

Open Networks In Environmental Initiatives, Locally Applied

Presentation: Dale Mohr, Division UW-Extension

April 19th 2018, 1:45 pm

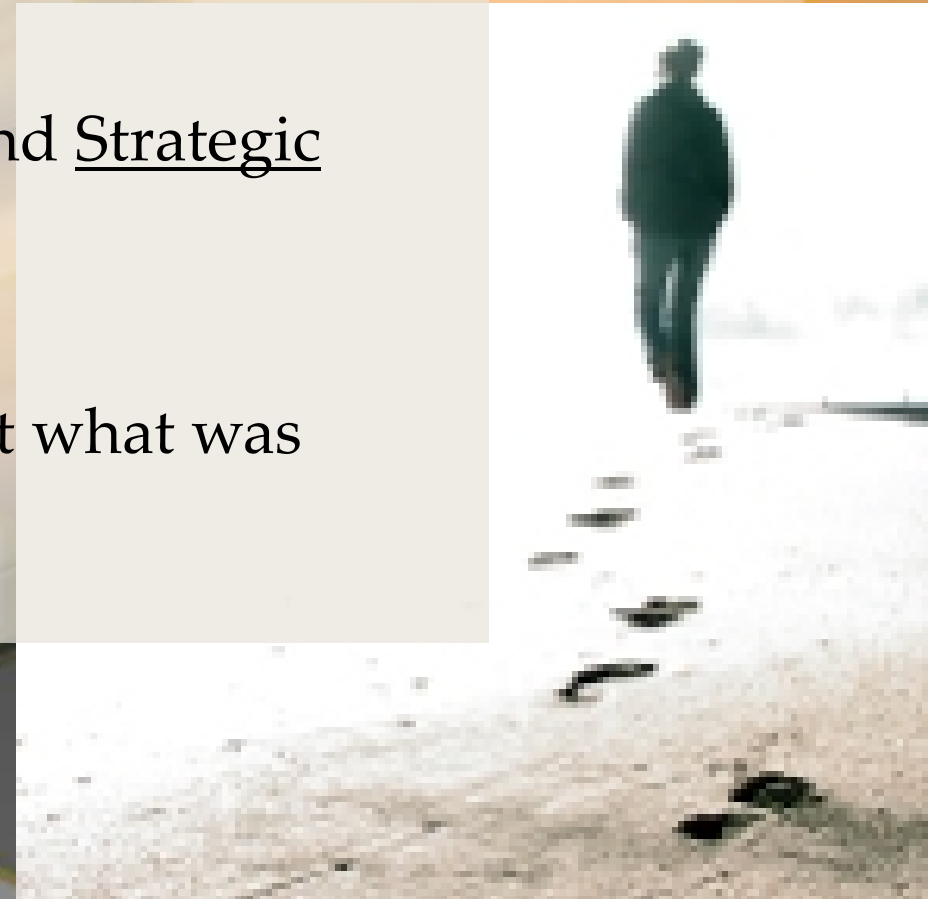
2018 Wisconsin Lakes Partnership Convention & Water Action Volunteer Symposium, Holiday Inn Convention Center, Stevens Point WI.

Resources:
Stanford Social Innovation Review; Kania and Kramer
Ed Morrison Purdue University Extension



Today's Walkaways

1. Learn of the *benefits* of doing Collective Impact and Strategic Doing in a COLLABORATIVE process;
2. Learn about the *steps involved*;
3. See an *approach conducted locally* and hear about what was learned – gain a resource (Me)



What are we talking about today?

Definitions:

