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University of Wisconsin - Stevens Point

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Wisconsin Lakes

*Lake Organization  
Advanced:  
Capacity Techniques*

**Goals:**

- **Introduce Community Capacity Analysis**
- **Capacity Assessment Tool**
- **Small Group Discussion**
  - **Human Dimensions Science**
  - **Governance and Collaborative Planning**
  - **Community Capacity Analysis**

**BUILDING CAPACITY**

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1. Natural Resource Planning
2. Applied HD / Social Science
3. Community Capacity Building

## Aaron Thompson

Associate Professor of Natural Resource Planning & UW-Extension Specialist

### Degrees:

BS - Landscape Architecture, Purdue University  
MS - Natural Resource Planning, Purdue University  
PhD - Natural Resource Social Science, Purdue University

**Hometown:** West Lafayette, Indiana

**Greatest Accomplishment:** I've been able to help launch the careers of some pretty amazing students and through UW-Extension I get to work with citizens across Wisconsin every day to find local solutions to natural resource challenges facing their communities.

**Fun Facts:** I've come to really enjoy snowshoeing, a new experience for someone from further south, but you'll often find me carrying one of my daughters through the woods as their energy always seems to disappear at the furthest possible point from the car.



# *Lake Organization Advanced: Capacity Techniques*



➤ **Introduction – 30 minutes**

# Natural Resources



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*PLANNING: ACTIVE DECISION MAKING*  
**Making Public (Community) Decisions**

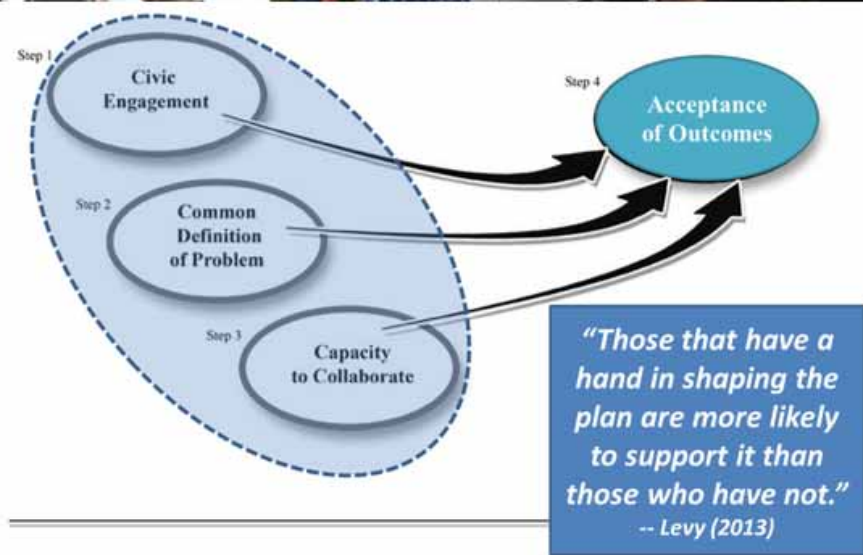


*PLANNING: COMMUNITY DIALOGUE*  
**Capacity Building → Implementation Networks**

# Natural Resources



**COLLABORATION**  
Engage citizens directly in determining the future of their communities



**BUILDING CAPACITY**



Google

Wisconsin conflict water quality

**THE RIVER NEWS**  
 RHINELANDER, WISCONSIN | THE OFFICIAL NEWSPAPER OF  
 A Subscriber-based Community Newspaper serving the Ne...

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**The New York Times**

Chattanooga Gunman  
 Mohammad Yousof  
 Abdalazem: 'Life is Short  
 and Bitter'

Chattanooga Mosque Where  
 Worshiped Moslems  
 Marries

CHECK CLASS-LEAF OF CHRYSL

Politics

Panel says lawmakers — not regulators — will have final say over dam



**Conflict Over Soil and Water Quality Puts 'Iowa Nice' to a Test**

home : news : city news

7/2/2015 4:20:00 PM

**DNR officials, staff disagree over shoreland rule**  
 Wolf population marching ever upward

Richard Moore  
 Investigative Reporter

greenbaypressgazette.com

HOME NEWS BUSINESS SPORTS PACKERS OPINION

It is said Department shoreland On multi Oneida C water m replacem

INFORUM

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**Offutt defends his company's land stewardship**

By Mikael Pines | Florida News Service on July 22, 2015 at 9:02 a.m.

So why is it time to leverage human dimensions science as part of watershed planning efforts?



Business | updated: 2/16/2015 9:32 AM

**Water, air quality concerns heighten conflict with pig farms**

78°

Partly Cloudy

Weekly Forecast

Facebook Twitter Google+ LinkedIn Email Print RSS



Barb Kalbach stands near a hog confinement facility, near Orient, Iowa. Kalbach has fought for more than a decade against the construction of huge hog operations, and has joined Iowa Citizens for Community Improvement, a nonprofit that's against such enterprises because members believe they are ruining Iowa's waterways.

**Towns push lawmakers to strip Dane County's land use powers**

March 16, 2015 9:30 am - By Steven Verburg | Wisconsin State Journal

The Wisconsin Towns Association is helping several Dane County towns drum up support for legislation that would strip the state's fastest growing county of its zoning authority.

FLIR

Not an air balloon flight!

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# Human Dimensions Analysis

## • Stakeholder Profile of Lake Community

### Lake Wausau Community Survey



University of Wisconsin - Stevens Point  
College of Natural Resources

As a resident of one of the communities that surround Lake Wausau you have been randomly selected to receive a survey concerning efforts to improve the community resource of Lake Wausau. This survey is being conducted by faculty in the College of Natural Resources at the University of Wisconsin-Stevens Point in partnership with the Lake Wausau Association and sponsoring local governments. Survey results will help these groups understand how residents in the Wausau area interact with and value Lake Wausau and the Wisconsin River. Results will inform ongoing research and activities to improve water quality in Lake Wausau. All results will be kept confidential and if you have any concerns about the treatment of research participants please contact the UWSP Institutional Review Board that can be reached at (715) 346-4598.

Your voluntary participation in this survey is a chance to be a part of the process of determining the future for Lake Wausau. Please take the time to share your views about this important community resource by completing and returning the survey in the enclosed postage paid envelope. If you have questions about the survey, please feel free to contact one of the members of the research using the information provided below.

Thank you for your assistance.

Dr. Aaron Thompson  
Assistant Professor  
aaron.thompson@uwsp.edu  
715.346.2278

Dr. Melinda Vokoun  
Assistant Professor  
melinda.vokoun@uwsp.edu

Dr. Kristin Floress  
Assistant Professor  
kristin.floress@uwsp.edu

#### PLEASE READ BEFORE BEGINNING THIS SURVEY:

The survey must be completed by an adult member of your household 18 years of age or older.

Please mark all answers clearly, in pen or pencil, as indicated below.

Example "A"    Example "B"

#### The Lake Wausau Association

Have you heard of the Lake Wausau Association?

Never heard of them  Head of them, but don't know what they do  Head of them, and know what they do

Lake Wausau Association's (LWA) mission is "to protect, maintain, and enhance environmental and recreational values on Lake Wausau and its surroundings; to organize and conduct activities intended to maintain or improve the ecology, water quality, fishing, and recreational use of Lake Wausau" — lakewausau.org

Do you agree with the priorities that the Lake Wausau Association has put forth in their mission statement?

Strongly Disagree        Strongly Agree

Current Conditions

### Co-Learning

RESEARCH

Define the problem / Identify Issues

What do stakeholders want?

What will they support / won't support?

How do they currently view the resource?

Who is looked to for leadership?

What ideas will they support?

DECISION MAKING

Select goals and outcomes

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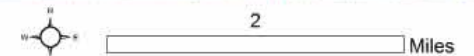
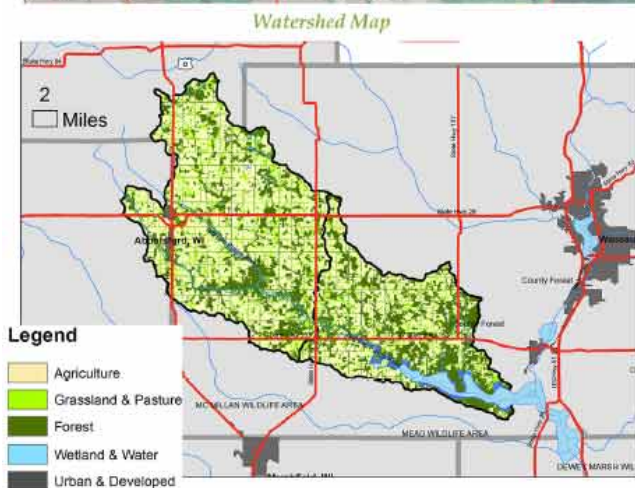
# What do stakeholders want?

## Telling the story of the Big Eau Pleine

Looking at the green water you just know **there has to be a way** to improve the water quality / quantity and make it a better place for all who use it. (Sticker #64)

I spent my married life living on the BEP. We raised 2 daughters in our home. They grew up loving the water doing a lot of swimming, fishing, and boating. We took very few vacations as we had everything to enjoy right out our backdoor. (Sticker #20)

February 2015 BEP Community Conversation:  
BEP Watershed Planning Process



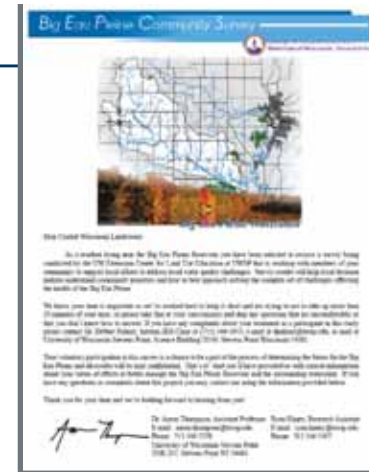
## What do stakeholders want?

