

# Building Capacity for State and Regional Councils

- 1/2 day workshop at the Third National Monitoring Conference, Madison, WI, May 2002.
- Facilitated by Fred Banach, Charlie Peters, & Abby Markowitz



# Prior to workshop

## ⇒ Planning committee created

- Composed of Fred, Charlie, Abby and people associated with Councils who had already submitted abstracts

## ⇒ Two conference calls

- To develop agenda and structure of workshop

# Workshop Agenda

- ➔ Introduction to workshop
- ➔ Panel introductions and presentations
  - 4 panel members gave 3 minute introductions to themselves and their Council
  - 4 panel members gave longer, 10 minute presentations (from abstracts)
- ➔ Small group breakouts
- ➔ Small group report-backs
- ➔ Discussion and recommendations

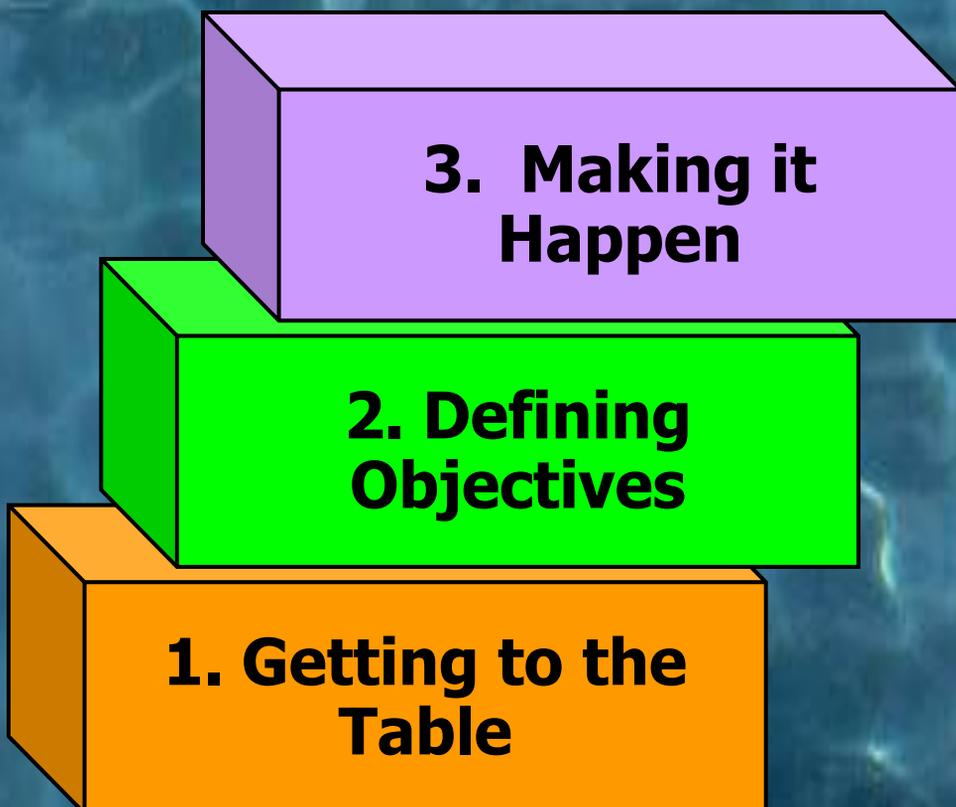
# Panelists

- ⇒ Beth Card, CT River Forum
- ⇒ Stephen Fischer, KY Interagency Monitoring Workgroup
- ⇒ Bill Horak, CO Water Monitoring Council
- ⇒ Ric Lawson, Lake Michigan Monitoring Coordination Council
- ⇒ Tim Asplund, WI Groundwater Coordinating Council (10 minute presentation)
- ⇒ Elizabeth Moran, South Shore Estuary Reserve Management Conference (10 minute presentation)
- ⇒ Peter Tennant, OH River Valley Water Sanitation Commission (10 minute presentation)
- ⇒ Jane Walker, VA Water Monitoring Council (10 minute presentation)



# Small group breakouts

- ⇒ Three small groups-- Each group focused on a step in the process of building functional collaborative bodies



# Small group breakouts

## ⇒ Step 1. Getting to the table

- how do we get everyone to the table? How do we build relationships and begin to think and act collaboratively?