A **collective**

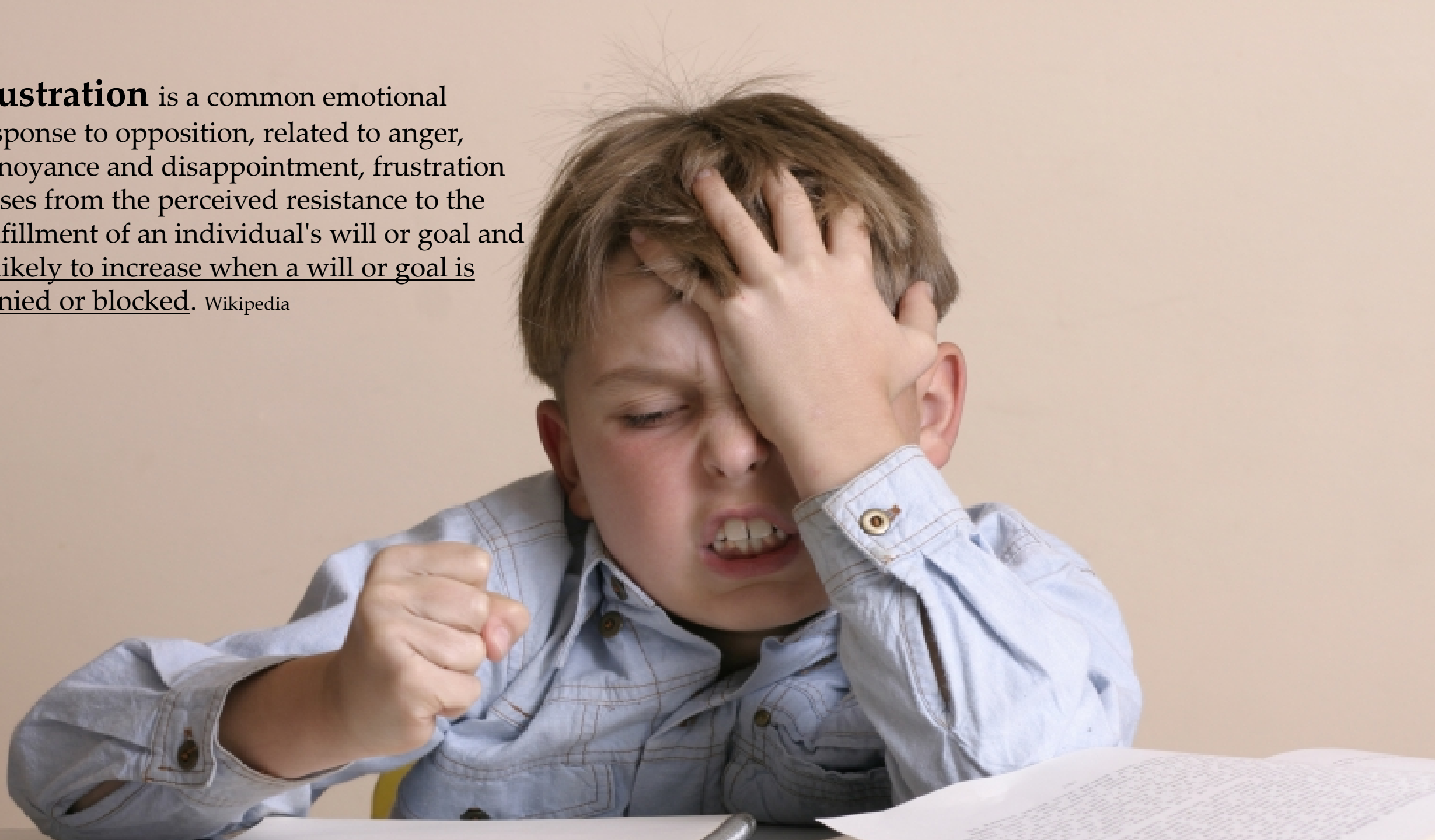
- is a group of entities that share or are motivated by at least one common issue or interest, or work together to achieve a common objective.

Stra·te·gic

- the identification of long-term or overall aims and interests and the means of achieving them.



frustration is a common emotional response to opposition, related to anger, annoyance and disappointment, frustration arises from the perceived resistance to the fulfillment of an individual's will or goal and is likely to increase when a will or goal is denied or blocked. Wikipedia

