
Gathering Stakeholders and Keeping Them on-Board for the Long-Run

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Slide



Talking Points

Group dynamics play an important role in the participation of stakeholders in the group and their willingness to continue to stay involved. Meaningful and useful information is also a very critical element to engagement. Communication between the stakeholders and assisting organization and communication between and amongst the stakeholders is a very necessary process.

This presentation will also talk about “Finding Elmer” – a critical element to successful watershed groups. Who are the respected people in the watershed? What are the roles of elected officials and how should they be involved? Embracing and encouraging transition can be stressful but often very necessary to insure the continued involvement of others and the overall success of the watershed efforts. How should meetings be held? Should technology be used more to insure participation? How do we value time and the time of others? Are agency personnel respectful of volunteer efforts? What kind of “public” activities should be held to stimulate interest and new people to get involved? What should be the role of volunteers and the role of agency staff? How much “administrative” work should volunteers/stakeholders be required to do? When should an organization incorporate or function under the umbrella of another organization? These are some of the many questions that will be explored in this presentation.

Overview

- Problems and Issues not solved overnight
- Long Term Involvement
- Planning and Implementation
- How do you -
 - Attract
 - Involve
 - Nurture
 - Sustain
- Finding “Elmer”

Problems and solution in watersheds are not resolved and implemented overnight. Often watershed efforts both in planning and implementation is a long term process that results in improved water quality and quality of life benefits to the surrounding communities. The question is how do you attract, involve, nurture and sustain the volunteer efforts of local citizens/stakeholders in watershed planning and implementation activities. Will also discuss finding “Elmer”

Southwestern Illinois RC&D Area

- Kaskaskia Resources/Private Lands Initiative (KRPLI)
- Lower Kaskaskia Stakeholders, Inc. (LKSI)
- Kaskaskia Watershed Assn. (KWA)
- Ecosystem Partnerships
 - Upper Kaskaskia
 - Lake Carlyle
 - Kaskaskia River Shoal Creek
 - Kaskaskia River Silver Creek
- Other Efforts

The presentation will present techniques used in several watershed groups in the Southwestern Illinois RC&D Area and particularly efforts of the Kaskaskia Resources/Private Lands Initiative, Ecosystem Partnerships, the Lower Kaskaskia Stakeholders, Inc. and the Kaskaskia Watershed Assn. Other coordinating efforts will also be highlighted.

Group Formation

- Agency Driven
- Evolution of another effort
- Idea from a key constituent
- Crisis
- Grant Driven
- Compelling Resource



How a group is formed often times sets the tone and the interest level of the participants. Long term “success” of stakeholder involvement is also related to an agency and the willingness of the agency to work in partnership with the stakeholders.

American Heritage Rivers Proposal and Future Action




- Application prepared 1997
- Local opposition
 - against it to be against it
 - Red Bud Meeting; threw the reporters out
 - What the h___ are *STAKEHOLDERS*
 - 2 year moratorium on application
 - Early beginnings of the creation of both KWA and LKSI

This one of the unique experiences that I have had. Today this group meets monthly and has several hundred in attendance at their Annual Functions.

They also have been the recipient of another organizations' assets and one or two others have ceased to meet due to the umbrella of this group.

Group Dynamics



- Forming
- Storming
- Norming
- Performing

Bruce Wayne Tuckman (1938-)

Tell story about the early stages of KRPLI - Fighting with agencies; did not want to deal with the true issues.

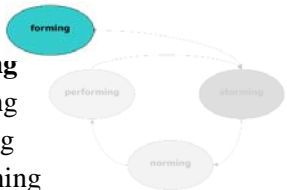
Participants want to move to the Performing without passing through the first three stages.

The Forming stage is relatively easy.

The Storming stage is difficult and many times the cause of the team's failure.

Performing seems easy once the storming process is complete.

Group Dynamics



- **Forming**
- Storming
- Norming
- Performing

Bruce Wayne Tuckman (1938-)

Forming includes feelings and behaviors of:

Excitement, anticipation, and optimism.

Pride in being chosen for the project.

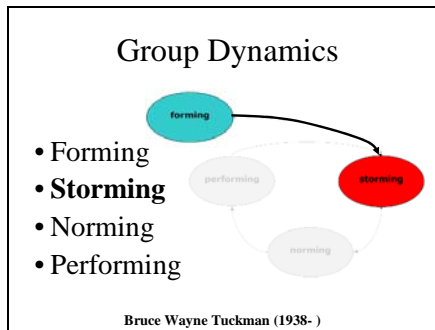
A tentative attachment to the team Suspicion and anxiety about the job.

Defining the tasks and how they will be accomplished.

Determining acceptable group behavior.

Deciding what information needs to be gathered.

Abstract discussions of the concepts and issues, and for some members, impatience with these discussions. There will be difficulty in identifying some of the relevant problems.



Storming includes feelings and behaviors
Resisting the tasks.

