Many different knowledge/attitude outcomes Increased frequency of picking up dog waste and increased frequency of proper disposal</i>
Whidbey ECO Net	Working with livestock owners in watershed areas on manure management techniques	<i>Knowledge about appropriate manure management Increased use of proper management and storage techniques</i>
Mason ECO Net	Social marketing approaches to encourage individuals living on shoreline areas to acquire plants to support shoreline habitats	<i>Knowledge about benefits of vegetation for shoreline habitats Acquire/plant the plants on property Willingness to engage in further restoration efforts</i>
Strait ECO Net	Intervention to work with small number of landowners along Snow Creek on restoration, specifically by providing them with property weeding services	<i>Knowledge of restoration efforts on property areas Attitudes about the importance of local restoration Allow for site weeding Interest in additional restoration efforts</i>
Thurston ECO Net	Intervention to encourage home owners in watershed area to inspect septic systems	<i>Understanding of how and why need to inspect septic systems Have systems inspected (or do themselves)</i>



Program Name	Project Summary	Evaluation Plan: Key Outcomes
Skagit ECO Net	Working with acreage landowners in key watershed on manure management techniques	<i>Knowledge about appropriate manure management</i> <i>Increased use of proper management and storage techniques</i>
Sno/Camano ECO Net	Workshops with free native tree giveaways and use of ecologist visits to encourage residential tree planting – target of small lot property owners on shoreline areas	<i>Knowledge of benefits of native tree planting</i> <i>Planting the trees on property</i>
Hood Canal ECO Net	Social marketing approaches to encourage crabbers to use gauges and not retain undersize crabs	<i>Use of crab gauges</i> <i>Less retention of undersized crabs</i>
Model Stewardship		
Environmental Coalition of South Seattle	Working with business owners to provide them with spill kits	<i>Knowledge about how to use spill kit, about where runoff from property goes</i> <i>Use of kit (when appropriate)</i>
Seattle Tilth	Social marketing point-of sale interventions at seven McClendons Hardware stores to encourage purchase of safer pesticide and herbicide products	<i>Awareness of the point-of-sale interventions</i> <i>Knowledge of benefits of organic products</i> <i>Increased purchase of preferred/safer products</i>
Derelict Vessel Prevention Program	Provided grants to six different counties to form program to help prevent derelict vessels from sinking in waterways	<i>Increased capacity of grantees to initiate and implement the program locally</i> <i>Identification and removal of derelict vessels</i>



Program Name	Project Summary	Evaluation Plan: Key Outcomes
Focused Watershed/Shore Stewards	Outreach to and individualized site visits for homeowners living near shellfish harvest areas to use best management practices to limit bacteria production and spread in these areas	<i>Increased participant knowledge of specific BMPs for their property</i> <i>Increased motivation to use these techniques</i> <i>Increased participant knowledge of specific shoreline management techniques</i> <i>Increased participation in WSU Shore Stewards</i> <i>Increased number of cooperators with Conservation Districts</i>
<b>Citizen Action School</b>		
	Curriculum developed by Nooksack Salmon Enhancement Association (NSEA) – 12 week course for individuals interested in environmental stewardship	<i>Increased knowledge of curriculum content and areas</i> <i>Increased engagement in stewardship efforts</i> <i>Completion of service stewardship projects</i>

The research staff also worked with the Stewardship program in the development of standard evaluation plan for these grantees. This is presented in Appendix F.

## Local Grantee Evaluation

As shown in Table 43 the grantees utilized diverse strategies to address different outcomes from different audiences. There are few common outcomes across the projects, in part because of the differences in the substantive focus of their programs (e.g., targeting manure management vs. tree planting). While most were interested in some kind of behavior change for the targeted audience, they also identified important knowledge, attitude and belief outcomes to track over time.

Additionally, with the diversity in the projects we further see a variety in the methodologies used to collect and analyze the outcome data. While some projects focused social marketing campaigns that targeted larger populations and could utilize quantitative survey methods to gather data on change over time (e.g., Whatcom ECO Net used two time point surveys of local residents to measure pet waste disposal behaviors), others worked with a small population and drew on observational assessments or interviews to gather data (e.g., Strait ECO Net). A summary of different methodologies utilized is presented in Table 44.