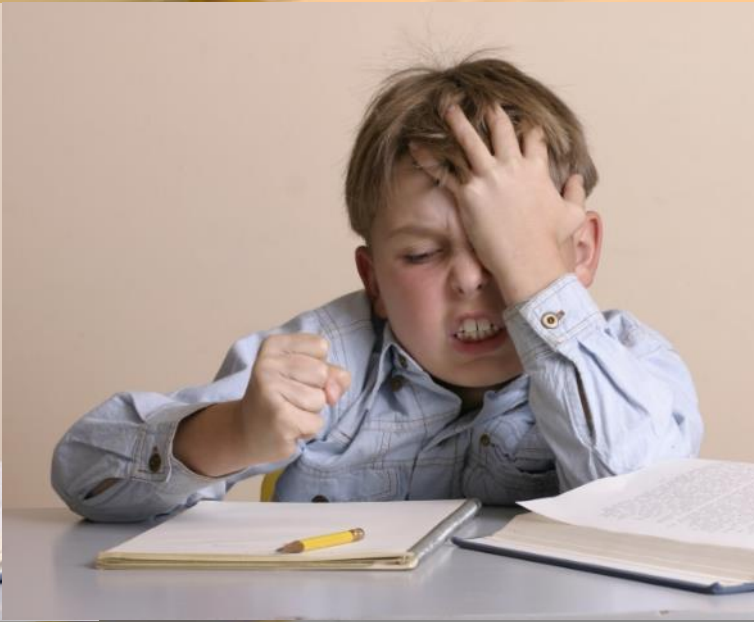
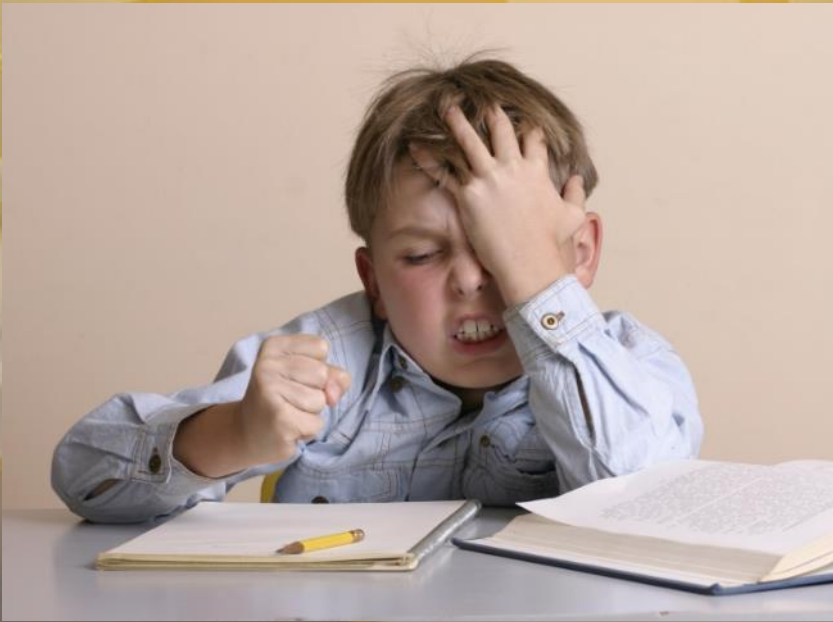
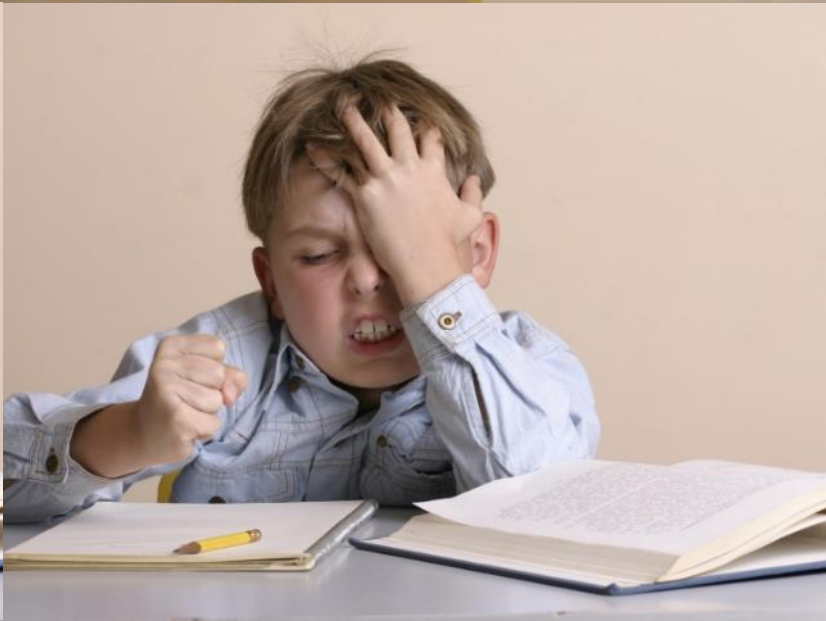
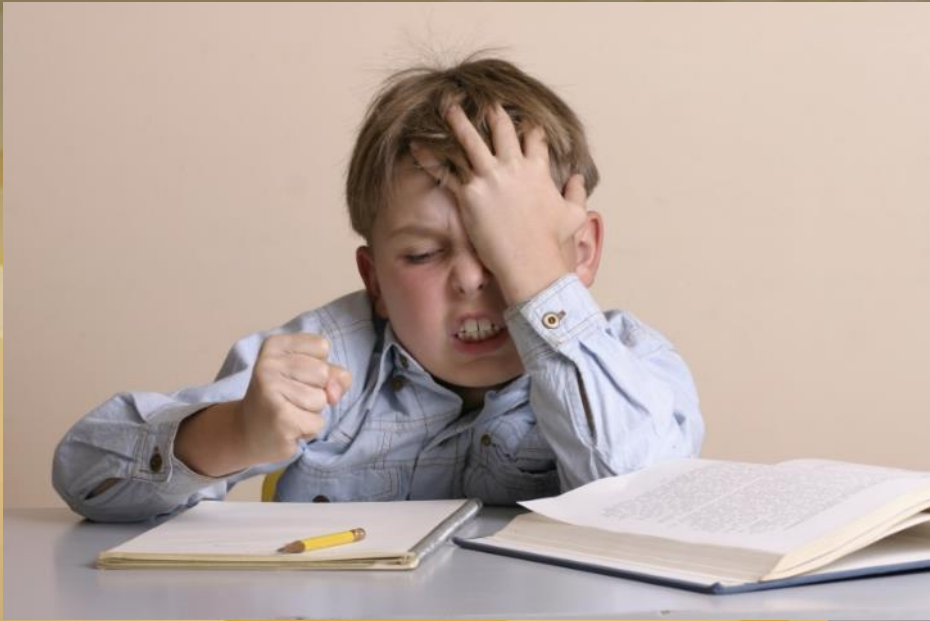


Ahhh Frustration!

- Frustration in Program Design when dealing with larger social or in this case Environmental challenges within County
- Can't find anyone who works on the broader picture
- Agencies have so many strings
- Hard to motivate others to ideas
- Can't do it all by yourself

Soooo lets get others to join me 😊





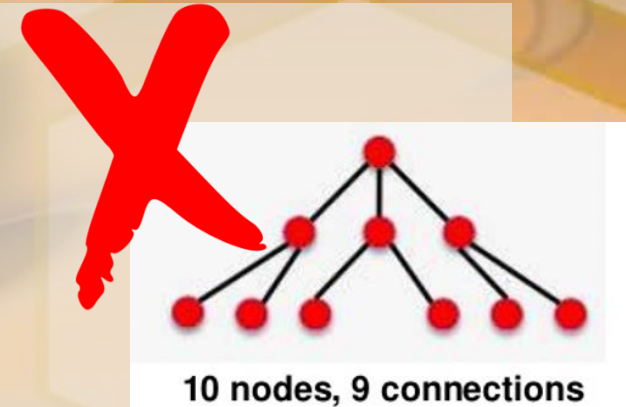
A bunch of us together – busy like bees???