### Big Eau Pleine Community Survey

#### Stakeholder Profile

##### **RS Group 01: MOTIVATED BEP SUPPORTERS (70 Percent)**

These individuals believe that the BEP vastly adds to the beauty of the community and its surroundings. Unlike groups 2 and 3 **they enjoy the natural, scenic shorelines and not the suburban backyards found on other lakes.** It's clear that **THEY ACTIVELY RECREATE ON THE BEP**, rather than choosing to go to other area lakes. Additionally, they see the excellent fishing opportunities on the BEP and feel safe eating fish from the BEP. They also **disagree that spending time on the reservoir is less enjoyable due to murky, unclear water.** Much like all of the groups they see the greatest threat to fish populations in the BEP is the decline in water level during winter months, but **feel strongly that time spent on the BEP is relaxing because the lake is quiet an not overcrowded.**



# What will they support / won't support?

## Water Resources

### COMMUNITY PERSPECTIVES OF BASS LAKE

The following statements assess a wide range of opinions about the use and management of Bass Lake. Most of these were suggested by lake stakeholders like yourself, so we're really just trying to see if you agree or not. **For each of the following please respond by indicating how strongly you agree or disagree with the views expressed in each statement.**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
SD	D	N	A	SA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

I believe water quality in Bass Lake is better than most other lakes in the area.

Bass Lake provides good conditions for swimming near shore because the water clarity makes it is easy to see what is underwater.



“Interests of all kinds are at the heart of natural resource policy and management.”

Common interests are those beliefs that are widely shared within a community and {are perceived to} benefit the whole community. (Clark, 2002, p. 13)

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What will they support / won't support?

*Water Resources*

**Stakeholder Profile: Consensus → VISION & MISSION**



DECISION MAKING

Visioning

**Community Perspectives of Bass Lake**



**Consensus Statements**

**Bass Lake residents as a group ...**

- Are willing to invest to protect water quality
- Believe lake management requires neighbors working together to resolve challenges
- Gather motivation to act from benefits connected to improvements in fish & wildlife habitat
- See enhanced recreation as important – with users reported that they are not frequently interrupted by others on the lake; however, many comments submitted reveal weekend conditions may be different

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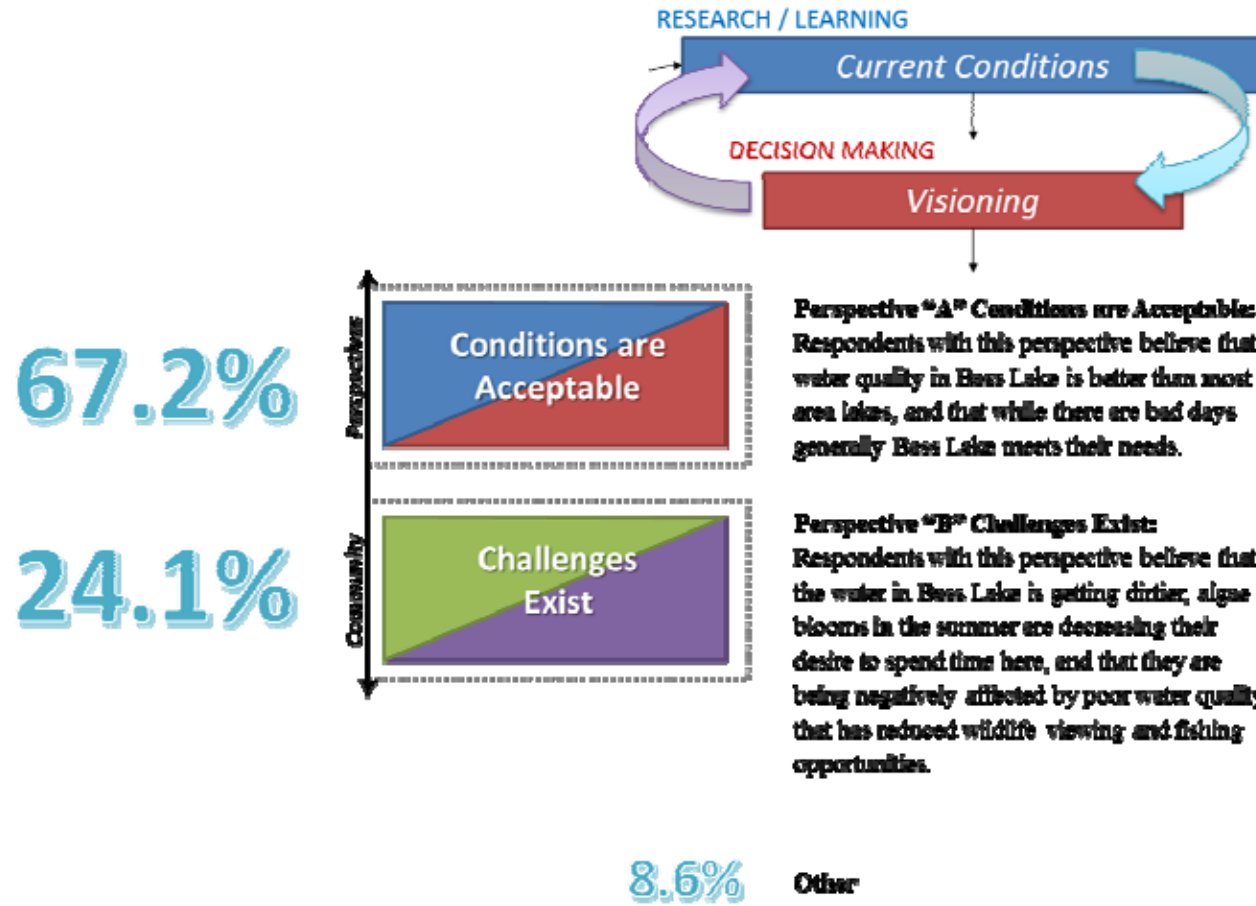


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# What will they support / won't support?

## Water Resources

### Stakeholder Profile: Distinguishing Variables



**Perspective "A" Conditions are Acceptable:** Respondents with this perspective believe that water quality in Bass Lake is better than most area lakes, and that while there are bad days generally Bass Lake meets their needs.

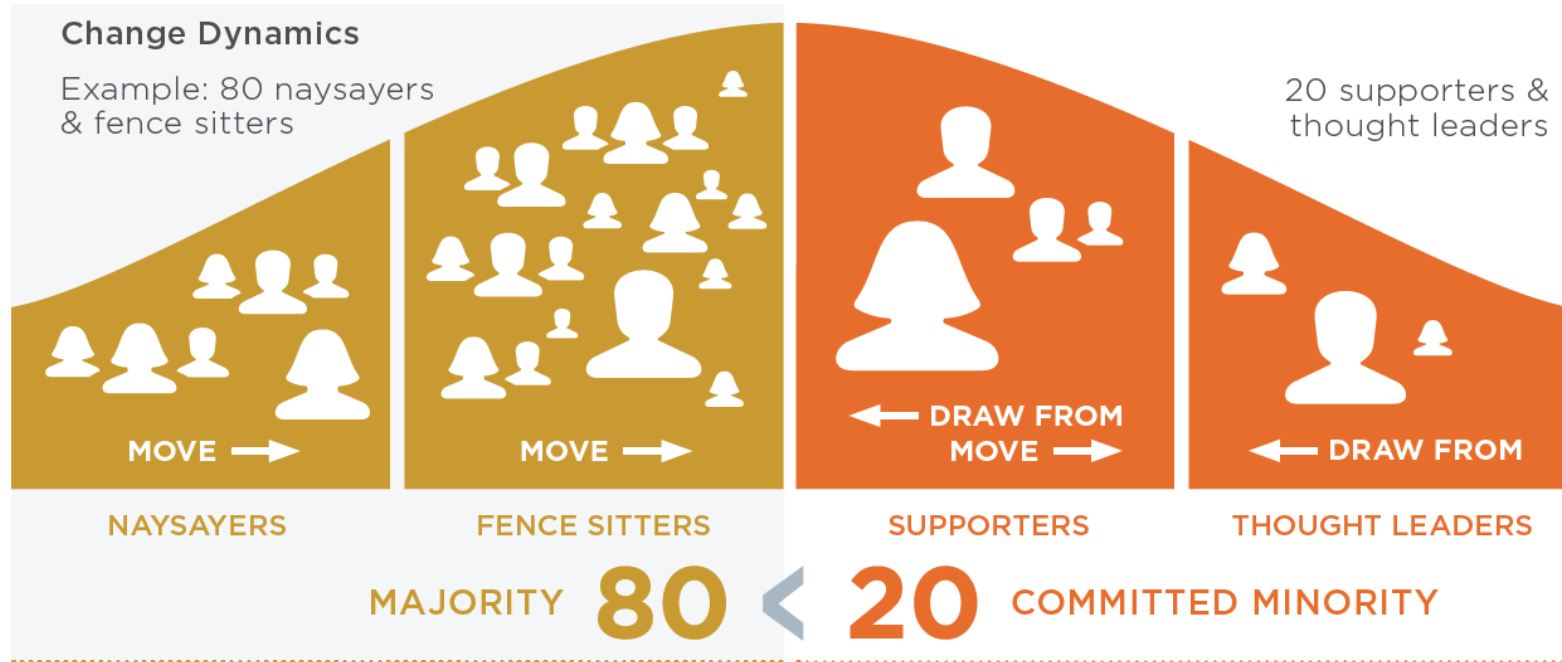
**Perspective "B" Challenges Exist:** Respondents with this perspective believe that the water in Bass Lake is getting dirtier, algae blooms in the summer are decreasing their desire to spend time here, and that they are being negatively affected by poor water quality that has reduced wildlife viewing and fishing opportunities.