## ⇒ Step 2. Defining objectives

- how do we identify specific collaborative issues and goals? How do we develop technical strategies?

## ⇒ Step 3. Making it happen

- how do we develop sustainable consensus building strategies? How do we find the resources (funding, people, etc.) for implementation? What are the other nuts and bolts issues?

# Charge to the groups

- ⇒ Identify some of the barriers and challenges involved in this particular step of the process
- ⇒ Develop some initial ideas and recommendations for meeting challenges and removing barriers



# Challenges & Barriers

## ⇒ Turf battles

- hard to create a collaborative “hat”
- sometimes seemingly contradictory customers or constituencies
- data sharing vs. data hoarding
- Different technical approaches

## ⇒ Time constraints

- need a parallel 24 hour day
- takes time to motivate others

# Challenges & Barriers

## ➡ Identifying the right people

- how do you find the right contact...someone who is motivated, has time, and is used to working collaboratively
- Need to get buy-in from management

## ➡ Disconnect between “technical” and “management”

- As you move up the ladder, process is more political

# Challenges & Barriers

## ⇒ Obstinance, resistance

- *this is the way we've always done things*
- *narrow vision*

## ⇒ Different languages & culture

- *Nomenclature and jargon not always consistent*
- *Expectations and goals may differ*

# Meeting Challenges & Removing Barriers

- ⇒ Develop tools that answer WIFM for different audiences
  - Success stories illustrating economic, political, scientific, educational, environmental benefits
  - Collaboration leads to reduction in effort, duplication, cost through combining expertise & resources
- ⇒ Identify what's needed for and create an atmosphere for WIN-WIN collaboration

# Meeting Challenges & Removing Barriers

⇒ Before anything else, identify, address, and document issues and goals

- expectations and goals of each partner --VA needs survey is example
- collaborative objectives and goals—Why are we here?
- collaborative technical strategies including **COMPARABILITY**

# Meeting Challenges & Removing Barriers

- ⇒ Develop collaborative technical strategies (network design, field & lab protocols, Meta data, QA responsibility, training, certification)
- ⇒ Integrate flexibility into strategies to allow for differences among agencies
- ⇒ Look forward, not backward

# Meeting Challenges & Removing Barriers

- ⇒ Formalization of process, entity (legislation, bylaws)
- ⇒ Stable funding
  - Direct appropriation, seed money
  - Fees on potential polluters
- ⇒ Engage interest groups
  - Volunteer monitors
  - Communicate results

# Meeting Challenges & Removing Barriers

- ➔ Dedicated staff and administrative resources
- ➔ Partner agencies and organizations retain autonomy
- ➔ Need to develop and maintain a strategic framework
  - Standards for data collection
  - Specific uses for data
  - Feedback to monitoring groups

# Recommendations

⇒ We need ways to articulate

***What's in it for me?***

⇒ Specific to different audiences

- Managers
- Technical
- Public



# WIFM

⇒ We need real-life examples to demonstrate

- Successes, savings, efficiencies
- Value added
- Unexpected benefits
- What we can do together that we can't do alone

⇒ We need tangible tools to take to various constituencies

- examples need to be framed for specific audiences



# Recommendations

⇒ Need to find

## Common Ground

- *build long-term trusting relationships among people and organizations*
- *Getting to know you time*
- *What can we do together that none of us can do alone?*

# Recommendations

⇒ Develop and use a

## *Common Language*

– Develop and enhance glossaries

**WHO?  
WHAT?  
WHEN?  
WHERE?  
WHY?  
HOW?**



# Recommendations

⇒ Increase comparability and confidence

– Certification (field & lab)

– Proficiency checklists

– Building trust

# Recommendations

- ⇒ National Council should become warehouse of tools
  - Needs assessment form
  - Examples, success stories, lessons learned, models for collaboration
  - Key contacts
  - Examples of goals, objectives