- Group Process tools – bylaws? 501c3? Need to be official.
- Do we pick a day and time to meet? Oh I can't make 2nd Tuesdays.
- Rely on Strategic Planning process?
- Realization no Hierarchy or Lead exists or wanted?
- Isn't more people better?
- Why are you part of this? Don't Know!

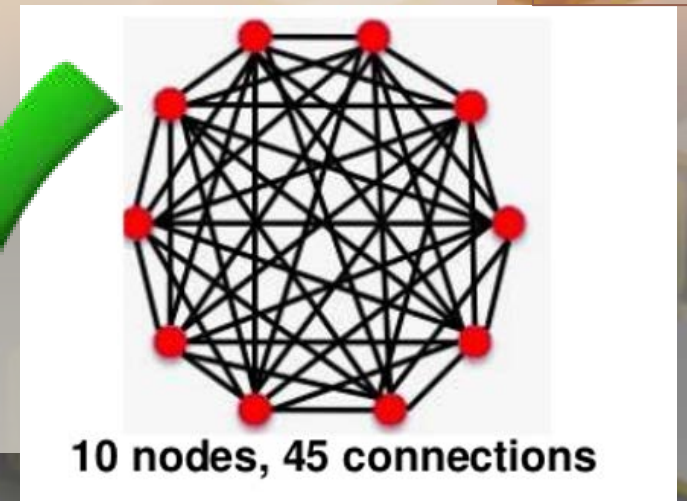


So What are...Strategic “Doing” & Collective Impact? Well they are similar...

- Both **leverage** the value of an **open network**
- Neither has a hierarchy of control
- Both **work** for a desired shared end state
- Both build/rely on **trust** being developed
- Both need a **central support** mechanism
- Both need defined agreed upon **metrics of success**



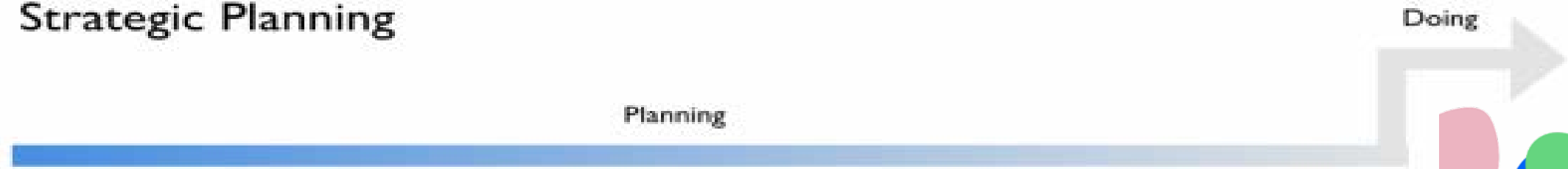
Vs.



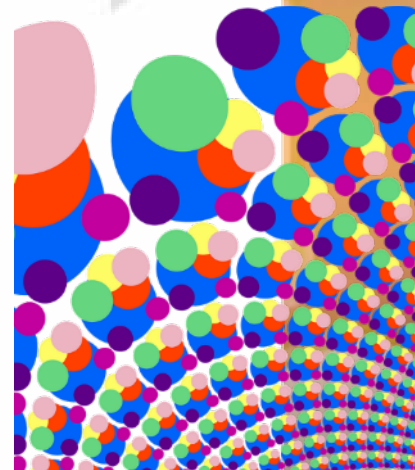
Strategic Planning vs. Doing

From Slow, Linear to Fast, Agile

Strategic Planning



Strategic Doing



2 Questions lead to 4 ... In Strategic Doing

Where are we Going? How will we get there?

The 4 questions of Strategic Doing



1. “What could we be doing together” to collaborate, utilize our experiences and expertise?
2. “What should we be doing together?” identifies the most promising opportunities – most emotionally moving statements.
3. “What will we do Together?” is the action plan/steps.
4. “What’s our 30/30?” Learning and Adjustment takes place. Learning by doing a “learning loop”





“Collective Impact” has offered the hope that citizens, acting together, can productively address the “problems” confronting our communities.

Think about a hives structure – common good is the vision, each with their expertise, communicating toward a goal. Hive is our society – types of bees are our skills roles we best fit. Has a “backbone” the queen to add structure and support not leadership.



“Collective Impact... Critical Parts”

A Common Agenda in which the participants share a vision for social change; come together to collectively define the problem and create a shared vision to solve it. BHAG!

A Shared Measurement System that embodies an agreement on how success will be measured; Track progress in the same way allows for continuous improvement;

Mutually Reinforcing Activities in which participants align their actions toward their shared measures of success; collective efforts to maximize end results;

Continuous Communication in order to build trust, learning and adaptation; and

A Backbone Organization capable of providing supporting staff to the collaborative initiatives or orchestrating the work of the group.



What this could look like

- **Corporations** could come together with local government departments and State agencies to pool resources/individuals assigned to the effort. One organization could focus the discussion/house the information/send communication/etc.
- **Individuals** could come together representing themselves/own experiences/skills along with key individuals from local governments or State agencies to pool their resources. One person could direct the flow of communication/agenda/etc.

A Common Agenda:

Jim Collins and Jerry Porras coined a term for this long term goal: BHAG

Big Hairy Audacious Goal

1. **BHAG's are clear, to the point and easy to understand.** If you need to explain it with a lot of theory, it's probably not a good BHAG.
2. **BHAG's have a well defined goal.** You either make it or not.
3. **BHAG's stimulate concrete everyday action.** From everybody within your company.
4. **BHAG's energize and inspire people.** They take them out of their comfort zone and make them walk the extra mile.
5. **BHAG's take a lot of time and concerted effort to achieve.** Plan for 7-10 years.