Table 44 | Grant Funded Projects: Data Collection Methods

Program Name	Data Collection Methods
<b>Social Marketing</b>	
King County – Futurewise	3M Follow-Up surveys administered either via e-mail or phone to individuals who had an oil leak at one of the leak test events and provided contact information.
Pierce County Conservation	Baseline Survey collected from participants at the tree planting workshops. 3 Month Follow-Up survey completed by phone with small sample of participants who had purchased trees.
Whatcom ECO Net	Baseline Survey collected via e-mail/phone/intercept of neighborhood pet owners. Follow-up survey of neighborhood pet owners collected via online survey in Spring 2015. Comparison of cohorts ( <i>i.e., not a linked paired sample</i> ).
Whidbey ECO Net	Survey/Interviews completed after Manure Management Workshop and after site visits with livestock owners ( <i>small sample</i> ).
Mason ECO Net	Survey completed at baseline by participants at workshops who picked up trees. Follow-up survey completed 4-5 months later using online survey for participants who provided contact information. The data from the baseline and follow-up surveys were not linked by identifier.
Strait ECO Net	Baseline and Follow-up Interview Assessments and property observational assessments ( <i>small sample</i> ).
Thurston ECO Net	Baseline online survey with residents in target area. Follow-up online survey with residents in target area about 8 months later. Comparison of cohorts ( <i>i.e., not a linked paired sample</i> ).
Skagit ECO	Evaluation survey completed by workshop participants ( <i>small sample</i> ).
Sno/Camano ECO Net	Surveys completed Before workshop, after workshop and at 2 month follow-up period with participants.
Hood Canal ECO Net	Surveys/Dock Interview Surveys with Crabbers at two time periods – Summer 2014 and Fall/Winter 2014-2015. Access to WDFW enforcement data on undersize crab retention violations.



Program Name	Data Collection Methods
<b>Model Stewardship</b>	
Environmental Coalition of South Seattle	Baseline and 6M Follow-Up surveys with business targeted for spill kits (paired sample). Small number of open-ended interviews with businesses experiencing a spill.
Seattle Tilth	Comparison of store sales ratios over 6M time period (organic vs. non-organic products). Small number of follow-up surveys/interviews from customers purchasing pesticide/insecticide products. Interviews with key store staff.
Derelict Vessel Prevention Program	Baseline and end of project survey with each grantee (small sample). Inclusive of reporting on prevention efforts (e.g., vessels identified, sinkings prevented, etc.).
Focused Watershed/Shore Stewards	Baseline, Post and Follow-Up surveys for workshop participants and those who have site visits. Follow-up surveys for those not interested in having a site visit on their property.
<b>Citizen Action School</b>	
	Surveys completed at start of the course, end of 12 week course and at 1 year follow-up (paired sample).

The challenge in summarizing the aggregate impacts of the local evaluation efforts lies in the diversity of programs, outcomes and methodologies. Some grantees focused on knowledge and attitudinal shifts, while others emphasized changes in some targeted behaviors. Some were able to contrast participant outcomes for large sample at multiple time points (e.g., ECOSS comparison of outcomes around the spill kit), while others had to rely on data showing that participants reached some target level by a follow-up period (e.g., King County ECO Net measuring the proportion who had fixed oil leaks in the follow-up period).

Another conflating factor is the implementation of the evaluation in each location. While some technical assistance was provided in the development of the evaluation plan, tools and methods, the on-site implementation of data collection was often left to the local staff. Some sites did utilize other research consultants in the data collection and evaluation process, but others relied on local staff with varying levels of experience and expertise in evaluation. Not surprisingly many sites encountered challenges like late program implementation start up times, low follow-up rates or failure to link baseline and follow-up surveys that hampered their ability to accurately measure outcomes.

The meta-analysis of the grantee outcomes is not intended as a complete reflection of the population level outcomes noted in the original theory of change model. For example, by saying



that most of the grantees who aspired to target behavior change (e.g., fixing oil leaks, picking up dog waste regularly, etc.) successfully achieve their outcome does not suggest that we are seeing a population wide shift in these behaviors. The grantees are an amalgamation of different entities in different areas with different focused efforts, and may not represent the full Puget Sound target population of interest. What successful outcomes may suggest, though, is that selected programs using proven social marketing efforts have behavioral impacts in localized efforts and that in turn suggests perhaps we would see this in the broader population if a sufficient amount of these kinds of programs/campaigns/strategies were implemented. In contrast, less successful outcomes might raise the question of whether the specific strategy or program implementation is truly the right one to be using to expect change.

In Table 45, for each grantee, we highlight some of the key results from their local evaluation reports. These typically include a summary of the data on the key outcomes presented earlier in Table 43 and any other findings that suggested local impacts of the program. We also present “other factors to consider,” which often talks about the strengths and challenges of the methodology and/or of the program implementation itself.