When a majority of lake residents don't perceive a problem ...

The community **HAS A CAPACITY PROBLEM**

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## Call to Action → Committed Minority



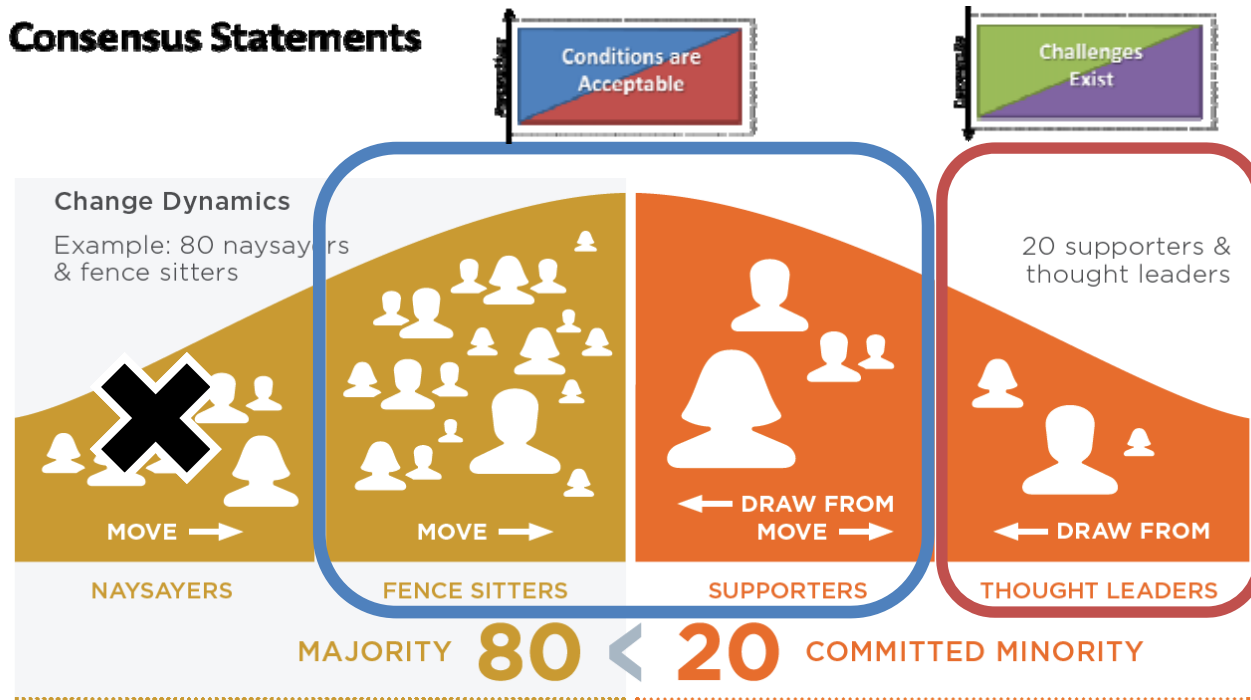
ThinkWater is a national campaign supported by the U.S. Department of Agriculture to help people of all backgrounds and ages think and care deeply about water. It does so by applying systems thinking to existing water education and research efforts and by actively engaging people in a new way around water issues. Our Mission-Vision is to Engage, Educate and Empower 7 Billion Systems Thinkers to solve wicked water problems.

[thinkwater.us](http://thinkwater.us)

## Community Perspectives of Bass Lake



### Consensus Statements



Why does lake management rely on the committed minority?

*Problems accumulate slowly*

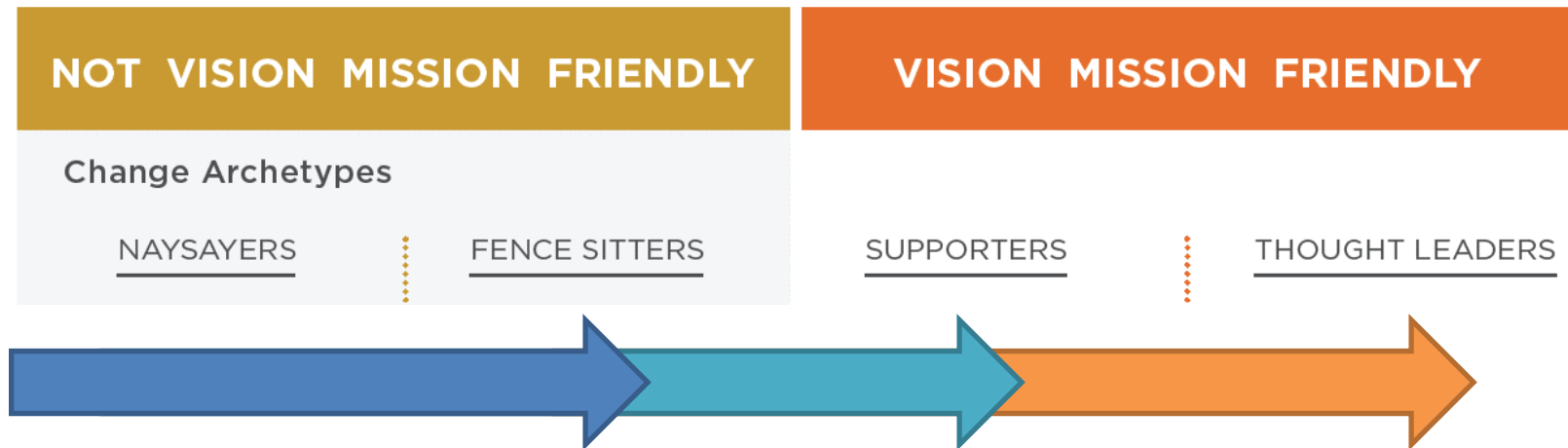
*Not everyone has skills or interest in volunteering*

*Complexity of issues can require big commitment*

*People move to the lake for recreation & relaxation*

*Lack of awareness – don't see a problem*

## Committed Minority: Creating Change ...

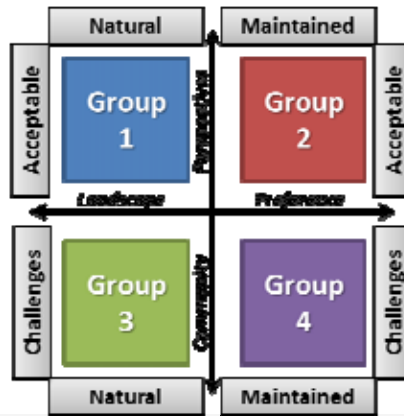


A small, committed group of individuals ...

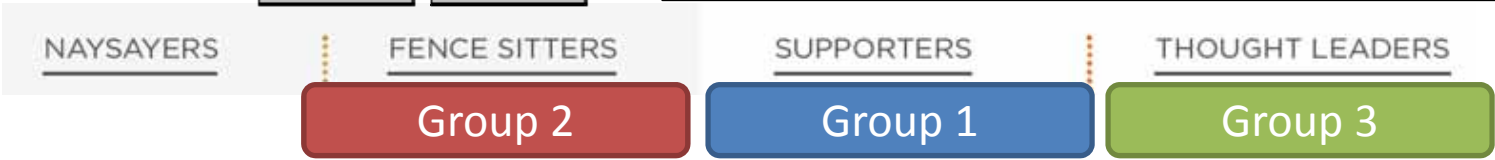
- Isn't going to "educate" their way to attitude change
- Also can't bribe their way to behavior change



## Committed Minority: Creating Change ...



*“We owe it to future generations to leave the lake better than we found it. More people living on the lake and using it increases the pressures on the resources. Everyone has to give a little and not think only of their own interests.” – Member of Group 3*



**Organizational Change Strategies**

- Ignore, or redirect their negative energy
- Help them to see the Vision and Mission
- Show party photos/ withhold incentives

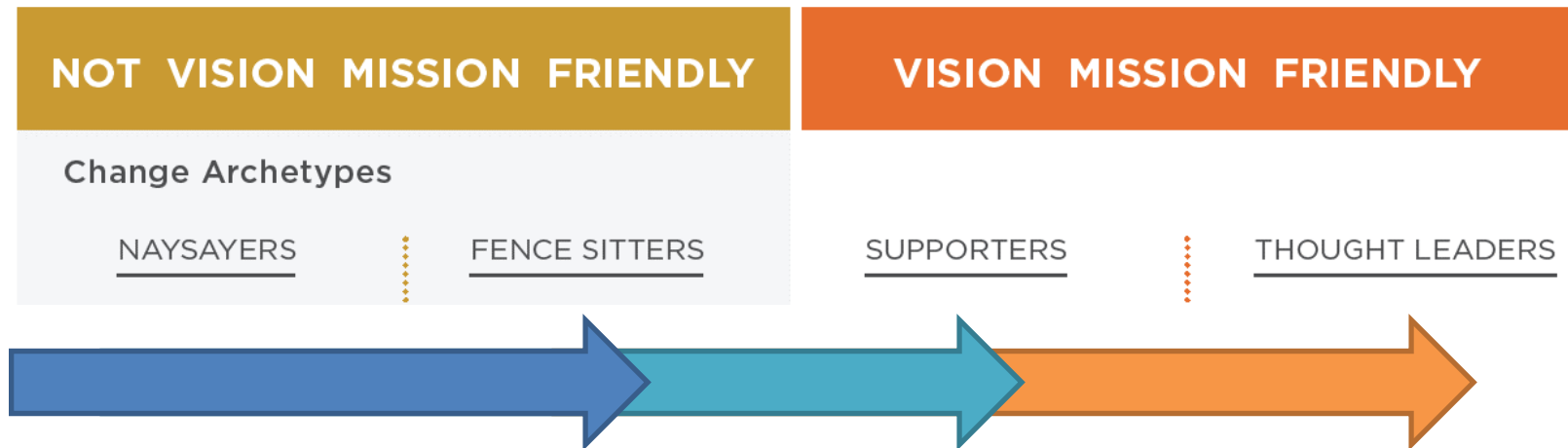
**GET THEM TO SEE VISION & MISSION**

- All incentives, rewards, and training go here
- Show them the love. Give them what they want/need. Let them run.