Resisting quality improvement approaches suggested by other members.

Sharp fluctuations in attitude about the team and the project's chance of success.

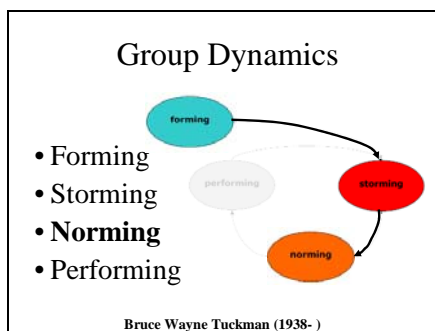
Arguing among members even when they agree on the real issues.

Defensiveness, competition, and choosing sides.

Questioning the wisdom of those who selected this project and appointed the other members of the team.

Establishing unrealistic goals. Disunity, increased tension, and jealousy.

Tell story about the early stages of KRPLI - Fighting with agencies; did not want to deal with the true issues.



Norming includes feelings and behaviors

An ability to express criticism constructively.

Acceptance of membership in the team.

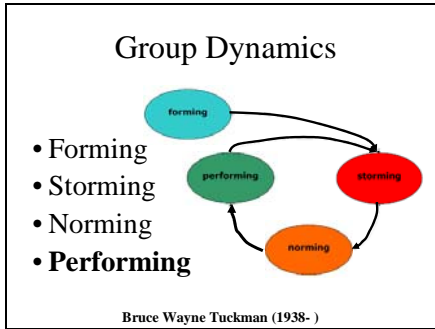
An attempt to achieve harmony by avoiding conflict.

More friendliness, confiding in each other, and sharing of personal problems.

A sense of team cohesion, spirit, and goals.

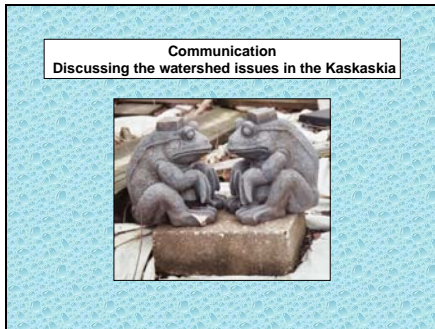
Establishing and maintaining team ground rules and boundaries.

Took some field trips



Performing includes feelings and behaviors
 Members have insights into personal and group processes, and better understanding of each other's strengths and weakness.
 Constructive self-change.
 Ability to prevent or work through group problems.
 Close attachment to the team.

Improved Communication




Press Releases on accomplishments
 Good Exposure for the group
 Participants get a strong feeling of appreciation and accomplishment

Good set of minutes, Timely, Accurate

Clear and factual. - Tempted to sensationalize the issue.

Respect of Volunteers




- People are busy
- Limit menial tasks and issues
- Meetings need to have a purpose
- Time of day varies from watershed to watershed
- Distance can be difficult – Conference calls
- Provide Staff support
- Have Fun!

How do we value time and the time of others? Are agency personnel respectful of volunteer efforts?

Watershed Administrative Support

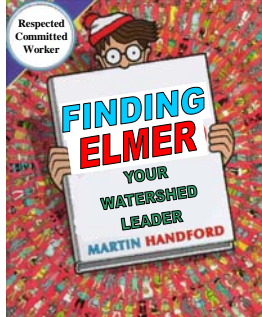
- Staff to assist with logistics, notices
- Provide for daytime point of contact
- Maintain records
- Call upon other resources
- Provide Guidance and Advice



How much “administrative” work should volunteers/stakeholders be required to do?

This is a case by case basis. We work to insure that the administrative tasks are minimized.

This also is dependent on the size of the watershed. If it crosses county boundaries who provides the support. May need to work with a more regional organization.



This is a tough task.

Finding Elmer is not easy. They are often not the most recognized person in the crowd.

They are Highly Respected. When found and committed to the project they are invaluable.

Activities

- Summits
- Showcase Events
- Activities
- Projects
- Reports
- Newsletters

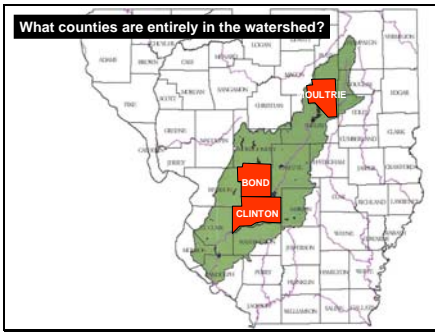


Hold Activities

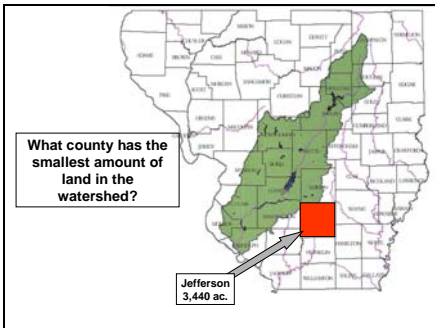
Keep people involved. This helps with the press. Recognize the committee. Let them have fun. People will enjoy spending the day with the group. Example the Kaskaskia Showcase at Evansville went from breakfast to evening social hour.