We note some important findings about the local evaluation efforts:

- The majority of grantees experienced some level of outcome achievement through their local efforts. In particular we see shifts in the knowledge and/or beliefs of those in the target audience, and a few programs were even able to see behavior change within the grant period. Not surprisingly, with their more expansive evaluation efforts, we see some of these changes among the Model Stewardship grantees.
- Varying sample size and target populations affected the ability of several grantees to make concrete conclusions about their impact. Some projects intentionally directed their efforts at a small population (e.g., Strait ECO Net, Whidbey, Derelict Vessel Prevention Program) and thus this small sample made it hard to truly know if there were impacts. Others ended up with small longitudinal samples for tracking, often as a result of challenges with follow-up data collection (e.g., Pierce, Snohomish).
- For many grantees the greatest challenge was simply getting the intervention off the ground and sustained for a sufficient period of time to expect changes in outcomes. For example, the Focused Watershed/Shore Stewards program only had a few months of actual implementation time, while others including Thurston and Whatcom had multiple time period data, but only a few months to get their messages out to the target audience. While some of these sites saw improvements, over time one might expect greater improvements with a more consistent and saturated social marketing effort.
- One of the challenges for many of the projects was the “ceiling” effects of measures from the onset of the project. While many set out to change specific knowledge, attitudes or beliefs over time, many found fairly high rates of the measure of interest from the Baseline. For example, in the Hood Canal project the staff found that at the Baseline period a high percentage reported use of the crab gauge and no undersize crab retention; the two specific behaviors the intervention was designed to impact. In future efforts the grantees may look to different areas where they might see a meaningful change over time.



- The CATS intervention, specifically, showed how participants can acquire knowledge gains over time that can help result in changes in behaviors. The Pre and Post surveys showed change in knowledge of curriculum elements and some increase in “productive participation” and engagement. This was also evident when gathering information from participants one year after the intervention.

**Table 45 | Grant Funded Projects: Summary Results**

Program Name	Results/Implications	Other Factors to Consider
<b>Social Marketing</b>		
King County – Futurewise	Primary outcome was target of getting 20% of those identified with an oil leak to get the leak fixed within 3M of the intervention. Program achieved a rate of 22% at 3M follow-up (22 out of 56 respondents). Three month survey response rate of 32%.	The program has a fairly small sample to track 3M follow-up rates and not able to compare rates across different implementation strategies. There is no empirical data to test the outcome “increased awareness of the impact of oil leaks” other than the fact that folks came to the leak testing events.
Pierce County Conservation	Showed impact with main outcome around “increased participant knowledge of correct tree planting techniques (proper placement and installation).” At workshop conclusion a higher percentage reported high levels of comfort with planting trees and at the follow-up survey 2-4 months later a high percentage reported having enough knowledge for tree planting. Over 88% were likely to plant additional trees.	Small sample size – only 17 individuals with follow-up surveys and sample at follow-up only included those who had purchased trees.
Whatcom ECO Net	Program showed some increase in understanding of proper ways to dispose of pet waste and that those who took the program pledge and/or were aware of the program campaign messages and materials were more likely to have increased their use of the target behavior ( <i>i.e., picking up more consistently and disposing in the correct manner</i> ).	The two time point survey was a cohort comparison – in the second survey it did include respondents who resided outside the geographic target area. Also, the intervention had only been going for short time before the administration of the second survey.



Program Name	Results/Implications	Other Factors to Consider
Whidbey ECO Net	Program showed that workshop and on-site technical assistance participants reported increased knowledge of the development of an on-site manure management systems and increased knowledge of how to minimize contamination from manure on property. Most of the participants committed to ongoing proper manure management techniques.	The sample is very small, especially in the case of follow-up with workshop participants. There were only 3-6 to follow-up with from the interventions so hard to make conclusions about impact.
Mason ECO Net	Program found increased knowledge of the benefits of planting shoreline vegetation, of resources they could draw on to help with planting as well willingness to purchase and obtain plants. The participants are more confident in ability to establish shoreline plants and plant them along the shoreline.	The sample is small – only 40 with baseline and 21 with follow-up data. Also program did not link the Baseline and Follow-up data so the follow-up group could reflect a biased sample.
Strait ECO Net	The program found increased knowledge of the importance of riparian stewardship and restoration, reported more positive attitudes about local property restoration and were willing to allow for weed removal and taking additional steps towards restoration.	The program targeted a very small number of property owners (less than 10), connected with only four and only performed weeding service with 2 landowners. As such the results are based on only a couple of individuals.
Thurston ECO Net	Two time point survey data suggests increases in knowledge about the benefits of septic inspections and proper maintenance for septic systems. The percent of respondents engaging in target behaviors of professional or self-inspections is high, though there is little evidence of coupon use for professional inspections.	The intervention period between the two survey periods was not as long as hoped for and the comparison is not a paired sample.