**GET THEM INVOLVED IN VISION & MISSION AND CULTURE & LEARNING**



## Committed Minority: Creating Change ...



A small, committed group of individuals ...

- Must lead by example (DEMONSTRATE ACTION)
- Must select priorities in line with common vision (AUDIENCE AWARE)
- Must grow the capacity of their organization to match the challenge (BUILDERS)



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## *Social Science Foundation: COLLABORATIVE PLANNING*

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### ***Collaborative Watershed Management***

- Characterized by:
  - **Locally focused collection of parties organized to address water related issues** (*Kenney et al., 2000*)
  - **Organized as partnerships that include governmental and non-governmental representation** (*Hauser et al., 2012*)
  - **Rely on consensus decision making and voluntary action** (*Kenney et al., 2000*)
  - **>3000 collaborative watershed partnerships exist in the US alone** (*Clark et al., 2005*)
  
- And represents the evolving model for lake planning in Wisconsin

How do they currently view the resource?

*Water Resources*

- Where to begin ...

*AMHERST MILLPOND:  
Making Community Decisions*

Activity: What are some of the values provided by local waterways?

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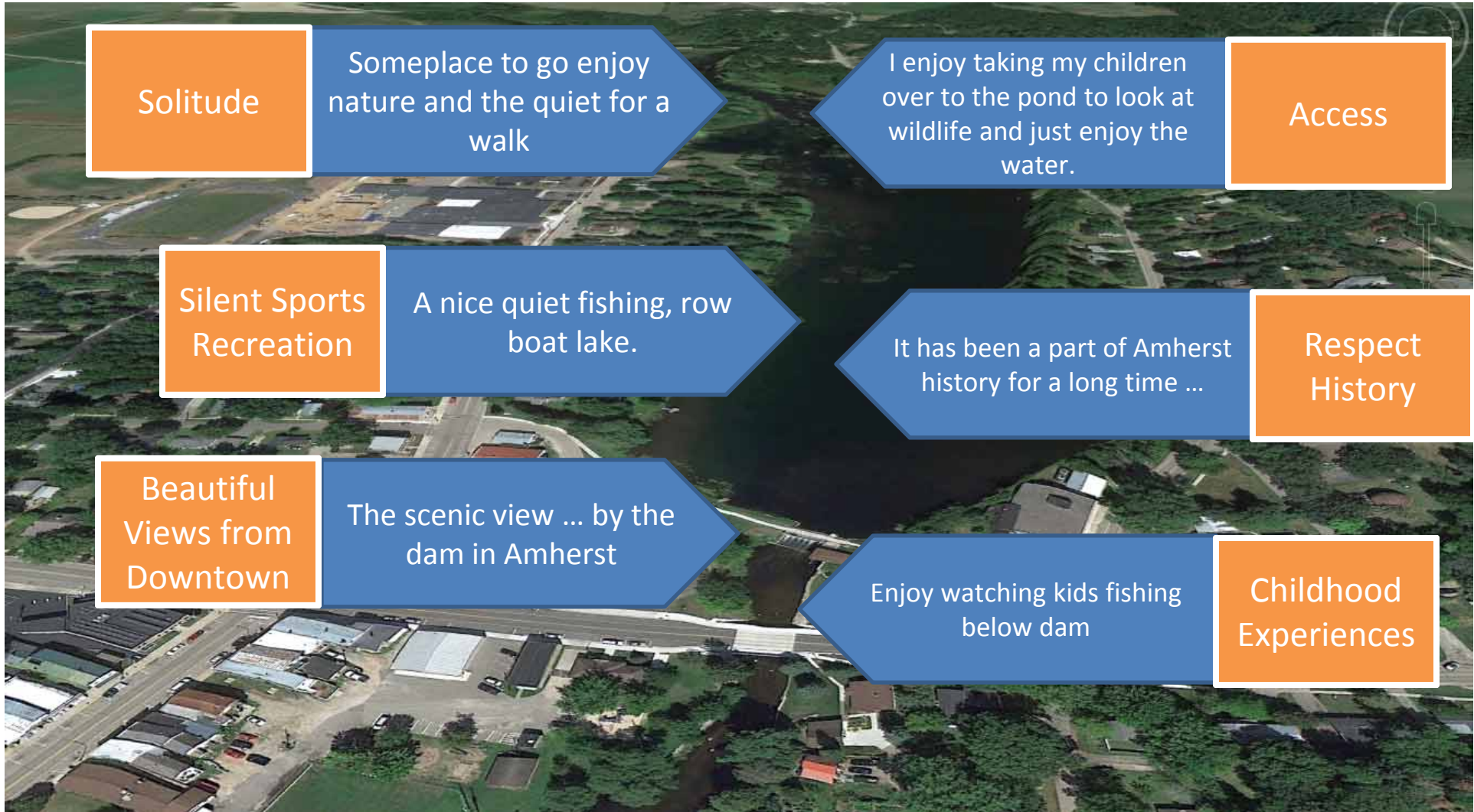
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How do they currently view the resource?

*Water Resources*



Solitude

Someplace to go enjoy nature and the quiet for a walk

I enjoy taking my children over to the pond to look at wildlife and just enjoy the water.

Access

Silent Sports Recreation

A nice quiet fishing, row boat lake.

It has been a part of Amherst history for a long time ...

Respect History

Beautiful Views from Downtown

The scenic view ... by the dam in Amherst

Enjoy watching kids fishing below dam

Childhood Experiences

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How do they currently view the resource?

*Water Resources*



Activity: How does this change when they become impaired?

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How do they currently view the resource?

*Water Resources*

## *Exploring Change*



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How do they currently view the resource?

*Water Resources*

## *Questions for the community*

Complex Challenge – Interdependent Issues

Big Questions: How do community members feel –

About their Dam?

About their Pond?

About their River?

About their Town?

2009 Public  
Opinion  
Survey  
(Amherst  
Millpond  
Management  
Planning  
Process)

**COMPLICATED, POTENTIALLY  
DIVISIVE DECISION:**

Three opinions: [assuming they are speaking of three people in the household] 2 want pond left the way it is and 1 wants the pond restored and dam removed.

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# Where to begin ...

*Water Resources*

AVOID QUICK DECISIONS

**Issue:** a community needs adequate time to understand issues, explore options, and work toward consensus

## *Collaborative Process: LEARNING*



**Public Meetings / Field Trips:** *Opportunities to gather information and collect meaningful input*



**Resource Teams:** *Small groups tasked with answering key questions / collecting input and reporting back to the community*

**BUILDING CAPACITY**

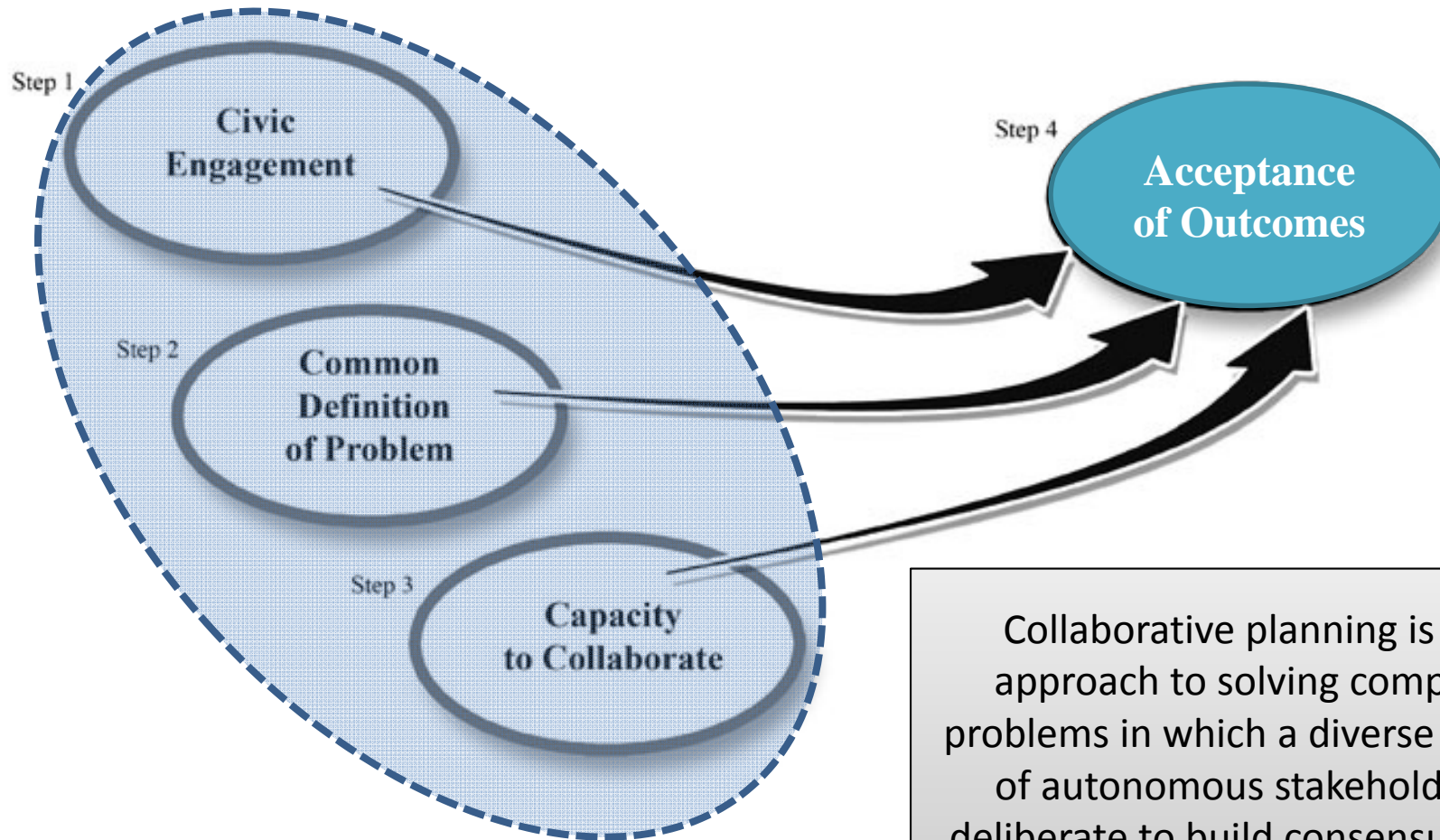
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## Planning