Do projects that people are interested in.



Provide facts and talking points.



When should an organization incorporate or function under another organization?

- Work with others to get established
- Utilize the connections and support circle
- Legitimacy
- Financially able to stand on their own
- Independence due to lobbying or other needs
- Need to have members or include others

It seems like every time you turn around someone is forming another not for profit. I work with many organizations and foundations. The Metropolitan Assn of Philanthropy looks down on new or upstart not-for-profits. They prefer working with organizations with a track record. Can an existing organization provide support for the effort or watershed initiative?

Currently we are working with a friends group to provided the administrative oversight to allow them to work on the tasks and issues that are near and dear to them.

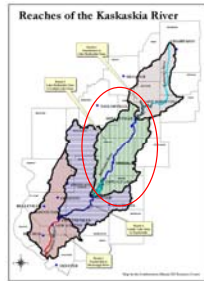
KWA Kaskaskia Watershed Assn.

- Reach 1 Headwaters to Lake Shelbyville Dam
 - Lake Shelbyville Development Association
 - Upper Kaskaskia C2000 Ecosystem Partnership
 - Dr. Jerry Snyder
 - Bruce Condill
 - Nancy Cruitt
 - John Highland
 - Steve Jurgens



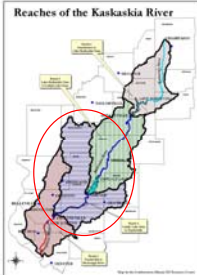
KWA Kaskaskia Watershed Assn.

- Reach 2 Lake Shelbyville Dam to Carlyle Lake Dam
 - Carlyle Lake Association
 - Mid Kaskaskia Coalition
 - Carlyle Lake C2000 Ecosystem Partnership
 - Mr. Jim Harris, President
 - Norman Conrad
 - Ed Luebbers
 - Jon Phillips
 - Russell Schwarm



KWA Kaskaskia Watershed Assn.

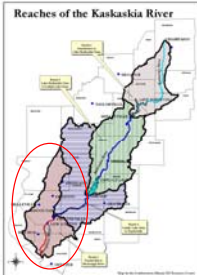
- Reach 3 Carlyle Lake Dam to Fayetteville
 - ORBC Okaw River Basin Coalition
 - OKAW Original Kaskaskia Area Wilderness
 - Kaskaskia – Shoal Creek C2000 Ecosystem Part.
 - Larry Hashieder
 - Gary Knowloff
 - Joe Luetefeld
 - Earl Schmitker
 - Glenn Schuetz



The map, titled "Reaches of the Kaskaskia River", shows the river's course through a watershed. Reach 3 is highlighted in a light blue color and circled with a red oval. Other reaches are shown in different colors: Reach 1 (light green), Reach 2 (light purple), and Reach 4 (light brown). The map includes labels for various locations and features along the river.

KWA Kaskaskia Watershed Assn.


- Reach 4 Fayetteville to Mississippi River
 - Lower Kaskaskia Stakeholders Inc.
 - Kaskaskia River – Silver Creek C2000 Ecosystem Partnership
 - Leonard Vasquez
 - Norm Rieso
 - Pat Wetzel
 - Wes Stellhorn
 - George Andres



The map, titled "Reaches of the Kaskaskia River", shows the river's course through a watershed. Reach 4 is highlighted in a light brown color and circled with a red oval. Other reaches are shown in different colors: Reach 1 (light green), Reach 2 (light purple), and Reach 3 (light blue). The map includes labels for various locations and features along the river.

KWA Formalizes

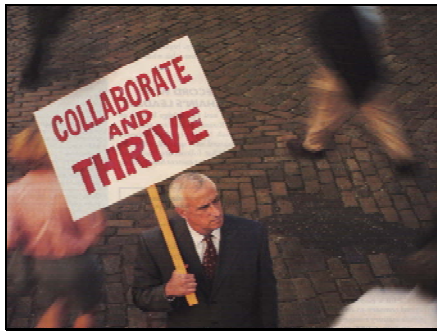
- Begin meeting as a group in 1998
- Formalizes KWA in July 2002
- Holds Summits 2000-2005
- Education and Communication
- Represents the Whole Watershed
- Creates 4 sub-basins for board participation
- Meets Quarterly
- Common Concerns Watershed wide



A photograph showing a group of approximately ten people standing in a line, possibly at a summit or meeting. They are dressed in casual attire, and some are wearing hats. The background is slightly blurred, suggesting an outdoor setting.

When should an organization incorporate or function under the umbrella of another organization?

This is a great example of meeting first – then forming on their own. They still rely on the several groups to assist them with their work.



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