Not a warm and fuzzy Goal

Target BHAG's set a clear, well defined finish line.

1. *"Every book, ever printed, in any language, all available in less than 60 seconds."* (Amazon)
2. Become a \$125 billion company by year 2000. (Wal-Mart, 1990)



Common Foe BHAG's focus on defeating a common enemy

1. Nike: *"Crush Adidas."* (1960s)
2. Yamaha wo tsubusu! We will destroy Yamaha! (Honda, 1970s)



Role Model BHAG's look at admirable examples or companies outside of the market.

1. Stanford University: *"Become the Harvard of the west."* (1940)
2. Become as respected in 20 years as Hewlett-Packard is today. (Watkins-Johnson, 1996)

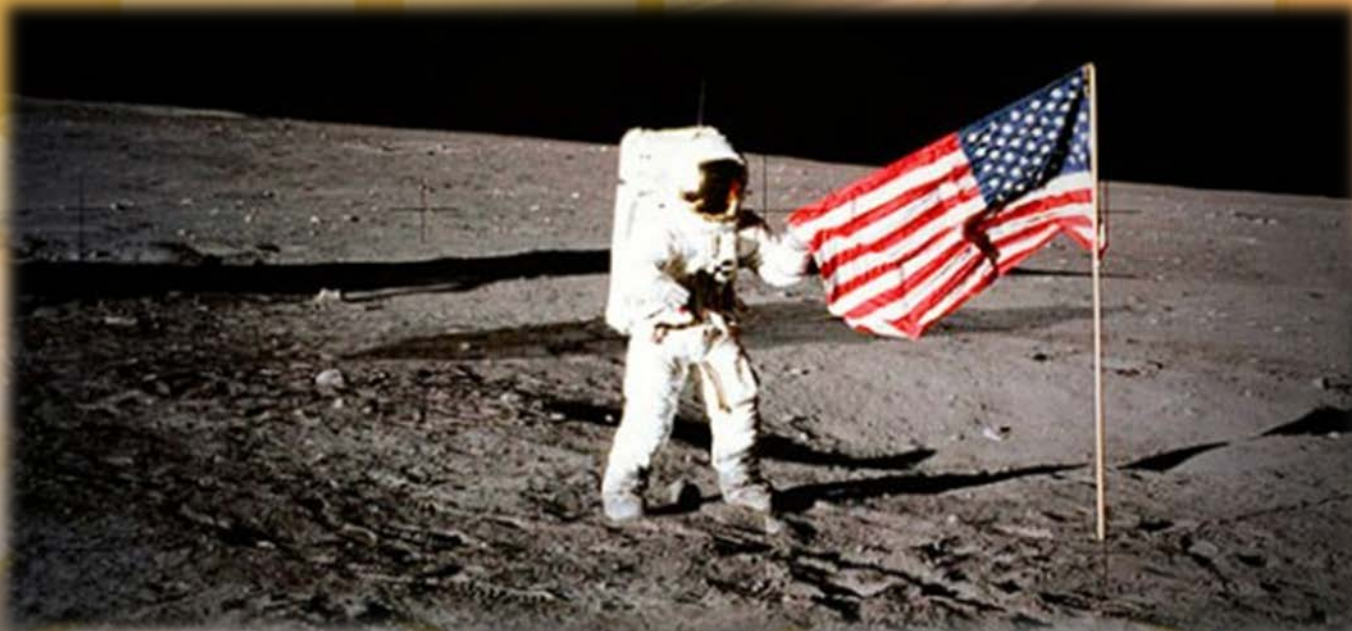
Internal transformation BHAG's are about changing the purpose and fabric of a company.

1. Rockwell: *"Transform this company from a defense contractor into the best diversified high-technology company in the world."* (1995)
2. Change the image of "Made in Japan" from poor quality to high quality. (Sony in the 1960's and 70's)