## Making Public (Community) Decisions



Collaborative planning is an approach to solving complex problems in which a diverse group of autonomous stakeholders deliberate to build consensus and **develop networks for translating consensus into results**. – Margerum (2011)

## *Lake Organization Advanced: Capacity Techniques*



➤ **Activity: Capacity Assessment Tool – 30 minutes**



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## *Natural Resource Social Science: Community Capacity Building*

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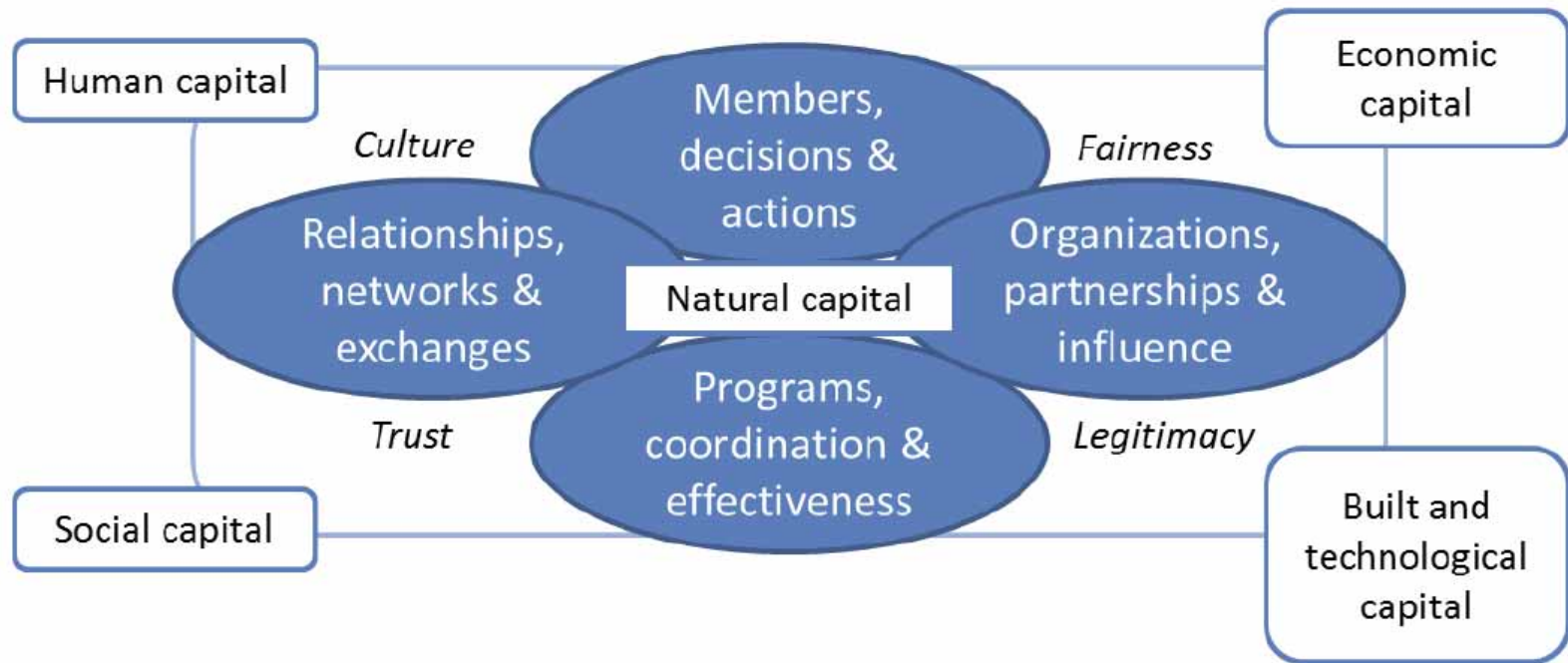
### ***Community Capacity: Are local partners ready to accept responsibility?***

- **Progression**
  - *Stage 1:* Public participation is a good idea
  - *Stage 2:* Public participation is necessary to achieve results
  - *Stage 3:* Public ownership of the problem and the solution are necessary for long-term success



## *Collaborative Planning: Sustainable Watershed Management*

### Community Capacity



*Davenport (2015)*

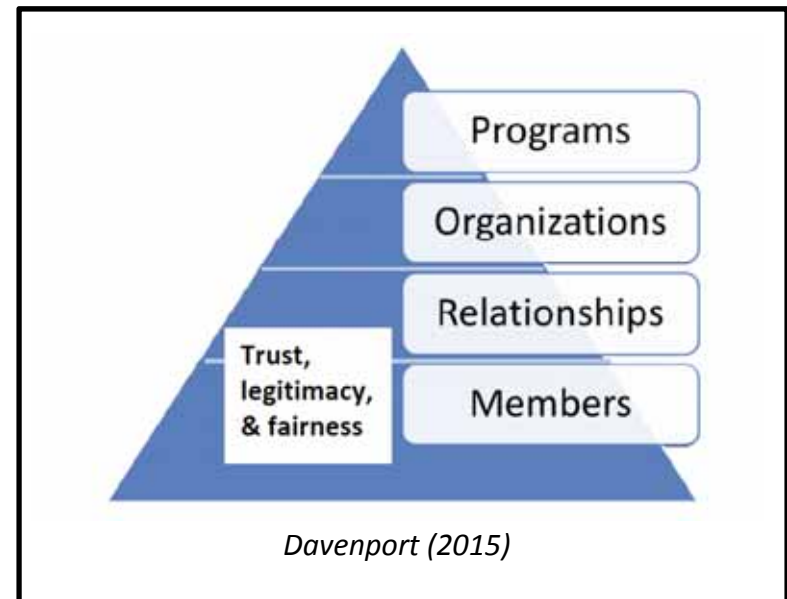
# Analysis of Capacity

## *Community Capacity Definition:*

1. *What we're trying to understand:  
Are local partners ready to accept responsibility?*
  
2. *How do we work to build capacity?*
  - *Model is composed of 4 levels*
    1. *Individuals (Members)*
    2. *Relationships*
    3. *Organizations*
    4. *Programs (Policy)*

## Community Capacity Defined

“The interaction of human capital, organizational resources, and social capital existing within a given community that can be leveraged to solve collective problems and improve or maintain the well-being of that community” (Chaskin et al., 2001, pg. 7)



# Analysis of Capacity

## Individual / Member Capacity

### Engage

- Recruitment of resources (members, expertise, funding) and public participation (individual problem setting).

## Organization Capacity

### Communicate

- Building the organizational capacity to collaborate, including communication and volunteer management strategies.

## Relationship Capacity

### Align

- Building relationships and working toward consensus on a common definition of the problem.

## Program Capacity

### Strengthen

- Program development and network building to achieve results. (Policy & Institutional Capacity)

# Social Inventory



- **Analysis of Capacity**
  - **Understanding Capacity Issues Allows Us To:**
    1. Identify issues that will have the support of the community
    2. Be realistic about what can be accomplished
    3. Incorporate potential funding sources early in the process