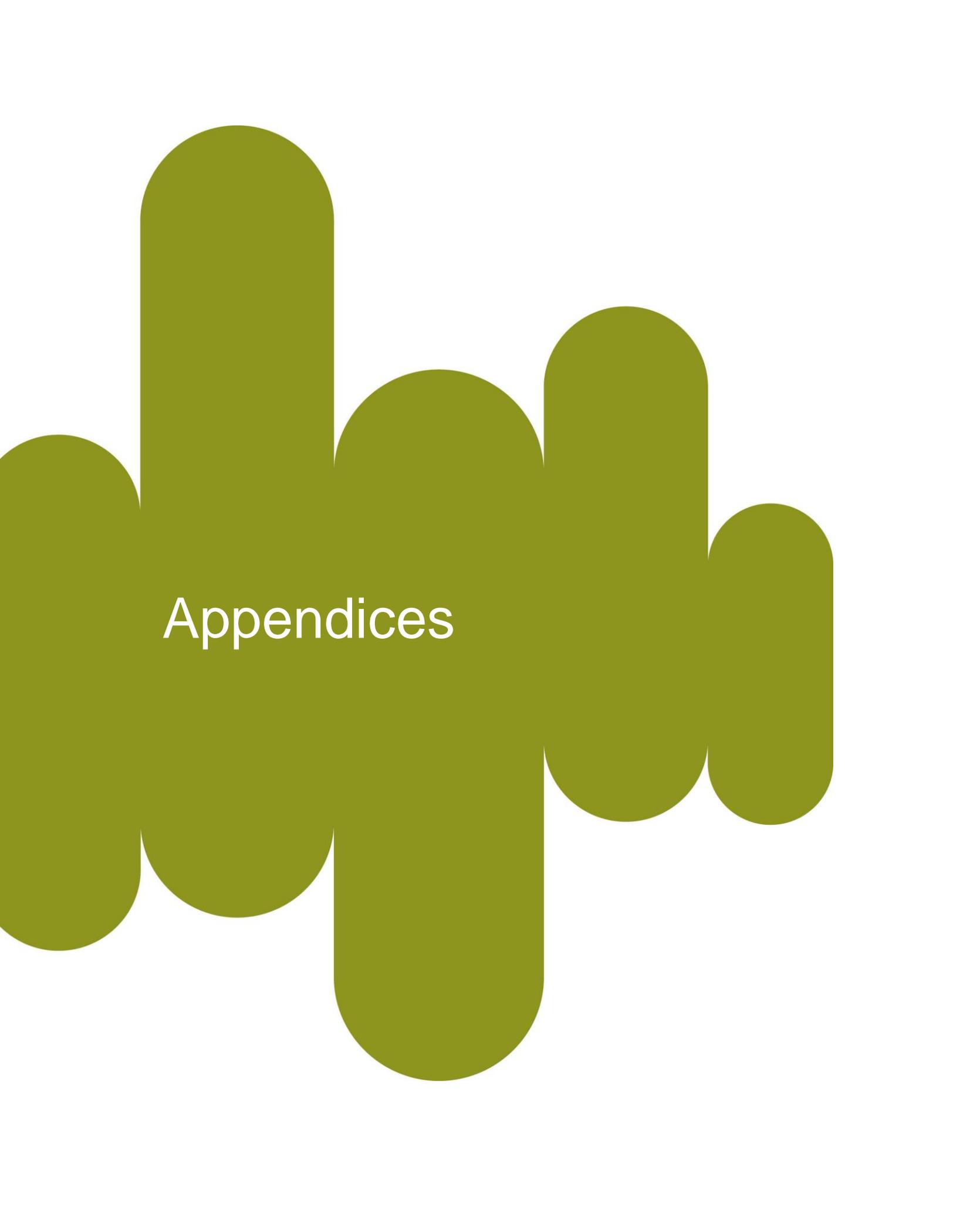


Program Name	Results/Implications	Other Factors to Consider
Skagit ECO Net	Limited data suggest some understanding of the benefits associated with target behaviors of covering, confining and collecting manure.	Data only collected at one time period from a small sample. No follow-up data on whether they actually engaged in the behaviors.
Sno/Camano ECO Net	The program found that small lot landowners planted one or more native trees on their property in the area adjacent to a stream or natural area. The results also indicated that small lot landowners learned that native trees can provide multiple benefits to landowners, and that there are certain native trees that are more appropriate for certain landscapes and lifestyle choices than others.	While the sample with before and after workshop data is large enough ( <i>around 40 total participants</i> ), the program was only able to do 2 month follow-up surveys with 12 individuals, raising question of changes observed at the follow-up assessment.
Hood Canal ECO Net	Program showed that between in-season and post-season there was increase in the percentage who felt underage drab retention was an issue and there was a slight increase in the already high rate of crab gauge usage. Additionally, there was an increase in awareness of the program marketing campaign and WDFW data showed a drop in the number of underage crab retention violations in 2014.	There are different cohorts of individuals for the in-season and post-season surveys so not a direct comparison. Program did not gather as many post-season surveys as intended.
<b>Model Stewardship</b>		
Environmental Coalition of South Seattle (ECOSS)	Comparison of Baseline and 6M follow-up survey showed increased knowledge of where storm water goes from the business and that after the site visit high percentages of businesses adopted spill prevention practices and continued to train employees on how to use the spill kit.	Strong evaluation with large sample at baseline and follow-up. Supplemental interviews of those who experienced spills informed on how they used the spill kit.