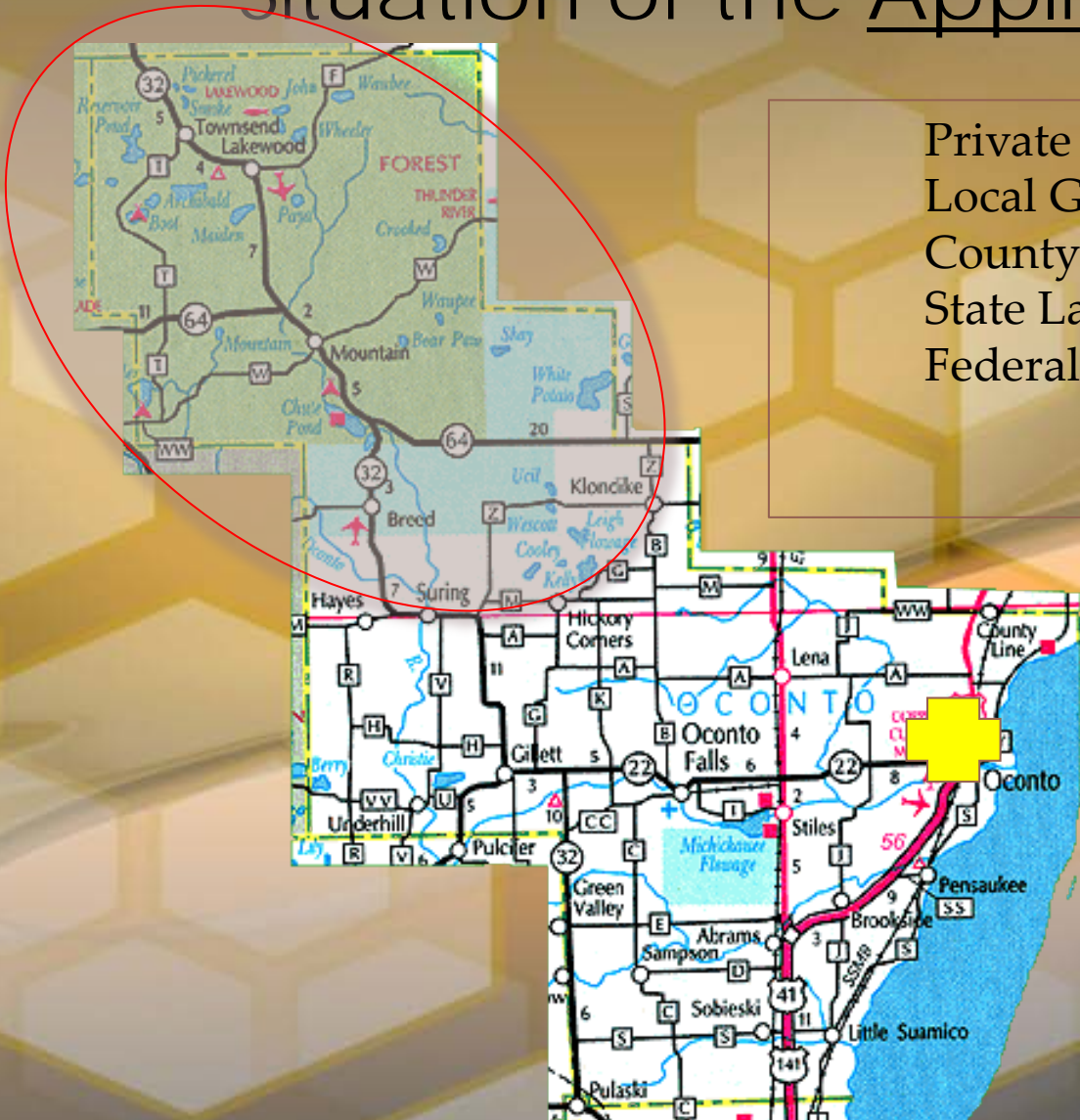
“I believe that this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to the earth.....We choose to go to the moon in this decade and do the other things. Not because they are easy, but because they are hard.”

JFK



Situation of the Application within Oconto County

Private Ownership
Local Government
County Forests
State Lands
Federal lands





Situation: AIS, Algae blooms, silt and runoff, = Public Dissatisfaction

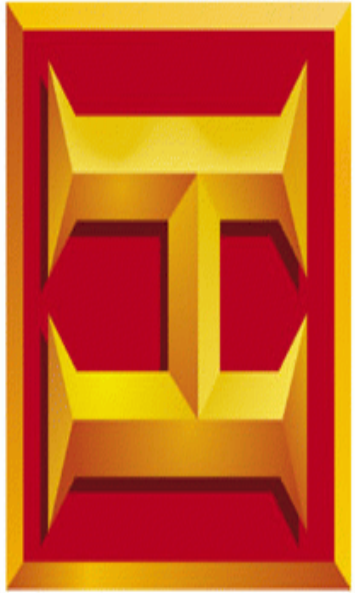




What we were hearing...

- Perception of lack of needed resources
- Lack of understanding
- Lack of leadership
- Lack of capacity to accomplish much
- Lack of urgency
- Lack of knowing what is needed and what has been accomplished
- Lack of communication
- Lack of trust – them vr. us





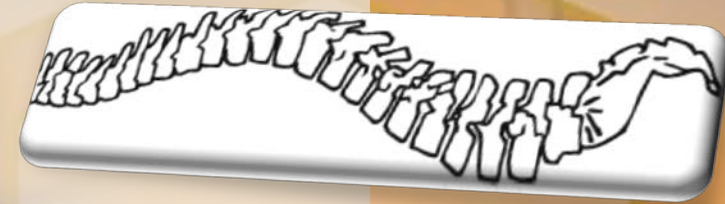
What started all this?

1. Land Conservation & UW-Extension = 10 YR Conservation Plan
2. Unofficial Citizen group = Guiding Vision & Goals
3. Involvement of larger players = WDNR, UW Stevens Point, & OCLAWA
4. Citizen involvement + Government Education
5. Specific projects ID'd = Lake Plans, ADA access, River Cleanup, County & local surveys, public discussion, county plans
6. Gaining support/change the situation = county support, citizen collaboration CAC, funds ID'd, grants received, grants created!
7. Local impacts = locally funded projects, local support, volunteerism, local plans designed/implemented, greater understanding issues.

How'd we end up here?