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# THE ROLE OF SOCIAL SCIENCE IN LAKE PLANNING

Planning

Capacity Building →  
Implementation Networks

Lake Wausau

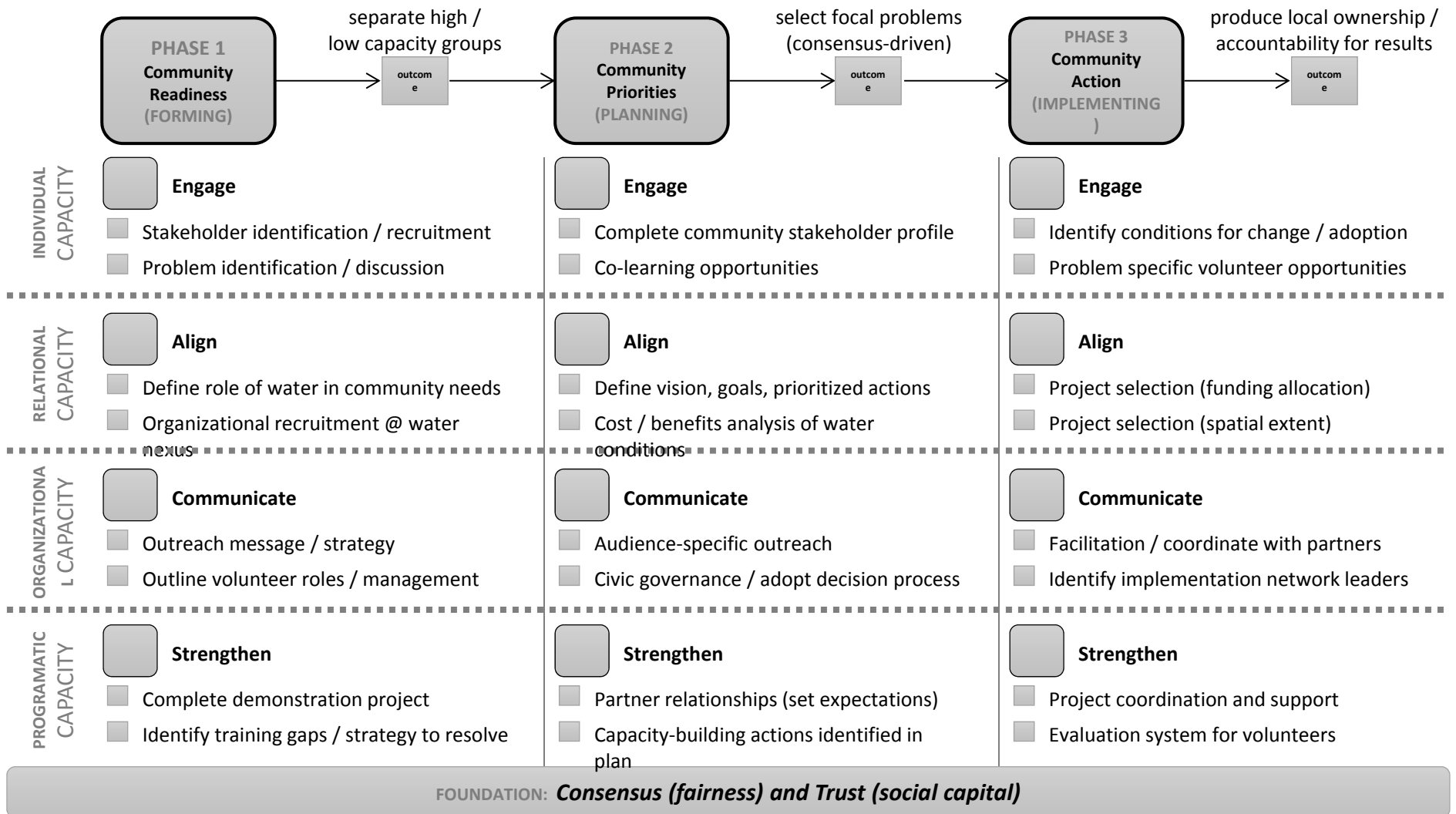
## STRENGTHS:

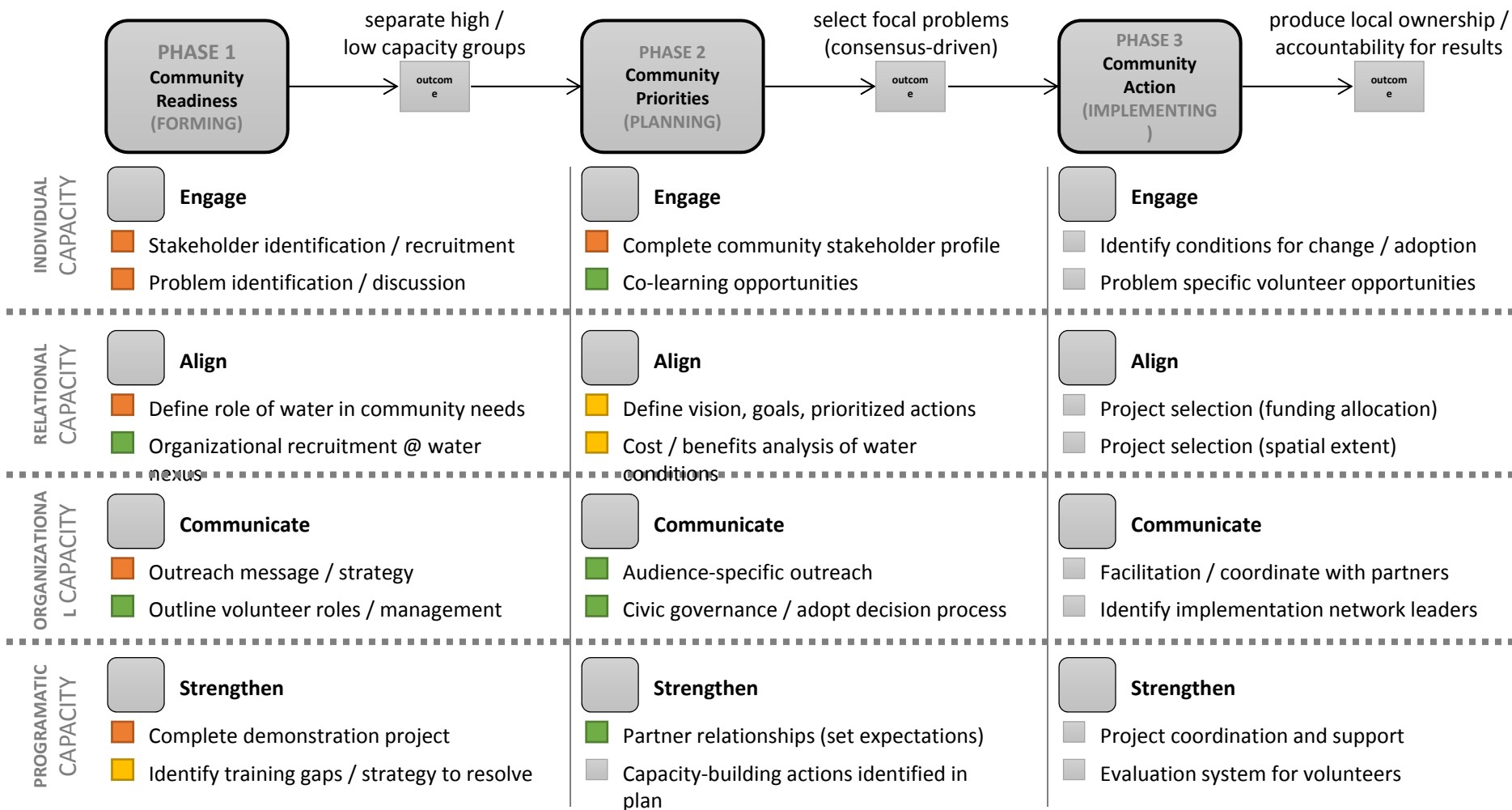
Characteristics of the stakeholder group / community that give efforts a relative advantage for success

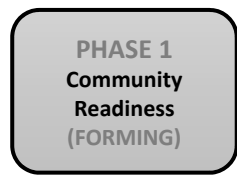
CAPACITY

## WEAKNESSES:

Characteristics of the stakeholder group / community that reduce the likelihood of successful action to address issues







separate high /  
low capacity groups



INDIVIDUAL  
CAPACITY



**Engage**

- Stakeholder identification / recruitment
- Problem identification / discussion

RELATIONAL  
CAPACITY



**Align**

- Define role of water in community needs
- Organizational recruitment @ water nexus

ORGANIZATIONAL  
CAPACITY



**Communicate**

- Outreach message / strategy
- Outline volunteer roles / management

PROGRAMMATIC  
CAPACITY



**Strengthen**

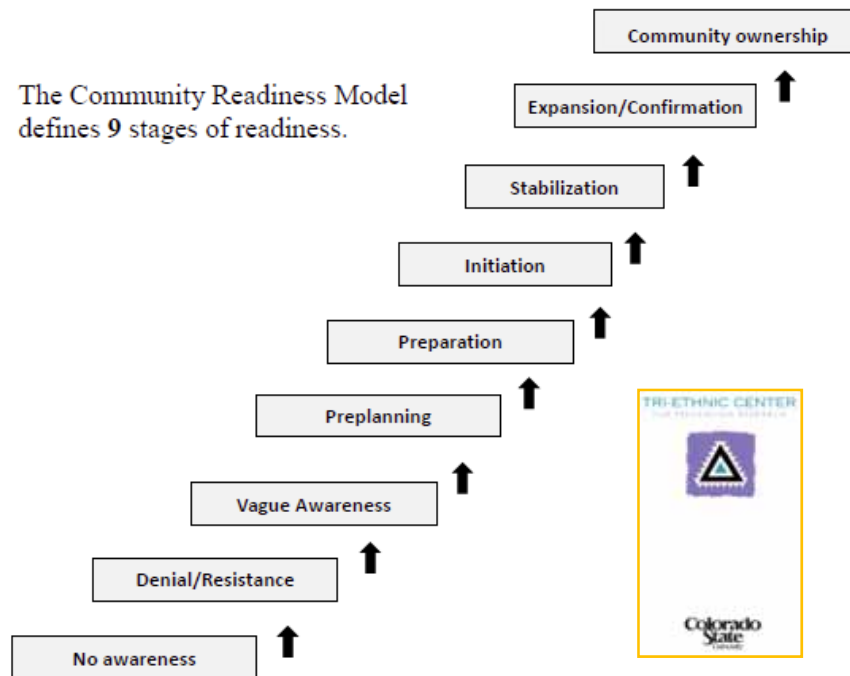
- Complete demonstration project
- Identify training gaps / strategy to resolve

Natural Resources  
Social Science

Role in clarifying & securing  
common interests

**Recognize that not all communities are at  
the same starting point**

The Community Readiness Model  
defines 9 stages of readiness.



# Analysis of Capacity

## Individual / Member Capacity

### Engage

- Recruitment of resources (members, expertise, funding) and public participation (individual problem setting).

## Organization Capacity

### Communicate

- Building the organizational capacity to collaborate, including communication and volunteer management strategies.

## Relationship Capacity

### Align

- Building relationships and working toward consensus on a common definition of the problem.