Program Name	Results/Implications	Other Factors to Consider
Seattle Tilth	Analysis of sales data by different periods and intervention types showed greatest increase over time in organic pesticide sales when using the sticker intervention and in stores that traditionally sell more organic products.	Primary intent of evaluation was to test impact of different interventions across stores. There was some data to show differential impacts. The use of follow-up surveys with purchasers did not provide much insight around program impact on individual behaviors.
Derelict Vessel Prevention Program	There was some limited evidence to suggest that grantees increased their capacity to implement the local prevention efforts. The grantees believe they are better able to outreach for their efforts and draw on support from other partners in their prevention efforts. A few even identified some vessels in need of repair or removal.	The program worked with a small number of grantees, and there were persistent challenges for many of the grantees in even getting the effort started and in areas like identifying volunteers or garnering local support needed to effectively implement the program.
Focused Watershed and Shore Stewards	A comparison of data over time collected from those households who participated in individualized site visits suggests some increase on knowledge of and the likelihood of using recommended Best Management Practices in the areas of septic maintenance, pet waste management and livestock waste management.	The project implementation started fairly late in the grant period and as such they were only able to reach a small population for site visits and did not have enough time to track whether target audience is making recommended behavior changes.
<b>Citizen Action Training School</b>		
	The results over time showed increased knowledge of curriculum content areas including key organizations, navigating different complex systems and agencies, and specific policies and regulations. Increased engagement in productive participation and improved project planning skills. Most of the participants successfully completed service projects.	Able to compare at Baseline, post and 1 year follow-up, though sample at 1 year was considerably smaller.