Collective of Open “loose” Networks – **The Who!**

- County Land Conservation Committee
- County Planning/Zoning Staff
- Water Advisory Committee
- OCLAWA Association
- Oconto Economic Corporation
- 12 Lake Associations
- Lake Volunteers
- WDNR Lakes Department
- Sportsman's Clubs/Trout Unlimited
- *** Land Conservation
- *** UW-Extension
- Village Suring CDA
- Citizen Advisory Committee
- Oconto Tourism Committee
- County Supervisors
- UW-Stevens Point
- Municipal Leadership





Overall BHAG: The Shared Vision! *"Having the Healthiest Waters In Wisconsin!"*



Major Efforts Identified - The Goals Then Who was needed



Land
Conservation &
UW-Extension



Major Milestones

OCLAWA
Defined new
Mission &
Purpose = citizen
involvement/vol
unteerism/grant
applications/outr
each.

Countywide
direction on
preservation.
County adopts
Operational strategy
to surface water
protection

County commitment
to efforts. County
became aware of
needs, agreed to
\$243,000 of
assistance. Citizen
group guided policy
development/review
grants.

Provide
improvements to
access points. City
Oconto & WDNR
modified ADA
access to Marsh site,
Observation decks
& docks Green Bay.

Local
Government
Education
/AWARENESS. Tools
and techniques
explored with local
leadership in towns

Increase healthy activity
on underutilized
resources, Village Suring
addressing the North
Brach Oconto River,
conduct inventory and
planning steps, building
knowledge, building
volunteers

Increase \$\$\$ for
activities. More than
\$200,000 in WDNR
grants for planning
research activities

Citizen awareness
and involvement.
more than 600
involved in Lake
Management Plans
and County Plan

Outcomes Benefiting Community!

- **Land & Water Conservation Plan** adopted highlighting critical needs. This 10 year plan has identified local needs and where key participation is needed as well as measurable results.
- **Oconto County Lakes and Waterways Association** – has taken needed steps to re-invent themselves. Through Board evaluation they defined new Purpose/Mission and Marketing strategies. Retained and grew in member organizations they represent, have a greater presence within the county to address concerns, stronger bonds with lakes and their volunteers, guiding organization in regards to planning and grant writing.
- **Operational Strategy and Plan for County Surface Waterways** – County Board adopted first of its kind strategy for Departments to implement in order to address key negative impacts to the county's waterways. Some 400 residents took part in identifying needs.
- **W-AC Water Advisory Committee** being formed– became advisory to Land Con Department providing feedback to County Board. Citizen Greater involvement with County Government and activism. Led to two County Board Presentations by volunteers and a public campaign calling representatives to highlight the importance of critical water issues and needs. Led to County allocating \$234,000 to fight AIS – WAC instrumental in designing policy and procedures on new grant process to allocate these funds.
- **Four ADA Public access points** in City Oconto to water resources built/rebuilt – UWEX/WDNR/City Parks Dept./Chamber Comm./City Government. \$50,000
- **Suring River Enhancement Team** – established in effort to open up 10 miles of river to recreational use. Sportsman's Clubs/DNR/LCD/UWEX/Sheriff/ Village staff/Community Dev. Authority/Local Business/OCEDC
- **Lake Management and County Lake Planning** - Collaborative with UW Stevens Point/UWEX/LCD/ WDNR/Lake Assoc./Volunteers/ conduct 10 year study and develop Lake Management Plans for 60 lakes. 210 residents participated in early planning meetings 400 in surveys. Grants received thus far for project = \$100,000 & \$74,000 & \$72,000.

OCLAWA– “Dale Mohr our present UW Extension agent has been very critical in leading our effort to reinvent ourselves. I think it is safe to say that had it not been for Dale we likely would have dissolved as an organization.”
Matt Marty -Board Member of OCLAWA

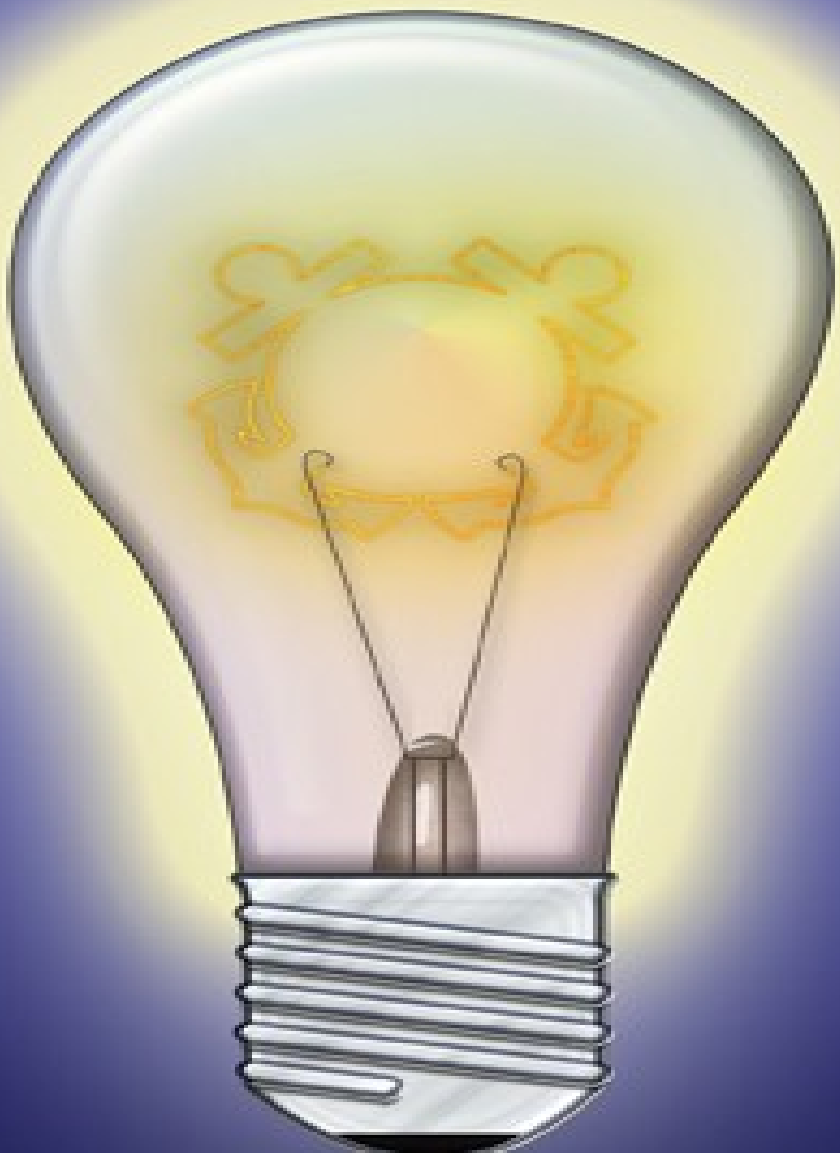
This truly is very wonderful news about the Marsh site!