## Program Capacity

### Strengthen

- Program development and network building to achieve results. (Policy & Institutional Capacity)

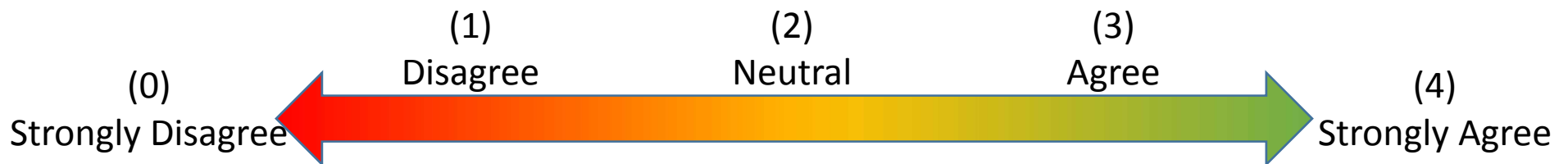
## Develop & Enhance Member Capacity

Engage

Recruitment of resources (members, expertise, funding) and public participation (individual problem setting).

- A. Raise Awareness
- B. Access to Technical Skills
- C. Issue Identification
- D. Process for Involvement
- E. Outreach

My lake group (or organization) currently places a high priority on ....

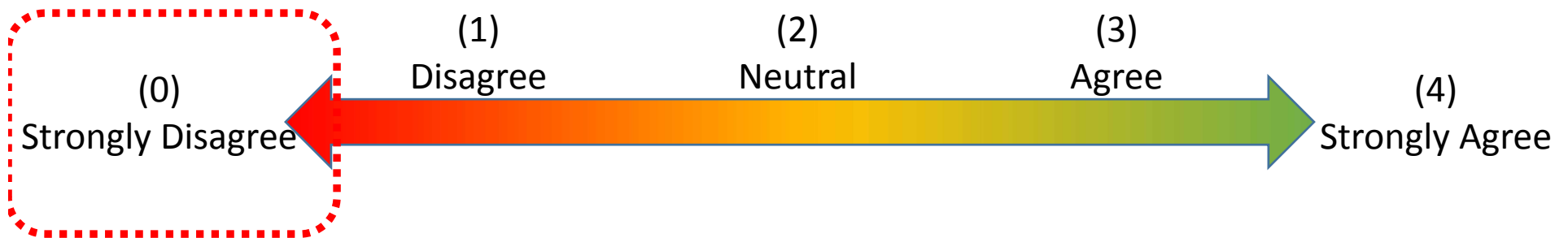


## Develop & Enhance Member Capacity

Engage

- A. Raising Awareness:** Develop and maintain a high level of knowledge within members about lake conditions and management options.

My lake group (or organization) currently places a high priority on ....



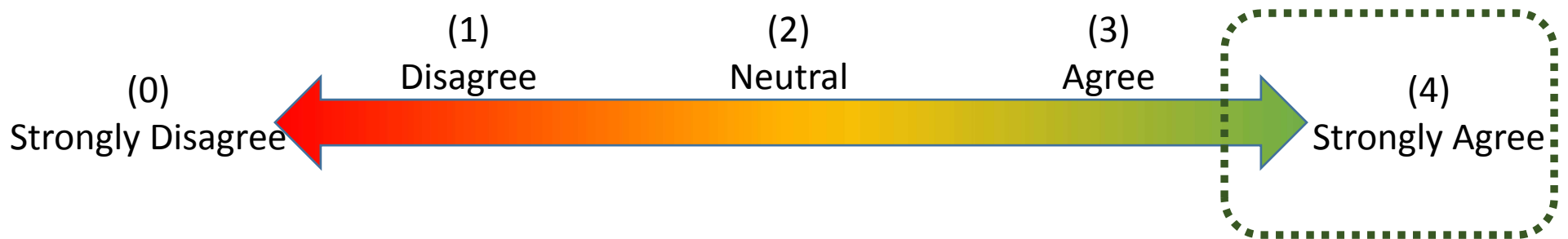
My organization has not discussed or taken action intended to enhance this area of capacity-building or it has been more than 3 years since anything has been done.

## Develop & Enhance Member Capacity

Engage

- A. Raising Awareness:** Develop and maintain a high level of knowledge within members about lake conditions and management options.

My lake group (or organization) currently places a high priority on ....



My organization consistently attempts to enhance this area of capacity-building and members recognize this as a key strength supporting our efforts to manage our water resources.

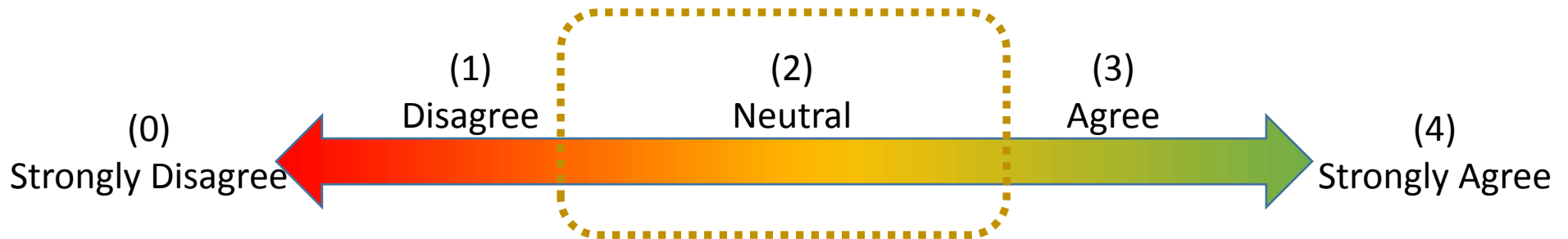


## Develop & Enhance Member Capacity

Engage

- A. Raising Awareness:** Develop and maintain a high level of knowledge within members about lake conditions and management options.

My lake group (or organization) currently places a high priority on ....



There are regular discussions between members of my organization about how to improve this area of capacity-building, but no meaningful action has been taken.

## Develop & Enhance Relational Capacity

### ALIGN

Building relationships and working toward consensus on a common definition of the problem.

F. Identifying Allied Organizations

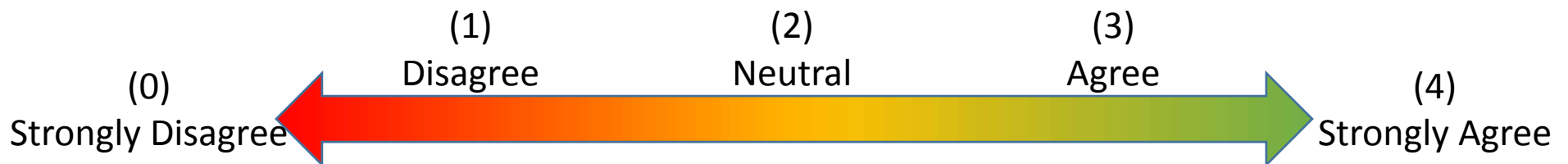
I. Identifying Community Consensus

G. Partnering

J. Approaching Decision-makers

H. Shared Networks

My lake group (or organization) currently places a high priority on ....



## Develop & Enhance Organizational Capacity

### Communicate

**Building the organizational capacity to collaborate, including communication and volunteer management strategies.**

K. Defined Roles

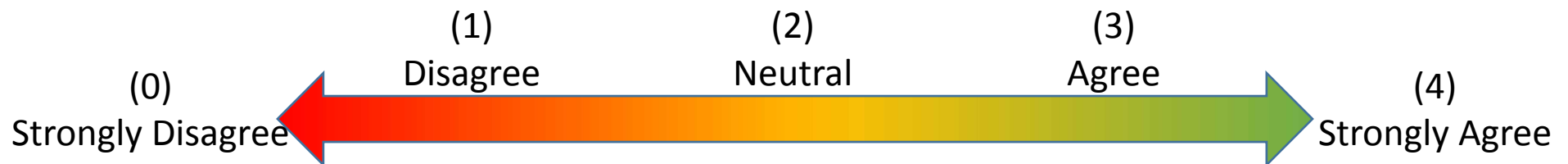
N. Access to Advisors

L. Conflict Management

O. Policies

M. Media Management /  
Outreach

My lake group (or organization) currently places a high priority on ....



## Develop & Enhance Programmatic Capacity

Strengthen

Program development and network building to achieve results.

P. Leadership

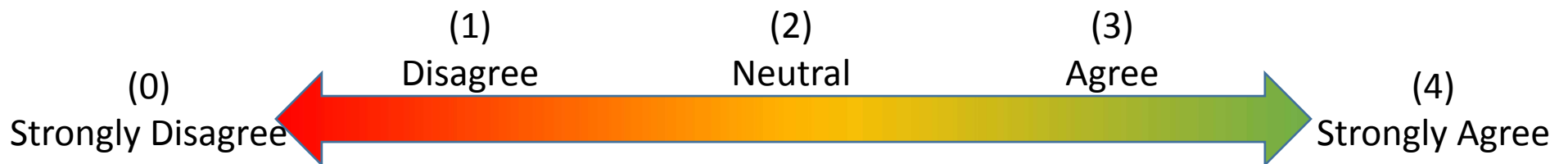
S. Access to Funding

Q. Completion of  
Demonstration Projects

T. Access to Community  
Power

R. Growing Expertise

My lake group (or organization) currently places a high priority on ....



## *Lake Organization Advanced: Capacity Techniques*



- **Break – 3:00 to 3:30**
- **Activity: Small Group Discussion**

# Analysis of Capacity

20 minutes

## Individual / Member Capacity

### Engage

- Recruitment of resources (members, expertise, funding) and public participation (individual problem setting).

## Organization Capacity

### Communicate

- Building the organizational capacity to collaborate, including communication and volunteer management strategies.

## Relationship Capacity

### Align

- Building relationships and working toward consensus on a common definition of the problem.

## Program Capacity

### Strengthen

- Program development and network building to achieve results. (Policy & Institutional Capacity)

## Capacity Assessment

**Step 1:** Review Results – Share examples of why they rated their organization a specific way

*Adapted from Davenport & Seekamp (2013)*

20 minutes

Engage

### Develop & Enhance Member Capacity

Recruitment of resources (members, expertise, funding) and public participation (individual problem setting).