# Appendices



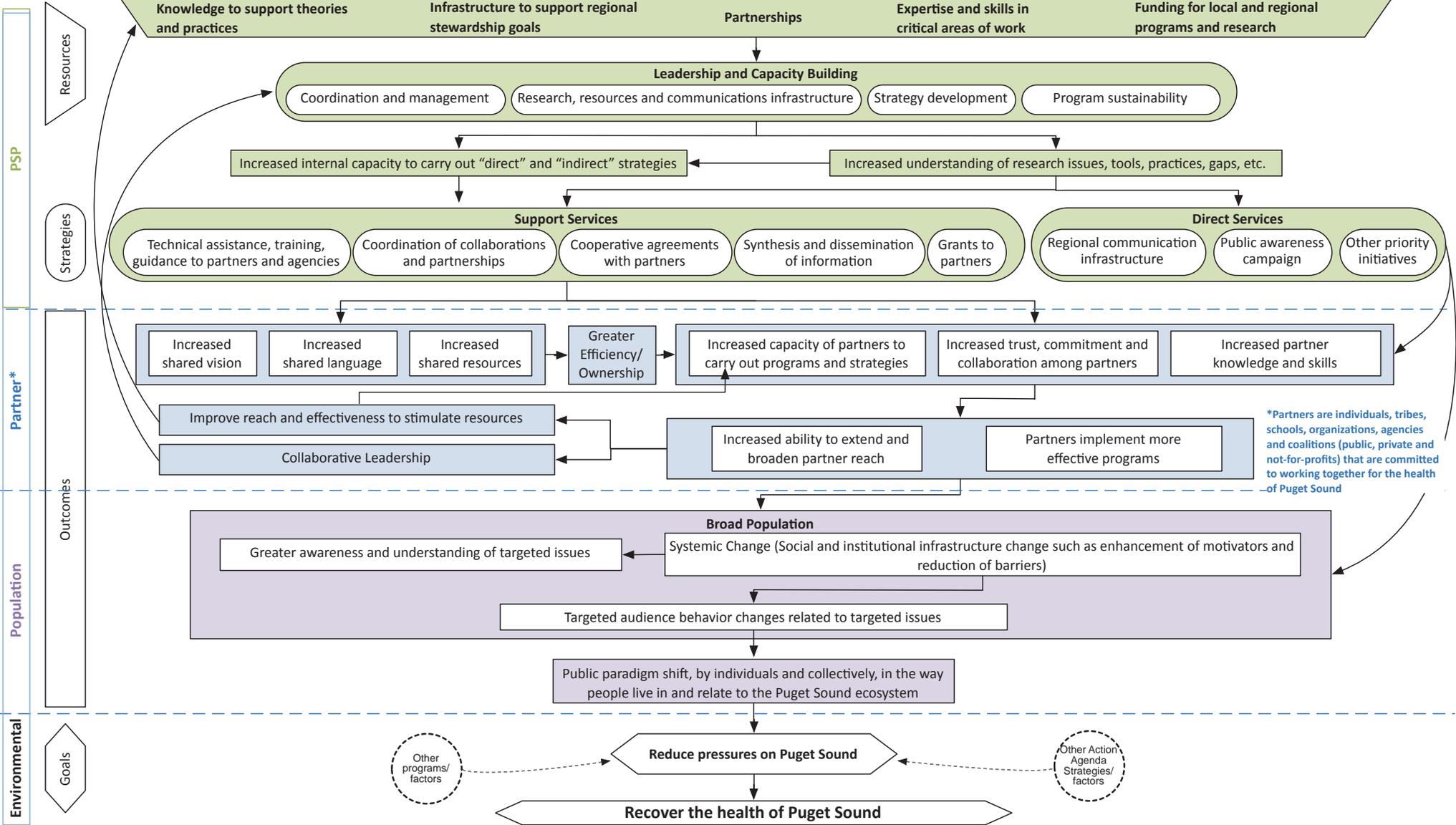
## APPENDIX A: Theory of Change Model

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Meeting date: 12/15/2011  
 Revised date: 03/21/2012

## DRAFT Puget Sound Partnership (PSP) – Stewardship Program Theory of Change Outcome Map





## APPENDIX B: Evaluation Plan

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**Puget Sound Partnership Stewardship: Program Evaluation Plan (10-24-12)**

**Primary Data Collection Strategies (Partner Level Outcomes from Theory of Change model)**

- PARTNER SURVEY: Completed by key informant from each of the target partner organizations using an online mechanism and completed on a yearly basis. The survey will also serve to gather information from partners about their perspective regarding ECO Net functioning and effectiveness
- PARTNER INTERVIEWS: Selected interviews with key partners on a periodic basis intended to gather additional insights on key program outcomes
- GRANTEE REPORTING: Questions included in grant proposal and grant monitoring report tools for those who receive Social Marketing and/or Model Stewardship grants to be submitted to PSP at specified time periods over course of grant

**Strategy Area: Local PSSH (provision of access at a local level to PSSH materials, information, strategies, along with TA and training)**

Partner Outcomes	Indicators	Partner Survey Data Collection Questions
1. Increased shared language ( <i>around use of PSSH campaign at local level</i> )	1.1 Use of words/messages specific to PSSH campaign in program plans, implementation methods, grants, strategic plans, etc. 1.2 PSSH branding is described by partners in common terms such as “We are connected by Puget Sound”, “Puget Sound is our backyard”, and/or “Puget Sound Stories” 1.3 Use of PSSH brand is integrated in every county of the Puget Sound Basin ( <i>could also gather relevant documentation</i> )	<ul style="list-style-type: none"> <li>▪ Used these materials in different ways (e.g., in plans, funding, implementation, etc.)</li> <li>▪ Can identify their branding message – and how they used brand in getting out message</li> <li>▪ Use of specific campaign materials in different implementation efforts (i.e., different local program efforts)</li> </ul>
2. Increased ability to extend and broaden partner reach	2.1 # of current partners using PSSH materials/campaign 2.2 # of new partners using PSSH materials/campaign 2.3 # of new organizations, businesses, and media outlets using PSSH materials/campaign	<ul style="list-style-type: none"> <li>▪ Used PSSH campaign/materials at a local level</li> <li>▪ Who has partner disseminated the PSSH campaign materials out to at local level (e.g., businesses, orgs, media, etc.)?</li> <li>▪ How have they disseminated the materials?</li> <li>▪ Have they seen them be used by these recipients?</li> </ul>