Thank You, Dale - for your diligence in this goal - to make sure it finally got done!

Victoria Bostedt, Mayor for City of Oconto


Quite honestly, if Dale and UWEX were not involved in these grants, I do not think I would have been able to do the work myself. Ken Dolata - Conservationist

LEASONS



THE ARND

What's Worked

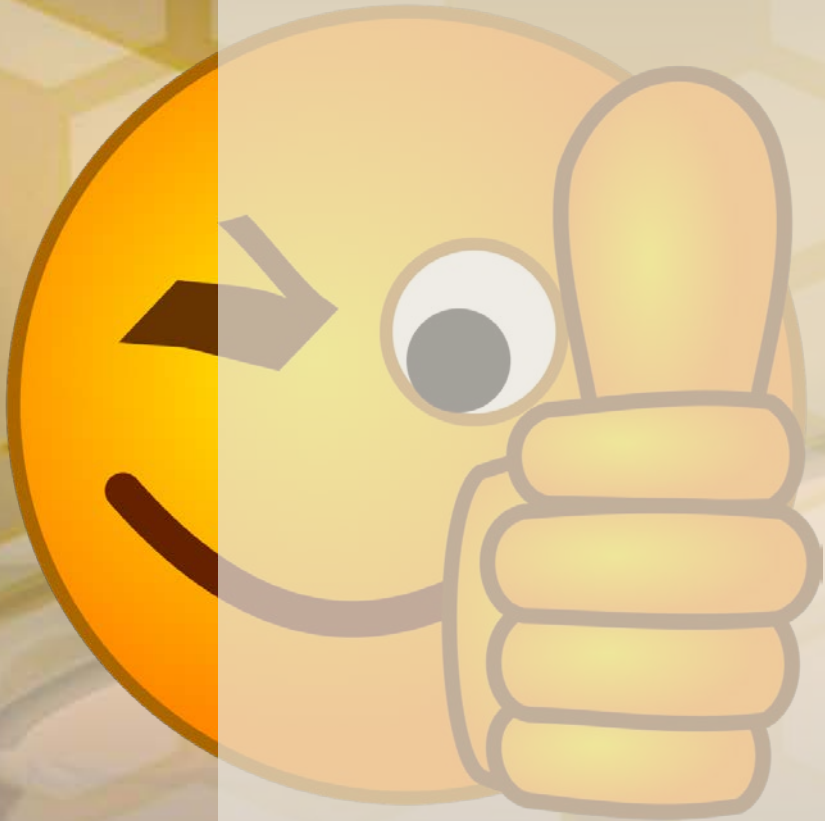
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- Having a strong “Backbone” of those working toward the overall Goal
 - Loose network worked for us
 - Communicating and reporting through emails/texts/phone
 - Having a compelling BHAG
 - Networking to find/support grant opportunities
 - Establishing trust with larger organizations and County Government through key individuals and groups
 - Being flexible on projects and levels of involvement
 - 30/30 over specific projects

What's Really Hard



- Open Regional Networks is not a standing committee but an issue driven one – involvement levels hard to estimate/coordinate
- Maintaining enthusiasm on steps of process
- Communication sometimes
- Continuity = Loss of key people job change/life change
- Moving forward without a hierarchy or established operations – takes time and effort!
- Maintain 30/30 over longer periods of time holidays and just life in general gets in way

What I Appreciate



- Don't have to do it all yourself
- Be in different roles on projects, cheerleader to quarterback
- Rely on traditional group process tools learned in Strategic Planning Professional Development
- Networks help greatly in grant searches and support
- Success breeds success
- Okay if not everyone 100% on everything
- Value of being flexible and don't worry about positions focus on tasks at hand 30/30 accountability
- Emails/texts = rapid communication method in busy lives

Questions?



PURDUE
UNIVERSITY

Strategic Doing Introduction
for Holland-Zeeland

Ed Morrison
Purdue Center for Regional Development
July, 2011



COLLECTIVE IMPACT

<http://www.fsg.org/ideas-in-action/collective-impact>