### Identify your stakeholders: Network Maps

**Step 1:** Identify your core team – List the 3-5 groups (or people) who do most of the work on any lake or watershed-related efforts.

**Step 2:** List the “go-to” organizations within your community that are connected to your core team.



Source: <http://www.bethkanter.org/network-mapping/>

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Engage

### Develop & Enhance Member Capacity

Recruitment of resources (members, expertise, funding) and public participation (individual problem setting).

### Identify your stakeholders

**Step 3:** Identify who is missing – List the additional organizations that you know may be interested, but are not currently engaged in your lake of watershed-related efforts.



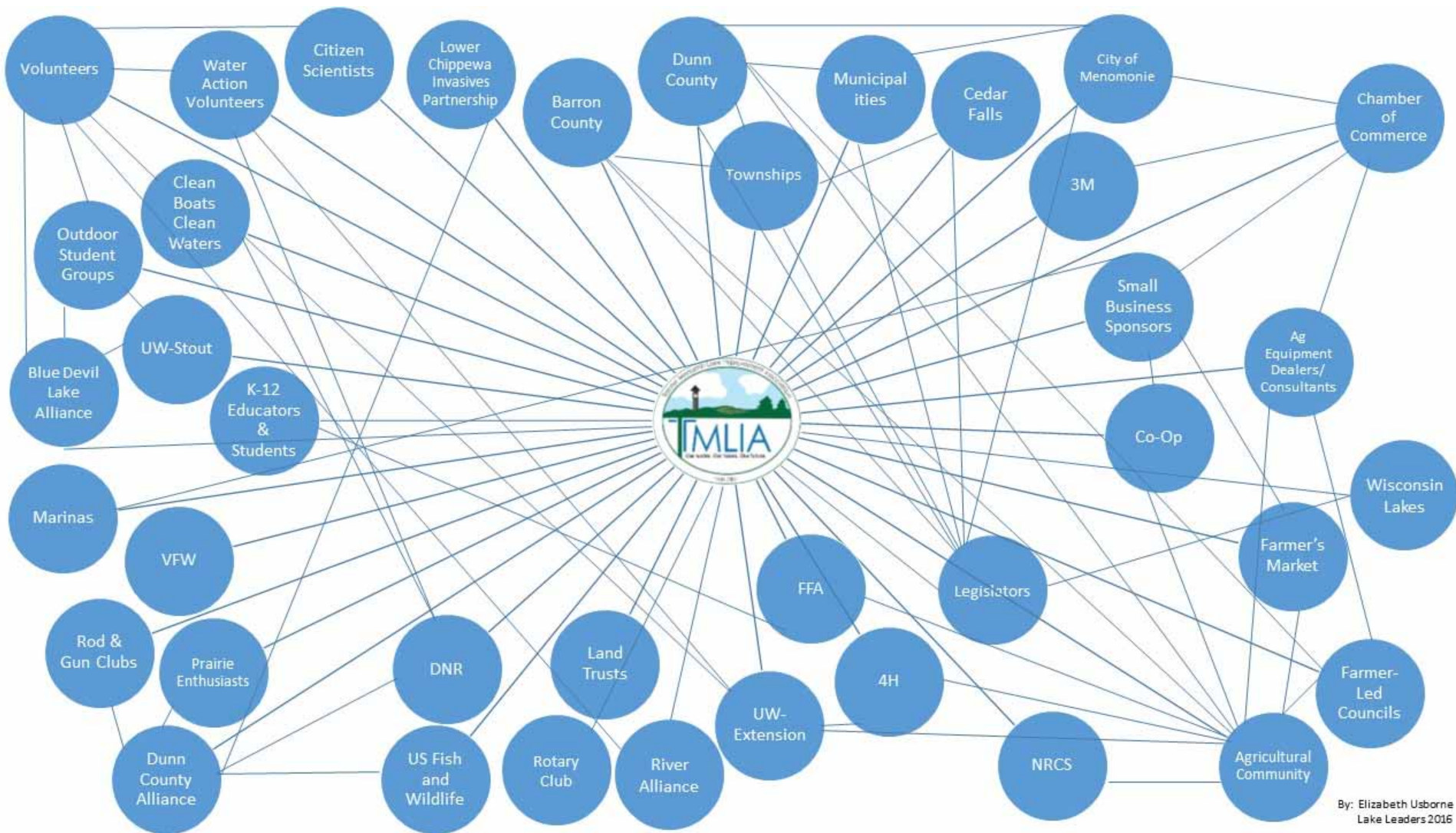
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By: Elizabeth Osborne  
Lake Leaders 2016

20 minutes

**Align**

### **Develop & Enhance Relational Capacity**

Building relationships and working toward consensus on a common definition of the problem.

#### **Identify your stakeholders: Consensus**

**Step 1:** Identify 3-4 primary factors that motivate your core team – What issues motivate them to be involved in in your lake or watershed-related efforts? (*Hint: Think about the diverse reasons people support your efforts.*)

**Step 2:** For each reason identify the other groups in your network that are likely to be motivated by the same issue.



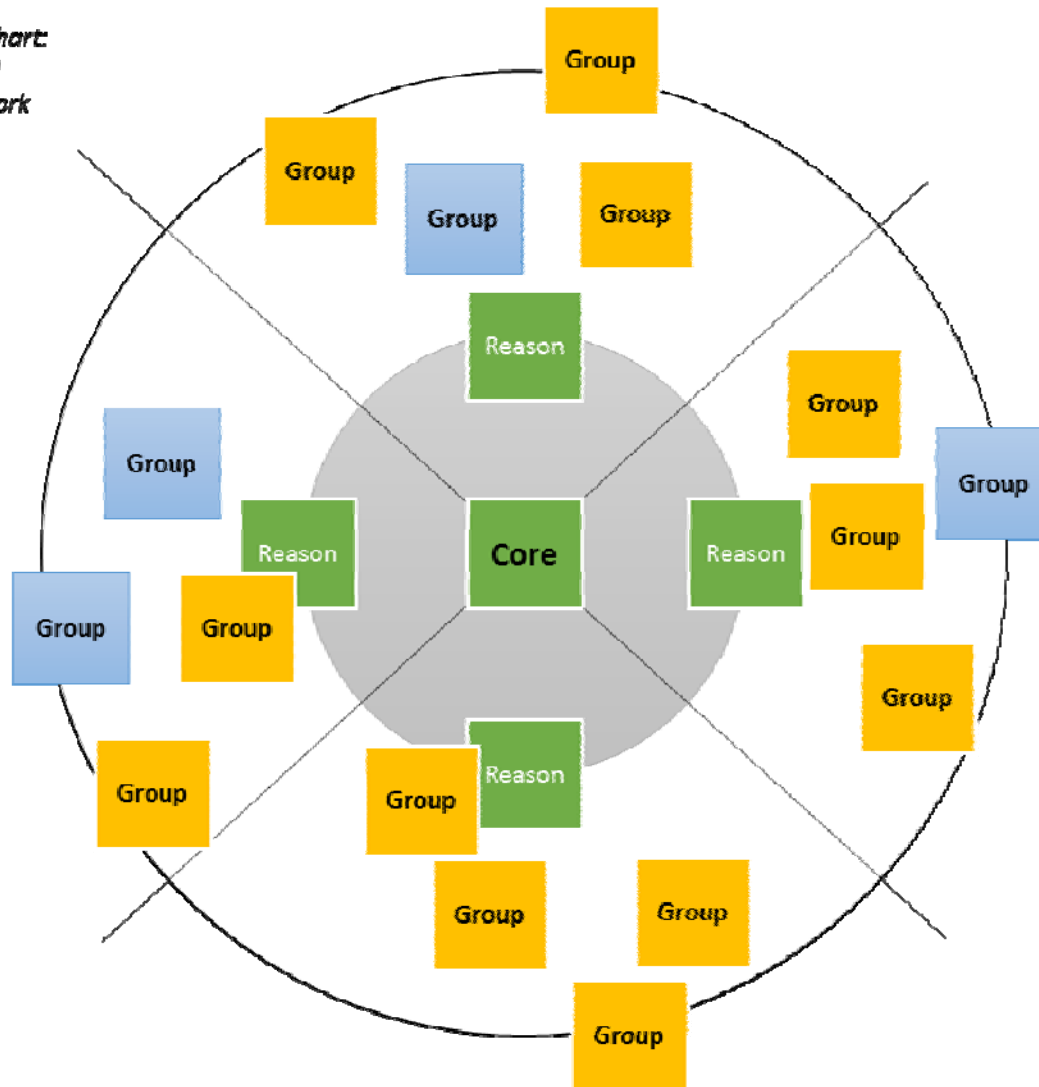
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*Flip Chart:  
Social  
Network  
Map*



*Other*



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### ***Many collaborators & voices have informed the development of this model, including colleagues who presented and participated in the following:***

March 2016. Building Community Capacity into Lake Planning (Extended Workshop). Location: Stevens Point, Wisconsin; Audience: Lake Management Professionals, Agency and County Staff members, and Community Leaders attending UW-Extension Lakes Convention.

- *Special thanks to* – Eric Olson (& UW-Extension Lakes), Buzz Sorge, and Shelly Thomsen

August 2015. Finding implementation success by defining the role of community capacity in watershed planning efforts; *Location:* Eau Claire, Wisconsin; *Audience:* WDNR staff, UW-Extension specialists & educators, county planners, watershed professionals.

- *Special thanks to* – Nels Paulson, Mae Davenport, Buzz Sorge, Lynne Kolze, and Ron Verdon

September 2014. *It's About the People: Using Human Dimensions Information for Lake Management.* Wisconsin Lake Leaders Seminar: Minocqua, WI.

- *Special thanks to* – Kristin Floress



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