Partner Outcomes	Indicators	Partner Survey Data Collection Questions
<p>3. Increased trust, commitment and collaboration among partners</p>	<p>3.1 # of projects involving PSSH where more than one organization has a significant role in its implementation (e.g., collaboration).            3.2 Partners sharing ideas, resources, tools and techniques during planning and/or implementation around PSSH campaign.            3.3 Partners report increasing sense of being part of a team working together on common goals.</p>	<ul style="list-style-type: none"> <li>▪ Who has partner worked with in PSSH planning and/or implementation efforts at local level?</li> <li>▪ What is the level of collaboration with these partners/orgs e.g., simply sharing information, joint projects, joint funded grants, etc.?</li> <li>▪ What kinds of materials/resources/tools shared with other partners?</li> <li>▪ Partner assessment of sense of team work and collaboration with other partners/trust in working with others.</li> </ul>
<p>4. Partners implement more effective programs</p>	<p>4.1 Partners demonstrate use of a planning process; show goals and outcomes to be achieved. <i>(note we would consider these steps as evidence of using an “evidence based” approach to implementation)</i>            4.2 Partners put an evaluation plan in place and measure progress over the course of the project.</p>	<ul style="list-style-type: none"> <li>▪ Partners report going through some specific steps in planning for implementation of PSSH at local level (e.g., target audience research, linking PSSH to other program activities, how to disseminate message, assessing investment of resources and costs, etc.)</li> <li>▪ Partners have developed an evaluation plan and means for tracking impacts/outcomes</li> </ul>

**ECO Net (involved in local ECO Net with sufficient level of involvement and participation to expect some change over time)**

Partner Outcomes	Indicators	Partner Survey Data Collection Questions
1. Increased shared Language	1.1 Language in strategic plans, common projects, and other documents shared language regarding ECO Net involvement or projects 1.2 Language in grant proposals and other communications shows shared language regarding ECO Net involvement or projects	<ul style="list-style-type: none"> <li>▪ Y/N participate in ECO Net (and at what level of participation)</li> <li>▪ Y/N references ECO Net participation and language in communications about organization?</li> </ul>
2. Increased trust, commitment and collaboration among partners	2.1 # of projects where more than one organization has a significant role in its implementation (e.g., collaboration). 2.2 Partners sharing ideas, resources, tools and techniques during planning and/or implementation around projects. <i>(could also gather relevant documentation)</i> 2.3 Partners report increasing sense of being part of a team working together on common goals through ECO Net participation.	<ul style="list-style-type: none"> <li>▪ Who has partner worked with in planning and/or implementation efforts at local level? Are these partners also ECO Net members and is collaboration related to ECO Net efforts?</li> <li>▪ What is the level of collaboration with these partners/orgs e.g., simply sharing information, joint projects, joint funded grants, etc.?</li> <li>▪ What kinds of materials/resources/tools shared with other partners?</li> <li>▪ Partner assessment of sense of team work and collaboration with other partners.</li> <li>▪ Partner assessment of level of trust working with other ECO Net members.</li> </ul>
3. Partners implement more effective programs	3.1 Partners demonstrate use of a planning process; show goals and outcomes to be achieved. <i>(note we would consider these steps as evidence of using an “evidence based” approach to implementation)</i> 3.2 Partners put an evaluation plan in place and measure progress over the course of the project.	<ul style="list-style-type: none"> <li>▪ Partners report going through some specific steps in planning for implementation of ECO Net related efforts? <i>(e.g., target audience research, linking to other program activities, how to disseminate message, assessing investment of resources and costs, etc.)</i></li> <li>▪ Partners have developed an evaluation plan and means for tracking impacts/outcomes</li> </ul>

**Social Marketing (involved in some kind of TA or training/education regarding Social Marketing approach)**

Partner Outcomes	Indicators	Partner Survey Data Collection Questions
<p>1. Increased utilization of Social Marketing skills in program planning and implementation (<i>i.e., Partners implement more effective programs</i>)</p>	<p>1.1. Partners can describe their social marketing plan, including all the steps of a strategic social marketing planning process. (<i>note we would consider these steps as evidence of using an “evidence based” approach to implementation</i>)</p> <p>1.2. Partners have developed evaluation plan for assessing impact of Social Marketing efforts</p>	<ul style="list-style-type: none"> <li>▪ Y/N have received TA and our Social Marketing training/education? From where of what kind?</li> <li>▪ Can articulate specific steps in the process – what are the elements of process for planning for SM efforts e.g., 10 steps in the process of development?</li> <li>▪ Partners report going through some specific steps in planning for implementation of Social Marketing efforts at local level (<i>e.g., target audience research, linking to other program activities, how to disseminate message, assessing investment of resources and costs, etc.</i>)</li> <li>▪ Partners have developed an evaluation plan and means for tracking impacts/outcomes</li> </ul>
<p>2. Increased trust, commitment and collaboration among partners</p>	<p>2.1 # of projects involving Social Marketing where more than one organization has a significant role in its implementation (e.g., collaboration).</p> <p>2.2 Partners sharing ideas, resources, tools and techniques during planning and/or implementation around Social Marketing efforts.</p> <p>2.3 Partners report increasing sense of being part of a team working together on common goals.</p>	<ul style="list-style-type: none"> <li>▪ Who has partner worked with in Social Marketing planning and/or implementation efforts at local level?</li> <li>▪ What is the level of collaboration with these partners/orgs e.g., simply sharing information, joint projects, joint funded grants, etc.?</li> <li>▪ What kinds of materials/resources/tools shared with other partners?</li> <li>▪ Partner assessment of sense of team work and collaboration with other partners.</li> </ul>

**Social Marketing/Model Stewardship Grantees (those who receive financial support along with some specialized TA relevant to that grant effort)**

Partner Outcomes	Indicators	Grant Proposal And Monitoring Questions
1. Increased capacity of partners to carry out programs and strategies	1.1 Grant applications demonstrate skills in program planning, use of behavior change theory (ies), understanding of individual behavior change practices, and evaluation methods. 1.2 Partners have a mission and vision statement that aligns with behavior change programming, not just education and outreach. 1.3 Partners have staff to carry out the project as designed, to attend PSP or other trainings/consultation events.	<p><i>(Responses included as part of original proposal submission and maybe follow-up at reports 1 and 2 years into the grant period)</i></p> <ul style="list-style-type: none"> <li>▪ Report on what is included in mission and vision statements and how they are relevant to intent of grant <i>(they can also provide examples)</i></li> <li>▪ Assessment of own internal staff capacity to carry out grant activities i.e., social marketing efforts, program dissemination, etc.</li> <li>▪ Assess what elements of skills are included in plans, grants, proposals, etc.</li> </ul>
2. Increased ability to extend and broaden partner reach	2.1 Partners successfully increase funding sources to conduct behavior change programming. 2.2 Partners have a broader diversity of funding sources to support programs and strategies. 2.3 Partners increase and diversify those organizations and individuals they collaborate with on projects.	<p><i>(Responses included as part of original proposal submission and maybe follow-up at reports 1 and 2 years into the grant period)</i></p> <ul style="list-style-type: none"> <li>▪ Who are their funding sources – where are they getting financial support from, what different sectors, is the financial support being used in these grant efforts?</li> <li>▪ Who are they reaching out to work with on project, who are they disseminating information and other things to in the community?</li> </ul>
3. Partners implement more effective programs	3.1 Partners demonstrate use of a planning process; show goals and outcomes to be achieved. <i>(note we would consider these steps as evidence of using an “evidence based” approach to implementation)</i> 3.2 Partners put an evaluation plan in place and measure progress over the course of the project.	<p><i>(Responses included as part of follow-up at reports 1 and 2 years into the grant period)</i></p> <ul style="list-style-type: none"> <li>▪ Partners report going through some specific steps in planning for implementation of grant activities <i>(e.g., target audience research, linking to other program activities, how to disseminate message, assessing investment of resources and costs, etc.)</i></li> <li>▪ Partners have developed an evaluation plan and means for tracking impacts/outcomes</li> </ul>



## APPENDIX F: Grantee Program Evaluation Form

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**Puget Sound Partnership – Social Marketing Grantees**

Project Evaluation Plan

PROJECT: \_\_\_\_\_

Does your project have internal capacity and/or external support for conducting the evaluation activities? YES NO

Project Activities/Strategies	Expected Outcomes	Data Collection Plan
<i>e.g., "County Place" lectures</i>	<ul style="list-style-type: none"> <li>▪ <i>Increased participant knowledge of specific shoreline management techniques</i></li> <li>▪ <i>Increased motivation to use these techniques</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ <i>Use of PRE and POST survey administered before and after the lecture (proposed tool attached)</i></li> <li>▪ <i>Use of FOLLOW-UP telephone survey with smaller number of participants</i></li> <li>▪ <b>Target population</b> <i>is participants in the lectures</i></li> <li>▪ <i>Estimated 40 individuals with survey data</i></li> </ul>

**Project Activities/Strategies:** Please describe each of the proposed activities/strategies included in the project that are intended to help your organization build awareness and/or affect behaviors for the targeted audiences. Please focus on those activities that involve some kind of outreach, dissemination, or presentation of information to a targeted audience, or activities that involve some “implementation” directed at a targeted audience.

**Expected Outcomes:** What are some of the **short term/immediate** changes experienced by the targeted audience related to the activities/strategies implemented in the project. Please be as specific and concrete as possible about these changes, and consider outcomes that are **reasonable and realistic** given the intensity and duration of the activity being implemented. It is possible that you will have some common outcomes across different activity/strategies.

**Data Collection Plan:** Please discuss your overall plan for collecting data on the specific outcomes. This should include a discussion of the specific data collection methods with a focus on **what type of instrument you are using** (e.g., survey, interviews, secondary data) and **how often you are collecting the data**. Please identify the **target population** for your data collection and, if feasible, the **expected number of individuals** you hope to get data from.





